ORGANISATIONAL IDENTIFICATION AND EMPLOYEE PERFORMANCE IN SELECTED COMMERCIAL BANKS IN DELTA STATE

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ABSTRACT: *In the present unpredictable and volatile Nigerian business environment, inadequate prestige, self-esteem and incongruent values of employees in the selected commercial banks in Delta State has made attaining effective performance a major problem. The broad objective of the study was to determine the relationship that exists between organisational identification and employee performance in selected commercial banks in Delta State. The study was anchored on social identity theory. Descriptive survey research design was employed for the study. The population of the study was 204 consisting of employees of the selected banks and complete enumeration was used for the sample size Pearson Product Moment Correlation Coefficient was used in testing the hypothesis. Findings of the study revealed that evaluative Identification (group self-esteem) has a significant positive relationship with Organisational Citizenship Behaviour. The study therefore concluded that organisational identification plays an important role on the level of performance employees put into their work. It was recommended that management of the studied banks should make deliberate policies and put machineries in place to build the sense of prestige, pride and self-esteem of the employees from being members of the organisation as this would elicit extra role behaviour from the employees and the organisation would be better for it.*

KEYWORDS: Employee Performance, Evaluative Identification, Organisational Identification, Organisational Citizenship Behaviour, Self Esteem.

INTRODUCTION

Background of the Study

Banking sector is a significant catalyst for economic growth. They create value by providing products and services that help people to improve their lives and increase economic growth. Banking sector in the economic growth of Nigeria is very vital. Through their function of financial intermediation banks ensure continued availability of fund for investment. One of the important goals of an organisation is to maximize employee performance in order to accomplish those goals. In the contemporary business environment, organisational identification is an important aspect of employees' relationship with their employing organisation. An organisation is the primary source of an individual's social identity. Organisational identification has an important implication for both the employees and the employers; identification with an organisation helps employees to enhance collective self-esteem (Ashforth, Harrison & Corley, 2008; Shahidul, 2012). Organisations therefore expect employees not only to be committed to their work but also to identify themselves with the organisation, because employees, who identify themselves with the organisation, tend to internalize image and values of the organisation (Miller et al., 2000 cited in Başar & Basim, 2015).

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Many definitions of organisational identification have been suggested. However, all definitions share common similarities in that they entail that an individual "has linked his or her organisational membership to his or her self-concept, either cognitively (e.g., feeling a part of the organisation), emotionally (pride in membership), or both" (Riketta, 2005; Mignonac, Herrbach & Guerrero 2006). Organisational identification has been said to be beneficial to the organisation at large. It is linked to positive group membership and support of organisational goals, organisational citizenship behaviour (Bergami & Bagozzi, 2000), low turnover intention and job satisfaction (Van Dick et al., 2004). A strong identification results in increased level of job satisfaction, more extra-role behaviour (OCB), low turnover intention, commitment and absenteeism. That is to say, employees are willing to go extra miles for the organisation because of the strong organisational identification (Mgbemena, Umoh & Amah, 2017).

Edwards and Peccei (2007) opine that organisational identification is a psychological linkage between the individual and the organisation whereby the individual feels a deep, self-defining affective and cognitive bond with the organisation as a social entity. Employees who identify themselves with the organisation tend to perform above expectations, develop a strong positive attitudes and behaviours towards the organisation and this usually leads to high level of employee performance. Mael and Ashforth (1992) cited in Ashforth et al., (2008) view organisational identification as "the perception of oneness with or belongingness to an organisation, where the individuals defines him or herself in terms of the organisation(s) which he or she is a member". This self-conception will then motivate individuals to act on behalf of the organisation. The combination of theories invoked to define organisational identification yielded three dimensions such as cognitive component, affective component, and evaluative component.

The cognitive component views the extent to which organisational membership is self-defining and how employees see themselves and their organisation as different from others (Ashforth et al., 2008; Shahidul, 2012). The cognitive identification can be seen in self-categorization. In addition, the affective component refers to employees' emotional reactions to their organisation that can be either positive or negative (Ashforth et al., 2008; Shahidul, 2012). This component is reflected in perceived external prestige. It gives employees' an insight of how the others view their organisation. If employees see their organisation as being respected by outsiders, they tend to identify strongly with the organisation which would also help in enhancing their self-esteem. Further, the evaluative component includes the value that employees attach to their organisational membership, it reflects in group self-esteem (Ashforth et al., 2008; Shahidul, 2012).

Ashforth and Mael (1996) cited in Ashforth et al., (2008) proposed that employees are more likely to identify with an organisation if it is unique from other organisations, with recognizable values, recognizable goals and if it has a strong and enduring identity. Additionally, if the organisation is seen as prestigious with a positive image, individuals are more likely to identify with it. In line with this, the more positive the organisations and its characteristics are, the more likely people are able to identify with it. Also, it is assumed that the longer an employee remains in an organisation, the more his interactions occur within the organisation, and, the more he/she identifies with the organisation. Organisational identification also plays a crucial role in

organisations where people-organisational relationship exists. It thus, is a cognitive, affective and evaluative link which optimally utilizes the employee-organisation bond so as to enhance organisational citizenship behaviour, job satisfaction, employee commitment, involvement and loyalty.

The performance of employees in an organisation is important as it plays a key role in achieving organisational goals and objectives. Campbell (1999) posit that employee performance is a function of knowledge, skills, abilities and motivation directed at role prescribed behaviour, such as formal job responsibilities. Employees in the bank are at the focal point of providing services to customers and also help in improving the overall performance of the banks. Employees in the banking sector and specifically the commercial banks in Delta State find themselves in the categories of organisations that are dependent on service delivered by its employees to their customers. Frontline employees play important roles in achieving organisational goals through quality of service delivered. Hence, an employee defining him or her by the same attributes that he or she believes define the organisation is important in order to attain maximum performance and in essence deliver quality services. Babakus, Yavas, Karatepe, & Avci (2003) opine that delivery of quality service is a key to organisational success and survival.

It was observed in the selected commercial banks in Delta State that most of the employees are uncertain about their work, they lack a sense of belongingness with the organisation, and their employment is less secured. As a result of the aforementioned scenario in the focused banks, the employees always seem eager to find a better and more secured job in which they would be able to define themselves in terms of the organisation as a social entity. It is against this background that this study seeks to identify the relationship that exists between organisational identification and employee performance in selected commercial banks in Delta State.

Statement of the Problem

Employees in service providing firms like banks are essential in assisting the organisation to perform maximally as they provide essential services to the customers. They are usually the first point of contact between the organisations and their customers. In the present unpredictable and volatile Nigerian business environment, the seeming inadequate prestige and self-esteem of employees in the selected commercial banks in Delta State appear to have made attaining effective performance a major problem.

The apparent tight work schedules of the employees in the studied firms where they put in enormous amount of time in discharging their duties appear to be affording them little time to socialize with others and identify with other members of the organisation. Social relationships appear hard to build within the studied banks as well as a sense of affiliation and belongingness. This seems to erode the employees of their sense and urge of association. As a result of this, the commitment level of the employees in the organisations seems to be dampened. Employees of the studied banks seem to see their work place as a place where you give all you have to the organisation; where your personal life is eroded, where balance between work and personal life is hard to come by and this appear to explain the reason employees of the banks always resign as observed. As a result of the rigorous work pattern and schedule in the firms studied, the self-worth of the employee appear to be affected and this seem to be influencing how far they are

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willing to go for the betterment of the organisation. They appear to lack the will to go the extra mile; to do things that are officially not required of them (OCB) as the work schedule and the organisation does not give them a reason to. It is as a result of these observed issues in the studied banks that gave credence to the need to carry out this study.

Objective of the Study
The broad objective of the study was to determine the relationship that exists between organisational identification and employee performance in selected commercial banks in Delta State.
Specifically, the study seeks to examine the type of relationship that exists between evaluative identification (group self-esteem) and organisational citizenship behaviour in the selected commercial banks in Delta State.

Research Question
What type of relationship exists between evaluative identification (group self-esteem) and organisational citizenship behaviour in the selected commercial banks in Delta State?

Hypothesis
H_0: There is no significant relationship between evaluative identification (group self-esteem) and organisational citizenship behaviour in the selected commercial banks in Delta State.

Scope of the Study
The study was delimited to Union Bank, Fidelity Bank, Guaranty Trust Bank, Diamond Bank, Skye Bank, Wema Bank, Stanbic Ibtc Bank branches in Oghara, Warri and Asaba, in Delta State, Nigeria. The purpose was to identify how evaluative identification correlates with organisational citizenship behaviour.

REVIEW OF RELATED LITERAURE

Conceptual Review

Organisational Identification (OID)
Organisational identification has been used by various researchers in various forms but all related to employees' perception of oneness in the organisation. The concept of organisational identification is based on the social identity theory or the social cognitive theory. Through social identity, individuals identify with their organisation and claim its goals and vision as their own. Therefore, a sense of identification creates a degree of perception to which a member associates himself or herself with the organisation's goals and values (Miller et al., 2000 cited in Tüzün & Çağlar, 2009). Through identification, an employee perceives his or herself as psychologically entwined with the organisation, sharing a common destiny, and experiencing its successes and failures (Mgbemena, Umoh & Amah, 2017).

Organisational identification as a construct was developed to capture the employee-organisational relationship than is often reflected by engagement or commitment. It embodies elements of self-perception in the organisation. Three closely related factors that measures

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organisational identification was developed by Edwards & Peccei (2007). The three factors include:

a. The categorization of the self as an organisational member.
b. The integration of the organisation's goals and values.
c. The development of an emotional attachment, belongingness and membership to the organisation. Appropriately, these three factors incorporate the main components from organisational identification definitions.

Mael & Ashforth (1992 cited in Ashforth et al., 2008) posit organisational identification as the perception of oneness with or belongingness to an organisation, where the individuals defines him or herself in terms of the organisation(s) which he or she is a member. The concept of organisational identification has often been considered as closely related or an identical variable with affective organisational commitment. Riketta (2005) argued that organisational identification and affective organisational commitment could be clearly distinguished because they are differently related to several organisational outcomes. Affective organisational commitment refers to a positive attitude towards the organisation, while organisational identification involves defining oneself in terms of the organisation's identity (Ashforth, Harrison, & Corley, 2008). Moreover, disentangling the two constructs (organisational identification and affective organisational commitment) is difficult by the fact that they both refer to almost the same phenomenon, that of individual-organisational linkage.

Organisational identification is a specific form of social identification where the individuals define themselves in terms of their membership in a particular organisation (Mael and Ashforth, 1995 cited in Ashforth et al., 2008).

Edwards & Peccei (2007) opine that organisational identification is a psychological linkage between the individual and the organisation whereby the individual feels a deep, self defining affective and cognitive bond with the organisation as a social entity. Organisational identification has been conceptualised to consist of 3 dimensions: the cognitive aspect of organisational identification refers to the extent to which membership of an organisation is self-defining and how employees see themselves in relation to their organisation. Affective (emotional) aspect refers to feelings employees have about themselves in comparison to others which can be both positive and negative i.e a sense of emotional involvement with the organisation. Finally, the evaluative aspect concerns the positive or negative values employees attach to their organisational membership.

Consequently, the employee who identifies with the organisation by claiming the organisational goals and vision as their own finds it more difficult to leave the organisation.

Evaluative Identification
Evaluative identification is defined as organisation based self-esteem; a type of group or collective self esteem, which consists of appraisals of self worth deriving from a person's membership in the organisation (Massimo & Richard 2000).

Evaluative identification indicates the sense of awareness in relation to either positive or negative value connotations attached to the group. A variable mostly associated with the evaluative identification is self-esteem; which relates to how one feels about oneself and the group.

Self-esteem involves a complex set of feelings, beliefs, and expectations based on an individual's changing skills in interacting with their environment and influencing their world (Apter, 1997). Self-esteem is simply how an individual feels about his/herself and how they judge your worth. Most individuals can be aware of his/her strengths and still acknowledge weaknesses without judging themselves. In gaining self-esteem, it's important to set meaningful and achievable goals while maintaining a flexible attitude. This means accepting your failures and successes whether or not the set goals were achieved. Self esteem exists both in the high and low. High self-esteem refers to a positive view an individual has about his/herself, while low self-esteem refers to a negative view an individual has about his/herself. High self-esteem might encourage an individual to attempt difficult tasks and which might enhance self-confidence. This self-confidence therefore encourages employee commitment and organisational citizenship Behaviour in the organisation.

Because of the nature of jobs, employees are likely to experience work pressures that affect their self-esteem mostly associated with performing prescribed tasks and interacting with team members.

Employee Performance

Employees are considerably the valuable assets of the organisation. When employees are satisfied with their current job and probably committed to their organisation, it increases performance. As opined by Armstrong (2012), performance is embracing both outcomes and behaviour. Campbell (1999), views performance as a function of knowledge, skills, abilities and motivation directed at prescribed behaviour, such as formal job responsibilities. Performance refers to the job related activities expected of a worker and how well the activities were executed. Employees' performance is one of the major concepts that is constantly researched on. It is one of the most studied variables that determine organisational performance. This concept of employee performance has been viewed differently by many researchers and authors.

Lee & Chen (2013) opined that work performance can be analysed by determining the level of commitment and the level of satisfaction employees derive from performing the job. There are number of variables that may affect the performance of employees at work. It includes goal orientations of employees, the outcomes of Job performance and Job satisfaction, employee commitment, turnover intention.

In the view of Kemboi, Geofry, & Keter (2014) employee performance is critically important and a value for achieving organisational goals and organisational performance results. Employee performance is defined as a process for establishing a shared workforce understanding about what is to be achieved at an organisation. It is about aligning the organisational objectives with the employees agreed measures, skills and competency, and delivery of results. Employee performance refers to all the actions taken by employees in order to make contributions to the organisational goals. How well an employee does his job, ability to handle work load, completing work on time with little errors determines performance.

Organisational Citizenship Behaviour (OCB)

The concept of organisational citizenship behaviour (OCB) was first formally articulated by Chester Barnard as the willingness of individuals in organisations to cooperate. But in recent

years, it has severally been referenced as a concept introduced by Bateman and Organ in 1983. Organ (1988 cited in Khan & Rashid, 2012) defined organisation citizenship behaviour (OCB) as the individual's behaviour that is discretionary, not directly or explicitly recognized by the formal reward system and that in the aggregate promotes the effective functioning of the organisation. It is an informal organisational behaviour which goes beyond the routine work behaviours, isn't based on explicit orders and instructions and contributes to organisational success.

It is all about the behaviour of employees so that employees are treated as key players in the organisation in order to increase organisational effectiveness and productivity. It impacts workgroup efficiency during times of crisis management. For example, having conscientiousness and helping others result in decreased inter-group conflict and allow managers to focus on more pressing matters (MacKenzie *et al.,* 2009, cited in Lelei, Chepkwony & Ambrose, 2015).

OCB as opined by Daniels, Joireman, Falvy & Kamdar (2006) is extra behaviour of doing tasks in work place other than routine employee tasks. OCB helps organisations to increase its performance. It is related to organisational motive which helps in achieving organisational goals effectively and efficiently. Organ (1988 cited in Obamiro, Ogunnaike & Osibanjo, 2014) developed five OCB dimensions. They include: altruism, courtesy, sportsmanship, civic virtue and conscientiousness.

a. Altruism means that employees help others with organisationally relevant tasks.
b. Courtesy means that they treat others with respect.
c. Sportsmanship implies that employees have a positive attitude and are willing to tolerate less than ideal circumstances without complaining.
d. Civic virtue means that employees responsibly participate in, and are concerned about, the welfare of the organisation.
e. Conscientiousness is discretionary behaviour that goes well beyond minimum role requirement of the organisation.

However, over the years several dimensions of OCB have been added. Graham (1991 cited in Obamiro, Ogunnaike & Osibanjo, 2014) categorized OCB in three dimensions; Organisational obedience, loyalty and participation; Piercy, Lane and Cravens (2002 cited in Obamiro et al, 2014) included some other dimensions; cheerleading (to encourage colleagues and give hope to them) and peacemaking (dispute resolution and play agent stabilizer role); Hannam and Jimmieson, (2002 cited in Obamiro, et al, 2014) conceptualized OCB dimension as organisation compliance and protecting organisation resources; Buenetello et al's, (2007 cited in Obamiro, et al, 2014) conceptualized OCB dimension as civic duties, counter productive work behaviour and time management.

Theoretical Framework
This study is anchored on the Social Identity Theory.
The social identity theory was propounded by Henri Tajfel in 1978. Tajfel (1978 cited in Ashforth et al. 2008) defined social identity as "that part of an individual's self concept which

derives from his or her knowledge of his or her membership to social group (or social groups) together with the value and emotional significance attached to that membership"

Social identity theory focuses on the categorization and comparison processes that guide individuals' view of the organisation, such as its prestige and also encourage identification. Social identity theory involves three mental processes in evaluating, and takes place in a particular order.

Social categorization	→	Social Identification	→	Social Comparison

The first social categorization; people categorize people (including themselves) in order to understand them. By categorizing people and ourselves, we find out things we do not know about others and ourselves by knowing what category we belong to.

The second social identification; we adopt the identity of the group we have categorised ourselves as belonging to. We act according to the group we have categorized ourselves into.

The third stage; once we have categorized ourselves into a group and have identified with the group, we tend to compare the (our) group with other groups.

The three (3) basic elements of this theory are relevant to the study in the sense that social identity theory enables employees classify themselves and others into social categories, and the more someone identifies with a group, the more their attitudes and behaviours are governed by this membership of the organisation. This attitude may be reflected in high self-esteem which would also improve the individuals' commitment and job satisfaction.

Empirical Review

Mgbemena, Umoh & Amah (2017) carried out a study on perceived organisational support and organisational identification in construction firms in Port Harcourt, Nigeria. The study examined the relationship between fair treatment and organisational identification in some selected construction firms in Port Harcourt. The cross-sectional design, which is an aspect of the quasi-experimental research design, was adopted for the study. A sample size of 186 was drawn from a population of 356 persons from five selected construction firms in Port Harcourt, using the Krejcie and Morgan 1970 table, while the population allocation was done using the Bowley's population allocation formula. Spearman's rank correction coefficient was used in analyzing the null hypotheses. Findings of the study revealed that a significant relationship exist between fair treatment and organisational identification. The researcher therefore recommended that management of the construction firm should formulate and implement policies that will encourage fair treatment for all workers and ensure that the benefits are distributed fairly so as to enhance employees' sense of belongingness and commitment.

Tüzün & Çağlar (2009) investigated the antecedents of organisational identification. The objective of the study was to examine the relationship between the attractiveness of organisational identity and strength of identification, and the effect of perceived trust on identity attractiveness on organisational identification. The study was carried out in 6 different commercial banks/branches in Ankara, Turkey. The researcher made use of questionnaires which were distributed randomly among 840 participants in various commercial banks/branches in Ankara. Structural equation modeling was used to assess the research model. The findings revealed that the relationship between attractiveness of perceived

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organisational identity (APOI) and identification is mediated by trust, and identity attractiveness does not directly influence the identification strength.

Kpakol, Obiora & Jaja (2016) carried out a study on employee participation and organisational identification in Nigerian manufacturing organisations. The aim of the study was to examine the relationship between employee participation and organisational identification, and also the mediating role of organisational culture on employee participation and organisational identification. A cross sectional survey design was adopted for the study and data were drawn from 191 employees of selected manufacturing companies. Findings of the study revealed that employee participation through practices such as quality circles and joint consultation committees significantly affects organisational identification. Also, organisational culture partially significantly mediates between employee participation and organisational identification collected through survey method from 363 employees, working at an international home appliances producing facility in Istanbul, Turkey. The data gotten were analyzed using the structural equation models. Findings indicated that organisational identification is a positive predictor of job satisfaction, while organisational politics is a negative predictor of job satisfaction.

Uzonwanne and Uzonwanne (2014) examined the relationship between self-esteem and self-efficacy among bankers in southwest Nigeria. The study adopted a survey research design, taking into cognizance other demographic variables, among bankers in Lagos, Ogun and Oyo states, Southwest, Nigeria. Findings of the study revealed that a significant difference exists between self-esteem and self-efficacy of bankers with undergraduate degree and below with those possessing graduate degree and above. Ahmed (2012) examined the role of self- esteem and optimism in job satisfaction among teachers of private universities in Bangladesh. Data was gotten using questionnaire. The collected data were analyzed using Pearson Product Moment Correlation. Findings of the study revealed that self-esteem and optimism is significantly positively correlated with teacher's job satisfaction.

Munevver, & Sehkar (2016) examined the relationship between the organisational identification built upon social identity theory and the perception of alienation in higher education, Istanbul, Turkey. The scales of Organisational Identification, Organisational Distinctiveness, Organisational Prestige, and Alienation were applied to 201 university students. Multiple regression was used in analyzing the data obtained from the participants from the university. Findings indicated that organisational identification has a positive effect on alienation, while organisational distinctiveness has a negative effect on alienation.

Stinglhamber, Marique, Caesens, Desmette, Hansez, Hanin & Bertrand (2015) carried out an integrative approach on the study employees organisational identification and affective organisational commitment in Belgium. The sample size was one thousand seven hundred and twenty three employees drawn from a Belgian Federal Public Service. Data was gotten with the use of questionnaire. Hypotheses were tested using structural equation modeling approach and multiple regression analyses. The research made use of a cross-lagged panel design to show the directionality of organisational identification and affective commitment, and how it affects work experiences and employee turnover the researcher made use of cross-sectional research design. Findings of the study revealed that favourable work experiences operate through

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organisational identification to increase employees' affective commitment that, in turn, decreases employee turnover.

Oyenike, Soji, & Bayo, (2013) examined the study analyzes the affective and cognitive traits of teacher trainees in higher educational institutions in Nigeria. Classroom teachers, teacher trainees, teacher educators, and basic education students were interviewed in order to get a detailed compilation of the personal and professional characteristics of an effective teacher and then the information gotten were developed into a comprehensive open- and close-ended questionnaire covering trainees' perception of and attitude to teaching, their belief systems, measures of cognitive and affective characteristics as well as test of personality trait. Sample size for the study was 300 teacher trainees drawn from two universities and one college of education from south-west Nigeria. The findings showed that Nigerian teacher trainees possessed varied and widely spread cognitive and affective behaviour some of which are suited for the teaching profession. However, the study could not determine if these attributes are reflective of their personality types prior to exposure to teacher education or not.

Summary of Review of Related Literature

From the reviews done, three dimensions of organisational identification were identified. The first one is cognitive identification which refers to the extent to which membership of an organisation is self-defining and how employees see themselves in relation to their organisation. The second one is affective (emotional) identification which refers to feelings employees have about themselves in comparison to others which can be both positive and negative. The third one is evaluative identification which is concerned with the positive or negative values employees attach to their organisational membership. All these have been found by various researchers to impact on employees commitment, job satisfaction, organisational citizenship behaviour, turnover intention and employees performance. The study carried out by Oyenike, Soji, & Bayo, (2013) analyzed the affective and cognitive traits of teacher trainees in higher educational institutions in Nigeria. The researcher did not state the method of data analysis. This would have given rise to bias in while stating the findings of the research.

From the studies reviewed, each work on organisational identification (Mgbemena, Umoh & Amah (2017; Tüzün & Çağlar (2009); Kpakol, Obiora, & Jaja (2016); Başar & Basim (2015); Munevver, & Sehkar (2016)) avoided the evaluative identification dimension and its variables.

Gap in Knowledge

In the literatures reviewed, the focus of the researchers seems to be on job satisfaction, commitment, turnover intention, none really considered organisational citizenship behaviour as an independent variable. However, at the moment, there appears not to be any study that have been carried out specifically in the seven (7) commercial banks that was studied; given that the findings that exist between organisational identification and employee performance will aid in tackling organisational identification issues in the organisation. This very important research gaps gave reasons to the need to carry out the study.

RESEARCH METHOD

Research Design
Descriptive survey research design was adopted for the study. This was used because of the nature of the study. Survey research design enables the researcher to observe what happens to the sample subjects without manipulating them.

Refer to appendix 1 for the list of commercial banks existing in Delta State, Nigeria.

Population of the Study
Table 3.1: Population Table

BANKS	BRANCHES	POPULATION
Union Bank of Nigeria Plc	Ajagbodudu Branch	17
Fidelity Bank Plc	Effurun Road Branch	25
	Okumagba/Airport road Branch	25
Guaranty Trust Bank Plc	Effurun/Warri Road Branch	20
	Airport Road Branch	13
Diamond Bank Plc	Nnebisi Road Branch	20
	Osadebay Way Branch	16
Skye Bank Plc	Nnebisi Road Branch	14
Wema Bank Plc	Nnebisi Branch	11
Stanbic Ibtc Bank Plc	Effurun/Sapele Road Branch	20
	Airport Road Branch	23
TOTAL POPULATION		**204**

Source: Field Survey, 2018

From Table 3.2 above, the population figures of the branches of the selected banks are shown.

Sample Size and Sampling Technique
Complete enumeration was used for the study due to the manageable size of the population. Random sampling technique (stratified sampling and table of random numbers) and non probability sampling technique (judgemental sampling) was used in the selection process. The commercial banks existing in Delta State were categorised based on their licence (international and national license) and arranged based on their year of establishment; and also, table of random numbers for 100 random digits was used in selecting the commercial banks and the numbers selected were 2,5,7,9,10,11,14 which are Union Bank of Nigeria, Fidelity Bank, Guaranty Trust Bank, Diamond Bank, Skye Bank, Wema Bank, and Stanbic Ibtc Bank.

In order to ensure adequate coverage, non-probability sampling technique (judgemental sampling) was used in assigning one senatorial zone to each of the banks.

Table 3.2: Sampling Frame of Selected Banks in Delta State

S/N	Banks	Senatorial Zones	Locations of the Selected Branches	No. of Branches of the Selected Banks in the Locations
	Union Bank of Nigeria Plc	Delta Central	Oghara	1
	Fidelity Bank Plc	Delta South	Warri	2
	Guaranty Trust Bank Plc	Delta South	Warri	2
	Diamond Bank	Delta North	Asaba	2
	Skye Bank Plc	Delta North	Asaba	2
	Wema Bank Plc	Delta North	Asaba	1
	Stanbic Ibtc Bank Plc	Delta South	Warri	2

Source: Field Survey, 2018

Method of Data Collection
Structured questionnaire was used in collecting data. The questionnaire was structured on a 5-point Likert scale divided into two sections. Section A and Section B. Section A contained questions relating to organisational identification (evaluative identification measured using self esteem), while Section B contained questions relating to employee performance (organisational citizenship behaviour).

Validity of the Instrument
Validity is the extent to which an instrument measures what it intends to measure.
Validity of the instrument was ensured through both face and content validity. The face validity was used based on the face value of the instrument, while the content validity was meant for coverage. The questionnaire was developed in a very simple language to avoid misinterpretation or misunderstanding of the questions. The questions were well structured in line with the objective of the study, and the instrument was subjected to evaluation by research experts and validators from Business Administration in University of Benin, Nigeria from which necessary corrections were made before the questionnaire was distributed to respondents.

Reliability of the Instrument
The reliability of a particular instrument measures the consistency of the instrument used by a researcher. Cronbach alpha with the aid of SPSS version 20 was used in testing the reliability of the instrument. 86 copies of the questionnaire representing 20% of the population were distributed to employees of Union Bank Asaba branch. The result was 0.825 which is higher than the standard .70. Hence, the instrument was considered reliable.

Table 3.3: Reliability Statistics Table

Cronbach's Alpha	N of Items
.825	30

Source: Field Survey, 2018
Computation: SPSS, Ver 20

Method of Data Analysis
Pearson Product Moment Correlation was used in analysing the data in order to determine the extent of relationship that exists between the dependent and independent variable. The level of significance will be 5%, while 95% confidence interval will be adopted for the study.

Decision Rule:
The research hypothesis is accepted when the probability value (p-value) is less than 0.01; if greater than 0.01 the research hypothesis is rejected and alternate hypothesis accepted.

DATA PRESENTATION AND ANALYSIS

Analysis of the Individual Banks
Table 4.1 Firm Specific Analysis

S/N	BANKS	No Distributed	No. Returned	No. Analysed
1	Union Bank of Nigeria Plc	17	11	11
2	Fidelity Bank Plc	50	48	40
3	Guaranty Trust Bank Plc	33	27	25
4	Diamond Bank	36	33	30
5	Skye Bank Plc	14	9	9
6	Wema Bank Plc	11	11	11
7	Stanbic Ibtc Bank Plc	42	42	35
	Total (Percentage)	**204(100%)**	**181(89%)**	**161(79%)**

Source: Field Survey, 2018

Research Question Analysis
To what extent does evaluative identification (group self-esteem) affect organisational citizenship behaviour in the selected commercial banks in Delta State?

Analysis on Union Bank of Nigeria Plc.
Correlation Analysis for Evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour in Union Bank in Delta State.
Table 4.1.1: Correlation Analysis for Hypothesis
Correlations

		SELF ESTEEM	OCB
SELF ESTEEM	Pearson Correlation	1	.930**
	Sig. (2-tailed)		.000
	N	11	11
OCB	Pearson Correlation	.930**	1
	Sig. (2-tailed)	.000	
	N	11	11

**. Correlation is significant at the 0.01 level (2-tailed).
Table 4.1.1 indicates the correlation coefficient for evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour in Union Bank in Delta State. The result showed that a positive relationship exists between the variables with a correlation coefficient of .930.

Table 4.1.2: Significance Test for Hypothesis

N	Cal. R	DF	Crit. r.	Remark
11	0.930	9	0.602	Significant

Source: Field Survey (2018).

Table 4.1.2 reveals the test of significance for hypothesis at Union Bank in Delta State. From the result, it showed that the critical r at .05 level of significance and at 9 degrees of freedom is 0.602 and the calculated r is .930. Given that calculated r .974 is greater that the critical r 0.602, the alternate hypothesis is therefore accepted.

Analysis on Fidelity Bank Plc.
Correlation Analysis for Evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour in the selected Commercial Banks in Delta State.

Table 4.1.3: Correlation Analysis for Hypothesis
Correlations

		SELF ESTEEM	OCB
SELF ESTEEM	Pearson Correlation	1	.959[**]
	Sig. (2-tailed)		.000
	N	40	40
OCB	Pearson Correlation	.959[**]	1
	Sig. (2-tailed)	.000	
	N	40	40

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.1.3 revealed the correlation result for Evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour in Fidelity Banks in Delta State. The result showed that the correlation coefficient is .959 meaning that the relationship is positive and high.

Table 4.1.4: Significance Test for Hypothesis

N	Cal. r	DF	Crit. r.	Remark
40	0.959	38	0.325	Significant

Source: Field Survey (2018).

Table 4.1.4 indicated the test of significance for hypothesis. It revealed that at an alpha level of 5% and at a 38 degree of freedom, that the critical r is .325 while the calculated r is .959. Given that the calculated r is more than the critical r, the alternate hypothesis is therefore accepted.

Analysis on GTB Plc

Correlation Analysis for Evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour in the selected Commercial Banks in Delta State.

Table 4.1.5: Correlation Analysis for Hypothesis

Correlations

		SELF ESTEEM	OCB
SELF ESTEEM	Pearson Correlation	1	.984**
	Sig. (2-tailed)		.000
	N	25	25
OCB	Pearson Correlation	.984**	1
	Sig. (2-tailed)	.000	
	N	25	25

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.1.5 revealed the correlation result for Evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour in Fidelity Banks in Delta State. The result showed that the correlation coefficient is .984 signifying that the relationship is high and positive.

Table 4.1.6: Significance Test for Hypothesis

N	Cal. r	DF	Crit. r.	Remark
25	0.984	23	0.396	Significant

Source: Field Survey (2018).

Table 4.1.6 revealed the test of significance for hypothesis. It revealed that at an alpha level of 0.05 (5%) and at a 23 degree of freedom, that the critical r is .396 while the calculated r is .984. from the result, the calculated r is greater than the critical r, therefore the alternate hypothesis is accepted.

Analysis on Diamond Bank Plc.

Correlation Analysis for Evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour in the selected Commercial Banks in Delta State.

Table 4.1.7: Correlation Analysis for Hypothesis

Correlations

		SELF ESTEEM	OCB
SELF ESTEEM	Pearson Correlation	1	.981**
	Sig. (2-tailed)		.000
	N	30	30
OCB	Pearson Correlation	.981**	1
	Sig. (2-tailed)	.000	
	N	30	30

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.1.7 shows the correlation result for Evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour in Diamond Bank in Delta State. The result obtained indicated that the relationship is positive and high with a correlation coefficient of .981.

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Table 4.1.8: Significance Test for Hypothesis

N	Cal. r	DF	Crit. r.	Remark
30	0.981	28	0.361	Significant

Source: Field Survey (2018).

Table 4.1.8 gives details of hypothesis. From the table, it is observed that at .05 level of significance and at 28 degrees of freedom, that the critical r is 0.361 while the calculated r is .981. Given that the calculated r is greater than the critical r, the hypothesis is therefore accepted.

Analysis on Skye Bank Plc.
Correlation Analysis for Evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour in the selected Commercial Banks in Delta State.
Table 4.1.9: Correlation Analysis for Hypothesis
Correlations

		SELF ESTEEM	OCB
SELF ESTEEM	Pearson Correlation	1	.974[**]
	Sig. (2-tailed)		.000
	N	9	9
OCB	Pearson Correlation	.974[**]	1
	Sig. (2-tailed)	.000	
	N	9	9

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.1.9 shows correlation analysis for Evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour in Skye Bank in Delta State. The result obtained revealed that the correlation coefficient was .974 signifying that there is a positive and high relationship between the variables.

Table 4.1.10: Significance Test for Hypothesis

N	Cal. r	DF	Crit. r.	Remark
9	0.974	7	0.666	Significant

Source: Field Survey (2018).

Table 4.1.10 indicates the test of significance for hypothesis. It showed that at 5% alpha level and at 7 degree of freedom, that the critical r is .666 while the calculated r is .974. Because the calculated r is greater than the critical r, the research hypothesis is therefore accepted.

Analysis on Wema Bank Plc
Correlation Analysis for Evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour in the selected Commercial Banks in Delta State.
Table 4.1.11: Correlation Analysis for Hypothesis
Correlations

		SELF ESTEEM	OCB
SELF ESTEEM	Pearson Correlation	1	.987[**]
	Sig. (2-tailed)		.000
	N	11	11
OCB	Pearson Correlation	.987[**]	1
	Sig. (2-tailed)	.000	
	N	11	11

**. Correlation is significant at the 0.01 level (2-tailed).

Table 4.1.11 reveals the correlation coefficient for evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour in Wema Bank in Delta State. The result showed that a positive relationship exists between the variables with a correlation coefficient of .987.

Table 4.1.12: Significance Test for Hypothesis

N	Cal. r	DF	Crit. r.	Remark
11	0.987	9	0.602	Significant

Source: Field Survey (2018).
Table 4.1.12 shows the test of significance for hypothesis at Wema Bank in Delta State. From the result, it showed that the critical r at .05 level of significance and at 9 degrees of freedom is 0.602 and the calculated r is .987. The calculated r .987 is greater that the critical r 0.602 (cal. r .987 > crit. r .602). The research hypothesis is therefore accepted.

Analysis on Stanbic IBTC Bank
Correlation Analysis for Evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour in the selected Commercial Banks in Delta State.
Table 4.1.13: Correlation Analysis for Hypothesis
Correlations

		SELF ESTEEM	OCB
SELF ESTEEM	Pearson Correlation	1	.976[**]
	Sig. (2-tailed)		.000
	N	35	35
OCB	Pearson Correlation	.976[**]	1
	Sig. (2-tailed)	.000	
	N	35	35

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Field Survey (2018).
Table 4.1.13 indicates the correlation analysis done on Evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour at Stanbic IBTC Bank in Delta State. From

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the result, it showed that the Pearson's r is .976 signifying a high and positive relationship between the variables in the organisation.

Table 4.1.14: Significance Test for Hypothesis

N	Cal. r	DF	Crit. r.	Remark
35	0.976	33	0.349	Significant

Source: Field Survey (2018).

Table 4.1.14 showed the result of test of significance done on hypothesis at Stanbic IBTC Bank in Delta State. The table showed that at 5% level of significance and at 33 degrees of freedom, that the critical r is .349 while the calculated r is .976. By the virtue of the calculated r being greater than the critical r, the research hypothesis is thus accepted.

Cumulative Analysis on all the Banks
Research Question:
To what extent does evaluative identification (group self-esteem) affect organisational citizenship behaviour in the selected commercial banks in Delta State?

Correlation Analysis for Evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour in the selected Commercial Banks in Delta State.
Table 4.2.1: Correlation Analysis for Hypothesis
Correlations

		SELF ESTEEM	OCB
SELF ESTEEM	Pearson Correlation	1	.988**
	Sig. (2-tailed)		.000
	N	161	161
OCB	Pearson Correlation	.988**	1
	Sig. (2-tailed)	.000	
	N	161	161

**. Correlation is significant at the 0.01 level (2-tailed).
Source: Field Survey (2018).

Table 4.2.1 revealed the correlation analysis done on Evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour in the selected commercial banks in Delta State. From the result, it indicated that the Pearson's r is .988 signifying a high and positive relationship between the variables in the organisations.

Test of Significance for Hypothesis
H_0: There is no a significant positive relationship between evaluative identification (group self-esteem) and organisational citizenship behaviour in the selected commercial banks in Delta State.

Table 4.2.2: Test of Significance for Hypothesis

N	Cal. R	DF	Crit. r.	Remark
161	0.988	159	0.349	Significant

Source: Field Survey (2018).

Table 4.2.2 showed the result of test of significance done on the stated hypothesis in the selected commercial banks in Delta State. The table showed that at 5% level of significance and at 159 degrees of freedom, that the critical r is .195 while the calculated r is .988. By the virtue of the calculated r being greater than the critical r, the research hypothesis that states that there is a significant positive relationship between evaluative identification (group self-esteem) and organisational citizenship behaviour in the selected commercial banks in Delta State is thus accepted.

DISCUSSION OF FINDINGS, SUMMARY OF FINDINGS, CONLUSIONS AND RECOMMENDATIONS

Discussion of Findings

To have a better picture of what constitutes the cumulative result; firm specific analysis was carried out with respect to correlation analysis and test of the significant of the correlation tests in all the seven studied Banks. In union bank, it was observed from the correlation analysis for evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour in the same bank, it was also indicated that a positive relationship exists between the variables and by the virtue of the significance test, it was said that the relationship is significant. This result implies that as the respective independent variables increases, so also does the respective dependent variables.

In Fidelity Bank in Delta State, tests were also carried out to know the type of relationship that exists between the variables. In the test to determine the type of relationship that exists between evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour also produced a positive and high relationship. The implication of these results is that when the independent variables go up in the bank, so also does the dependent variable and vice versa.

The tests carried out in GTBank in Delta State for evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour, it was equally indicated that the relationship is high and positive and that the relationship is also statistically significant as shown by the test of significance carried out. The practical implication of these results is that an increase in the paired wise independent variables will also trigger an increase in its dependent variables respectively.

As a result of the analysis carried out in Diamond Bank Plc in Delta State, it was observed that the relationships existing between evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour in Diamond Bank in Delta State are all positive and high. From the test of the respective significance, it was also observed that the relationships observed in the correlation test were all statistically meaning that the relationships are not by chance thus, an increase in the independent variable will lead to increase in the dependent variables.

In Skye Bank in Delta State, it was observed from the test of correlation carried out on evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour in Skye Bank in Delta State positive and also high. This was supported by the test of significance which indicated that the relationship is not by chance. This signifies that an increase in the independent variables will also lead to an increase in the dependent variables.

For analysis carried out on Wema Bank in Delta State, the test of correlation on evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour is positive. From the test of significance for the hypothesis, it was observed that the relationship was statistically significant. That is to say, it is not by error or chance. This proves that an increase in all the elements of the independent variables will trigger an increase in the dependent variables and vice versa.

Finally on the discussion of firm by firm analysis, the result obtained on the test of relationship existing between evaluative Identification (group self-esteem) and Organisational Citizenship Behaviour at Stanbic IBTC Bank in Delta State showed that a positive relationship exists between the variables and that the relationship observed is statistically significant judging from the result obtained from the test of significance carried out on the variables in the bank. This result implies that when there is an increase in the dependent variables in the organisation, it will also lead to an increase in the dependent variables.

The result of the cumulative test carried out on the seven studied banks is discussed hereunder. The hypothesis stated was tested empirical for correlation and for the significance of the correlation. From the analysis of correlation for hypothesis in all the selected commercial banks in Delta State revealed a high and positive relationship between the variables in the organisations. The test of the statistical significance of the relationship observed in the correlation analysis came out positive. That is, the relationship was statistically significant. This indicates that the more the evaluative identification processes of employees are positive, the more also is the tendencies of the employees to show organisational citizenship behaviours towards the organisation. When employees evaluate their self-worth as a result of belonging to the group or organisation and they find out that their worth has improved, then such employees are more likely to exhibit attributes of discretional positive behaviour towards the organisation. When the self-esteem of employees soars higher as a result of being identified by an organisation, the employee will be more inclined to maintain such relationship with the organisation which will propel him to do even more than is required. This finding aligns with that of Ahmed (2012) who examined the role of self-esteem and optimism in job satisfaction among teachers of private universities in Bangladesh and found out that self-esteem and optimism is significantly positively correlated with teacher's job satisfaction. Also, Munevver and Sehkar (2016) who examined the relationship between the organisational identification built upon social identity theory and the perception of alienation in higher education, Istanbul, Turkey indicated that organisational identification has a positive effect on alienation, while organisational distinctiveness has a negative effect on alienation.

Summary of Finding
From test of hypothesis, it revealed that there is a significant positive relationship between evaluative identification (group self-esteem) and organisational citizenship behaviour in the selected commercial banks in Delta State with a coefficient of .988.

Conclusion
Based on the findings, the study concludes that organisational identity plays an important role on the level of performance employees put into their work. This stems from the fact that the more employees identifies with their organisation, the more they will be satisfied with their

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job, more committed and ready to exhibit attributes of extra role behaviour which will make them want to go the extra mile for the firm. When the employees obtain high satisfaction from their job, are more committed and ready to help out the organisation even when they are not asked, the performance of the organisation will soar as it is employees that drive performance most especially in service firms such as the banks studied.

Recommendation
Based on the findings of the study, the researchers recommended that the management of the studied banks should make deliberate policies and put machineries in place to build the sense of prestige, pride and self-esteem of the employees from being members of the organisation as this will elicit extra role behaviour from the employees and the organisation will be better for it.

Contribution to Knowledge
The study makes contribution to the existing body of knowledge in the area of filling the knowledge gap discovered in literature that there appear to be dearth of empirical studies that paired organisational identification and organisational citizenship behaviour. Also, the study made empirical revelation about the relationship that exists between organisational identification and employee performance in the seven studied commercial banks. Given that these findings are empirically backed, it will aid the organisation in making policy decisions and aid their performance.

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Appendix 1
List of Commercial Banks in Delta State
Banks with International License

S/N	BANKS	YEAR OF ESTABLISHMENT	LOCATIONS
	First Bank Plc	1894	
*	**Union Bank of Nigeria Plc**	1917	Oghara
	United Bank for Africa Plc	1949	
	First City Monument Bank Plc	1982	
*	**Fidelity Bank Plc**	1988	Warri
	Access Bank Plc	1989	
*	**Guaranty Trust Bank Plc**	1990	Warri
	Zenith Bank Plc	1990	
*	**Diamond Bank Plc**	1990	Asaba
.*	**Skye Bank Plc**	2006	Asaba

Banks with National License

S/N	BANKS	YEAR OF ESTABLISHMENT	LOCATIONS
*	**Wema Bank Plc**	1945	Asaba
	Sterling Bank Plc	1960	
	Eco Bank Plc	1986	
*	**Stanbic Ibtc Bank Plc**	1989	Warri
	Heritage Bank Plc	1989	
	Unity Bank Plc	2006	
	Keystone Bank Plc	2011	

Appendix 2

Sample Questionnaire

Keys: SA = Strongly Agree; A = Agree; SD = Strongly Disagree; D = Disagree; UN = Undecided

1. **Union Bank Plc = 17 Distributed; 11 Retrieved, 11 Analyzed**

S/N	Questionnaire Items	SA (5)	A (4)	d (3)	SD (2)	UD (1)
	Self Esteem					
1	When someone praises the organisation, it feels like a personal compliment.	4	5	1	1	0
2	The image of this organisation represents me well	4	3	0	0	4
3	On a whole, I am satisfied with myself	3	4	2	2	0
4	I take positive view of myself	7	4	0	0	0
5	No matter what comes my way, I'm usually able to handle it	1	5	1	0	4
	Organisational citizenship behaviour					
6	I obey the rules and regulation of my organisation and avoid actions that lead to conflict.	10	1	0	0	0
7	I make sure that I accomplish organisational set goals even after the official working hours without expected benefits.	6	4	0	0	1
8	I always assist my colleagues to solve some organisational challenges.	3	3	4	0	1
9	I can go the extra mile to assist my organisation to achieve the set objectives.	1	3	3	2	2
10	I go the extra mile to assist my colleagues who may be struggling with deadlines.	1	3	3	2	2

2. **Fidelity Bank= 50 Distributed; 48 Retrieved; 40 Analyzed**

S/N	Questionnaire Items	SA (5)	A (4)	D (3)	SD (2)	UD (1)
	Self Esteem					
1	When someone praises the organisation, it feels like a personal compliment.	10	10	10	8	2
2	The image of this organisation represents me well	10	10	10	10	0
3	On a whole, I am satisfied with myself	15	5	6	0	14
4	I take positive view of myself	10	10	6	3	11
5	No matter what comes my way, I'm usually able to handle it	12	10	7	4	7
	Organisational citizenship behaviour					
6	I obey the rules and regulation of my organisation and avoid actions that lead to conflict.	18	20	0	0	2
7	I make sure that I accomplish organisational set goals even after the official working hours without expected benefits.	13	10	4	5	8
8	I always assist my colleagues to solve some organisational challenges.	16	14	4	3	3

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S/N	Questionnaire Items	SA (5)	A (4)	D (3)	SD (2)	UD (1)
9	I can go the extra mile to assist my organisation to achieve the set objectives.	12	10	8	4	6
10	I go the extra mile to assist my colleagues who may be struggling with deadlines.	13	14	5	0	8

3. GTB Plc= 33 Distributed; 27 Retrieved; 25 Analyzed.

S/N	Questionnaire Items	SA (5)	A (4)	D (3)	SD (2)	UD (1)
	Self Esteem					
1	When someone praises the organisation, it feels like a personal compliment.	4	5	7	3	6
2	The image of this organisation represents me well	5	4	6	5	5
3	On a whole, I am satisfied with myself	2	3	5	6	9
4	I take positive view of myself	2	5	6	5	7
5	No matter what comes my way, I'm usually able to handle it	6	5	3	4	7
	Organisational Citizenship Behaviour					
6	I obey the rules and regulation of my organisation and avoid actions that lead to conflict.	13	12	0	0	0
7	I make sure that I accomplish organisational set goals even after the official working hours without expected benefits.	6	6	8	0	5
8	I always assist my colleagues to solve some organisational challenges.	5	7	3	4	6
9	I can go the extra mile to assist my organisation to achieve the set objectives.	6	5	4	2	8
10	I go the extra mile to assist my colleagues who may be struggling with deadlines.	3	4	5	7	6

4. Diamond Bank= 36 Distributed; 33 Retrieved; 30 Analysed

S/N	Questionnaire Items	SA (5)	A (4)	D (3)	SD (2)	UD (1)
	Self Esteem					
1	When someone praises the organisation, it feels like a personal compliment.	8	5	7	5	5
2	The image of this organisation represents me well	11	7	2	5	5
3	On a whole, I am satisfied with myself	11	6	6	3	4
4	I take positive view of myself	10	3	4	3	10
5	No matter what comes my way, I'm usually able to handle it	10	7	2	7	4
	Organisational Citizenship Behaviour					
6	I obey the rules and regulation of my organisation and avoid actions that lead to conflict.	11	10	1	0	8
7	I make sure that I accomplish organisational set goals even after the official working hours without expected benefits.	5	8	6	5	6
8	I always assist my colleagues to solve some organisational challenges.	6	11	5	4	4
9	I can go the extra mile to assist my organisation to achieve the set objectives.	7	5	7	6	5

		SA (5)	A (4)	D (3)	SD (2)	UD (1)
10	I go the extra mile to assist my colleagues who may be struggling with deadlines.	10	10	3	3	4

5. Skye Bank Plc= 14 Distributed; 9 Retrieved; 9 Analyzed

S/N	Questionnaire Items	SA (5)	A (4)	D (3)	SD (2)	UD (1)
	Self Esteem					
1	When someone praises the organisation, it feels like a personal compliment.	0	4	3	1	1
2	The image of this organisation represents me well	4	2	0	0	3
3	On a whole, I am satisfied with myself	4	4	0	0	1
4	I take positive view of myself	5	4	0	0	0
5	No matter what comes my way, I'm usually able to handle it	2	3	2	0	2
	Organisational Citizenship Behaviour					
6	I obey the rules and regulation of my organisation and avoid actions that lead to conflict.	7	2	0	0	0
7	I make sure that I accomplish organisational set goals even after the official working hours without expected benefits.	5	4	0	0	0
8	I always assist my colleagues to solve some organisational challenges.	3	2	2	0	2
9	I can go the extra mile to assist my organisation to achieve the set objectives.	2	3	1	1	2
10	I go the extra mile to assist my colleagues who may be struggling with deadlines.	2	2	2	1	2

6. Wema Bank Plc= 11 Distributed; 11 Retrieved; 11 Analyzed

S/N	Questionnaire Items	SA (5)	A (4)	D (3)	SD (2)	UD (1)
	Self Esteem					
1	When someone praises the organisation, it feels like a personal compliment.	3	3	4	0	1
2	The image of this organisation represents me well	4	3	1	2	1
3	On a whole, I am satisfied with myself	7	3	1	0	0
4	I take positive view of myself	10	1	0	0	0
5	No matter what comes my way, I'm usually able to handle it	4	3	2	1	1
	Organisational Citizenship Behaviour					
6	I obey the rules and regulation of my organisation and avoid actions that lead to conflict.	6	4	0	0	1
7	I make sure that I accomplish organisational set goals even after the official working hours without expected benefits.	4	4	2	0	1
8	I always assist my colleagues to solve some organisational challenges.	3	4	1	1	2
9	I can go the extra mile to assist my organisation to achieve the set objectives.	2	3	2	1	3

| 10 | I go the extra mile to assist my colleagues who may be struggling with deadlines. | 2 | 2 | 3 | 2 | 2 |

7. Stanbic IBTC Bank= 43 Distributed; 43 Retrieved; 35 Analyzed

S/N	Questionnaire Items	SA (5)	A (4)	D (3)	SD (2)	UD (1)
	Self Esteem					
1	When someone praises the organisation, it feels like a personal compliment.	8	10	5	6	7
2	The image of this organisation represents me well	9	7	9	7	3
3	On a whole, I am satisfied with myself	6	6	10	6	7
4	I take positive view of myself	8	10	7	4	6
5	No matter what comes my way, I'm usually able to handle it	9	6	10	4	6
	Organisational Citizenship Behaviour					
6	I obey the rules and regulation of my organisation and avoid actions that lead to conflict.	10	7	2	2	14
7	I make sure that I accomplish organisational set goals even after the official working hours without expected benefits.	5	7	6	9	8
8	I always assist my colleagues to solve some organisational challenges.	5	9	8	8	5
9	I can go the extra mile to assist my organisation to achieve the set objectives.	5	8	6	11	5
10	I go the extra mile to assist my colleagues who may be struggling with deadlines.	10	4	9	4	8

Cumulative Response

S/N	Questionnaire Items	SA (5)	A (4)	D (3)	SD (2)	UD (1)
	Self Esteem					
1	When someone praises the organisation, it feels like a personal compliment.	37	42	37	23	22
2	The image of this organisation represents me well	47	36	28	33	17
3	On a whole, I am satisfied with myself	48	31	30	15	37
4	I take positive view of myself	52	37	23	15	34
5	No matter what comes my way, I'm usually able to handle it	44	39	26	24	28
	Organisational Citizenship Behaviour					
6	I obey the rules and regulation of my organisation and avoid actions that lead to conflict.	75	56	3	2	25
7	I make sure that I accomplish organisational set goals even after the official working hours without expected benefits.	44	43	26	20	28
8	I always assist my colleagues to solve some organisational challenges.	41	50	23	21	26
9	I can go the extra mile to assist my organisation to achieve the set objectives.	35	37	30	27	32
10	I go the extra mile to assist my colleagues who may be struggling with deadlines.	41	39	29	19	33