Organizational Citizenship Behaviour as a Factor Influencing Service Delivery in an Organization: The Imperative of Motivation

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Abstract

Organizational growth, development and sustenance is determined by the extent the organization can provide quality service delivery to its customers. Organizational performance and employee productivity are judged by the level the organization satisfies its customers. Customer satisfaction is measured by how effectively and efficiently organizational service delivery is maintained in an organization. This study anchored in social exchange theory looked at organizational citizenship behaviour as a factor influencing service delivery, using the imperative of motivation to employees. Terms considered germane to this study are: organizational citizenship behaviour, service delivery, and imperative of motivational incentives as a correlate to organizational citizenship behaviour. The study concludes that although organizational citizenship behaviour is a discretionary service that employees render as an extra service to their organization freely, there is a need for organizations to adequately motivate such employees. The study recommends, therefore, that organizational citizenship behaviour should not be a stand-alone factor on the quest for quality service delivery in an organization. Motivations should also be considered as an important supporting tool to organizational citizenship behaviour as a prerequisite for maintaining and sustaining employee commitment to the provision of quality service delivery to the organization that employ them.

Key Words: Organizational citizenship behaviour, service delivery, motivations, customer satisfaction, organizational performance

Introduction

The desire of every organization is to attain optimal growth and development. This however, depends on the extent organization can satisfy its customers. Customer satisfaction is determined by service delivery. Quality service delivery is the bedrock of organizational sustainability, growth and development (Zuaidah, 2007). Quality service, Mutunga (2022) states, is organization's conformation to specifications or quality of products and services that is needed to satisfy customers in accordance with their needs and expectations. Service delivery is important for organizational growth and development (Goldsterin et al., 2002). According to them, service is the concept that defines the 'how' and the 'what' of service design and also helps to mediate between customer needs as well as organizational strategic intent.

Effective service delivery relies on a number of factors. Prominent among these factors is organizational citizenship behaviour (OCB). Organizational citizenship behaviour is a conduct that exceeds the formal role determined and is not mentioned in the job description. They are optional behaviours that are not considered in appreciation or judgment (Arumi, Aldrin & Murti, 2019). Similarly, Zhang (2011) describes OCB as anything that employees choose to do spontaneously and of their own accord which often lies outside of their specified contractual obligations. In other words, it is discretionary, implying that OCB may not always be directly and formally recognized or rewarded by the organization. It is all behavior that is targeted to benefit the organization as a whole or certain department such as volunteering to attend events that benefit the organization, avoid complaining at work and preserve available resources (Aly et al., 2016). Ghashghaeinia and Hafezi (2015) note that the main research conducted in the field of organizational citizenship behaviour is more to identify the responsibilities or behaviours that

employees have in the organization, but are often overlooked. OCB could contribute to innovation, resource transformation, and adaptability in environments that require complex, team-oriented work, which ultimately increases efficiency and the effectiveness of the entire organization. OCB is a beneficial behaviour for employees, which was not determined but occurred freely to help other people achieve existing tasks and organizational goals (Eisenberg, Davidova, & Kokina, 2018). Thus, OCB is a concept that defines certain components of behaviour, which stimulate communication between employees within the organization and help improve and maximize organizational goals. This can therefore be simplified into individual voluntary behaviour that is not formally recognized in its work responsibilities, but makes a significant contribution to the organization effectiveness. For OCB to effectively serve as a factor that influences service delivery in an organization, this requires the application of appropriate motivational incentives.

Statement of the problem

Globally, organizations are facing several challenges. These challenges have resulted into many organizations folding up while some go into unavoidable merger against their philosophy, vision and mission.   Ghazzawi and Cook (2015) admit that for years, theorists, practitioners, and managers have tried to create a blueprint for an effective and well-managed organization that would fulfill the needs of its stakeholders and avoid collapse. Nevertheless, in real-life, according to them, organizations have continued to make mistakes, many of which have led to decline and eventual demise of such organizations. Furthermore, they opined that having a successful organization is one thing, but knowing how to keep it going is the real key to success. Organizational failure means a deterioration in an organization's adaption to its micro-niche and the associated reduction of resources within the organization (Cameron et al., 1988, cited in Ghazzawi & Cook, 2015).   Bucata (2018) opines that organizations, due to today's volatile economic environment, should develop and implement effective strategies in order to manage

naturally endowed individuals in their organizations who will provide quality services delivery to their customers.

Organizational failure or total collapse is as a result of lack of provision of quality service delivery to customers. Service delivery and customer satisfaction are important aspects of organizational growth and development which are largely dependent on how well it maintains customers through service quality delivery and how well they keep the customers satisfied (Edward & Sahadev, 2011). Similarly, customer satisfaction is expected to result from good service efficiency, which will improve customer engagement and interrelation ship (Chang et al., 2017). This is why Guido (2015) describes customer satisfaction as the judgment a consumer makes in relation to his sense of fulfilment related to his purchase intentions and use of products and services. In the view of Zygiaris et al. (2022) on service delivery and customer satisfaction, empathy, reliability, assurances, responsiveness and tangibles have significant positive relationship with customer satisfaction.

It has been observed, however, that organizational variables such as organizational citizenship behaviour, and motivation could serve as precursors of service delivery to organizations. It is against this background that this study is considering organizational citizenship behaviour as a factor that can influence service delivery in an organization with a particular attention to the imperative of motivation in quality service delivery.

Conceptual Review
Service Delivery

Serve delivery refers to the actual delivery of a service and products to the customer or clients (Nico & Ophillia, 2015). According to the authors, service delivery is concerned with the where, when, and how a service or produce is delivered to the customer and whether this is fair or unfair in nature. Commenting on the same vein, Bhadoriya and Chauhan (2013) and Goldsterin et al. (2002) state that service concept defines the 'how' and the 'what' of service design and also helps to mediate between customer needs as well as organizational strategic

intent. Service delivery is critically important for organizational growth and development. Corroborating this view, Goldsterin et al. (2002) further state that the importance of service delivery made organizations to design new service offerings from either the customers' viewpoint or the organization's delivery viewpoint.

Service delivery assumes the presence of actors, those offering the services and those receiving or benefitting from the same services. Therefore, a service can also be considered as a relationship for responding to a need or problem of one or more communities, individuals, households, businesses, or corporations. Quality service delivery is bedrock of organizational sustainability, growth and development. Zubaidah (2007) describes quality service as identifying a phenomenon to be good or of expected standard. It is on this premise that Roslan (2014) stresses that customer satisfaction towards the quality of certain services will determine success or otherwise of such organization. The quality of service may sometimes determine the loyalty to certain organization and increase profits.

Organizational citizenship behaviour

Bhatla (2016) defined organizational citizenship behaviour (OCB) as a conceptualization of management theorist Barnard (1968) to explain the vitality of an organization when depending on the willingness of individuals to contribute forces to the cooperative system. Organizational citizenship behaviour according to Organ 1988 cited in Opeke and Akinola (2019) is an "individual behaviour that is discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate, promotes the effective function of the organization". Relatedly, Opeke and Akinola (2019) identify three critical thoughts in Organ's definition of organizational citizenship behaviour. First, according to him, OCB emphasizes discretionary behavior which is not inclusive of the organization's job description. Second, the thought describes it as employees willingly going extra miles to perform beyond job descriptions. Third, OCB impacts and contributes to organizational

effectiveness and productivity.

Similarly, Saks (2006) sees OCB as a formal voluntary behaviour that can help co-works to improve cooperation within and outside the organization. These definitions show that OCB apart from not being part of the employees' job description, employees are not coerced to do them and they do not do them out of compulsion. They do them willingly as part of their extra commitment and dedication to the growth and development of the organization relative to achieving good and quality service delivery. Aligning with this submission, Dorothea (2013) emphasizes that organizational citizenship behaviour involves voluntary and informal attitude that can help both the organization and co-workers. In the words of Podsakoff et al (2000), OCB is essential to organizational effectiveness. This is why Dekas et al. (2013) assert that OCB is crucial for the achievement of new knowledge economy. Commenting on higher performance evaluation and increased productivity in an organization, Podsakoff and Blume (2009) state that sizeable proportion of research has demonstrated that OCB has significant benefits for employees as well as organization. Furtherance to their view, Bolino et al. (2010) opined that not only that the perceived expectation to engage in OCBs will result in greater performance of those behaviours but also on perceived expectations that attenuates the predictability of job attitudes in predicting citizenship performance (Sulsky, Clarke & MacDonald, 2016).

In the same vein, Nawangsari and Sutawidjaya (2018), noted that OCB plays a significant role in achieving organizational goals beyond the set plan of such organization. Therefore, it is necessary for employees to do work that is more than the tasks usually assigned to them. It is on this basis that Gulsevim (2018), Arif (2017), and Yoseph (2016) affirm that OCB is crucial to enhancement of organizational service delivery. Issue of job satisfaction has been viewed by Nawangsari and Sutawidjaya (2018) to have direct and positive effective on OCB. Their affirmation corroborated findings from the study of Hassanreza (2010), Arif

(2017), and Ikonne (2013) and the research of Gulsevim (2018) which proves that job satisfaction affects organizational citizenship behaviour. Factors such as work partners, work environment and a harmonious relationship with colleagues in an organization have also been reported to influence job satisfaction.

Apart from the fact that OCB can assist in improving work efficiency, activities of OCB can also help employees to improve the firmness of their performance. If experienced employees voluntarily help new ones to learn the ropes, Organ, Podsakoff and Mackenzie (2006) assert that it will enable the new employees to be more productive and improve the efficiency of team work. It is on this perspective that Arumi, Aldrin and Murti (2019) see OCB as conduct that exceeds the formal role determined and is not mentioned on the job description. They are optional behaviours that are not considered in appreciation or judgement. On the view of Aly et al. (2016), OCB is all behaviour that is targeted to benefit the organization as a whole or certain department such a volunteering to attend events that will benefit the organization, avoid complaining at work and preserve available resources.

There are different dimensions of organizational citizenship behaviour as explained by Spector (2000). The dimensions include altruism, courtesy, sportsmanship, conscientiousness and civic virtue. Furthermore, Podsakoff et al. (2000) grouped the variables of OCB into seven classes thus: helping attitude, sportsmanship, organizational loyalty, organizational compliance, employee initiative, civic virtue and self-development. However, Konovsky and Organ (1996) cited in Opeke and Akinola (2019) were of the opinion that OCB has five dimensions which according them are: altruism, courtesy, sportsmanship, civic virtue, and generalized compliance. They described these variables as: altruism meaning a voluntary action that assists other employee that has challenges or problem, courtesy refers to the ability to avoid problems with colleagues and abuse of human rights, sportsmanship is any action or actions which involves enduring more than the ideal situations

without complaining or showing remorse, civic virtue is a behaviour showing the willingness to participate in any organization related activities, while generalized compliance refers to optional actions outside the minimum need of the organization in areas of attendance.

Relatedly, Zhang (2011) describes OCB as anything that employees choose to do, spontaneously and of their own accord, which often lies outside of their specified contractual obligations. In other words, it is discretionary, implying that OCB may not always be directly and formally recognized or rewarded by the organization. Typical examples of OCB include offering to help a newcomer become familiar with his/her role and the office, a colleague who may be struggling with deadlines, or volunteering to change shifts. Importantly, OCB encompasses organizational-related acts such as working overtime without (expectation of) remuneration, or volunteering to organize office-wide functions.

Additionally, Organ (1998), while aligning with this view, believes that organizational citizenship behaviour is comprised of five variables namely: altruism, conscientiousness, sportsmanship, courtesy and civic virtue. Describing the variables further, Organ states that: altruism is assisting co-workers who have heavy workloads, conscientiousness refers to employees working beyond the normal, sportsmanship means not complaining about trivial matters, courtesy refers to consulting with co-workers before acting, while civic virtue means involving in the political process within the organization. Organ et al. (2006) classified organizational citizenship behaviour into two separate entities: organizational citizenship behaviour for individuals (OCBI) and organizational citizenship behaviour for the organizations (OCBO). In corroborating this assertion, Turnley et al. (2003) notes that organizational citizenship behaviour for individual (OCBI) are behaviours beneficial to colleagues at the place of work while organizational citizenship behaviour for organization (OCBO) are behaviours that are beneficial to the entire organization.

Although literature has provided various dimensions to organizational citizenship behaviour as a factor influencing service delivery, there seems to be a dearth of studies on the imperative of motivational incentive as a correlate to OCB.

Imperative of motivational incentive as a correlate to OCB

Motivation is a psychological force that determines the direction of person's behaviour in an organization (Fabiyi, 2021). It is the force that energizes, directs and sustains behaviour (Armstrong, 2012). In the words of Kalogiannidis (2021), motivation is considered a significant factor in organizational growth, and every employer is always obliged to implement the moslt effective motivational approach in order to achieve sustainable development. These submissions mean that motivation is connected with the strength and direction of behaviour and the factors that make workers in organization act in certain ways. It is a factor that drive workers in putting real effort and energy into what they do. This is why Yusuf (2015) describes motivation as something that stirs up staff. He stated further that it propels them to act in a particular manner towards the realization of organizational objectives and goals. Commenting on staff motivation for improved productivity, Fabiyi (2021) argues that for any organization to survive in achieving organizational productivity and good service delivery, there is need to improve the motivation of its staff. Motivation to employees can be classified into several ways such as rewards, recognition and incentives etc., which are all geared towards making workers to do more than required in the discharge of their duties.

Reward as part of motivation to employees

Reward system are those packages that an employee enjoys as a result of successful completion of task of attaining the goals of an organization. Rewards given to employees motivates and make them change their behaviour towards an organization. It is on this premise that Manzoor (2012) notes that rewards are management tools that contribute to the effectiveness of an organization by influencing individual or group behaviour. According to him, all businesses use pay, promotion, special allowances, bonuses and other types of reward to motivate and encourage high level performance of employees. Commenting in the same vein, Tella, Ayeni and Popoola (2007, cited in Nzelum et al., 2019) in their study opined that it is imperative to compensate an employee with benefit because it will motivate him in his job performance. Furtherance to this, Bermadin (2016) observes that all financial returns and tangible benefits which employee receives as part of employment relationship motivates him to put in his best in the organization. Similarly, findings from a study conducted by Ali and Ahmed (2016) on the impact of reward and recognition programmes on employee motivation and satisfaction revealed that there is a statistically significant relationship between reward and recognition, motivation and satisfaction respectively. According to them, if rewards or recognition that are offered to employees are altered, there will be a corresponding negative change in their work performance. Aligning with their submission, Lee and Wong (2006) state that unfavorable reward system influences employee's desire negative to do the job and thereby achieving a very low output in their performance. Writing on the purpose of rewarding employees, Ballentine (2013) submits that the purpose of rewarding employees is to recognize excellent job performance, provide feedback, make it easier to get work done, encourage employees to be more productive as well help management to achieve their goals.

Recognition as part of motivation to employees

Recognition is the acknowledgment, appreciation and approval of positive accomplishments of an individual employee or a team of employees. Recognition is a praise or a personal note acknowledging achievements and small gestures that are important to employees (Gostic & Ellon, 2013). In a study conducted by Raith and Rastogi (2008) on job study and psychological well-being showed that people who feel appreciated are more positive about themselves and their ability to contribute can boost productivity and increase

satisfaction. They stated further that non-financial rewards like recognition and other related intrinsic rewards are sine qua non for job satisfaction. In the same vein, Gostic and Elton (2017) argue that if employee recognition is conducted properly, it will increase profitability, customer service delivery, heighten employee engagement and satisfaction. In the opinion of Nelson (2015), recognition leads to improved communication, better cooperation and decreased absenteeism among employees and their employers. Corroborating the view of Nelson, Robbins and Judge (2008) affirm that one of the most effective morale boosters for employees is praise for a job well done. According to them, recognizing and rewarding employees regularly can be one of the easiest ways to keep employees satisfied and productive. They describe recognition as an important tool for managers, business owners and human resource professionals in promoting employee motivation and organizational success. Findings from a study carried out by Islam and Ismali (2014) on ranking of employees' reward and recognition approaches: a Malaysian perspective shows that 87% of employees indicated that it is very important for them to be recognized by their employers. Nelson (2015) identified several ways through which employees could be recognized to include: thank you letters, postcards, you made a difference, awards, a plaque, mug, lunch with managers/supervisors, a picture displayed in prominent place, employee of the week in the notice board, etc.

Incentives as part of motivation to employees
Incentive has been defined differently by different authors. For example, Armstrong defined incentive as the inducement or supplemental reward that serve as a motivational device for a desired action or behaviour. Heathfield (2018) sees incentive as an object, item of value or desired action or event that suprs an employee to do more of whatever was encouraged by the employer through the chosen incentive. Jumia (2019) describes incentives as all those measures which are used to motivate people for improving their performance. According to her, it means something extra or more than the regular salary or wages. Incentives can be viewed as all the inducement provided for employee to stimulate him for extra efforts/contribution put forth outside the job description expected by the organization. The continued existence and functioning of an organization depend largely on the extent adequate incentives both financial and non-financial are provided to the employees (2016). Elaborating the importance of incentive further on employee productivity, Henman (cited in Bamgbose & Ladipo, 2017) asserts that when incentives are properly used, they can be a vital tool to get the most out of the employees and at the same time enhance productivity. According to them, a manager that wants to succeed and at the same time get the best out of his employees, must employ different forms of incentives such as giving overtime bonuses, paying wages and salaries comparable to the profession, allowing employees to participate in decision-making, using positive words to applaud a good job or hard work, exercising patience with employees, showing understanding of employee predicament and being dedicated to their well-being. It also includes training opportunities and award to deserving employees. Mohammed, Mashi and Salisu (2017) while using incentives to library staff as an example stated that no matter the size of an organization, the scope and richness of the collection, the manager of a library cannot meet his set goals if the staff are not well-trained, properly equipped and highly provided with incentives. Corroborating this assertion, Machara and Jain (20160 and Obedat and Al Dwairi (2015) agree that any employee that is provided with high level of incentives tends to work hard and perform better in his work as compared to employee who are provided with poor incentives. The idea behind the incentives, therefore, remains the stimulation to do more. This may be in form of cash reward or presentation of award for selfless service. This behaviour could further provide the necessary flexibility to work through many unforeseen contingencies, and it helps employees in an organization to cope with stressful conditions through interdependence (Akopova & Przhedetskaya, 2016).

It could be inferred from these submissions, therefore, that although organizational citizenship behaviour could serve as a factor that can influence service delivery in an organization, it is critically important to note, however, that motivation is equally imperative in achieving the lofty aims and objectives of organizational growth and development.

Theoretical foundation

This study is premised on social exchange theory (SET). SET was developed by George Homans in 1958. It is a sociological and psychological theory that studies the social behaviour in the interaction of two parties that implement a cost benefit analysis to determine risks and benefit. The theory involves economic relationship. According to Roechelein (2018), the cost-benefit occurs when each party has goods or services that the other parties value. The theory stipulates that these calculations occur in different ways such as in romantic relationships, friendships, professional relationships, service delivery, and ephemeral relationships as simple as exchanging words with customers (McRay, 2015). Social exchange theory is of the view that if the costs of the relationship are higher than the rewards, for example if a lot of effort are put into a relationship and it is not reciprocated, then the relationship should be terminated or abandoned. Social exchange theory has three basic assumptions: humans seek reward and avoid punishments, humans are rational beings, and lastly, the standard that human use to evaluate costs and rewards vary over time and from person to person.

Elaborating further on social exchange theory, Saks (2006) conducted a study to explain engagement of employees in organizations. The study used one of the tenets of social exchange theory to explain that obligations are generated through a series of interactions between parties who are in a state of reciprocal interdependence. The research revealed that when individuals receive economic and socio-emotional resources from their organization, they feel obliged to respond in kind and repay the organization. Furthermore, Sak (2006) describes social exchange theory as a two-way relationship between the employer and employee. According to him, one way for the individuals to repay their organization is through their level of engagement. On the one hand, the more engaged the employees are to their work, the greater amounts of cognitive, emotional, and physical resources they will devote to perform their job duties. On the other hand, when the organization fails to provide economic or emotional resources, the employees are more likely to withdraw and disengage themselves from the positive roles they play for the organization (Sak, 2006).

Relevance of the theory to this study

Social exchange theory is relevant to this study because it is based on reciprocity. While the employees are to provide good quality service delivery to the customers of their organizations to ensure organizational sustainability, the organization in turn, should provide adequate motivation such as reward, recognition and incentives, etc. to the employees. The theory is germane to this study which is interested on how organizations can improve their service delivery using the instrumentality of organizational citizenship behaviour that is anchored on motivation. To achieve this, social exchange theory states that the organization has to motivate its employees through rewards, recognition and incentives. But if the organization fails to motivate the employees, social exchange theory says that the employees will withdraw and disengage themselves from providing good quality service delivery to the customers of the organization. This shows that although OCB is a discretionary service rendered by an employee, nonetheless, the employee deserve motivation from his employer to continue to enjoy the discretionary service of the employee.

Conclusion and recommendations

Although organizational citizenship behaviour is a discretionary service that employees render as an extra service to their organization freely, there is need for organizations to adequately motivate such employees. The motivation can be in form of

rewards, recognitions and incentives, etc. These will serve as morale booster and encouragement for the employees to be more committed and dedicated to service of the organization. Through it, employee performance will be enhanced, productivity increased and the service delivery of the organization will be improved and sustained. It is this good and quality service delivery emanating from the employees that brings about increase in customer satisfaction which in turn leads to organizational growth and development.

The study therefore, recommends as follows:

i) Organizational citizenship behaviour, though a discretionary service from employee to employer, nonetheless, organizations should not depend on it alone as a factor that can be used to influence service delivery;

ii) Motivations such as rewards, recognitions and incentives should also be applied as a means of encouraging employees to be more committed and dedicated to providing quality service delivery to their organizations; and

iii) Organizational citizenship behaviour should not be a stand-alone on the quest to achieving employee performance and productivity enhancement. Motivations should also be considered as an important supportive tool to OCB in maintaining and sustaining employee commitment to the provision of quality service delivery to the organization that employ them.

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