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# The Effect of Organizational Citizenship Behavior on Employee performance In Commercial Bank Of Ethiopia (The Case Study Of Bahir Dar City Branches)

Tilahun Haile

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**THE EFFECT OF ORGANIZATIONAL CITIZENSHIP BEHAVIOR ON EMPLOYEE  
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(THE CASE STUDY OF BAHIR DAR CITY BRANCHES)**

**BY**

**TILAHUN HAILE**

**BAHIR DAR UNIVERSITY  
COLLEGE OF BUSINESS AND ECONOMICS  
DEPARTMENT OF MANAGEMENT  
MASTERS OF BUSINESS ADMINISTRATION (MBA)**

**ADVISOR  
ALAZAR AMARE (Ph.D.)**

**JULY, 2019  
BAHIR DAR, ETHIOPIA**

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IN PARTIAL FULFILLMENT OF THE REQUIREMENTS FOR THE DEGREE OF  
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**TILAHUN HAILE**

**ADVISOR: ALAZAR AMARE (Ph.D.)**

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**Approved by Board of Examiners**

<u>Alazar A. (Ph.D.)</u> Advisor	_____	_____
	Signature	Date
<u>Anteneh E. (Ph.D.)</u> Internal Examiner	_____	_____
	Signature	Date
<u>Asmamaw ( Ph.D.)</u> External Examiner	_____	_____
	Signature	Date
<u>Meselu A. ( Ph.D.)</u> Chair Person	_____	_____
	Signature	Date

## **DECLARATION**

I, Tilahun Haile, declare that this study entitled “**The effect of organizational citizenship behavior on employee performance: The case of Commercial Bank of Ethiopia, Bahir Dar City Branches**” is my own work. I have been carried out the present study independently with the wonderful guidance and support of my research advisor, Alazar Amare, (Ph.D.). In compliance with internationally accepted practices; I have been appropriately acknowledged and referred all materials I used in this work. Moreover, this study has not been submitted for the award of any Degree or Diploma program in this/ any other university.

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Name of the student

-----

Signature

-----

Date of submission

### **Advisor’s Approval**

This thesis is submitted for examination with my approval as a university advisor.

Name-----signature-----date-----

## CERTIFICATION

This is to certify that the thesis work entitled “**The effect of organizational citizenship behavior on employee performance: The case of Commercial Bank of Ethiopia, Bahir Dar City Branches**” submitted for partial fulfillment of the requirements for the award of the degree of Masters of Business Administration to the College of Business and Economics, Bahir Dar University; through the Department of Management, done by Mr. Tilahun Haile.

Research Advisor: Alazar Amare (Ph.D.)

Signature \_\_\_\_\_

Date \_\_\_\_\_

Place: Bahir Dar University

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## **ACRONYMS**

**OCB:** Organizational Citizenship Behavior

**CBE:** Commercial Bank of Ethiopia

**SPSS:** Software Package for Social Sciences

**ANOVA:** Analysis of Variance

**HRM:** Human Resource Management

## ABSTRACT

*The main purpose of the study was to investigate the effect of organizational citizenship behavior on employees' performance and the major focus of the study was to see the effects of the five dimensions of OCB namely altruism, conscientiousness, civic virtue, sportsmanship and courtesy on employees' performance in CBE, Bahir Dar City Branches.*

*To achieve the above research objective, the researcher employed quantitative research approach and cross-sectional research design and the target population comprised of 563 employees and using Yemane formula, the researcher determined the sample size of 234 respondents. Furthermore, the researcher used stratified sampling techniques and selected respondents of the study using random sampling particularly the lottery method. For the purpose of the study, primary data collected through standardized questionnaires. For analyzing the collected data, the researcher used descriptive statistics to assess the status of OCB and employees' performance; Pearson correlation to see the relationship between OCB and employees' performance, and regression analysis to examine the effect of OCB on employees' performance.*

*Moreover, based on the multiple regression results, each hypothesis tested and the result shows all the above five dimensions of CBE had a significant positive effect on employees' performance in CBE, Bahir Dar City Branches. To sum up, for the improvement of their employees' performance, it is advisable for managers or management to consider the encouragement and promotion of all the five dimensions of OCB in CBE, Bahir Dar City Branches.*

**Keywords:** Organizational Citizenship Behavior, Altruism, Conscientiousness, Civic Virtue, Sportsmanship, Courtesy, and Employees' Performance

# CHAPTER ONE

## INTRODUCTION

### 1.0. Chapter Introduction

This chapter presents the background of the research, background of the organization, the statement of the problem, objectives of the study, research questions, research hypotheses and significance of the study. The chapter further presents the scope of the study, operational definition of terms, organization of the thesis and conclusion.

### 1.1. Background of the Study

In the contemporary world, organizations are forced to get a competitive benefit over its competitors and are expecting from its employees to go beyond their job requirement in assisting the organization achieving its goals (Podsakoff, *et al.* 2000). Organizational citizenship behavior is defined as individual behavior that is discretionary, not explicitly or directly recognized by a formal reward system, and which ultimately promotes the efficient and effective performance of an organization (Bolino, *et al.* 2002). Organizational citizenship behavior (OCB) refers to individuals' behaviors that are not an element of an individual job requirement and include acts like helping other, taking supplementary responsibilities, putting extra hours, protecting the organization and openly communicating about important issues of the organization (Organ, *et al.* 2006). Organizational citizenship behavior (OCB) has been a subject of emphasis by researchers due to rising evidence of OCB's impact on organizational and individual performance and OCB has the potential to rising organization efficiency by increasing employee task performance and productivity (Podsakoff, *et al.* 2000). According to Organ, *et al.* (2006), when experienced employees voluntarily help new employees learn the supports it enables the employees to turn out to be productive employees faster, thus improving the efficiency of the teamwork.

Moreover, Poncheri, (2006) defined OCB as encouraging behavior that has a positive effect on organizational performance. Todd, (2003) in his study identified that OCB helps to inspire the employees to exercise their maximum knowledge, skill, and abilities in the workplace. OCB is closely related to an organizational initiative to achieve organizational goals effectively and efficiently (Daniels, *et al.* 2006). The views of Koys, (2001) stress OCB as a positive impact on

the profitability of an organization but not on the satisfaction of the customer. However, Shapiro, *et al.* (2004) defined employee behavior as based on organizational behavior, if an organization shows positive attitude then employees act in response according to that behavior.

Organ, (1988) explains OCB as a distinct behavior, which is not directly acknowledged by the formal reward system but in the average supports the organizational performance and identified the five dimensions of OCB namely altruism, conscientiousness, civic virtue, sportsmanship, and courtesy. According to Organ, *et al.*, (2006), when employees are altruist, they voluntarily help new employees and enables them to become productive enough, thus improving the efficiency of the teamwork; when employees are conscientious they tend to sustain a consistently high level of effort, hence reducing variability in a work team's performance. According to Podsakoff, *et al.* (2000), civic virtue improves the quality of performance and helps in decreasing the client complaints. Organ, (1988) defined sportsmanship as the behavior of genially accepting the irritations that are an inevitable part of nearly every organizational setting and demonstrated that good sportsmanship enhances the performance of the individual. A courteous employee protects managers from falling into crisis management by avoiding creating problems for co-workers (Podsakoff, and MacKenzie, 1989). Moreover, Podsakoff, *et al.* (2000), has demonstrated that altruism, conscientiousness, civic virtue, sportsmanship, and courtesy are significantly related to performance evaluations and correspondingly, positive affectivity. In general, researchers all over the world are still enriching the area of organizational citizenship behavior which helps organizations to raise their effectiveness (Shapiro, *et al.* 2004).

In Africa particularly in Kenya Chelagat, *et al.* (2015), conducted a research on effect of organizational citizenship behavior on employee performance in banking sector to investigate the effect of two dimensions of organizational citizenship behavior such as altruism and courtesy on employee performance and as the research finding demonstrates that altruism and courtesy have a positive significant effect employee performance.

In our country Ethiopia, Demis, (2018), conducted a research to investigate the relationship between leadership style particularly transformational and transactional leadership with OCB the case of North West area of Amhara Regional State of Ethiopia electric power corporation and as the findings of this study shows that the relationship between the above two leadership styles and

OCB was found to be weak, but statistically significant. On the above the same case area, Demis, and Ritu, (2015), also conducted the research to investigate OCB in relation to social capital through incorporated the five dimensions of OCB such as altruism, civic virtue, conscientiousness, courtesy and sportsmanship in their research design and as the findings of this study reveals that except sportsmanship the other four dimensions such as altruism, civic virtue, conscientiousness, and courtesy shows significant relationship with social capital. Moreover, related with the current study, Desta, (2018), conducted a research regarding to organizational citizenship behavior and employee performance assessment in Dire Dawa university to see the effect of the three dimensions of OCB such as altruism, civic virtue, and conscientiousness on employee performance and as the result of the study indicates that altruism, civic virtue, and conscientiousness have a significant positive effect on employee performance.

## **1.2. A Brief Background of the Organization**

Modern banking in Ethiopia was introduced in 1905 and it started rendering banking services on February 15, 1906, when Emperor Menelik II officially opened the bank of Abyssinia in Addis Ababa- month after he set up National Monetary System (based on Ethiopian Thalers) and signed a convention with the National Bank of Egypt for establishing the bank of Abyssinia. Generally, the history of the Commercial Bank of Ethiopia (CBE) dates back to the formation of the State Bank of Ethiopia in 1942 and it was legally recognized as a share company in 1963. CBE was merged with the privately owned Addis Ababa Bank in 1974. Since then, it has been playing important contributions in the development of the country as a financial intermediary. It was primarily established to do main banking services such as, accepting saving, demand and time deposits; providing short, medium and long term loans; buying and selling foreign exchanges; buying and selling negotiable instruments and securities issued by the government, private organizations or any other person; and engaging in other banking activities regularly carried out by commercial banks. And also it is a forerunner in introducing contemporary banking to the country and the first bank in Ethiopia to introduce ATM services for local users. It has above 1340 branches stretched across the country and currently, CBE has more than 20 million account holders (<https://www.combanketh.et>).

### 1.3. Statement of the Problem

Employee performance is more and more being seen to include constructs such as organizational citizenship behavior (OCB). Workers, who go above and beyond the minimum requirements of their employee description, by proposing improvements, have an effect on employee task performance and result with better workgroup efficiency (Chelagat, *et al.*, 2015). OCB is defined by Daniels, *et al.*, (2006) as extra behavior of performing tasks in work area other than custom employee tasks. OCB components which increase performance include elements which add social capital, assisting or altruistic components, components ensuring with time-saving or problem solving, and other elements which offer socio-emotional support by improving morale or developing a nurturing culture. OCB helps an organization to boost its performance in the long term as compared to the short term (Turnipseed and Rassuli, 2005). Furthermore, according to Organ, (1998), OCB's relevance to task performance. This is because of Organ, (1998) redefined OCB to include behavior that contributes to the preservation and improvement of the social and psychological setting that helps task performance.

The speedy growth in the Banking industry has faced numerous challenges such as OCBs which is a natural phenomenon that has both negative and positive impacts on employee performance depending on how well it is handled. OCB is all about the behavior of employees so that employees are treated as key players to raise the effectiveness/productivity of an organization. OCB is an important factor that can contribute to the endurance of an organization (Organ, *et al.*, 2006).

Nevertheless, few comprehensive studies have shown how OCBs has an effect on employee performance in the banking sector, but do not sufficiently address. Consequently, the OCBs and employee performance in the banking sector are not well acknowledged and represent a significant gap in the literature (Chelagat, *et al.*, 2015). Therefore, it is critical for banks to understand the variables that significantly and positively aid increasing this favorable behavior within the organization. Furthermore, there is a contradicting result obtained as a result of conducting research to investigate the relationship between OCB dimensions and employee performance. For example, Chelagat, *et al.* (2015) studied the effect of organizational citizenship behavior on employee performance in the banking sector in Nairobi and identified that altruism is a positive significant effect on employee performance. Previous studies of Hsiung, (2014);

Barrick, *et al.*, (2001); and Bukhari, *et al.*, (2008) are empirically in conformity with that of Chelagat *et al.* (2015) both in direction and significance. However, the findings of Baghkast and Enayati, (2015) are in sharp contrast to the above results with respect to the relationship between employee performance and altruism as they showed that there is no significant relationship between the two variables.

In addition to the above justification, most of the researchers including Desta, (2015) and Chelagat, *et al.* (2015) are not comprehensive in nature rather they only focused on some specific issues or few dimensions of OCB. This is because of the researcher Chelagat, *et al.* (2015), conducted the research to examine the effect of two dimensions of OCB such as altruism and courtesy on employee performance in the banking sector. In our country, Ethiopia, Desta, (2015) studied the organizational citizenship behavior and employees' performance assessment to one particular university, Dire Dawa University including only three dimensions of OCB such as altruism, civic virtue, and conscientiousness. And the researcher Desta, (2015), recommended that further research should be carried to make the result more general by encompassing more dimensions of OCB into the research design. Furthermore, Demis, (2018), conducted a research to investigate the relationship between leadership style particularly transformational and transactional leadership with OCB the case of North West area of Amhara Regional State of Ethiopia electric power corporation. Demis and Ritu, (2015), also conducted the research to investigate the above five dimensions OCB in relation to social capital in the above case area. However, this study is different from Demis and Ritu, (2015), in terms of the dependent variable and case area. This is because this study investigated the effect of the five dimensions of OCB on employee performance in the banking sector.

To sum up, to the best of the researcher knowledge, no previous researches have been directly addressed related with the effect of OCB on employee performance in the CBE at country level in general and at Bahir Dar city branches in particular. Therefore, the researcher-initiated or triggered to investigate the effect of OCB on employee performance for attempting to partially fill this empirical research gap in Ethiopian context at banking sector particularly CBE in Bahir Dar City Branches through incorporating the five dimensions of OCB such as altruism, conscientiousness, sportsmanship, courtesy and civic Virtue into the research design.

## **1.4. Objectives of the Study**

### **1.4.1. General Objective of the Study**

The general objective of this study is to investigate the effect of organizational citizenship behavior on employee performance in CBE, Bahir Dar City Branches.

### **1.4.2. Specific Objectives of the Study**

Based on the general objective, the study has conducted this study with the aim of realizing the following specific objectives.

1. To examine the effect of altruism on employees' performance in CBE, Bahir Dar City Branches.
2. To examine the effect of conscientiousness on employees' performance in CBE, Bahir Dar City Branches.
3. To examine the effect of civic virtue on employees' performance in CBE, Bahir Dar City Branches.
4. To examine the effect of sportsmanship on employees' performance in CBE, Bahir Dar City Branches.
5. To examine the effect of courtesy on employees' performance in CBE, Bahir Dar City Branches.

## **1.5. Research Questions of the Study**

The study has conducted with the aim of providing answers to the following basic research questions.

1. What is the effect of altruism on employees' performance in CBE, Bahir Dar City Branches?
2. What is the effect of conscientiousness on employees' performance in CBE, Bahir Dar City Branches?
3. What is the effect of civic virtue on employees' performance in CBE, Bahir Dar City Branches?
4. What is the effect of sportsmanship on employees' performance in CBE, Bahir Dar City Branches?
5. What is the effect of courtesy on employees' performance in CBE, Bahir Dar City Branches?

### **1.6. Research Hypotheses of the Study**

Based on the review of theoretical and empirical literature discussed in chapter two, the following hypotheses were developed to guide the empirical work of the current study.

**Ha1.** Altruism has a positive significant effect on employees' performance in CBE, Bahir Dar City Branches.

**Ha2.** Conscientiousness has a positive significant effect on employees' performance in CBE, Bahir Dar City Branches.

**Ha3.** Civic virtue has a positive significant effect on employees' performance in CBE, Bahir Dar City Branches.

**Ha4.** Sportsmanship has a positive significant effect on employees' performance in CBE, Bahir Dar City Branches.

**Ha5.** Courtesy has a positive significant effect on employees' performance in CBE, Bahir Dar City Branches.

### **1.7. Significance of the Study**

The importance of doing this research entitled the effect of organizational citizenship behavior on employee performance in CBE, Bahir Dar City Branches has three major benefits. First and for most, this study is important to the researcher, for partial fulfillment of Masters of Business Administration (MBA) from Bahir Dar University. Second, as it has been discussed in the statement of the problem part, no research has been done so far to examine the effect of organizational citizenship behavior on employee performance in CBE at country level in general and at Bahir Dar city branches in particular. Thus, the finding of the study has a great role in contributing to a critical assessment of the topic under discussion. In this regard, this research is expected to be indispensable for the general community of the bank so as to strengthen the culture of organizational citizenship behavior among employees to enhance their performance. Third, this study serves as a good basis for forthcoming researchers who have a strong desire to carry out research on this or related topics in CBE or elsewhere. Moreover, by developing a conceptual framework regarding the effect of organizational citizenship behavior on employee performance, the study contributes a lot to the current literature.

## **1.8. Delimitation of the Study**

### **1.8.1. Thematic Delimitation**

The study delimited to investigate the effect of organizational citizenship behavior on professional employee performance. In investigating the issue, this study was incorporated five dimensions of OCB such as altruism, conscientiousness, sportsmanship, courtesy and civic virtue as independent variables and a single the dependent variable of professional employee performance. And also the study has conducted the issue to examine the status, relationship, and effect of altruism, conscientiousness, sportsmanship, courtesy and civic virtue on professional employee performance. Moreover, this study used the one dimension of employee performance that is task performance scale to measure professional employee performance. This is because as different researchers suggested that organizational citizenship behavior (OCB) is critical for task performance.

### **1.8.2. Geographical Delimitation**

The study delimited geographically to the banking sector specifically this study delimited to nineteen Branches of CBE located in the Bahir Dar city administration.

### **1.8.3. Temporal Delimitation**

The period of this study delimited specifically from the second half of the month of March to the first half of the month of June.

## **1.9. Operational Definition of Terms**

- ❖ **Altruism** is a category consisting of discretionary behaviors that aim at helping certain people in an organization with a relevant task or problem (Organ, 1988).
- ❖ **Conscientiousness** refers to an employee performing his or her assigned tasks in a manner beyond what is ordinary (Podsakoff, *et al.*, 2000).
- ❖ **Civic Virtue:** is the involvement of employee in the administrative life of the organization (Organ, 1988).
- ❖ **Sportsmanship** refers to abstaining from irritating about trivial matters (Podsakoff, *et al.*, 2000).

- ❖ **Courtesy** is the category which embraces proactive gestures that consider referring with other workers in the organization before acting, giving advance notice, and passing along the information (Podsakoff, *et al.*, 2000).
- ❖ **Organizational citizenship behavior:** individual behavior that is discretionary, not directly or explicitly known by the formal reward system, and in the aggregate stimulates the effective functioning of the organization (Podsakoff, *et al.*, 2000).
- ❖ **Employee performance** is all about what is to be accomplished at an organizational level by employees (Kennerley & Neely, 2003).

### **1.10. Organization of the Thesis**

The study is organized into five chapters. The first chapter introduces the study by giving the background information on the research problem, objectives, hypotheses, research questions, significant and scope of the study. The second chapter discusses the conceptual, theoretical underpinnings and the empirical review of previous researchers from which the conceptual framework for analysis is derived. Chapter three presents the research methodology that describes the research approach and research design of the study, data gathering instrument and survey procedure used in the study, determination of the sample size, sampling procedure and analysis of data that was used in this study. Chapter four presents the analysis and interpretation of the findings on the relationship between the five dimensions of OCB and employees performance the case of all branches of CBE at Bahir Dar City. In the final chapter, a summary of the main findings of the study, conclusion and possible recommendations are discussed.

### **1.11. Chapter Conclusion**

Generally, in this chapter the researcher mainly discusses the ten critical points such as the background of the study, statement of the problem, objectives both general and specific, research hypotheses, research questions, significant of the study, scope of the study, operational definition of terms and finally about organization of the thesis. The next chapter presents the review of related literature regarding conceptual, theoretical and empirical reviews that are related to the research objectives and mainly to support the independent variable (OCB) and dependent variable (employee performance) that was used in this study.

## **CHAPTER TWO**

### **REVIEW OF RELATED LITERATURE**

#### **2.0. Chapter Introduction**

In this chapter, the present researcher tries to discuss conceptual, theoretical and empirical reviews which are related to the research objectives, questions, and hypotheses mainly to support the independent variable organizational citizenship behavior and the dependent variable employee performance that has been used in this study.

#### **2.1. Review of Theoretical Literature**

##### **2.1.1. Concepts of OCB**

Although the term of organizational citizenship behavior has been raised for the first time by Organ, (1977), this concept has been resulted and initiated from writings by Bernad, (1938) on the tendency to cooperation who while using system approach in analyzing organizations, studied the nature of organizations. It was the first study which recognized formal and informal systems in organizations. While the concept of a formal system includes the rules, regulations, and procedures of organizations and where association among individuals rely on accomplishing effectiveness and efficiency in the achievement of organizational goals. On the other hand, the informal systems make the groundwork of the concept of OCB. The informal system has been defined as “contributions by individuals that go beyond the content of contractual obligations, obedience to legitimate authority or calculated striving for compensation as mediated by the formal organization” (Organ, *et al.*, 2006). Moreover, Katz, (1964) in his study identified between the in-role performance which is also termed as dependable role performance and instinctive behavior. Katz, (1964) was of the belief that for any organization to function well necessitates three types of behavior. Firstly, employees must be persuaded not only to enter but also to remain with the organization. Secondly, employees must have the ability to execute the job requirements or any specific role, as and when assigned. Lastly, employees must have behavior of innovation and do spontaneously, that is above their job description (Werner, 2000).

### **2.1.2. Definitions of OCB**

A group of texts related to OCB has used varied terms for explaining the excellent capabilities of employees such as extra-role behavior, organizational spontaneity and keeping the group benefits in order until the concepts have been collected and integrated into the studies associated to citizenship behavior. Despite rather different conceptualization and accordingly the varying uses, most concepts have a mutual point that the concept of OCB formed based on it. Obviously, most of these concepts refer to this fact that when the employees are energetic and kindly to the organization (Jung & Hong, 2008).

Borman, *et al.*, (2001) quoted by Mendoza & Lara (2007) have defined OCB as the context performance containing a wide context of behavior which has not been described clearly for job description but is effective on the organizational life. The behavioral pattern available for context performance and OCB theoretically and practically is very significant for all human resources styles such as analysis of the job, performance evaluation, and even relationships between job and employee have very important concepts (Ghafari & Kohan, 2009).

According to Organ, *et al.*, (2006) defined organization citizenship behavior (OCB) as the individual's behavior that is discretionary, not directly or openly acknowledged by the formal reward system and that in the aggregate encourages the successful performance of the organization. Poncheri, (2006) defined OCB as encouraging behavior that has a positive consequence on organizational development. Both approaches clearly evidence extra role played by the employees in the workplace that have the desired force on organizational performance.

According to Bolino, *et al.*, (2002) defines OCB as employee behavior that the effect of interpersonal trust and facilitates organizational operation by going beyond official requirements which are not directly known by the formal reward system without expecting any rewards and appreciation. OCB is defined by Daniels, *et al.*, (2006) as extra behavior of doing tasks in the workplace other than custom employee tasks. OCB helps the organization to boost its performance in the long run as compared to the short term.

### **2.1.3. Dimensions of OCB**

Different scholars in different time identified varied dimensions of OCB. Thus, the dimensions of OCB identified by different scholars are briefly discussed in sub-section 2.1.3.1 to 2.1.3.5 below.

#### **2.1.3.1. Organ Model**

Organ model recognized five dimensions of OCB: conscientiousness, sportsmanship, civic virtue, courtesy, and altruism. These five dimensions cover such organizational behaviors as altruism means helping co-workers, conscientiousness means following company rules and regulations, sportsmanship means being positive and tolerant towards problems practiced in the workplace, courtesy means asking others before taking any actions that would affect them and civic virtue means actively participating in organizational affairs (Organ, *et al.*, 2006).

#### **2.1.3.2. Graham Model**

Graham model another model that identified four dimensions of OCB such as interpersonal helping means that focuses on helping others to perform the jobs; individual ardency means describes the relationship with the others in a working environment towards individual or group academic advance; individual effort means performing a specified work equal to or more than the person's assigned task; and faithfully support means improving the organization's image outside it (Graham, 1989; quoted by Amini, *et al.* 2007).

#### **2.1.3.3. Farah *et al* Model**

Farah *et al* model identified well-thought-out dimensions of organizational citizenship behavior according to the cultural situations of China namely social etiquettes, altruism, work conscience, keeping the organizational benefits (Fareh, *et al.* 1997; quoted by Marcozy & Zihn, 2005).

#### **2.1.3.4. Lambert Model**

Lambert model classified the characteristics of organizational citizenship behavior in three categories such as first-class means obedience including respecting the structures and processes regularly, second class means loyalty and development of activities including rendering the appropriate services to the employees and preserving the values and third class means collaboration and responsibility including self-control in regulations and laws (Lambert, 2000).

#### **2.1.3.5. Podsakoff *et al* Model**

The model of Podsakoff, *et al.* (2000) identified seven dimensions of OCB such as helping behaviors: including voluntarily helping the others or prevention from happening problems related to work; sportsmanship: one of OCB dimension that have been considered less than helping behaviors; organizational loyalty: this category of behaviors including protecting the organization against the dangers, involvement in accomplishing the reputation for the organization and cooperation with the others to realize the whole benefits; organizational obedience: this category of behaviors has a long record in the context of organizational citizenship behavior; individual initiatives: this type of OCB is an extra-role behavior that is above the minimum expected overall requirements; civic behavior or virtue: this category of behaviors is arising from interest or commitment in the organization; and self-growth: including voluntary behaviors of employees for improvement of their knowledge, skills, and capabilities.

#### **2.1.4. Importance of OCB**

Various scholars and researchers of OCB have agreed- upon the importance of the organization and individual alike. According to Podsakoff, *et al.*, (2000), the importance of OCB are helping to direct the resources in a greater size towards accomplishment of productive goals, enhancing the productivity of managers and employees, contributing to coordinating the activities among work groups better, and enhancing the capability of organization to better recruit of employees and attaining them through making the organization an attractive workplace

#### **2.1.5. Theories of Organizational Citizenship Behavior**

Organizational citizenship behavior has been studied from different perspectives by various researchers. These different approaches to the study of organizational citizenship behavior are discussed below.

##### **2.1.5.1. Social Exchange Theory**

According to this theory, employees enter organizations with specific skills, desires, and goals, to find an environment where they can practice their skills, satisfy their needs and realize their goals. The exchange standpoint views the employment relationship as consisting of social or economic exchanges. Economic exchange relationships involve the exchange of economic benefits in return for employees' effort and are often dependent on formal contracts which are

lawfully enforceable. On the other hand, social exchanges are ‘voluntary actions’ which may be initiated by an organization’s handling of its employees, with the anticipation that the employees were obligated to reciprocate the good deeds of the organization (Kibui, *et al.*, 2014).

#### **2.1.5.2. Organizational Support Theory**

Organizational support theory holds to achieve socio-emotional needs and to assess the benefits of improved work effort, employees form a general perception regarding the degree to which the organization values their contributions and cares about their well-being. Employees take an active interest in the regard in which they are held by their employer (Eisenberger, *et al.* 2002).

#### **2.1.5.3. Affective Events Theory**

Affect refers to one’s emotional response to job events or the feelings one have on the job. Affective events theory, propose that there exists a linkage between job effect and on the job behaviors of employees. Hackman, & Oldham, (1976) noted that affective events theory provides a framework for understanding events that produce emotional responses in employees by suggesting that these reactions direct to long-term implications for an organization, including employee’s behaviors and job performance.

#### **2.1.5.4. Theory of Work Adjustment**

The relationship between the employee and the organization is also reviewed by the theory of work adjustment which places focus on the collaboration and how the workers transform to fitting into the workplace (Dawis, 2004). This theory discusses the agreement between the necessities of the organization and the necessities of the employee. First, it is important to account the employees’ wants and prospects, which are supposed to be fulfilled through the organization. Second, the employee has skills that are valuable to achieve in this fulfillment. Third, most relations between the employee and the organization are oriented concerning these requirements (Dawis, 2004).

#### **2.1.5.5. Equity Theory**

According to this theory, when individuals perceive a difference between their own input/outcome ratios and that of a referent other, a negative state of distress results that encourages those individuals to take action to restore equity to the situation because firms primarily control outcomes, adjustments nearly always occur on the input side of the ratio

(Adams and Rosenbaum, 1963). Equity theory would be described that workers who perform comparable tasks equally as well as their referent workmates, but if they get lower pay than the workmates, may respond by looking for to rising outputs or by reducing input efforts in order to restore equity. The potential for such a scenario is high if workers are typically paid less than other workmates, even for similar work (Adams and Rosenbaum, 1963).

## **2.2. Employee Performance**

Employee performance is defined as the work-related activities expected from the worker and how well those activities were performed (Kennerley, & Neely, 2003). Employee performance is all about what is to be realized at an organizational level by employees. It involves the employee's agreed actions, skills, competency requirements, development plans and the delivery of results. In a broad sense, performance is viewed as valued outputs of a production system in the form of goods or services (Mensah & Tawiah, 2016).

In today's business environment, organizations continuously compete for achieving excellence by enhancing their employee's performance. Organizations can get this with the extreme support of their employees. It is explained in terms of the following measures: productivity, efficiency, effectiveness, and quality and profitability measures. Generally, employee performance is an important factor and the building block which increases the performance of the overall organization (Desta, 2018).

Motowidlo, *et al.*, (2003) defined job performance in two aspects such as task performance and contextual performance. Task performance shows those things that are typically on a job description and involves the conversion of resources into goods and services such as sales or operating manufacturing equipment. At a general level, task performance consists of activities that transform materials into the goods and services produced by the organization or to allow for the efficient functioning of the organization (Motowidlo, *et al.*, 2003). Thus, task performance covers the fulfillment of the requirements that are part of the contract between the employer and employee. Contextual performance is different from task performance as it includes actions that are not formally part of the job description. However, it indirectly contributes to an organization's performance by facilitating task performance (Motowidlo, *et al.*, 2003).

Furthermore, Koopmans, *et al.* (2013) identified the three dimensions of employee performance

namely task performance, which can be defined as the proficiency with which individuals execute the main substantive or technical tasks central to his or her job and it is the behaviors used to describe task performance often include work quantity and quality, job skills, and job knowledge; contextual performance, which can be defined as behaviors that help the organizational, social, and psychological environment in which the technical core must function and the behaviors that used to describe contextual performance include, for example demonstrating effort, assisting peer and group performance, collaborating, and communicating and the third one is adaptive performance, which can be defined as the extent of an employee's so as to adapts the changes in the work role or environment.

Research has shown that an employee's performance is influenced by organizational citizenship behavior (Magdalena, 2014). As explained in the study of Nyarieko, *et al.*, (2017) employee performance is basically the results obtained and completed by employees at a workplace that keeps up organizational plans though aiming for the expected outcomes. Organizational citizenship behavior (OCB) has been a subject of emphasis by researchers due to rising evidence of OCB's impact on organizational and individual performance and OCB has the potential to rising organization efficiency by increasing employee task performance and productivity (Podsakoff, *et al.*, 2000). Furthermore, according to Organ, (1998), OCB's relevance to task performance. This is because of Organ, (1998) redefined OCB to include behavior that contributes to the maintenance and enhancement of the social and psychological context that supports task performance. Thus, this revised definition recognizes that OCB's is mainly relevance to task performance. And also according to Christian, *et al.*, (2011), the employees who are well connected to their work tasks, are also presumed to be associated to the extra role behavior that is entangled with their job description, which in turn guides them to elevated task performance.

## **2.3. Review of Empirical Literature**

### **2.3.1. Effect of Altruism on Employees Performance**

According to Siti, (2009), altruism dimension of organizational citizenship behavior relates to assisting co-workers who have difficulty in doing a task or fails in achieving it. It is defined as helping co-workers in order to protect problems in advance, and altruism has demonstrated that

altruism was significantly related to performance evaluations and correspondingly, positive affectivity (Podsakoff, *et al.*, 2000). According to Todd, (2003) altruism is taken to mean to reflect the readiness of an employee to help a coworker, also is referred to and described as the selflessness of an employee towards the organization.

Regarding the empirical findings on the relationship between altruism behavior and employee performance, the study of Desta, (2018) showed that altruism had a positive significant effect on employee's performance. Moreover, Cohen, (1992) classified correlation coefficient values into ranges based on their strengths as weak, moderate, and strong. Based on this classification, the correlation coefficient value falls in a strong range. Chelagat, *et al.*, (2015) studied the effect of organizational citizenship behavior on employee performance in the banking sector in Nairobi and they identified that altruism had a positive significant effect on employee's performance employee performance in the banking sector. Previous studies of Barrick, *et al.*, (2001); Bukhari, (2008); and Nyarieko, *et al.*, (2017) are empirically in conformity with that of Chelagat, *et al.*, (2015) both in direction and significance.

### **2.3.2. Effect of Conscientiousness on Employees Performance**

According to Organ, *et al.*, (2006), conscientiousness is a discretionary behavior that goes fine above the minimum role required of the organization. It refers to behaviors indicating that an individual pays special attention when carrying out one's own work, for example scrupulously sticking to a protocol or keeping working hours precisely. Conscientiousness indicates if a particular individual is organized, accountable and hardworking.

A conscientious individual is capable, well-organized, duty-bound, self-controlled, and deliberative. The trait characterizes a person who is achievement oriented. Conscientious people tend to be highly achievement focused and show great perseverance, which explains the high significance of this factor in career success. Conscientiousness is a personality element that can be defined as the magnitude of adherence to the rules and norms of an organizational situation. Conscientiousness can also aid to create the environment of the organization better and calm and it can help to make a friendly relationship with peers (Eby, *et al.*, 2005).

Regarding the empirical findings on the relationship between conscientiousness behavior and employee performance, most of the scholars assessed the association between conscientiousness

and employee performance that showed that there is a significant positive relationship between conscientiousness and employees' performance. For instance, the research finding of Desta. (2018) showed that conscientiousness has a positive significant effect on employee's performance. According to the work of Klang, (2012) showed conscientiousness has a positive significant effect on employee's performance. Furthermore, the work of Baghkhashti and Enayati, (2015); Nyarieko *et al.*, (2017); showed conscientiousness has a positive significant effect on employee's performance.

### **2.3.3. Effect Civic Virtue on Employees Performance**

According to Borman. *et al.*, (2001) civic virtue refers to involving oneself responsibly in and of being worried about the life of the company. Civic Virtue is behavior which exhibits how well a person stands for an organization with which they are associated, and how well that person supports their organization outside of official capacity. Civic Virtue is characterized by behaviors that point out an employee's profound concerns and active attention in the life of the organization (Law, & Chen, 2005). Civic Virtue is behavior on the part of an individual that indicates that employee dutifully participates in, is actively involved in, and is regarding the life of the company. It indicates a macro level interest in, or commitment to the organization and shows a willingness to participate actively in organization's events, monitor organization's environment for threats and opportunities, to work out the best alternative for the organization. These behaviors reveal an employees' recognition of being part of the organization and accept responsibilities as a result of being a citizen of the organization (Podsakoff, *et al.*, 2000).

Regarding the empirical findings on the relationship between civic virtue behavior and employee performance, the work of Cohen, (1992) on OCB, the correlation analysis showed that civic virtue is significantly and positively associated with performances of the institution's employees. The work of Hazratian, *et al.*, (2015) assessed the relationship between educational performance and the three OCB dimensions (conscientious, civic virtue and altruism). The finding showed that civic virtue has a positive significant effect on educational performance. And also Nyarieko *et al.* (2017) studied the impact of OCB on casual employees' performance and their findings showed the civic virtue has a positive significant effect on employees' performance. Furthermore, the work of Baghkhashti and Enayati, (2015), showed also a significant positive effect of civic virtue on employee performance and.

### **2.3.4. Effect of Sportsmanship on Employees Performance**

According to Organ, *et al.* (2006), behavior which is involved when a person admits minor hindrances without complaint. (For example, avoids complaining and wining) improves the amount of time spent on constructive endeavors of an individual worker in the organization. Barroso, *et al.* (2004), describes, sportsmanship as, employees' goodwill at the work environment whether the conditions are not highly attractive, not complaining to the manager about status and observing positive aspects of work among the problems.'

Regarding the empirical findings on the relationship between sportsmanship behavior and employee performance, Evans and Davis (2005), in their empirical study found that employees have a greater willingness to involve in helping behaviors and more sportsmanship behavior as not complaining about embarrassments created by the co-worker's results high-performance work system in the organization. Nyarieko, *et al.* (2017) studied the impact of OCB on casual employees' performance and their findings showed the sportsmanship has a positive significant effect on employees' performance.

### **2.3.5. Effect of Courtesy on Employees Performance**

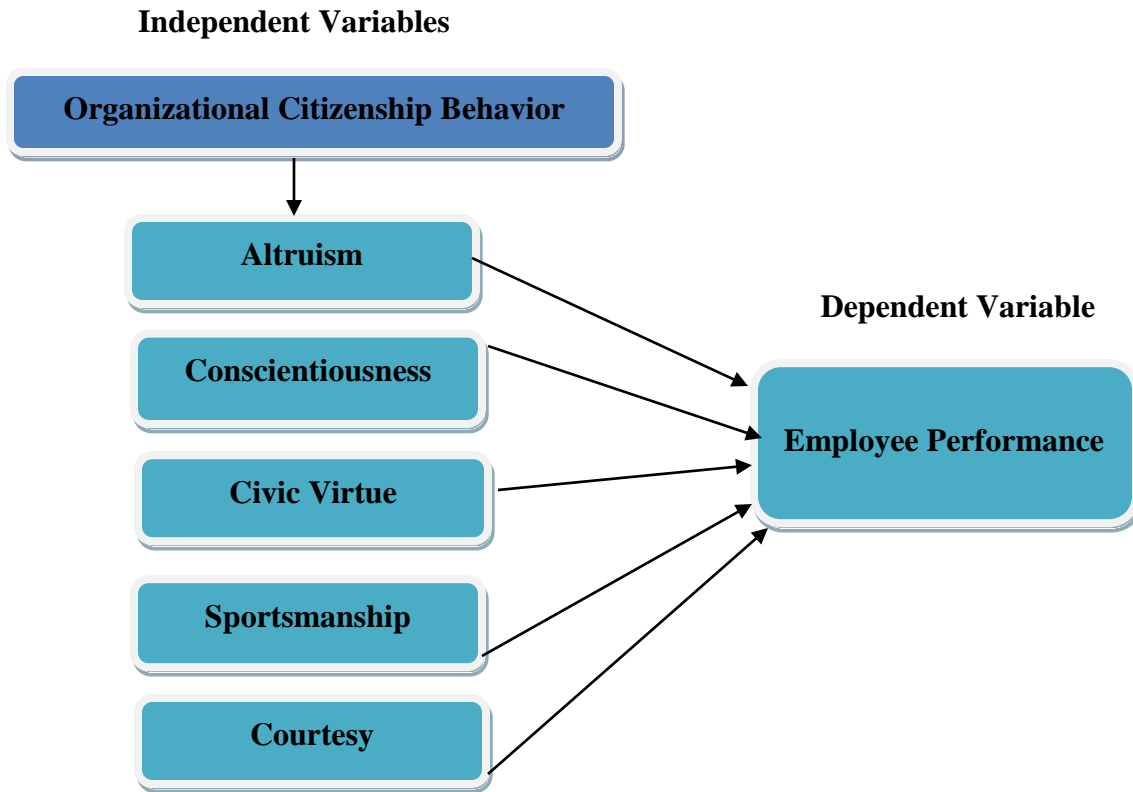
According to Law, *et al.*, (2005), courtesy is defined as discretionary behaviors that aim at protecting job-related conflicts with others. Courtesy involves the behaviors that focus on the prevention of problems and to take the right actions to diminish the problem effects in the future (Tambe, & Shankar, 2014). Courtesy includes behaviors, which focus on the deterrence of problems and taking the necessary and timely steps in order to lessen the effects of the problem in the future. In simple words, courtesy means the inspiration given by a member to another member/s of the organization when they are demoralized and feel discouraged about their professional development. Again to reiterate, research has shown that employees who show courtesy would diminish intergroup conflict and thereby abating the time consumed on conflict management activities (Podsakoff, *et al.*, 2000). Furthermore, employees who help ease disagreements and conflicts between coworkers are assisting the organization by dealing with the conflict in a more effective manner. This behavior then constructs stronger associations among the group members and subsequently diminishes the likelihood of workers leaving the organization (Podsakoff, *et al.*, 2009). Hence, Organ, *et al.* (2006) define courtesy as the

discretionary behavior by an employee aimed at preventing work-related evils with others from happening.

Regarding the empirical findings on the relationship between courtesy behavior and employee performance, the research findings of Chelagat, *et al.* (2015), showed that courtesy has a positive significant effect on employee performance. Moreover, Nyarieko, *et al.* (2017) studied the impact of OCB on casual employees' performance and their findings showed that civic virtue has a positive and significant effect on employees' performance.

#### **2.4. Conceptual Framework of the Study**

According to Reichel and Ramsey (1987), a conceptual framework is a set of wide ideas and principles taken from appropriate fields of inquiry and used to structure a subsequent presentation. It is a research tool intended to support a researcher in developing an understanding of the situation under investigation. Therefore, the present researcher in this study adopted five specific categories of discretionary behavior (i.e. altruism, conscientiousness, sportsmanship, courtesy, and civic virtue) from Organ, (1988). Generally, to give direction to the future researchers on OCB and to meet the objectives, hypotheses and research questions of the research, the present researcher developed a conceptual framework that clearly depicted the relationship between the independent variables namely altruism, conscientiousness, sportsmanship, courtesy, and civic virtue and dependent variables that is employee performance based on the insights gained from the theoretical and empirical literature review as shown in figure 2.1 below.



**Figure 2.1.** Conceptual Framework of the Study Adopted from (Nyarieko, *et al.*, 2017)

### 2.5. Chapter Conclusion

Generally, this chapter deals with the review of related literature. In this chapter, the researcher tries to presents the four critical points such as conceptual review, theoretical review, empirical review, and conceptual framework that critically elaborates in detail about the title and the hypotheses of this study. The next chapter presents the methodology part of this study.

## **CHAPTER THREE**

### **METHODOLOGY OF THE STUDY**

#### **3.0. Chapter Introduction**

This chapter presents the methodology of the study that clearly depicts a description of research type and approach, research design, determining the instrument selected for data gathering, survey procedure used in the study, determination of the sample size, sampling procedure and analysis of data that has been used in this study.

#### **3.1. Research Approach**

Quantitative research is an approach that explains phenomena by collecting data that are analyzed using mathematically based methods (in particular statistics techniques) and is designed to provide summaries of data that support generalizations about the phenomenon under study (Creswell, 2008). Thus, the current study tried to recognize and isolate specific variables contained within the study framework and analyzes the correlation, and effects between OCB dimensions and employee performance using quantitative research approach so as to test the predetermined hypotheses.

#### **3.2. Research Design**

The research design is the organization of an inquiry that is not identified with a specific strategy for collecting information or a specific kind of information (Cooper, and Schindler, 2008). According to Ngechu, (2004), the purpose of the survey research design is for researchers to describe the attitudes, opinion, behaviors, or characteristics of the population based on the data gathered from the sample or population. As a result, this study used a cross-sectional survey design to see the relationship between variables at a point in time. Thus, in this research, data related to organizational citizenship behavior dimensions (i.e. altruism, conscientiousness, sportsmanship, courtesy, and civic virtue) and employee performance in CBE, Bahir Dar City Branches for the year 2018/2019 was collect and analyze. Furthermore, according to Kothari, (2004), deductive research is on type of research that used to make a conclusion about a particular area through analyzing the general perspective of a broad area. Thus, this study is deductive research because the study conducted to make a conclusion through analyzing general perspective about the broad area to a specific area.

### **3.3. Sources of Data**

According to Cooper and Schindler, (2008), primary data refers to data that is collected at the first time specifically for the purpose of research project whereas secondary data refers to data that was collected by someone other than the user. The researcher in the current study gathered the primary data from the selected respondents and also gathered the secondary data from journals, and articles in order to fully meet the objectives of the study. Therefore, this study used both primary and secondary data to obtain the necessary information about the research.

### **3.4. Data Collection Instrument**

According to Ngechu, (2004), there are different methods of data collection. The selection of a tool and instrument depends mainly on the attributes of the subjects, research topic, problem question, objectives, design, expected data, and results. Both primary and secondary data were used to obtain the necessary information about the research. The study was conducted using the survey method of research. For instance, the primary data was gather through a structured questionnaire which was developed from the well-known standardized question so as to clearly test the effect of OCB on the employee performance in CBE, Bahir Dar City Branches. The researcher distributed questionnaires to all respondents to get valuable information about this investigation. The secondary data was gather from the literature along with different related studies about OCB and employee performance so as to supplement and triangulate the finding of this study with other researchers finding.

#### **3.4.1. Questionnaire**

A questionnaire is well-defined as a formalized structure that contains a grouping of keenly, in-depth inquiries for data gathering (Kothari, 2004). And also, according to Bryman and Bell (2003), a self-administered questionnaire is the only method to elicit self-report on people's opinion, attitudes, beliefs, and values. Therefore, to examine the hypotheses, data gathered with a self-administered questionnaire conducted among employees of CBE, Bahir Dar City Branches. As a result, the questionnaire was use as the main tool to collect data from the respondents. Questionnaires were adapt from organizational citizenship behavior concepts and theories formulated by previous researchers in the area with slight modification. Thus, 24 five-point Likert scale standardized questionnaires of organizational citizenship behavior (OCB) were adapt

from Podsakoff, *et al.* 1990). The scale has five measures named as (1) Altruism (2) Sportsmanship (3) Conscientiousness (4) Courtesy (5) Civic Virtue.

Furthermore, employee performance questionnaires were adapted from distinct scales which were originally developed by Koopmans, *et al.* (2013). According to Koopmans *et al.* (2013) Individual Work Performance is measured with three dimensions are: task performance which is used to measure core activity of work, contextual work performance is also used to measure the voluntary support of colleague and organization beyond own responsibility and adaptive performance is used to the extent to which an individual adapts to changes in the work role or environment.

However, this study used the one dimension of employee performance that is task performance scale to measure employee performance. This is because as different researchers suggested that organizational citizenship behavior (OCB) is critical for task performance. For example, according to Podsakoff, *et al.* (2000), organizational citizenship behavior has the potential to rising organization efficiency by increasing employee task performance and productivity. Furthermore, according to Organ, (1998), OCB is relevance to task performance. This is because of Organ, (1998) redefined OCB to include behavior that contributes to the maintenance and enhancement of the social and psychological context that supports task performance. Thus, this revised definition recognizes that OCB's is mainly relevance to task performance. And also according to Christian, *et al.* (2011), the employees who are well connected to their work tasks, are also presumed to be associated to the extra role behavior that is entangled with their job description, which in turn guides them to elevated task performance. Therefore, the researcher was consider one dimension of employee performance (task performance) in investigating the effect of organizational citizenship behavior on employee performance and adapted 9-items of Koopmans, *et al.* (2013), standardized questions that directed toward measuring employee task performance.

Generally, the above-standardized questionnaires used by different scholars or researchers such as Barrick, *et al.*, (2001); Bukhari, (2008); Hsiung, (2014); Chalgat, *et al.*, (2015); Baghkhasi and Enayati, (2015). And the reliability and validity of the questionnaire tested and assured by

those researchers. Thus, it is the warranty for the researcher to use the above instruments in this study.

### **3.5. Population and Sampling Design of the Study**

#### **3.5.1. Population of the Study**

According to Ngechu, (2004), a population is a definite or set of people, services, elements, and events, group of things or households that are being investigated. The study examined the effect of organizational citizenship behavior on employee performance in the case of CBE, Bahir Dar City Branches. This particular organization is selected because it is more relevant to investigate this issue in this area. The CBE has 19 Branches in Bahir Dar City Administration and all the Branches were incorporate in the current study. However, the population of this study was professional employees of CBE, Bahir Dar City Branches. Thus, the total population of the current study was 563 professional employees working in nineteen Branches of CBE located under Bahir Dar City administration and the population of each branch is depicted in Table 3.1 below based on the data obtained from the HRM department of CBE, Bahir Dar City.

**Table 3.1. Population of Each Branch**

No	Name of Branch	Number of Employees		
		Male	Female	Total
1	Aba Fasilo	7	2	9
2	Abay Mado	22	7	29
3	Atse Sertse Dingle	18	8	26
4	Bahir Dar	69	25	94
5	Begtera	18	6	24
6	Belay Zeleke	18	9	27
7	Bezawit	28	11	39
8	Blue Nile	21	7	28
9	Dega Estifanos	8	1	9
10	Dengel	19	-	19
11	Donaber	25	11	36
12	Ftawurari Habte Mariam	14	4	18
13	Ghion	22	4	26
14	Gish Abay	24	12	36
15	Luel Alemayehu	6	1	7
16	Shimbit	26	13	39
17	Tanna	49	19	68
18	Woreb	3	4	7
19	Zenbaba	18	4	22
Total		415	148	563

*Source: field survey, (2019)*

### **3.5.2. Sampling Design of the Study**

According to Cooper and Schindler, (2008), sampling design is a component of the research plan that shows how cases are to be selected for observation. The design maps out the process to be followed to draw the study's sample. Sampling design indicates that a road map, that serves as the basis for the choice of a survey sample and provides the fundamental plan and methodology for selecting the sample (Cooper and Schindler, 2008). Sampling design incorporates a sample frame, sample technique, and sample size.

#### **3.5.2.1. Sampling Frame of the Study**

A sampling frame is a list of elements in the population from which a sample is drawn (Saunders, *et al.* 2012). In this research, the 2018 payroll register permanent employees used as the sample frame. It was comprised of customer service officers, accountants, cashiers, assistant managers, and managers. Generally, professional employees of CBE, Bahir Dar City Branches was incorporated as a sampling frame.

#### **3.5.2.2. Sampling Technique of the Study**

A sampling technique involves the process of selecting a sample from a large population (Cooper & Schindler, 2008). In this research, probability sampling technique was used particularly from probability sampling technique, stratified sampling used to stratify the total population of 563 into 19 strata based on the number of Branches of CBE at Bahir Dar City. Then, the random sampling technique particularly lottery method was used to select the representative sample from each stratum because the environment is similar and we can get a homogeneous employee from all branch of the bank.

#### **3.5.2.3. Sample Size Determination of the Study**

The sample size is a smaller set of the larger population and it must be keenly selected to be an agent of the population (Cooper and Schindler, 2008). The study examined the effect of OCB on employee performance in the case of CBE, Bahir Dar City Branches. A total of 563 professional employees of CBE, Bahir Dar City branches was incorporated as the target population. For the sample size determination of this study, Yamane, (1967:886) provides a simplified formula to calculate sample sizes because the target population is finite and known. A 95% confidence level and  $e=0.05$  was assumed for the following Yamane formula.

$$n = \frac{N}{1 + N(e)^2}$$

Where; n is the sample size,

N is the population size, and

e is the level of precision.

$$n = \frac{563}{1 + 563(0.05)^2}$$

$$n = \frac{563}{2.4075} = 234$$

Therefore, as the result of Yemane formula indicates above a sample size of 234 employees used from all permanent employees of CBE, Bahir Dar City Branches. And also a sample size of each stratum was determine using proportionate stratified sampling as follows. Therefore, the sample size of each branch is depicted in table 3.2 below.

**Table 3.2. Sample Size Determination using Proportionate Stratified Sampling**

No	Name of Branch	Determination of Proportional Sample		
		Number of Employees from each Branch	Proportion of Samples	Sample Size
1	Aba Fasilo	9	$9*234/563$	4
2	Abay Mado	29	$29*234/563$	12
3	Atse Sertse Dingle	26	$26*234/563$	11
4	Bahir Dar	94	$94*234/563$	39
5	Begtera	24	$24*234/563$	10
6	Belay Zeleke	27	$27*234/563$	11
7	Bezawit	39	$39*234/563$	16
8	Blue Nile	28	$28*234/563$	12
9	Dega Estifanos	9	$9*234/563$	4
10	Dengel	19	$19*234/563$	8
11	Donaber	36	$36*234/563$	15
12	Ftawurari Habte Mariam	18	$18*234/563$	7
13	Ghion	26	$26*234/563$	11
14	Gish Abay	36	$36*234/563$	15
15	Luel Alemayehu	7	$7*234/563$	3
16	Shimbit	39	$39*234/563$	16
17	Tanna	68	$68*234/563$	28
18	Woreb	7	$7*234/563$	3
19	Zenbaba	22	$22*234/563$	9
<b>Total</b>		<b>563</b>		<b>234</b>

*Source: field survey, (2019)*

### **3.6. Measurements of Variables**

The questionnaire was the main tools for collecting data from the respondents. The types and designs of questionnaires used depending on the studies that had been carried out. In this study, the questionnaire was divide in three parts. Part I was encompasses of questions eliciting demographic characteristics of the respondents and Part II consisted questions designed to gather data about the OCBs Variables and the last part was comprise of questions that measure the level of employee performance. Generally, the questions of OCB and employee performance was prepared in a five-point Likert scale such as 1 = Strongly Disagree, 2= Disagree, 3 =undecided, 4 =Agree, 5 = Strongly Agree that allows respondents to indicate the level of agreement with the statement provided. All parts in the questionnaires were prepare in the Amharic language for better understanding by the respondents.

#### **3.6.1. Demographic Information of the Respondent**

The first part of the questionnaire was require data relating with demographic characteristics of respondents. Therefore, questions relating to sex, age, marital status, tenure, and level of education was aske so as to assess the demographic characteristics of respondents.

#### **3.6.2. Measurement of OCB**

In this study, the independent variable was OCB of professional employees of CBE in Bahir Dar City Branches. The OCB of professional employees in this study was measure using five dimensions namely; altruism, conscientiousness, sportsmanship, courtesy, and civic virtue which identified by Organ, D., (1988). The measurement and definition of each independent variables are highlights as follows.

##### **3.6.2.1. Measurement of Altruism**

As explained by Organ, (1988), altruism is a behavior which is directly and deliberately aimed at helping some specific person. (For example, helping new coworker and freely giving time to others) is typically directed toward other individuals but contributes a lot for the sake of enhancing individuals' performance. Thus, altruism was measure using five items that deals about the perception of employees on their altruism behavior such as willingness to give time to help other employees who have work-related problems, readiness to lend a helping hand to those around them, helping others who have heavy workloads, filling the gap when others are absent

from their jobs and taking time out of day to train and assist new employees and used a five-point Likert scale (with 5=Strongly Agree, to 1=Strongly Disagree). The measurement items were adapt from Podsakoff, *et al.* (1990).

#### **3.6.2.2. Measurement of Conscientiousness**

As explained by Organ, (1988), conscientiousness is carrying out role behavior in the right manner beyond the required level. enhances the efficiency of individual performance. Thus, conscientiousness was measure using five items that captured the discipline at work. The measurement items were adapt from Podsakoff, *et al.* (1990). The current study used a five-point Likert scale (with 5=Strongly Agree, to 1=Strongly Disagree) and measure if the employees have up-to-date knowledge of the products and services offered, attendance at work, level of loyalty to organization's rules and regulation and if they take extra time for breaks.

#### **3.6.2.3. Measurement of Civic Virtue**

As explained by Organ, (1988), civic virtue is a behavior planned to increase one's participation and support of the organization as a whole. (For example, serving on committees and willingly attending functions) promotes the interests of the organization. Thus, civic virtue was measure using four items that captured the participation and involvement of workers in the activities of the bank. The measurement items were adapt from Podsakoff, *et al.* (1990). This was on if the professional employees of the CBE at Bahir Dar city eager to tell outsiders about the good of the Bank, actively engage in the Bank's meetings, contribution through providing constructive suggestions that improve the Bank's operations, and willing to stand up to protect the reputation of the Bank. This was determine in a five-point Likert scale (with 5=Strongly Agree, to 1=Strongly Disagree).

#### **3.6.2.4. Measurement of Sportsmanship**

As explained by Organ, (1988), sportsmanship is a behavior which is involved when a person admits minor hindrances without complaint. (For example, avoids complaining and wining) improves the amount of time spent on constructive endeavors of an individual worker in the organization. Thus, sportsmanship was measure using five items which aimed at knowing how workers perceived the unusual work environment. The measurement items were adapt from Podsakoff, *et al.* (1990). In a five-point Likert scale (5=Strongly Agree, to 1=Strongly Disagree),

this variable was measure by assessing if the professional employees complain about work, pay attention to matters that are negative, find mistakes with what the organization does and if they complain about things that are not important.

#### **3.6.2.5. Measurement of Courtesy**

As explained by Organ, (1988), courtesy is taking measures to prevent problems from happening by respecting other's needs. (For example, advance notices, reminders, and communicating the right information at the right time) helps prevent problems and facilitates the constructive use of time. Thus, courtesy was measure using five items that deals about avoiding creating problems for co-workers, taking measures to try to prevent problems with other employees in the work, don't abuse the right of others, considering the impact of my actions on co-workers and mindful of how my behavior affects other people's job and used a five-point Likert scale (with 5=Strongly Agree, to 1=Strongly Disagree. The measurement items were adapt from Podsakoff, *et al*, (1990).

Generally, the researcher was adapt 24 Likert scale standardized questionnaires of OCB from (Podsakoff, *et al.*, 1990) based on Organ's (1988) five-dimensional taxonomy so as to measure each of the above five dimensions of OCB. Thus, from 24 Likert scale standardized questionnaires, altruism, conscientiousness, sportsmanship, and courtesy were consist 5 separate items for each to measure each of them and the remaining 4 items were used to measure one dimension of OCB namely civic virtue. And as stated above a five-point Likert scale ranging from strongly disagree to strongly agree was used in all parts of the questionnaire and the respondents were asked to state the extent of agreement or disagreement with the statements in the questionnaire so as to make easier for the respondents to understand the format and produce more accurate answers.

#### **3.6.3. Measurement of Employee Performance**

The last section consists of questionnaires used to measure employee performance. Employee performance questionnaires were adapted 9 Likert scale items from distinct scales which were developed by Koopmans, *et al.* (2013). And also, the above 9 standardized questionnaires were directed toward measuring employee task performance. Behaviors that used to describe task performance often include work quantity and quality, job skills, and job knowledge (Rotundo

and Sackett, 2002). Thus, the above 9 Likert scale standardized questionnaires identified by Koopmans, *et al.*, (2013) revolves around the above three issues. Likewise, the OCB measures, in the measure of employee performance, the level of agreement of respondents rated with items based on a five-point Likert scale (interval scale) ranging from 1 (Strongly disagree), 2 (Disagree), 3 (undecided), 4 (Agree), 5 (Strongly Agree). Generally, the summary of measures of variables is depicted in table 3.3 below.

**Table 3.3. Summary of Measures of Variables**

<b>Variables</b>	<b>Number of items used</b>	<b>Instruments Adapted</b>
Altruism	5	From Podsakoff, <i>et al.</i> (1990)
Conscientiousness	5	
Civic Virtue	4	
Sportsmanship	5	
Courtesy	5	
Employee Performance	9	From Koopmans <i>et al.</i> (2013)

*Organized by the researcher, (2019)*

### 3.7. Research Model

The general linear regression model commonly estimates using ordinary least square (OLS) has become one of the most widely used analytic techniques in social sciences (Cleary & Angel, 1984). Most of the statistics used in social sciences are based on linear models, which means trying to fit a straight line to data collected. Ordinary least square is used to predict a function that relates one dependent variable (EP) to one or more independent variables. Therefore, the current study was used multiple linear regression model function that can be expressed as:

$$EP = \beta_0 + \beta_1 (Alt) + \beta_2 (Con) + \beta_3 (Cvr) + \beta_4 (Spt) + \beta_5 (Crt) + \epsilon_i$$

Where: **EP**: Dependent (Response) Variable that is employees' performance

**$\beta_0$** : The intercept term- constant which would be equal to the mean if all slope coefficients are 0

**$\beta_1$ -5**: Slope of the line (Magnitude of the coefficients of the variables) are the coefficients associated with each independent variable which measures the change in the mean value of Y, per unit change in their respective independent variables.

The independent variables of this study denoted by:

**Alt** stands for Altruism

**Con** stands for Conscientiousness

**Cvr** stands for Civic Virtue

**Spt** stands for Sportsmanship

**Crt** stands for Courtesy

**ei:** Error term

Accordingly, this statistical technique used to explain the following relationships. Employees' performance as a dependent variable on the selected linear combination of the independent variables using multiple linear regression.

### **3.8. Methods of Data Analysis**

According to Kothari, (2004), data analysis uses a set of categorization for making valid and replicable inferences from data to their context. The results are to be interpreted so as to draw conclusions and recommendations. All items and variables coded before enter to the computer. On the other hand, the researcher carried out descriptive statistics on demographic factors such as sex, age, marital status; tenure and level of education and research variables. Subsequently, Pearson correlation analysis used to examine the relationship between independent variables (OCB dimensions) and the dependent variable (employee performance). Furthermore, multiple linear regression analysis was employ to determine the significant factor influencing employee performance.

#### **3.8.1. Descriptive Analysis**

The researcher was carried out descriptive statistics on demographic factors such as sex, age, marital status; tenure and level of education. Furthermore, based on the response of the respondents, the study analyzed the "mean" and "standard deviation" score of each variable using descriptive statistical analysis so as to see the status of OCB and employee performance in CBE, Bahir Dar City Branches.

#### **3.8.2. Pearson Correlation Analysis**

Correlation ( $r$ ) is a parametric technique which gives a measure of the strength of association between any two variables. The standard correlation coefficient is (Pearson's  $r$ ) which applies primarily to variables distributed more or less along with interval or ratio scales of measurement

(Julie, 2005). Thus, the study used Pearson correlation coefficient to measure of the strength of association of organizational citizenship behavior dimensions (altruism, conscientiousness, civic virtue, sportsmanship, and courtesy) with employees' performance particularly in CBE, Bahir Dar City Branches.

### **3.8.3. Multiple Regression Analysis**

As indicated by Andy, (2006), standard multiple linear regressions being one family of statistical techniques, is used to explore the relationship between one continuous dependent variable and a number of independent variables or predictors (usually, continuous) simultaneously enabling to get answers regarding how well a set of variables is able to predict a particular outcome and which variable in a set of variables is the best predictor of an outcome. It helps in showing the impact or effect of given independent variables on variation in the dependent variable. Thus, the study used multiple regression analysis to examine the effect of organizational citizenship behavior dimensions (altruism, conscientiousness, civic virtue, sportsmanship, and courtesy) on professional employees' performance particularly in CBE, Bahir Dar City Branches.

### **3.9. Issues of Validity and Reliability**

The purpose of the pilot testing was to establish the accuracy and appropriateness of research design and instrumentation and to provide proxy data for the selection of probability sample (Cooper & Schindler, 2006). To ascertain the validity and reliability of the questionnaire, the researcher conducted pilot testing. Thus, the researcher discussed the issues of validity and reliability in sub-section 3.9.1 to 3.9.2.

#### **3.9.1. Issues of Validity**

Testing Validity ensures the ability of a scale to measure what it is intended to measure and reveals vague questions and unclear instruction (Sekaran, 2003). Thus, in order to assure the validity of this study, this study was implement a pilot-test to assess the clarity, complexity and the face validity of the measure. In effect, the revision was made to improve the total look and content of the final questionnaire in terms of readability, wording, and arrangement. The suitability of the questionnaire for this study tested by first administering it on 24 professional employees of CBE, Bahir Dar City Branches which was approximately 10% of the sample size of this study 234, the total number of respondents used in the pre-test and drawn from the same population frame that was similar to those included in the actual survey in terms of background

characteristics and familiarity with the topic. The feedback obtain was instrumental in refining the questionnaire before it was finalized for the study. Moreover, as it has been discuss in the measurement of variables, the study used standardized questionnaires which used by different scholars or researchers on the related investigation and also the validity of the questionnaire tested and assured by those researchers.

### **3.9.2. Issues of Reliability**

In order to test the reliability of the scales used in this study, a reliability test was carried out. In doing so, some respondents were select for pre-testing and piloting. The rationale to utilize pretesting and piloting is, it can help to identify questions that don't make sense to participants/feel uncomfortable or problems with the questionnaire that might lead to biased answers. In accordance with this, Kothari, (2004), noted that pre-testing and piloting are helpful to test hypotheses, allowance for checking statistical and analytical procedures, a chance to reduce problems and mistakes in the study as well as the reduction of costs incurred by inaccurate instruments. Beside, Cronbach alpha was employed since it suitable to measures the internal consistency of the instrument. Thus, according to Cronbach, (1951), items with an alpha value between 0.6 - 0.7, 0.7-0.8 and 0.8-0.95 are considered as fair, good and very good reliability respectively. Moreover, to ensure the reliability and validity of the result of this research, the study was triangulat through interpreting findings and results of this study in relation to the review of the related literature and previous research studies for the purpose of analytical generalization. Generally, the pre and post-test reliability of items used in this study are depicted in table 3.4 below.

**Table 3.4. Summary on the Pre and Post-Test Reliability of Items**

Items	Pre-test			Post-Test	
	No of Items	No of samples	Cronbach's alpha Value	No of samples	Cronbach's alpha Value
Altruism	5	24	0.731	220	0.791
Conscientiousness	5	24	0.755	220	0.727
Civic Virtue	4	24	0.726	220	0.765
Sportsmanship	5	24	0.720	220	0.814
Courtesy	5	24	0.727	220	0.853
Employee Performance	9	24	0.788	220	0.78
<b>Cronbach's alpha Value for all items</b>			0.930		0.892

*Source: Own computation with SPSS, (2019)*

As we have seen from table 3.5, the pre-test Cronbach's alpha coefficients for altruism, conscientiousness, civic virtue, sportsmanship, courtesy, and employee performance were 0.731, 0.755, 0.726, 0.720, 0.727 and 0.788 respectively. Thus, using a rule of the thumb discussed by Cronbach, (1951), the reliability of all variable scales was good in the pre-testing. Similarly, the post-test Cronbach's alpha coefficients for altruism, conscientiousness, civic virtue, sportsmanship, courtesy, and employee performance were 0.791, 0.727, 0.765, 0.814, 0.853 and 0.78 respectively. Thus, Likewise the pre-test, using a rule of the thumb discussed by Cronbach, (1951), the alpha value of altruism, conscientiousness, civic virtue, and employee performance were fails between 0.7-0.8 range which indicated that the items were good reliability and the alpha value of sportsmanship and courtesy were failed between 0.8-0.95 which were considered as very good reliability. Generally, the result of the pre-test and post-test the reliability of items used for measuring both OCB dimensions and employee performance were better reliability because these Cronbach alpha coefficients were greater than 0.7.

### **3.10. Ethical Considerations**

According to Cresswel, (2008), so as to maintain the ethical issue of this study, before data collection is performed, negotiation is critical to gain the permission of respondents to conduct discussions and fill questionnaires ethically. Therefore, the researcher was inform that a statement of confidential, need of conducting this study, refraining from deceptive practices as

well as reciprocity. And also attached on the cover page of the survey questionnaire. Besides, no identity (anonymity of participants) was attach to the survey structured questionnaire and the data was handle confidential. Moreover, the researcher was assure that information provides by participants and respondents are not used for any other purpose; articulate that participants based on their free will to provide relevant data accordingly; and contacted the respondents by showing the letter of cooperation written by the department of management, Bahir Dar University with detail explanation of the purpose of the study.

### **3.11. Chapter Conclusion**

Basically, in this chapter the researcher try to clearly state the ten critical points of the methodology parts such as type of research, approaches of the research, research design used, sources of data, instruments for gathering of relevant and valuable data, population and sampling design, measurement of variables, data analysis methods, validity and reliability issues, and finally the ethical consideration. The next chapter presents the data presentation and analysis of the study.

## CHAPTER FOUR

### DATA PRESENTATION, ANALYSIS AND DISCUSSION

#### 4.0. Chapter Introduction

This chapter presents the result and discussion of empirical findings. The research instrument used was a survey questionnaire. A fairly representative sample was obtained by employing a stratified sampling technique. This section is divided into subsections such as the response rate, demographic characteristics of respondents, descriptive statistical analysis of research variables, and correlation test, normality of data test, multicollinearity and linearity of data test. Finally, the result was analyzed using descriptive statistical analysis that presented first followed by the inferential statistics models were applied by the help of statistical software packages (SPSS). The descriptive statistics analysis that was employed using tables, mean, and standard deviations in examining OCB dimensions as well as employees' performance. The inferential statistics model was used to identify the relationship between the five OCB dimensions with employees' performance.

#### 4.1. Response Rate

To conduct the current study, the researcher was distribute a total of 234 questionnaires to the research participants of professional employees of 19 Branches of CBE at Bahir Dar City.

**Table 4.1. Response Rate**

Questionnaires	Total	Percent
Distributed	234	100%
Collected	220	94%
Remained uncollected	14	6%

*Source: Own computation with SPSS, (2019)*

As a result in table 4.1 indicate that, from the questionnaires distributed 234, 220 were fill correctly and returne because of the burden of the respondents on their duty, and unwillingness to fill the questionnaires, the questionnaires were not fully fill and returne. In general, the

response rate was 94% and this response rate is excellent and confirms to Mugenda & Mugenda (2003), stipulation that the response rate of 50% is adequate; a response rate of 60% is good and a response rate of 70% and above is excellent for analysis and reporting.

#### 4.2. Demographic Characteristics of the Respondents

Before proceeding directly to a discussion of the result, it would be better to introduce the respondent's profile. This is because having an understanding of the respondents may help to estimate the accuracy of the information provided by them. Therefore, for this study demographic characteristics of the respondents such as gender, age, marital status, level of educational, and tenure or work experience were presented as follows.

**Table 4.2. Demographic Characteristics of the Respondents**

Demographic Characteristics		Frequency	Percent
Sex	Male	172	78.2
	Female	48	21.8
	Total	220	100
Marital Status	Married	124	56.4
	Single	96	43.6
	Total	220	100
Age	18-30	164	74.5
	31-40	51	23.2
	41-50	5	2.3
	Total	220	100
Educational Level	First Degree	164	74.5
	Second Degree	56	25.5
	Total	220	100
Tenure	1-5 years	119	54.1
	6-10 years	90	40.9
	Above 10 years	11	5
	Total	220	100

*Source: Own computation with SPSS, (2019)*

#### **4.2.1. Sex of the Respondents**

As it is shown in Table 4.2 above, the data provides the sex profile of respondents by frequency and percent. The results show that out of 220 respondents, majority of the respondents were males which represent 172 (78.2%) and 48 (21.8 %) were female respondents in CBE, Bahir Dar City Branches.

#### **4.2.2. Marital Status of the Respondents**

As depicted in table 4.2 out of 220 respondents majority of the respondents were married which represent 56.4 % that is about 124 respondents out of 220 respondents. And also out of 220, 96 respondents were single which represent 43.6% of the total respondents in CBE, Bahir Dar City Branches.

#### **4.2.3. Age of the Respondents**

From the data represented in table 4.2 above, the majority or 164 (74.5%) of the respondents were between the age group of 18-30 years old, 51 (23.2%) of the respondents were between the age group of 31-40 years and the remaining 5(2.3 %) respondents were between the age group of 41 to 50 years old in CBE, Bahir Dar City Branches.

#### **4.2.4. Educational Level of the Respondents**

The education level of respondents in the above table 4.2 shows that from 220 respondents, the majority or 164 (74.5%) of the respondents were first-degree holder employees, and the remaining 56 out of 220 or 25.5% of the respondent were master's degree holders in CBE, Bahir Dar City Branches.

#### **4.2.5. Work Experience of the Respondents**

Table 4.2 above shows that from 220 respondents, the majority or 119 (54.1%) respondents have between 1-5 years of experience, 90 (40.9%) of the respondents have between 6-10 years of experience, and the rest 11 (5%) of the respondents have above 10 years' experience in CBE, Bahir Dar City Branches.

### **4.3. Descriptive Analysis of OCB Dimensions and Employee Performance**

Descriptive statistical analysis was used to summarize the responses of respondent and to know the effect of each OCB dimensions on employee performance of professional employees of the

CBE, Bahir Dar City Branches, based on the response of the respondents for each item, the present researcher analyzed and comparing the “mean” and “standard deviation” score of each variable. Therefore, descriptive statistics for both dependent and independent variables were performed and their results are as detailed in subsection 4.3.1.

#### 4.3.1. Mean Score and Standard Deviation of OCB and Employee Performance

Zaidaton and Bagheri, (2009), suggested that the mean score ranges for data interpretation in descriptive statistics. Thus, according to Zaidaton and Bagheri, (2009), the mean score below 3.39 is considered as low, the mean score from 3.40 up to 3.79 are considered as moderate and mean score above 3.79 is considered as high as illustrated Table 4.3 below.

**Table 4.3. Comparison Cut-point of Mean Score of Five Point Likert Scale Instrument**

Mean Score	Description
Below 3.39	Low
3.40-3.79	Moderate
Above 3.79	High

Source: Zaidatol & Bagheri, (2009)

**Table 4.4. Mean Score and Standard Deviation of OCB and Employee Performance**

Research Variables	Number of items	Number of Respondents	Mean score	Standard Deviation
Altruism	5	220	4.12	0.503
Conscientiousness	5	220	4.13	0.488
Civic Virtue	4	220	4.10	0.515
Sportsmanship	5	220	4.09	0.517
Courtesy	5	220	4.12	0.501
Employee Performance	9	220	4.22	0.399

Source: Own computation with SPSS, (2019)

In general, the study presents and summarized the mean score and standard deviation of each variable in detail in subsection 4.3.1.1 to 4.3.1.6 and make a conclusion for each variables using the mean result discussed in table 4.4 based on mean range value discussed in table 4.3.

#### **4.3.1.1. Mean and Standard Deviation Result of Altruism Response**

According to Siti, (2009), altruism dimension of organizational citizenship behavior relates to assisting co-workers who have difficulty in doing a task or fails in achieving it. Thus, the study was measure altruism using five items of a five-point Likert scale (with 5=Strongly Agree, to 1=Strongly Disagree) that deals about the perception of employees on their altruism behavior regarding to their willingness to give time to help other employees who have work-related problems, readiness to lend a helping hand to those around them, helping others who have heavy workloads, filling the gap when others are absent from their jobs and taking time out of day to train and assist new employees.

As the results in table 4.4 indicate that the mean response for altruism was 4.12 this implies that most of the respondents agreed with most of the statements explaining altruism behavior and also it indicates the existence of a high level of altruism behavior in the bank. And also, the standard deviation of this variable was 0.503 which was below 1, it implies that most of the respondents had the same view or agreed relating to the measures of altruism behavior. Moreover, related with this aspect, Podsakoff, *et al.* (2000), defined altruism as helping co-workers in order to protect problems in advance, and also he demonstrated that altruism has been significantly related to performance evaluations and correspondingly, positive affectivity. Generally, using the results reported in table 4.4, the researcher can conclude that there is a high level of altruism behavior among the professional employees of CBE, Bahir Dar City Branches.

#### **4.3.1.2. Mean and Standard Deviation Result of Conscientiousness Response**

Conscientiousness is a discretionary behavior that an individual pays special attention when carrying out one's own work, for example scrupulously sticking to a protocol or keeping working hours precisely (Organ, *et al.* 2006). Thus, the study was measure using five items of a five-point Likert scale (with 5=Strongly Agree, to 1=Strongly Disagree) that captured discipline at work relating with unwillingness of employees to take extra breaks, employees' willingness to obey rules and regulations of the bank even when no one is watching, employees' ability to complete their work on time, employees' willingness to give an honest day's work for a balanced payment, and to give advance notice when unable to come to work.

As the results in table 4.4 indicate that the mean response for conscientiousness was 4.13 this implies that respondents agreed with most of the statements explaining conscientiousness behavior and also it indicates the existence of a high level of conscientiousness behavior in the bank. And also, the standard deviation of this variable was 0.488 which was below 1, it implies that most of the respondents had the same view or agreed relating to the measures of conscientiousness behavior. Moreover, related with this aspect, Eby, *et al.* (2005), explains that conscientious people tend to be highly achievement focused and show great perseverance, which explains the high significance of this factor in career success and conscientiousness can also aid to create the environment of the organization better and calm and it can help to make a friendly relationship with peers. In general, using the results reported in table 4.4, the researcher can conclude that there is a high level of conscientiousness behavior among the professional employees of CBE, Bahir Dar City Branches.

#### **4.3.1.3. Mean and Standard Deviation Result of Civic Virtue Response**

Civic virtue is characterized by behaviors that point out an employee's profound concerns and active attention in the life of the organization (Law, *et al.* 2005). Thus, the study was measure using four items of a five-point Likert scale (with 5=Strongly Agree, to 1=Strongly Disagree) that captured the active attention and involvement of workers in the activities of the bank relating to eagerness of employees to tell outsiders about the good of the Bank, employees' active engagement in the Bank's meetings, employees' contribution through providing constructive suggestions that improve the Bank's operations, and employees' willingness to stand up to protect the reputation of the Bank.

As the results in table 4.4 indicate that the mean response for civic virtue was 4.10 this implies that most of the respondents agreed with most of the statements explaining civic virtue behavior and also it indicates the existence of a high level of civic virtue behavior in the bank. And also, the standard deviation of this variable was 0.515 which was below 1, it implies that most of the respondents had the same view or agreed relating to the measures of civic virtue behavior. Moreover, related with this aspect, (Podsakoff, *et al.*, 2000), explains civic virtue as indicator of a macro level interest in, or commitment to the organization and shows a willingness to participate actively in organization's events, monitor organization's environment for threats and opportunities, to work out the best alternative for the organization. Generally, using the results

reported in table 4.4, the researcher can conclude that there is a high level of civic virtue behavior among the professional employees of CBE, Bahir Dar City Branches.

#### **4.3.1.4. Mean and Standard Deviation Result of Sportsmanship Response**

According to Organ, *et al.*, (2006), sportsmanship is a behavior in which a person admits minor hindrances without complaint in the workplace. Thus, the study was measure using five items of a five-point Likert scale (with 5=Strongly Agree, to 1=Strongly Disagree) which aimed at knowing how workers perceived the unusual work environment regarding to unwillingness of employees to complain about things that are not important, to pay attention in terms of finding fault done by the Bank, to make problems bigger than they are, paying attention to matters that are negative, and expressing opposition with any changes introduced by management of the bank.

As the results in table 4.4 indicate that the mean response for sportsmanship was 4.09 this implies that most of the respondents agreed with most of the statements explaining sportsmanship behavior and also it indicates the existence of a high level of sportsmanship behavior in the bank. And also, the standard deviation of this variable was 0.517 which was below 1, it implies that most of the respondents had the same view or agreed relating to the measures of sportsmanship behavior. Moreover, related with this aspect, Evans, and Davis (2005), in their empirical study, they found that employees have a greater willingness to involve in helping behaviors and more sportsmanship behavior as not complaining about embarrassments created by the coworkers' results high-performance work system in the organization. Generally, using the results reported in table 4.4, the researcher can conclude that there is a high level of sportsmanship behavior among the professional employees of CBE, Bahir Dar City Branches.

#### **4.3.1.5. Mean and Standard Deviation Result of Courtesy Response**

According to Law *et al.* (2005), Courtesy is defined as discretionary behaviors that aim at protecting job-related conflicts with others. Thus, the study was measure using five items of a five-point Likert scale (with 5=Strongly Agree, to 1=Strongly Disagree) that aim at protecting job-related conflicts with others relating avoiding creating problems for co-workers, taking measures to try to prevent problems with other employees in the work, don't abusing the right of

others, considering the impact of my actions on co-workers and mindful of how my behavior affects other people's job.

As the results in table 4.4 indicate that the mean response for courtesy was 4.12 this implies that most of the respondents agreed with most of the statements explaining courtesy behavior and also it indicates the existence of a high level of courtesy behavior in the bank. And also, the standard deviation of this variable was 0.501 which was below 1, it implies that most of the respondents had the same view or agreed relating to the measures of courtesy behavior. Moreover, related to this aspect, the research has shown that employees who show courtesy would diminish intergroup conflict and thereby abating the time consumed on conflict management activities (Podsakoff *et al.*, 2000). Generally, using the results reported in table 4.4, the researcher can conclude that there is a high level of courtesy behavior among the professional employees of CBE, Bahir Dar City Branches.

#### **4.3.1.6. Mean and Standard Deviation Result of Employee Performance Response**

Employee performance is all about what is to be achieved at an organizational level by employees (Kennerley & Neely, 2003). Thus, the study was measure using nine items of a five-point Likert scale (with 5=Strongly Agree, to 1=Strongly Disagree) that aim at measuring employee's' task performance related with work quantity and quality, job skills, and job knowledge.

Regarding employee performance, as depicted in the above table 4.4 mean value of employee performance response was 4.22 which is above 3.79 considers as high. This evidence that most of the respondents agreed with most of the statements explaining employee performance and also it indicates the existence of a high level of professional employees' performance in the bank. And also, the standard deviation of this variable was 0.399 which was below 1, it implies that most of the respondents had the same view or agreed relating to the measures of employee performance. Moreover, Todd, (2003) in his study identified that OCB helps to inspire the employees to exercise their maximum knowledge, skill, and abilities in the workplace. Therefore, the researcher can conclude that this high level of professional performance performance is manifested in the workplace due to the existence OCB among the employees of CBE, Bahir Dar City Branches.

To sum up, as indicated in table 4.4 above among the five dimensions of OCB one dimension conscientiousness had slightly highest mean value of 4.13 that considered as being the most important aspect from other dimensions.

#### 4.4. Correlation Analysis of OCB Dimensions and Employees' Performance

Correlation (r) is a parametric technique that measures the strength as well as the direction of the association between any two variables (Andy, 2006). Furthermore, Cohen, *et al.*, (2003) has suggested the following guidelines:  $r = 0.10$  to  $0.29$  is weak relationship;  $r = 0.30$  to  $0.49$  is moderate correlation and  $r = 0.50$  to  $1.0$  is strong relationship among variables. If there is too much correlation, a value greater than  $0.9$ , it means we can't estimate the effect of each independent on the dependent variable very well. In this section, the study was conducted correlation analysis in light of each research objectives and hypotheses of the current study so as to determine the relationship between the five OCB dimensions and employees' performance using correlation coefficients, which indicated the strength and direction of the relationship and p-value, which indicated the significant of relationships'. Generally, the relationship between the five OCB dimensions and professional employees' performance is depicted in Table 4.5 below.

**Table 4.5 Correlation Analysis of OCB Dimensions and Employees' Performance**

Correlations						
	Alt	Con	Cvr	Spt	Crt	EP
Alt	1					
Con	.282**	1				
Cvr	.254**	.380**	1			
Spt	.281**	.183**	.135*	1		
Crt	.197**	.212**	.384**	.216**	1	
EP	.818**	.372**	.365**	.345**	.310**	1
Sig. (1-tailed)	0.000	0.000	0.000	0.000	0.000	

\*\*Correlation is significant at the 0.01 level (1-tailed). Number of cases is **220**.  
**Dependent Variable:** EP (Employee Performance) **Independent Variables:** Alt (Altruism), Con (Conscientiousness), Cvr ( Civic Virtue), Spt (Sportsmanship), and Crt (Courtesy)

**Source:** *Own computation with SPSS, (2019)*

The above findings (in table 4.5) would be strengthened or supported by a correlation matrix, which created by using the Pearson correlation coefficient ( $r$ ). It demonstrates how each OCB dimensions (altruism, conscientiousness, civic virtue, sportsmanship, and courtesy) correlated with professional employees' performance. The results are demonstrated in detailed in sub-section 4.4.1 to 4.4.5 as follow.

#### **4.4.1. Correlation Result of Altruism and Employees' Performance**

According to Organ, *et al.* (2006), helping behavior (altruism) refers to taking voluntary action to help coworkers with work-related problems and issues. The correlation matrix table (4.5) illustrates that altruism has Pearson correlation coefficient of 0.818 and p-value of  $<0.01$ ; ( $r=0.818$ ,  $p <.01$ ) which indicates that there exists a strong significant positive relationship between altruism and professional employees' performance in CBE, Bahir Dar City Branches.

#### **4.4.2. Correlation Result of Conscientiousness and Employees' Performance**

As explained by Organ, *et al.* (2006), conscientiousness is carrying out role behavior in the right manner beyond the required level. (For example, efficient use of time and going beyond minimum expectations) enhances the efficiency of individual performance. The correlation matrix table (4.5) illustrates that conscientiousness has Pearson correlation coefficient of 0.372 and p-value of  $<0.01$ ; ( $r=0.372$ ,  $p<.01$ ) which indicates that there exists a moderate significant positive relationship between conscientiousness and professional employees' performance in CBE, Bahir Dar City Branches.

#### **4.4.3. Correlation Result of Civic Virtue and Employees' Performance**

According to Organ, *et al.* (2006), civic virtue refers to a continued interest of employees in the organization, expressed in a variety of ways, including assiduous voluntary involvement in representation activities (e.g. conferences, trade fairs and workshops) and in the defense of the interests, property or image of the organization. As the above correlation matrix table (4.5) illustrates that civic virtue has Pearson correlation coefficient of 0.365 and p-value of  $<0.01$ ; ( $r=0.365$ ,  $p<.01$ ) which indicates that there exists a moderate significant positive relationship between civic virtue and professional employees' performance in CBE, Bahir Dar City Branches.

#### **4.4.4. Correlation Result of Sportsmanship and Employees' Performance**

Sportsmanship occurs when an employee is willing to avoid voicing complaints about trivial matters and to set about being an example for others (Organ, *et al.* 2006). As a table shows that sportsmanship has Pearson correlation coefficient of 0.345 and p-value of  $<0.01$ ; ( $r= 0.345$ ,  $p<.01$ ) which indicates there exists a moderate significant positive relationship between sportsmanship and professional employees' performance in CBE, Bahir Dar City Branches.

#### **4.4.5. Correlation Result of Courtesy and Employees' Performance**

According to Law, *et al.* (2005), courtesy is defined as discretionary behaviors that aim at protecting job-related conflicts with others and it involves the behaviors that focus on the prevention of problems and to take the right actions to diminish the problem effects in the future. As a table shows above that courtesy has Pearson correlation coefficient of 0.310 and p-value of  $<0.01$ ; ( $r= 0.310$ ,  $p<.01$ ) which indicates there exists a moderate significant positive relationship between courtesy and professional employees' performance in CBE, Bahir Dar City Branches.

Generally, the table shows that there is a significant positive relationship between the five dimensions of OCB altruism, conscientiousness, civic virtue, sportsmanship, courtesy and employees' performance. However, based on this classification of Cohen, *et al.* (2003), altruism showed a significant positive, as well as a strong correlation with professional employees' performance from the five dimensions of OCB and the other four dimensions of OCB namely conscientiousness, civic virtue, sportsmanship, and courtesy, had a significant positive as well as moderate correlation with professional employees' performance. Furthermore, according to Bryman and Cramer, (1997), the Pearson's  $r$  between each pair of independent variables should not exceed 0.80, otherwise, the independent variables that show a relationship at or in excess of 0.80 may be suspected of exhibiting the multi-collinearity problem. As illustrated in the above table 4.5 the Pearson's  $r$  between each pair of independent variables are below the cut point of 0.80. Therefore, there is no multi-collinearity problem across each independent variable. Moreover, the above findings of this study supported by the finding of Barrick, *et al.*, (2001); Bukhari, (2008); Hsiung, (2014); Chelagat, *et al.* (2015); Desta, (2015), Baghkhasti & Enayati, (2015) and Nyarieko, *et al.*, (2017) that shows altruism, conscientiousness, civic virtue, sportsmanship, and courtesy were positively and significantly correlated with employees' performance at the job context.

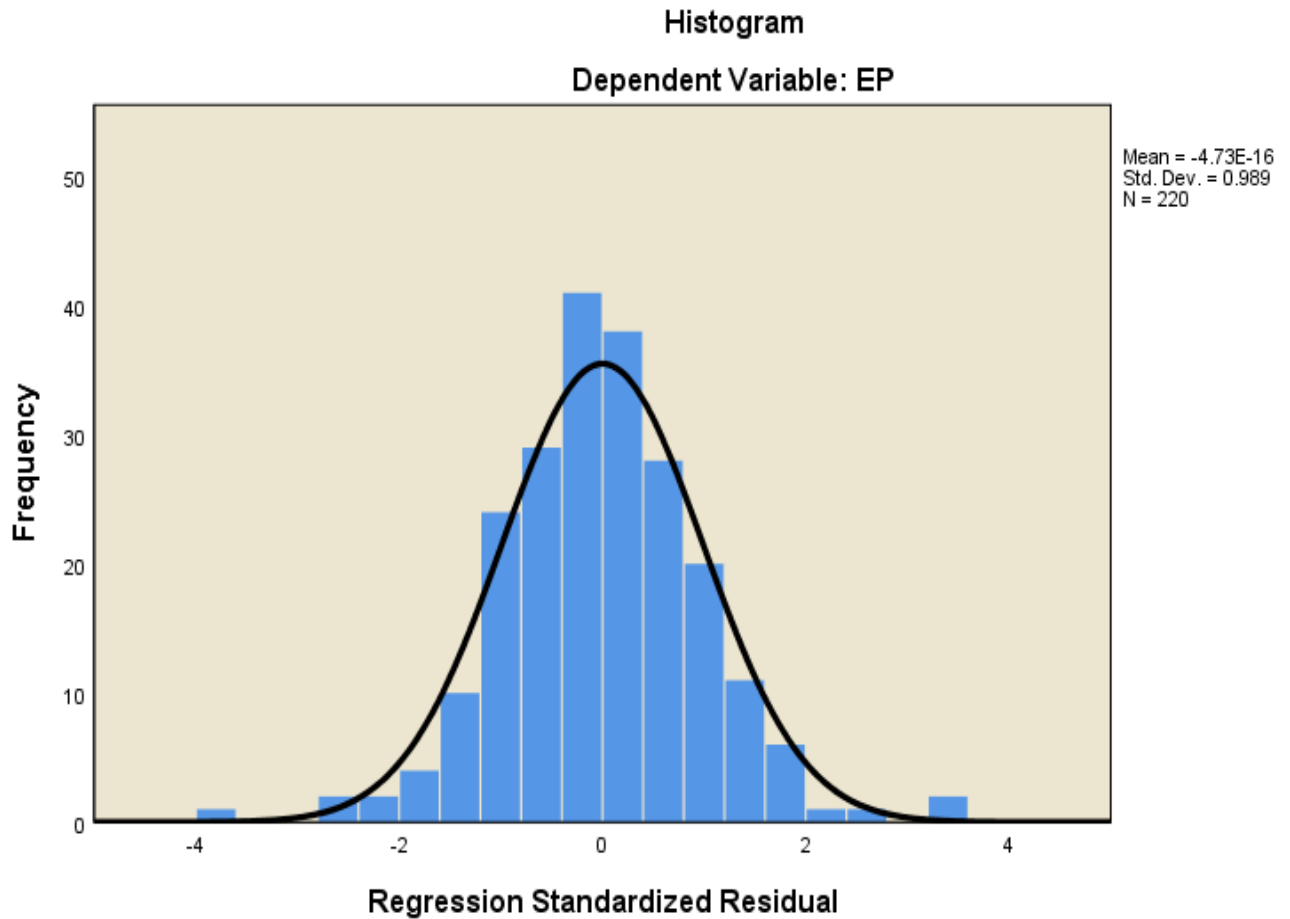
#### **4.5. Multiple Regression Assumption Tests**

Gujarati, (2003) stated that the main assumption tested to use multiple regression are normality test, multi-co-linearity test and linearity test. Therefore, the researcher in this study tests the above three assumptions and test results on the above assumptions of regression are summarized and presented in detailed in sub-section 4.5.1 to 4.5.3.

##### **4.5.1. Normality Test**

Ghozali, (2006) states the normality can be seen on the data distribution when the curve does not pass through either the left or the right. In order to test the normality of the data, kurtosis and skewness measurement are critical. Kurtosis measure the level of peakness in a histogram. High peak has positive kurtosis, while flatter distribution has negative kurtosis. For a normal distribution, the value of the kurtosis is zero. Positive kurtosis indicates that, relative to a normal distribution, the observation is more clustered about the center of the distribution and have thinner tails until the extreme value of the distribution at which point the tails of the leptokurtic distribution are thicker relative to a normal distribution. Negative kurtosis indicates that relative to the normal distribution the observations are cluster less and have thicker tails, until the extreme value of the distribution at which point the tails of the platykurtic distribution are a thicker relative of normal distribution. On the other hand, skewness measures the degree to which cases are clustered towards one end of an asymmetry distribution. Skewness is the measures of the asymmetric. The normal distribution is symmetric has a skewness zero. Distribution with a significant positive skewness has the right tail. Distribution with a significant negative skewness has a left tail (Ghozali, 2006). In order to test the normality of the data, kurtosis and skewness value was checked and illustrated in Figure 4.1.

**Figure 4.1. Normal Distribution Plot**



**Source:** *Own computation with SPSS, (2019)*

Frequency distributions come in many different shapes and sizes. It is quite important, therefore, to have some general descriptions for common types of distributions. In the above figure revealed that the data would be distributed symmetrically around the center of all scores. As such, if we drew a vertical line through the center of the distribution, then it should look the same

on both sides. This is known as normal distribution and is characterized by the bell-shaped curve. This shape basically implies that the majority of scores lie around the center of the distribution (so the largest bars on the histogram are all around the central value). Therefore in the population, the data on the dependent variable is normally distributed for each of the possible combinations of the level of the independent variables; each of the variables is normally distributed.

Generally, as depicted in Figure 4.1, it shows that the data output was normally distributed. Thus, the researcher can conclude that the normality assumption of multiple linear regression analysis is satisfied base on the figure illustrated above.

#### 4.5.2. Multi-collinearity Test

One of the assumptions of multiple linear regressions is that the independent variables should not have a very high association or correlation. When the independent variables are highly correlated, it is regarded as a problem in the model and this problem is called multi-collinearity Gujarati, (2003). Moreover, Gujarati, (2003) stated that the existence of multicollinearity can be tested by analyzing the values of tolerance and Variance Inflation Factors (VIF). As most authors have suggested, a tolerance of  $< 0.10$  and/or a VIF  $> 10$  indicates a multicollinearity problem. The results are summarized and presented in table 4.6 below.

**Table 4.6. Multi-collinearity Test of Multiple Linear Regression Analysis**

Independent Variables	Collinearity Statistics	
	Tolerance	VIF
Altruism	0.842	1.187
Conscientiousness	0.810	1.235
Civic Virtue	0.747	1.338
Sportsmanship	0.887	1.127
Courtesy	0.820	1.220

**Source:** *Own computation with SPSS, (2019)*

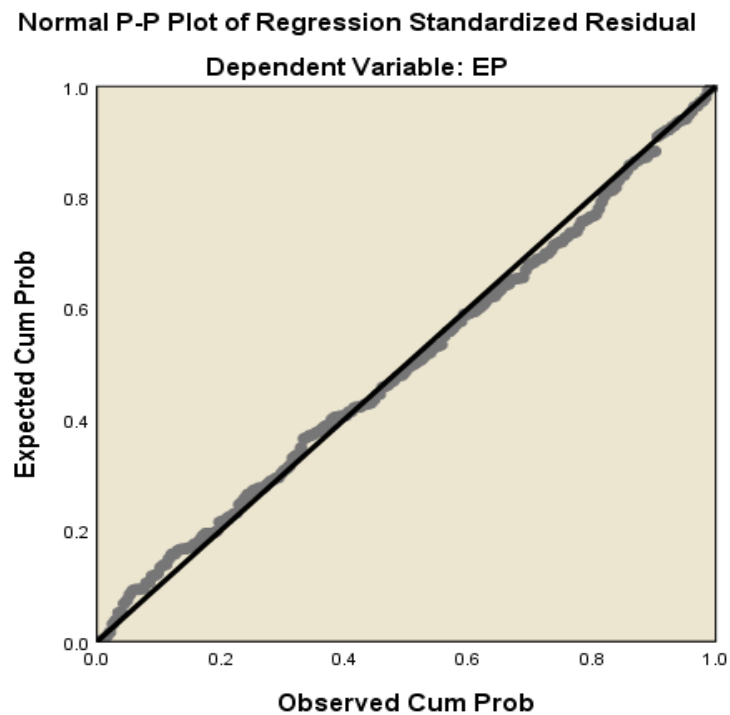
In statistical conversation, tolerance is a statistics used to indicate the variability of the specified independent variable not explained by the other independent variables in the model and as examined in the multi-collinearity matrix of independent variables in table 4.6 above, the results

of tolerance for all independent variables were above 0.1 and below 1. Similarly, the results in table 4.6 revealed that all-variable variance inflation factors (VIF) values were above one and below 10. Therefore, using the results reported in table 4.6, the researcher can conclude that there was no multicollinearity problem means there was no strong correlation between two or more predictors in a regression model.

### 4.5.3. Test of linearity

An underlying assumption of regression analysis is that the relationship between the variables is linear. According to Gujarati, (2003), linearity means that the amounts of the rate of change, between scores on two variables, are constant for the entire range of scores for the variables. Moreover, Ghozali, (2006) noted that to say a relationship is linear, the points in the normal p-p plot should be closer to the diagonal line and should lie in a reasonably straight diagonal line from bottom left to top right.

**Figure 4.3. Test of Linearity**



**Source:** *Own computation with SPSS, (2019)*

As stated above to have a linear relationship between variables the points in the normal P-P plot must lie in a reasonably straight diagonal line from bottom left to top right. Thus, the above normal P-P plot is for data on employees' performance and the the points in the normal p-p plot is closer to the diagonal line and lie in a reasonably straight diagonal line from bottom left to top right. Therefore, the plots above figure show that strong linear relationship and the researcher can conclude that the assumption of linearity is satisfied.

Generally, as illustrated from section 4.5.1 to section 4.5.3 above, the researcher can conclude that the above three assumptions namely normality, multicollinearity, and linearity are tested and satisfied the requirement.

#### **4.6. Multiple Linear Regression Analysis**

Multiple regression models used in an explanatory study when the researcher is interested in predicting the value of the dependent variable based on the value of more than one independent variables in the study (And, 2006). Thus, this study employed multiple linear regression analysis to examine the effects of five dimensions of OCB (altruism, conscientiousness, civic virtue, sportsmanship, and courtesy) on employee performance of CBE, Bahir Dar City Branches. The results regarding this are summarized and presented in detailed in sub-section 4.6.1 to 4.6.3.

##### **4.6.1. Regression Model Analysis of Effect of OCB on Employees' Performance**

A regression model was used to test how well five dimensions of OCB has explained employee's performance. According to Andy, (2013), both coefficients of determination  $R^2$  and adjusted  $R^2$  are the measures of proportions of the variance of a dependent variable explained by the independent or predictor variables. However, the difference is  $R^2$  is derived from the sample and adjusted  $R^2$  is derived from the population (Andy, 2013). Thus, so as to consider the population the researcher used adjusted  $R^2$  in explaining the proportions of the variance of a dependent variable explained by the independent or predictor variables.

**Table 4.7 Model Summary of Effect of OCB on Employees' Performance**

Model Summary					
Model	R	R Square	Adjusted R Square	Std. error of the Estimate	Durbin-Watson
1	.850 <sup>a</sup>	.722	.716	.21280	1.780
a. Predictors: (Constant), altruism, conscientiousness, civic virtue, sportsmanship and courtesy					
b. Dependent Variable: Employee Performance					

**Source:** *Own computation with SPSS, (2019)*

As the table above 4.7 shows that the adjusted R square 0.716 which means that the independent variables altruism, conscientiousness, civic virtue, sportsmanship, and courtesy can explain 71.6 % (0.716) of the variation in the dependent variable of employee performance the case of CBE Bahir Dar city all branches. However, there are 28.4 % of the variance remain unexplained in this study and need further research. Moreover, according to Julie, (2005), Durbin Watson is important to test whether the assumption of independent error is tenable. And also Andy, F., (2013), suggested that the Durbin Watson value lies between 1.5-3 ranges is considered as better. As demonstrated in the above table the Durbin Watson is 1.78 which fails in the tenable range. Thus, the assumption of independent error has almost certainly met.

**4.6.2. ANOVA Model of Effect of OCB on Employees' Performance**

ANOVA tells us whether the model, overall results in a significantly good degree of prediction of the outcome variable (Andy, 2013). Thus, the researcher in this study produced the ANOVA model to determine whether the model used for research purpose is fit/appropriate or not. The result regarding this is summarized and presented in table 4.8 below.

**Table 4.8 ANOVA Model of Effect of OCB on Employees' Performance**

ANOVA <sup>a</sup>						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	25.179	5	5.036	111.207	.000 <sup>b</sup>
a. Dependent Variable: Employee Performance						
b. Predictors: (Constant), altruism, conscientiousness, civic virtue, sportsmanship and courtesy						

**Source:** *Own computation with SPSS, (2019)*

As found in ANOVA table 4.8 indicated that the model was significant as evidence of F ratio 111.207 with p-value  $0.000 < 0.05$  (level of confidence). Therefore, the model was fit/appropriate to predict professional employees' performance using altruism, conscientiousness, civic virtue, sportsmanship, and courtesy in CBE, Bahir Dar City Branches.

#### 4.6.3. Multiple Linear Regression on Effect of OCB on Employees' Performance

As indicated by Andy, (2006), standard multiple linear regressions is used to explore the relationship between one continuous dependent variable and a number of independent variables or predictors and also it enables to get answers regarding how well a set of variables is able to predict a particular outcome and which variable in a set of variables is the best predictor of an outcome. Thus, this study used multiple linear regression analysis so as to examine the effect of organizational citizenship behavior dimensions (OCB) namely; altruism, conscientiousness, civic virtue, sportsmanship, and courtesy on professional employees' performance in CBE, Bahir Dar City Branches and the results were summarized in table 4.9 below.

**Table 4.9. Multiple Linear Regression Result of Effect of OCB on Employees' Performance**

Coefficients								
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	0.640	0.186		3.443	0.001	0.274	1.007
	Alt	0.573	0.031	0.723	18.402	0.000	0.511	0.634
	Con	0.078	0.033	0.095	2.373	0.019	0.013	0.142
	Cvr	0.076	0.032	0.098	2.360	0.019	0.013	0.140
	Spt	0.071	0.030	0.092	2.407	0.017	0.013	0.129
	Crt	0.072	0.032	0.090	2.261	0.025	0.009	0.134
<b>Dependent Variable:</b> EP (Employee Performance) <b>b. Independent Variables</b> Alt (Altruism) Con(Conscientiousness) Cvr ( Civic Virtue) Spt ( Sportsmanship) Crt (Courtesy)								

**Source:** Own computation with SPSS, (2019)

According to Andy, (2013), unstandardized beta value is used to see the contribution of each independent variable to the dependent variable and used as a coefficient of independent variables in the statistical equation. On the other hand, the standardized beta value is used to compare the relative importance of independent variables on the dependent variable (Andy, 2013). Thus, based on the unstandardized beta value the researcher interpreted the contribution of each OCB dimension on professional employees' performance, and also using standardized beta value, the present researcher compared the five OCB dimensions based on their relative importance to professional employees' performance as justified below.

As shown in table 4.9, all the explanatory variables included in this study namely altruism, conscientiousness, civic virtue, sportsmanship, and courtesy can significantly explain at 95% confidence level to the variation on the dependent variable employee performance. Further inspection of the regression coefficients of individual predictor variables revealed that altruism (Beta = 0.573,  $p < 0.01$ ); this result shows one unit increase altruism can result in 0.573 increase in professional employees' performance. Conscientiousness has (Beta = 0.078,  $p < 0.05$ ); the result can be interpreted one unit increase in conscientiousness can result in 0.078 increase in professional employees' performance. Civic virtue has (Beta = 0.076,  $p < 0.05$ ); the result can be interpreted one unit increase in civic virtue can result in 0.076 increase in professional employees' performance. Sportsmanship has (Beta = 0.071,  $p < 0.05$ ); this means that when one unit increase in sportsmanship can result in 0.071 increase in professional employees' performance. Courtesy has (Beta = 0.072,  $p < 0.05$ ); the result shows that one unit increase in sportsmanship can result in 0.072 increase in professional employees' performance. This finding discovered that the four independent variables namely conscientiousness, civic virtue, sportsmanship, and courtesy had a significant positive effect on professional employees' employee performance at 5% significance level and the remaining one independent variable altruism had significant positive effect on professional employees' employee performance at 1% significance level in CBE, Bahir Dar City Branches. However, based on the standardized beta values discussed in the above table among the five dimensions of OCB, altruism had highest effect or most significant influencing dimension on employees' performance with a standardized beta value of 0.723 whereas courtesy had the least effect/significant on employees' performance with a standardized beta value of 0.090 as compared to others. The resulting predictive equation from the regression model using the unstandardized beta coefficient is expressed as follows.

**Employee Performance = 0.640+ 0.573 (altruism) + 0.078 (conscientiousness) + 0.076 (civic virtue) + 0.071 (sportsmanship) + 0.072 (courtesy).**

Moreover, the above findings of this study supported by the finding of Barrick, *et al.*, (2001); Bukhari, (2008); Hsiung, (2014); Chelagat, *et al.* (2015); Desta, (2015), Baghkhasti, & Enayati, (2015) and Nyarieko, *et al.*, (2017) that shows altruism, conscientiousness, civic virtue, sportsmanship, and courtesy were a positive significant effect on employees' performance at the job context. Thus, the study conducted by those researchers' matched with the finding of this study.

#### **4.7. Hypothesis Testing**

Unstandardized beta value also tells us about the effect of each predictor variable on the outcome variable. If the value is positive it tells that there is a positive effect of a predictor variable on the outcome variable, whereas a negative coefficient represents a negative effect. Moreover, the p-value is also used to test the statistical significance (Andy, 2013).

Therefore, based on the multiple linear regression results, the present researcher has proved the statistical significance and decided on accepting or rejecting the already developed hypothesis. Totally, there were 5 hypotheses developed as explanatory variables in the regression analysis. Thus, on the bases of the unstandardized coefficient of beta and p-value, the hypotheses of the study were tested and the results are presented below.

**Hypothesis1** (Ha) stated that altruism has a positive significant effect on employee performance in CBE, Bahir Dar City Branches. As shown in table 4.9, altruism had positive unstandardized beta coefficients and p-value less than 0.01 (Beta = 0.573,  $p < 0.01$ ). This, therefore, led to the acceptance of the alternative hypothesis and concluded that altruism had a positive significant effect on professional employees' performance in CBE, Bahir Dar City Branches. As a result above, hypothesis 1 (Ha) is fully accepted.

**Hypothesis2** (Ha) stated that conscientiousness has a positive significant effect on employee performance in CBE, Bahir Dar City Branches. Test results in table 4.9 show that conscientiousness had positive unstandardized beta coefficients and p-value less than 0.05 (Beta = 0.078,  $p < 0.05$ ). For instance, the alternative hypothesis was accepted and concluded that

conscientiousness has a positive significant effect on professional employee performance in CBE, Bahir Dar City Branches. Therefore, hypothesis 2 (Ha) is fully accepted.

**Hypothesis3** (Ha) stated that civic virtue has a positive significant effect on employee performance in CBE, Bahir Dar City Branches. Test results in table 4.9 show that civic virtue had positive unstandardized beta coefficients and p-value less than 0.05 (Beta =0.076,  $p < 0.05$ ). Thus, the alternative hypothesis was accepted and concluded that civic virtue had a positive significant effect on professional employees' performance in CBE, Bahir Dar City Branches. As a result of the above discussion, hypothesis 3 (Ha) is fully accepted.

**Hypothesis4** (Ha) stated that sportsmanship has a positive significant effect on employee performance in CBE, Bahir Dar City Branches. Test results in table 4.9 show that sportsmanship had positive unstandardized beta coefficients and p-value less than 0.05 (Beta = 0.071,  $p < 0.05$ ). This, therefore, led to the acceptance of the alternative hypothesis and concluded that sportsmanship had a positive significant effect on professional employees' performance in CBE, Bahir Dar City Branches. Generally, hypothesis 4 (Ha) is fully accepted.

**Hypothesis5** (Ha) stated that courtesy has a positive significant effect on employee performance in CBE, Bahir Dar City Branches. Test results in table 4.9 show that courtesy had positive unstandardized beta coefficients and p-value less than 0.05 (Beta= 0.072,  $p < 0.05$ ). This, therefore, led to the acceptance of the alternative hypothesis and concluded that courtesy had a positive significant effect on professional employees' performance in CBE, Bahir Dar City Branches. In general, hypothesis 5 (Ha) is fully accepted.

**Table 4.10 Summary of Hypothesis Testing Results**

No	Hypothesis	Beta value	P-value	Result
1.	Altruism has a positive significant effect on employee performance in CBE, Bahir Dar City Branches.	0.573	0.000	Accepted
2.	Conscientiousness has a positive significant effect on employee performance in CBE, Bahir Dar City Branches.	0.078	0.019	Accepted
3.	Civic virtue has a positive significant effect on employee performance in CBE, Bahir Dar City Branches.	0.076	0.019	Accepted
4.	Sportsmanship has a positive significant effect on employee performance in CBE, Bahir Dar City Branches.	0.071	0.017	Accepted
5.	Courtesy has a positive significant effect on employee performance in CBE, Bahir Dar City Branches.	0.072	0.025	Accepted

**Source:** *Own computation with SPSS, (2019)*

#### 4.8. Discussion of Results

This discussion is very important to provide more clarification on the above results. This research is related to the effect of OCB on employees' performance in the case of CBE, Bahir Dar City Branches. The objective of this study is to investigate the effect of OCB on employees' performance in the case of CBE, Bahir Dar City Branches, by analyzing the relationship of every construct in the conceptual framework.

Based on the Pearson correlation test of correlation results, the five OCB dimensions positively correlated with employees' performance. Regarding to the correlation of each dimension of OCB with employee performance, there exists a strong significant positive relationship between altruism and professional employees' performance; there exists a moderate significant positive relationship between conscientiousness and professional employees' performance; there exists a moderate significant positive relationship between civic virtue and professional employees' performance; there exists a moderate significant positive relationship between sportsmanship and professional employees' performance and also there exists a moderate significant positive relationship between courtesy and professional employees' performance in the case of CBE, Bahir Dar City Branches. Moreover, the above findings of this study supported by the finding of

Barrick, *et al.*, (2001); Bukhari, (2008); Hsiung, (2014); Chelagat, *et al.* (2015); Desta, (2015), Baghkhasti & Enayati, (2015) and Nyarieko, *et al.*, (2017) that shows altruism, conscientiousness, civic virtue, sportsmanship, and courtesy were positively and significantly correlated with employees' performance at the job context.

Prior to any statistical tests normality test was done by visualizing shape of the histogram produced, linearity of the relationship among variables was checked using normal p-p plot and multi-collinearity test was undertake on the specified model using correlation coefficient as well as variance inflation factor (VIF) and tolerance value because all the above three should be fulfilled as basic assumptions required for further usage of multiple linear regression analysis. For instance, the test result indicated that all the above three as basic assumptions was fulfill.

Finally, regression model analysis was performe and as the result reveals that the five independent variables (altruism, conscientiousness, civic virtue, sportsmanship, and courtesy) have contributed or explained 71.6 % (adjusted R square = 0.716) on the employees' performance. The remaining 28.4 % variance is explained by other variables not included in this study. This result indicated that the explanatory variables have strongly explained the response variable. Subsequently, the multiple linear regression was performe and as the result indicated that the five dimensions of OCB namely altruism, conscientiousness, civic virtue, sportsmanship, and courtesy had a positive significant effect on professional employees' performance. The result of multiple linear regression separately discussed below in light of the empirical finding of the various researcher on similar or related studies.

Altruism had positive unstandardized beta coefficients and p-value less than 0.01 (Beta = 0.573,  $p < 0.01$ ). Thus, altruism had a significant positive effect on professional employees' job performance in CBE, Bahir Dar City Branches. This implies as the altruism behavior rises, the performance of the employee also rises significantly. Previous researcher in other related studies, Barrick, *et al.*, (2001); Bukhari, (2008); Hsiung, (2014); Chelagat, *et al.* (2015); Desta, (2015) and Nyarieko, *et al.*, (2017) also found the same result that is altruism had a significant positive effect on employees' job performance.

Conscientiousness had positive unstandardized beta coefficients and p-value less than 0.05 (Beta = 0.078,  $p < 0.05$ ). Thus, conscientiousness had a significant positive effect on professional

employees' job performance in CBE, Bahir Dar City Branches. This indicates that as the employees become more conscientious, their performance improved significantly. Barrick, *et al.*, (2001); Bukhari, (2008); Hsiung, (2014); Baghkhashti & Enayati, (2015) and Nyarieko, *et al.*, (2017) in related studies also obtained the same finding that is conscientiousness had a significant positive effect on employees' job performance.

Civic Virtue had positive unstandardized beta coefficients and p-value less than 0.05 (Beta = 0.076,  $p < 0.05$ ). Thus, civic virtue had a significant positive effect on professional employees' performance in CBE, Bahir Dar City Branches. This shows that as the employee have a civic virtue behavior, they tend to perform their task well. Previous researchers in other related studies, Barrick, *et al.*, (2001); Bukhari, (2008); Hsiung, (2014); Chelagat, *et al.* (2015); Desta, (2015); and Nyarieko, *et al.*, (2017) also found the same result that is civic virtue had a significant positive effect on employees' job performance.

Sportsmanship had positive unstandardized beta coefficients and p-value less than 0.05 (Beta = 0.071,  $p < 0.05$ ). This, therefore, sportsmanship had a significant positive effect on professional employees' performance in CBE, Bahir Dar City Branches. This means more sportsmanship behavior as not complaining about embarrassments created by the co-worker's results high-performance work system in the organization. In other related studies, Evans and Davis, (2005); and Nyarieko, *et al.*, (2017) also found the same result that is sportsmanship had a significant positive effect on employees' job performance.

Courtesy had positive unstandardized beta coefficients and p-value less than 0.05 (Beta= 0.072,  $p < 0.05$ ). This, therefore, courtesy had a significant positive effect on professional employees' performance in CBE, Bahir Dar City Branches. This means as the employee being respectful in the work environment, they tend to diminish the conflict and consequently they perform their task well. In other related studies, Chelagat, *et al.*, (2015); and Nyarieko, *et al.*, (2017) also found the same result that is courtesy had a significant positive effect on employees' job performance.

#### **4.9. Chapter Conclusion**

Generally, in this chapter, the present researcher justified response rate and analyzed all the collected data using descriptive statistics including means and standard deviation and presented in summary form using tables. Pearson correlation analysis was done by the using coefficient to

determine the strength and the direction of the relationship between employees' performance and five OCB dimensions. Multiple regressions assumption tests namely normality, multicollinearity, and linearity test were done so as to see the viability of the model to use in this research and then multiple regressions were done to establish the effect of the five OCB dimensions on employees' performance. Finally, hypothesis testing was done using the unstandardized coefficient of beta and p-value. The next chapter presents the summary, conclusions, and recommendations of the study.

## CHAPTER FIVE

### SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

#### 5.0. Chapter Introduction

This chapter presents the summary, conclusions, and recommendations of the study. This chapter further presents the limitation of the study, and areas for further research.

#### 5.1. Summary of Main Findings

The General objective of this study is to investigate the effect of organizational citizenship behavior on employee performance in CBE in Bahir Dar City Branches. Thus, the summary of the main findings of the present study based on the objectives of the study is presented in detailed in sub-section 5.1.1 to 5.1.5.

##### 5.1.1. Effect of Altruism on Employees' Performance

Regarding the descriptive result, the mean and standard deviation of altruism behavior were 4.12 and 0.503 respectively which implies that the respondents were agreed regarding the measures and have high altruism behavior among employees.

Regarding regression result, being an aspiration to help other individuals while not expecting a reward in recompense for the assistance, altruism had positive unstandardized beta coefficients and p-value less than 0.01 (Beta = 0.573,  $p < 0.01$ ). The unstandardized beta value of 0.573 implies that there is up to 0.573 unit increase in professional employees' performance for each unit increase in altruism behavior. In general, altruism had a significant positive effect on professional employees' job performance in CBE, Bahir Dar City Branches.

##### 5.1.2. Effect of Conscientiousness on Employees' Performance

Regarding the descriptive result, the mean and standard deviation of conscientiousness behavior were 4.13 and 0.488 respectively which implies that the respondents were agreed regarding the measures and have high conscientiousness behavior among employees.

Regarding regression result, having behavior that suggests a reasonable level of self-control and discipline which extends beyond the minimum requirements expected (being conscientious), conscientiousness had positive unstandardized beta coefficients and p-value less than 0.05 (Beta

= 0.078,  $p < 0.05$ ). The unstandardized beta value of 0.078 implies that there is up to 0.078 unit increase in professional employees' performance for each unit increase in conscientiousness. To sum up, conscientiousness had a significant positive effect on employees' job performance in CBE, Bahir Dar City Branches.

### **5.1.3. Effect of Civic Virtue on Employees' Performance**

Regarding the descriptive result, the mean and standard deviation of civic virtue behavior were 4.10 and 0.515 respectively which implies that the respondents were agreed regarding the measures and have high civic virtue behavior among employees.

Regarding regression result, being a behavior which shows how well a person stands for an organization with which they are associated, civic virtue had positive unstandardized beta coefficients and p-value less than 0.05 (Beta = 0.076,  $p < 0.05$ ). The unstandardized beta value of 0.076 implies that there is up to 0.076 unit increase in professional employees' performance for each unit increase in civic virtue. Thus, civic virtue had a significant positive effect on professional employees' performance in CBE, Bahir Dar City Branches.

### **5.1.4. Effect of Sportsmanship on Employees' Performance**

Regarding the descriptive result, the mean and standard deviation of sportsmanship behavior were 4.09 and 0.517 respectively which implies that the respondents were agreed regarding the measures and have high sportsmanship behavior among employees.

Regarding regression result, being refraining from complaining about trivial matters, sportsmanship had positive unstandardized beta coefficients and p-value less than 0.05 (Beta = 0.071,  $p < 0.05$ ). The unstandardized beta value of 0.071 implies that there is up to 0.071 unit increase in professional employees' performance for each unit increase in sportsmanship. Generally, sportsmanship had a significant positive effect on professional employees' performance in CBE, Bahir Dar City Branches.

### **5.1.5. Effect of Courtesy on Employees' Performance**

Regarding the descriptive result, the mean and standard deviation of courtesy behavior were 4.12 and 0.507 respectively which implies that the respondents were agreed regarding the measures and have high courtesy behavior among employees.

Regarding regression result, being able to respect the behavior and feeling of others, courtesy had positive unstandardized beta coefficients and p-value less than 0.05 (Beta= 0.072,  $p < 0.05$ ). The unstandardized beta value of 0.072 implies that there is up to 0.072 unit increase in professional employees' performance for each unit increase in courtesy. Therefore, courtesy had a significant positive effect on professional employees' performance in CBE, Bahir Dar City Branches.

Generally, as the finding of this study indicated that the five dimensions of OCB namely altruism, conscientiousness, civic virtue, sportsmanship, and courtesy were positively and significantly affecting the performance of professional employees' in CBE, Bahir Dar City Branches.

## **5.2. Conclusions**

The main aim of this study was to investigate the effect of OCB on employees' performance in CBE, Bahir Dar City Branches. The multiple linear regression model used to identify the major determinant dimension of OCB on employees' performance in CBE, Bahir Dar City Branches. The researcher has selected the five dimensions of OCB to test their effect on employees' performance includes; altruism, conscientiousness, civic virtue, sportsmanship, and courtesy. The researcher on this study reaches the following conclusions based on the result obtained from descriptive statistics, correlation analysis and multiple linear regression analysis.

As discussed in the part of the descriptive statistics of this study, the mean score of altruism, conscientiousness, civic virtue, sportsmanship, and courtesy were 4.12, 4.13, 4.10, 4.09, and 4.12 with a standard deviation value of 0.503, 0.488, 0.515, 0.517, and 0.501 respectively. And as justified in the part of the descriptive statistics of this study, the mean score of all variable was above 3.79 is considered as high. For instance, based on the results mentioned above, the present researcher concluded that there was high altruism, conscientiousness, civic virtue, sportsmanship, and courtesy behavior exercised by professional employees' of CBE, Bahir Dar City Branches. On the other hand the mean value and standard deviation of employees' performance 4.22 and 0.399 which implies that the respondents were agreed regarding to the employees' performance measures and the existence of high level of employees' performance because of the existence of high level of the above mentioned five dimensions of OCB in CBE, Bahir Dar City Branches.

This study used Pearson correlation coefficient so as to see the relationship between variables and as the result shows that the five independent variables namely altruism, conscientiousness, civic virtue, sportsmanship, and courtesy were positively associate with the dependent variable of employees' performance. From the five dimensions of OCB, altruism had a strong significant positive correlation with professional employees' performance and the remaining four dimensions had a moderate significant positive correlation with professional employees' performance in CBE, Bahir Dar City Branches.

Furthermore, as regression analysis model of the study reveals that the five independent variables (altruism, conscientiousness, civic virtue, sportsmanship, and courtesy) have contributed or explained 71.6 % (adjusted R square = 0.716) on the employees' performance. The remaining 28.4 % variance is explained by other variables not include in this study. This result indicated that the explanatory variables have strongly explained the response variable. Moreover, based on the multiple linear regression results of the study, the hypothesis testing result shows that the five independent variables namely altruism, conscientiousness, civic virtue, sportsmanship, and courtesy had a significant positive effect on employees' performance in CBE, Bahir Dar City Branches.

To sum up, based on these findings, it is, therefore, the researcher concluded that the five dimensions of OCB considered in this study i.e., altruism, conscientiousness, civic virtue, sportsmanship, and courtesy were positively and significantly affecting the performance of professional employees in CBE, Bahir Dar City Branches.

### **5.3. Recommendations**

As the finding of this study indicated that the five dimensions of OCB namely altruism, conscientiousness, civic virtue, sportsmanship, and courtesy were positively and significantly affecting the performance of employees in CBE, Bahir Dar City Branches and based on these findings the present researcher has provided the following recommendations.

- Altruism is in short defined as having an aspiration of assisting others without expecting any rewards and based on the finding of the current study, it is the most positive significant influencing dimension on employee' performance. Therefore, it advisable to the managers or management of the CBE, Bahir Dar City Branches so as to maintain and

promote the professional employees' altruism behavior to their future work life by providing more emphasis.

- Conscientiousness is in short defined as being self-control and discipline at the workplace and based on the finding of the current study, it has a positive significant effect employees' performance. Therefore, managers or management of the CBE, Bahir Dar City Branches have a responsibility to sustain and enhance self-control and discipline at the workplace in which professional employees' respecting to the rules and regulations of the bank while performing their task to their future work life.
- Civic Virtue is in short defined as representing the organization in a positive manner and based on the finding of the current study, it has a positive significant effect employees' performance. Therefore, it is advisable to managers or management of the CBE, Bahir Dar City Branches to keep and increase the current civic virtue behavior professional employees' through compensating employees well in order to represent the bank positively to their future work life because the way the professional employees behave or support the CBE in the public eye matters.
- Sportsmanship is in short defined as not complaining about trivial matters and based on the finding of the current study, it has a positive significant effect employees' performance. Therefore, managers or management of the CBE, Bahir Dar City Branches have a responsibility of encouraging and maintain the current professional employee's sportsmanship behavior so as to embrace goodwill at the workplace whether the conditions are undesirable, by means of not complaining about the status to their future work life.
- Courtesy is in short defined as respecting of others at the workplace and based on the finding of the current study, it has a positive significant effect employees' performance. Therefore, it is recommended to the managers or management of the CBE, Bahir Dar City Branches in order to maintain and raise the current professional employees' courtesy behavior for the sake of strengthen the culture of employees regarding to respecting the feeling and opinions of others at the workplace that minimized work-related conflicts to their future work life.

To sum up, for the improvement of their professional employees' performance, managers or management of the CBE, Bahir Dar City Branches is advisable to devote their effort in terms of

encouraging and promoting all the five dimensions of organizational citizenship behavior among professional employees' of CBE, Bahir Dar City Branches.

#### **5.4. Limitation of the Study**

The focus of this study was to investigate the effect of organizational citizenship behavior on employee performance. All findings are based on the information provided by the respondents and would be subject to the potential bias and prejudice of the people involved. Because those participants having a personal interest in painting a glossy picture. The studies used only questioner's data collection methods because a questionnaire provides a suitable and relatively inexpensive method for collecting data, but few respondents were unable to reply the questioner's due burden of their task as well as unwillingness to fill the questionnaires. As a result, all the questioners were not collected. The unavailability of secondary data (previously conducted researches in the Bank related to the topic and geographic limitation, confined only to CBE at Bahir Dar City. Moreover, the result of this study might only be applicable to this particular Bank where this study conducted.

#### **5.5. Areas for Further Research**

- This study captured the primary data using the questionnaire as the main tool. Thus, the present researcher strongly recommends future researchers to use different data collection tools in addition to questionnaires to cross-check whether there exists the same result or not.
- This study geographically delimited only in CBE, Bahir Dar City Branches, further research is recommended to focus on other public sectors so as to see the effect of OCB on employees' performance. Moreover, this study was conducted in the case area of CBE, Bahir Dar City Branches which is a government-owned bank, and further research is suggested focusing in both public and private banking sector so as to compare of the effect of OCB on employees' performance of CBE against the selected private banks.
- Due to the limit of the scope of this study on only professional employees, further research is suggested that to focus on all employees in both public and private banks.
- As regression analysis model of this study indicated that the independent variables namely altruism, conscientiousness, civic virtue, sportsmanship, and courtesy can explain 71.6 % of the variation in the dependent variable of employee performance the case of

CBE Bahir Dar city all branches. This means that the model might have missed out some important factors affecting employee performance. To get a more explanation of employee performance, other variables and OCB indicators should be identified and included in future researches.

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# APPENDIX

**Appendix-A: English Questionnaires**  
**Bahir Dar University**  
**College of Business and Economics**  
**Department of Management**

**Dear Sir/Madam**

I am a Master's student in Bahir Dar University, college of business and economics, currently, I am conducting a research study entitled as "the effect of organizational citizenship behavior on employee performance in the case of CBE, Bahir Dar city all branches". I have designed this questionnaire to collect data from employees working CBE, Bahir Dar city all branches.

The questionnaire will be used to collect the primary data needed for a research study. Therefore, I seek your assistance to be as open, fair, and honest in terms of responding to your response to each question as much as possible you can. The researcher assures you that no individuals will be identified from their responses and there are no requests for confidential information included in the questionnaire. The results of the analysis will be strictly used by the researchers for study purposes only. The questionnaire comprises three parts:

- ❖ Part one: General information questionnaire
- ❖ Part two: Organizational Citizenship Behavior questionnaire and
- ❖ Part three: Employee performance questionnaire

***Instructions***

- ❖ No need for writing your name in this questionnaire
- ❖ Would you please check the questionnaire has 4 pages that the first page is the cover page; the remaining three pages are the questioner part about and fill all pages accordingly.
- ❖ Read each statement carefully.
- ❖ Please ***Tick in one box*** for part 1 questionnaire i.e. For general information questions ***Tick in line with the selected*** number in the table from 1 to 5 for part 2 and part 3 questionnaire i.e. for Organizational Citizenship Behavior and Employee performance questioner.
- ❖ Multiple responses are not possible.

***“Thank you for devoting your precious time to fill this questionnaire”***

### Section-One: Demographic profile of respondents

Please indicate the following by ticking (√) on the box in front of the response options:

No	Item	
1.	Gender	
	A. Male	<input type="checkbox"/>
	B. Female	<input type="checkbox"/>
2.	Age	
	A. 18-30	<input type="checkbox"/>
	B. 31-40	<input type="checkbox"/>
	C. 41-50	<input type="checkbox"/>
	D. Above 50	<input type="checkbox"/>
3.	Marital Status	
	A. Single	<input type="checkbox"/>
	B. Married	<input type="checkbox"/>
	C. divorced	<input type="checkbox"/>
	D. windowed	<input type="checkbox"/>
4.	Work Experiences	
	A. less than 1Year	<input type="checkbox"/>
	B. 1-5 Years	<input type="checkbox"/>
	C. 6-10 Years	<input type="checkbox"/>
	D. Above 10 years	<input type="checkbox"/>
5.	Educational level	
	A. Diploma	<input type="checkbox"/>
	B. Degree	<input type="checkbox"/>
	C. Masters	<input type="checkbox"/>
	D. Ph.D. and above	<input type="checkbox"/>

## Section Two: Organizational Citizenship Behavior

To what extent do you agree with the following statements about Organizational Citizenship Behavior in your organization, ranging from strongly agree to strongly disagree? Where; 1= strongly disagree; 2= disagree; 3= Neutral; 4= agree and 5= strongly agree

Statements		Rating				
No	Altruism	1	2	3	4	5
1	I willingly give my time to help other employees who have work-related problems.	1	2	3	4	5
2	I am always ready to lend a helping hand to those around me.	1	2	3	4	5
3	I help others who have heavy workloads.	1	2	3	4	5
4	I fill the gap when others are absent from their jobs.	1	2	3	4	5
5	I take time out of my day to train and assist new employees.	1	2	3	4	5
No	Conscientiousness	1	2	3	4	5
1	I do not take extra breaks.	1	2	3	4	5
2	I obey the rules and regulations of the bank even when no one is watching.	1	2	3	4	5
3	I always complete my work on time.	1	2	3	4	5
4	I give an honest day's work for a balanced payment.	1	2	3	4	5
5	I give advance notice when unable to come to work.	1	2	3	4	5
No	Civic virtue	1	2	3	4	5
1	I am eager to tell outsiders about the good of the Bank	1	2	3	4	5
2	I actively attend the Bank's meetings.	1	2	3	4	5
3	I make constructive suggestions that improve the Bank's operations.	1	2	3	4	5
4	I am willing to stand up to protect the reputation of the Bank.	1	2	3	4	5
No	Sportsmanship	1	2	3	4	5
1	I do not complain about things that are not important	1	2	3	4	5
2	I pay attention in terms of finding fault done by the Bank.	1	2	3	4	5
3	I do not tend to make problems bigger than they are.	1	2	3	4	5
4	I never pay attention to matters that are negative.	1	2	3	4	5
5	I do not express opposition with any changes introduced by the management of the bank.	1	2	3	4	5
No	Courtesy	1	2	3	4	5
1	I try to avoid creating problems for co-workers.	1	2	3	4	5
2	I take measures to try to prevent problems with other employees in the work.	1	2	3	4	5
3	I don't abuse the right of others.	1	2	3	4	5
4	I consider the impact of my actions on co-workers.	1	2	3	4	5
5	I am mindful of how my behavior affects other people's job.	1	2	3	4	5

### Section-three: Employee performance

To what extent do you agree with the following statements about employee performance in your organization, ranging from strongly agree to strongly disagree? Where; 1= strongly disagree; 2= disagree; 3= Neutral; 4= agree and 5= strongly agree

Statements		Rating				
		1	2	3	4	5
No	Employee performance Scale	1	2	3	4	5
1	I managed to plan my work so that it was done on time.	1	2	3	4	5
2	I always set priorities in my work.	1	2	3	4	5
3	I have been able to separate main issues from side issues at work.	1	2	3	4	5
4	I was able to perform my work well with minimal time and effort.	1	2	3	4	5
5	I worked towards the end result of my work.	1	2	3	4	5
6	I have been rated as one of the best employees in terms of the quality of my work in the bank.	1	2	3	4	5
7	I have been rated as one of the best employees in terms of the quantity of my work in the bank.	1	2	3	4	5
8	It does not take more time to complete my work tasks than intended.	1	2	3	4	5
9	I kept the results in mind that I had to achieve in my work.	1	2	3	4	5

**Thanks for Your True Information Provided!!!**

**Appendix-B: Amharic Questionnaires**

**ባህር ዳር ዩኒቨርሲቲ ቢዝነስና ኢኮኖሚክስ ኮሌጅ**

**የሥራ አመራር ትምህርት ክፍል**

**የድህረ ምረቃ የንግድ ስራ አስተዳደር ፕሮግራም**

**በሰራተኞች የሚሞላ መጠይቅ:-**

ውድ ተሳታፊዎች በመጀመሪያ ውድ ጊዜያችሁን በመሰዋት እና በመጠቀም መልስ በመስጠታችሁ ከልብ የመነጨ ምስጋናየን አቀርባለሁ።

እኔ የባህር ዳር ዩኒቨርሲቲ የቢዝነስና ኢኮኖሚክስ ኮሌጅ የሥራ አመራር ትምህርት ክፍል የድህረ ምረቃ የንግድ ስራ የሁለተኛ ዲግሪ ተማሪ ስሆን ባሁኑ ጊዜ የመመሪያ ጥናቴን በኢትዮጵያ ንግድ ባንክ በባህር ዳር ከተማ ስር በሚገኙ ቅርንጫፎች ላይ «የሰራተኞች ተቋማዊ የባለቤትነት /የዜግነት ባህሪ በስራ አፈፃፀም ላይ ያለውን ግንኙነት» ነው። በመሆኑም እርሰዎ በዚህ ጥናት በመሳተፍ የሚሰጡት መረጃ ለጥናቴ እጅግ በጣም አስፈላጊ ስለሆነ መጠይቁን በመመሪያው መሰረት በመሙላት ትብብር እንዲደርጉልኝ ስል በአክብሮት እጠይቃለሁ። የሚሰጡት መረጃ በሚሰጥር የሚያዝ እና ለዚህ ጥናት ብቻ የሚውል ነው።

የዚህ ፅሁፍ መጠይቅ ሶስት ክፍሎችን ይይዛል።

- ❖ ክፍል አንድ:- ስለ ግለሰብ አጠቃላይ መረጃ
- ❖ ክፍል ሁለት:- ስለ ተቋማዊ ዜግነት/ባለቤትነት ባህሪ
- ❖ ክፍል ሶስት:- ስለ ሰራተኞች አፈፃፀም

**አጠቃላይ መረጃ**

- ስም መጻፍ አያስፈልግም።
- እያንዳንዱን ዓረፍተ ነገር በአግባቡ በማንበብ መልስ ይስጡ።
- ለግለሰቡ ጠቅላላ መረጃ መልስን ከባዶ ቦታው ላይ «√» በመጠቀም ይሙሉ። ለክፍል ሁለት እና ለክፍል ሶስት ጥያቄዎች ከ1-5 ካሉት ምርጫዎች አንዱን በማክበብ መልስ ይስጡ።

**ለሚያደርጉት ትብብር ከወዲሁ ከልብ አመሰግናለሁ።**

**እውነተኛ መረጃ ለትክክለኛ ውጤት ወሳኝ ነው።**

ሥልክ ቁጥር:- 0921964342

**ክፍል አንድ :- የግለሰብ ጠቅላላ መረጃ**

መመሪያ:- በተገቢው ሳጥን ወስጥ የ “√” ምልክት ያድርጉ::

1. ያታ:- ወንድ  ሴት
2. የጋብቻ ሁኔታ:- ያገባ  ያላገባ  የፈታ  በምት የተለያዩ
3. እድሜ:- ከ18-30  ከ31- 40  ከ41-50  ከ50 በላይ
4. የትምህርት ደረጃ:- ዲፕሎማ  የመጀመሪያ ድግሪ  ሁለተኛ ድግሪ  ፒኤችዲ
5. የአገልግሎት ዘመን:- ከ1 ዓመት በታች  ከ1-5 አመት   
ከ6-10 አመት  ከ10 አመት በላይ

**ክፍል ሁለት:- ተቋማዊ ዜግነት (የባለቤትነት) ባህሪ**

መመሪያ:- ከዚህ በታች የተዘረዘሩት ጥያቄዎች የሰራተኞችን ተቋማዊ የዜግነት (ባለቤትነት) ባህሪ በትክክል ይግልጻሉ::

በመሆኑም የምትሞሉትን አማራጭ ከ1-5 ካሉት አማራጮች አንዱን በማክበብ መልስ ሰጡ:: ከ1-5 ያሉ አማራጮች ውስጥ

1. በጣም አልሰማምም 2. አልሰማምም 3. መወሰን አልችልም 4. እስማማለሁ 5. በጣም እስማማለሁ በሚል ይወከላሉ::

ተ.ቁ	ጭብጥ የሆኑ መለኪያዎች	በጣም አልሰማም	አልሰማም	መወሰን አልችልም	እስማማለሁ	በጣም እስማማለሁ
ሀ.	የሰራተኞች የሌሎች ጥቅም ማሰብን በተመለከተ					
1	ከሰራ ጋር የተያያዘ ችግር ያጋጠማቸው ሌሎች ሰራተኞች በፈቃደኝነት ጊዜ በመስጠት እረዳሉ::	1	2	3	4	5
2	በዙሪያዩ ላሉ የሰራ ባልደረቦች ምንጊዜም እርዳታ ለመስጠት ዝግጁ ነኝ::	1	2	3	4	5
3	ከባድ የሰራ ጫና ያለባቸውን የሰራ ባልደረቦች እረዳሉ::	1	2	3	4	5
4	የሰራ ባልደረቦች ከሰራቸው በሚቀሩበት ጊዜ ክፍተቱን እሞላለሁ::	1	2	3	4	5
5	አዲስ ተቀጣሪ ሰራተኞችን ለማለማመድ ጊዜ በመስጠት እረዳሉ::	1	2	3	4	5
ለ.	የሰራተኞች የሰራ ትጋት በተመለከተ					
1	ከተፈቀደልኝ በላይ ተጨማሪ የእረፍት ጊዜ አልወስድም::	1	2	3	4	5
2	ሰዎች አዩኝ አላዩኝ ሳልል የባንኩን ህግና ደንብ እተገብራለሁ::	1	2	3	4	5
3	ሰራዎችን ሁልጊዜ በጊዜው አከናውናለሁ::	1	2	3	4	5
4	ለተመጣጣኝ ክፍያ ተገቢ ስራ በታማኝነት እሰራለሁ::	1	2	3	4	5
5	በሰራ ገበታዩ የማልገኝ ከሆነ ቀድሜ ለሚመለከተው አሳውቃለሁ::	1	2	3	4	5

<b>ሐ.</b>	<b>ሰራተኞች ለባንኩ ያላቸውን መልካም ፍላጎት በተመለከተ</b>					
1	ስለባንኩ ጥሩነት ለሰዎች ለመናገር እጓጓለሁ።	1	2	3	4	5
2	የባንኩ ስብሰባዎች ላይ በንቃት እሳተፋለሁ።	1	2	3	4	5
3	የባንኩን አሰራር ለማሻሻል ገንቢ የሆኑ ምክሮችን ሰጥቻለሁ።	1	2	3	4	5
4	የባንኩን መልካም ስም ለመጠበቅ እሰራለሁ።	1	2	3	4	5
<b>መ.</b>	<b>የሰራተኞች የስራ በጎ ፈቃድ በተመለከተ</b>					
1	በጣም አስፈላጊ ባልሆነ ነገር ላይ ቅሬታ አላቀርብም።	1	2	3	4	5
2	ባንኩ የሚሰራውን ስህተት በትኩረት አልከታተልም።	1	2	3	4	5
3	ትንንሽ ችግሮችን በማጋነን ትልልቅ ችግሮች እንዲፈጠሩ አላደርግም።	1	2	3	4	5
4	አሉታዊ የሆኑ /ጥሩ ያልሆኑ ነገሮችን ትኩረት አልሰጥም።	1	2	3	4	5
5	በባንኩ አስተዳደሮች በኩል የሚመጡ ማንኛውም ለውጦች ላይ ተቃዋሚ አልገልፅም።	1	2	3	4	5
<b>ሠ.</b>	<b>የሰራተኞች መልካም እርዳታ በተመለከተ</b>					
1	በስራ ባልደረቦቹ ላይ ችግር ላለመፍጠር እጥራለሁ።	1	2	3	4	5
2	ከሌሎች ሰራተኞች ጋር በጋራ በመሆን በስራችን ላይ ችግር እንዳይፈጠር እሞክራለሁ።	1	2	3	4	5
3	የስራ ባልደረቦቹን መብት ያላግባብ አልነካም።	1	2	3	4	5
4	ስራዎን ስሰራ በስራ ባልደረቦቹ ላይ ያለውን ተፅዕኖ በማሰብ እሰራለሁ።	1	2	3	4	5
5	የኔ ባህሪይ በሌሎች የስራ ባልደረቦች ስራ ላይ ያለውን ጫና በመረዳት እሰራለሁ።	1	2	3	4	5

**ክፍል ሶስት፡- የሰራተኞች አፈፃፀም በተመለከተ**

**መመሪያ፡-** ከዚህ በታች የተዘረዘሩት ጥያቄዎች የሰራተኞችን አፈፃፀም በትክክል ይገልጻሉ። በመሆኑም ከላይ በተገለፀው መሰረት ከ1-5 ካሉት ካሉት አማራጮች አንዱን በማክበብ መልስ ሰጡ።

ተ.ቁ	ጭብጥ የሆኑ መለኪያዎች	አልሰማዎም ጠግቶ	አልሰማዎም ጠግቶ	መወሰን አልቻልኩም	አስማዎለሁ	አስማዎለሁ ጠግቶ
ሀ.	<b>የሰራተኞች አፈፃፀም በተመለከተ</b>					
1	ስራን በእቅድ ስለምመራ ስራዬን በጊዜው አከናውናለሁ።	1	2	3	4	5
2	ስራዬን ስሰራ ቅድሚያ ለሚሰጣቸው ጉዳዮች ቅድሚያ እሰጣለሁ።	1	2	3	4	5
3	በስራዬ ላይ ተጓዳኝ የሆኑ ጉዳዮችን ዋና ከሆኑ ጉዳዮች ላይቸ አያለሁ።	1	2	3	4	5
4	ስራዬን በትንሽ ጉልበት እና ጊዜ አከናውናለሁ።	1	2	3	4	5
5	ስራዬን የምሰራው የመጨረሻ አላማዬን ለማሳካት ነዉ።	1	2	3	4	5
6	በስራ ጥራት እኔ በጣም ጥሩ ከሚባሉት ሰራተኞች አንዱ ነኝ።	1	2	3	4	5
7	ብዙ ስራ በመስራት እኔ በጣም ጥሩ ከሚባሉት ሰራተኞች አንዱ ነኝ።	1	2	3	4	5
8	ስራዬን ለማጠናቀቅ ካቀድኩት ጊዜ በላይ ተጨማሪ ጊዜ አልተጠቀምኩም።	1	2	3	4	5
9	በስራዬ ላይ ማሳካት ያለብኝን ዉጤት በአእምሮዬ አያሰብኩ ስራዬን እሰራለሁ።	1	2	3	4	5

**እውነተኛ መረጃ በትክክል ስለሞሉልልኝ ከልብ አመሰግናለሁ!!!**