

ENTERPRISE FIRST BEHAVIOUR AND ORGANIZATIONAL PERFORMANCE OF COMMERCIAL BANKS IN RIVERS STATE

Dr. Dumo Nkesi Opara
Department Of Employment Relations and Human Resource Management
Ignatius Ajuru University of Education, Rumuolumeni, Port Harcourt, Rivers State,
Nigeria

Email: dumopara@gmail.com

ABSTRACT

The study examined the relationship between enterprise first behaviour and organizational performance in paint manufacturing firms in Rivers State, Nigeria. The objective of the study was to determine the relationship between enterprise first behaviour and organizational performance (corporate image, resource maximization, and customer satisfaction) of commercial banks in Rivers State. The study adopted the explanatory cross-sectional survey research design. A sample of 108 respondents was drawn from an accessible population of 150 full-time staff of the head office of 10 accessible commercial banks in Rivers State using Krejcie and Morgan Sample Size Determination Table. The study also employed Bowley's formula and random sampling in the selection of respondents. After validation by the supervisor and two other experts in human resource management, Cronbach alpha was used to test the reliability of the instrument. Out of 108 copies of the questionnaire administered, a total of 76 copies were retrieved. Mean and standard deviation were used for the univariate analysis; Spearman Rank Order Correlation Coefficient was used for the bivariate analysis, while the multivariate analysis was done using Partial Correlation. Spearman Rank Order Correlation Coefficient was used in testing the hypotheses one to three at 0.05 level of significance. The findings revealed that a significant positive relationship exists between enterprise first behaviour, and organizational performance such as corporate image, resource maximization, and customer satisfaction in commercial banks in Rivers State, Nigeria. The study concluded that enterprise first behaviour enhances the organizational performance of commercial banks in Rivers State. It was therefore, recommended amongst other things that management should improve on their reward system in order to sustain employee loyalty which will boost performance.

Keywords: Enterprise First Behaviour, Organisational Performance, Corporate Image, Resource Maximisation

INTRODUCTION

Like in other areas, commercial banks in Rivers State face significant underperformance issues, primarily due to poor corporate image, misuse of resources, and poor customer satisfaction. The negative corporate image stems from inconsistent branding and a lack of community engagement, undermining customer trust and loyalty. Misuse of resources, including inefficient allocation of funds and mismanagement, further exacerbates operational inefficiencies and financial instability. Additionally, poor customer satisfaction, characterized by long wait times, unresponsive staff, and inadequate problem resolution, leads to customer dissatisfaction and attrition, ultimately impacting the banks' profitability and reputation in the competitive financial market.

Another challenge faced by commercial banks in Nigeria appears to be employee loyalty. For instance, a number of the commercial banks have not been able to maximize on their resource and as well as show good customer satisfaction by reason of low or dearth of employee loyalty that is caused by dwindling motivation. It has been observed that some of the key employees in

commercial banks (especially, in Rivers State) are threatening to leave their jobs for lack of salary and other benefits that have resulted to low commitment (Nwachukwu *et al.*, 2023). This is negatively affecting the performance of these manufacturing firms, thereby giving them poor image and lowering their customer satisfaction.

Darius and Isaac (2024) reported in a study on employee commitment and organisational performance that Nigerian organisations are getting low ratings, operational efficiency, unreliable and delayed customer satisfaction as a result of low employee commitment. We now have employees who no longer feel obligated to stay and as well identify with the goals of their organisation. Volunteering, devoting personal extra time and commitment to solving problems have become far from a good number of employees in commercial banks in Nigeria and especially Rivers State. It is becoming glaring at this point that employee loyalty which can be expressed in terms of employee commitment, enterprise first behaviour, and organisational goal personalization, is lacking amongst these employees, which possibly may be caused by poor reward system/reward factor. However, some commercial banks in Nigeria and specifically Rivers State have shown some level of financial responsibility towards their employees. Some have also instituted the policy of fringe benefits, trainings and developments in a way to draw the loyalty of their employees, but it appears that these things never satisfy their employees. This therefore implies that the financial responsibility, fringe benefits, trainings and developments, etc. are not in full function as they should. It therefore calls for a thorough research in this direction.

The importance of employee loyalty and organisational performance has spurred various research efforts within and outside Nigeria (Rishipal, 2023; Sarantuya *et al.*, 2023; Kabir & Rahman, 2023; Nwachukwu *et al.*, 2023; Sharma, 2023; Zanabazar & Jigjiddorj, 2023). While it is evident that the studies cited above showed how employee loyalty has enhanced organisational performance in Nigeria and other countries of the world, none of these studies was done in Rivers State and within the context of commercial banks. Another issue of knowledge gap necessitating this study is that none of the studies examined how enterprise first behaviour, and organisational goal personalization influence organisational performance of commercial banks. There is need therefore, to carry out this study.

Research Hypotheses

The following null hypotheses tested at 0.05 level of significance in the course of the study:

- Ho₁: Enterprise first behaviour does not have any significant relationship with corporate image of commercial banks in Rivers State.
- Ho₂: Enterprise first behaviour does not have any significant relationship with resource maximization of commercial banks in Rivers State.
- Ho₃: Enterprise first behaviour does not have any significant relationship with customer satisfaction of commercial banks in Rivers State.

Enterprise First Behaviour

Enterprise first behaviour operationally refers to a psychological disposition where workers prioritize organisational functions and targets over their own personal interest. Committed employees are known for wholeheartedly putting their organisational functions and success first before considering their own personal comfort. Employees who possess enterprise first behaviour put the interests of their firms above their own (Ejabefio & Lawrence, 2018). Such employees are ready to put in extra time and effort to get works done even when it is not convenient. A staff can be said to be exhibiting enterprise first behaviour when they are ready to sacrifice their comfort for a project or task in their unit. Sometimes, such individuals volunteer to assist in getting things done not necessarily because of the reward associated rather for the joy of just accomplishing set targets. For such staff, when someone praises the company, it feels like a personal compliment

(Craig in Ejabefio & Lawrence, 2018). Staff who show enterprise first behaviour (EFB) identify selflessly with organisational goals and processes that they often volunteer their time and unconditional support for the success of the organisation. This work measures enterprise first behaviour using indicators such as volunteering and personal extra-time.

Enterprise first behaviour (EFB) is an extra-role behavior by which employees improve organisational performance. Several studies have been carried out about the relationship between organisational citizenship behavior and organisational performance. Today, the emphasis of managers is on creating conditions for organisational obedience, organisational loyalty, and organisational participation as the concept of organisational citizenship due to greater use of the endless human capacity to increase the quantity and quality of products and services in a world of competition and change (Ahmad, 2013). Studies generally argue that Organisational citizenship behavior for the organisation is positive and has many benefits both for managers and employees. Managers who believe in Enterprise first behaviour (EFB) provide a desirable environment for cooperation of the members of the organisation. Enterprise first behaviour (EFB) helps managers to spend less time on how to direct employees to perform their duties and focus on opportunities to improve organisational performance (Rezaei *et al.*, 2018).

Enterprise first behaviour (EFB) is also seen as organisational citizenship behaviour. Rezaei *et al.* (2018) define enterprise first behaviour (EFB) as a set of behaviors that are not part of the formal requirements of the job, but helps the effectiveness of work and organisations. Employees often consider these behaviors optional. Therefore, they cannot be officially recognized. The definition of enterprise first behaviour (EFB) represents the fact that these behaviors have a certain impact on the effectiveness of the organisation through adding social framework to the workplace. There are several reasons to justify why organisational citizenship behavior affects the effectiveness of the organisation: increasing management productivity, reducing the need to extend scarce resources, creating an environment that increases employee morale (Organ, 2016).

Most of initial researches on enterprise first behaviour (EFB) were to identify responsibility or behaviors of employees in the organisation, but they were often ignored. Although these behaviors were partially measured for the traditional evaluation of job performance and sometimes were neglected, they were effective in improving organisational effectiveness (Bienstock *et al.*, 2013). The actions that occur in the workplace are defined as follows: a set of voluntary behaviors that are not part of the official duties of the individual, but improve the organisational roles (Bolino & Turnley, 2014). Additionally, volunteering, personal extra time, and problem solving are the indicators of enterprise first behaviour in this work.

Volunteering: This sees staff volunteering as the extent to which a worker donates extra time, skills, and energy to bring out the successful accomplishment of targets in a team or unit of an organisation. It has to do with the willingness and the habit of relinquishing personal time of rest or closure to provide extra support just to get things done in a department or across departments in an organisation. Committed workers do not wait to be forced or talked into taking up additional responsibilities just to enable their unit or another unit meet up targets. For the committed volunteer worker, his/her interest is ensuring that things get done whether even they are not directly associated with their job description.

Personal Extra Time: Personal extra-time represents a practice where a worker intentionally works beyond the official closing hour just to get more tasks accomplished or clear the desk for the next day. Abadllahi *et al.* (2013) see extra time as time spent working at one's job in addition to one's normal working hours. It is possible to mistake personal extra time to work overtime but they mean different things in this work. Work overtime is often associated with

extra pay from the organisation; it is often initiated by the supervisor or a higher officer. On the other hand, personal extra-time is concerned with when a staff willingly devotes additional hours to their occupational duties just to get more jobs done rather than on the basis of extrinsic reward (Mehrdad et al., 2015). The staff sees jobs as personal rather than just working for the organisation. Thus, instead of closing at 4:00pm (the official closing time in Nigeria), the worker devotes one or two hours more to get more tasks done instead of leaving them for the next day.

Problem Solving: Problem-solving depicts a calculated and deliberate mental process that involves discovering, analyzing and solving organisational problems (Bill, 2024). The ultimate goal of problem-solving is to overcome obstacles and finding solutions to problems, especially by using a scientific or analytical approach. Problems are unavoidable in the organisation regardless of the nature of activities being undertaken therein. This is because organisation is a social setting, operating in a social environment and controlled by social beings which are socially insatiable. The dissatisfactory nature of these social forces constitutes an endless cause of problem for organisations. The destructive nature of these problems heralded the need for them to be properly resolved. Solving of problems within an organisation is majorly the responsibility of the employees in that organisation. Every employee is responsible for the problems in that organisation inasmuch as the problems can be resolved internally.

An employee that carries the burden of the organisation at heart always is also someone who is motivated to solve problems in the organisation. Such employee takes responsibility whatever is the business of the organisation. Problem solving is a vital everyday skill needed for personal and professional life (Institute of Chartered Accountants in England and Wales, 2024). A good problem-solving skill is a pivotal employment prerequisite that shows employee's competencies like logic, creativity, resilience, imagination, lateral thinking, diligence and determination. It is an essential skill for all employees serving in any capacity, those with good problem-solving skills are a valuable and trusted asset in their team, they are the people who think of new ideas, better ways of doing things, make it easier for people to understand things or help save customers time and money. They are proactive thinkers who like to get things done and can help you progress more quickly and boost career opportunities. When employers talk about problem-solving skills, they are often referring to the ability to handle difficult or unexpected situations in the workplace as well as complex business challenges.

Concept of Organisational Performance

The concept of organisational performance is well thought-out to be the sum of accomplishments that has been achieved by all departments. It is the organisational goals that have been set in a given period of time to outline its accomplishments that are involved in each stage. The idea of organisational performance is affiliated to the survival and success of an organisation (Ahmed & Shafiq, 2014). Organisational performance is a multidimensional construct that consists of four elements - customer-focused performance, including customer satisfaction, and product or service performance; financial and market performance, including revenue, profits, market position, cash-to-cash cycle time, and earnings per share; human resource performance, including employee organisational effectiveness, including time to market, level of innovation, and production and supply chain flexibility (Alam, 2013). In order to achieve the desired level of financial performance, many organisations have restructured, and implemented total quality management programs and introduced competitive staff benefits. Despite such attempts, many organisations have not achieved the anticipated results or have not experienced high performance. Analyses of the sustained superior financial performance of certain American organisations have attributed their success to the specific cultures of the respective organisations (Zheng & McLean, 2010). Organisational performance includes effectiveness, efficiency, productivity, quality, and innovation.

Organisational performance is denoted as sum of accomplishments that has been achieved by all departments. It is the business goals that have been set in a given period of time to outline its accomplishments that are involved in each stage. The idea of business performance is affiliated to the growth, development and survival of the business (Ahmed & Shafiq, 2014). Organisational performance is a multifarious construct that consists of four elements via customer, financial, market and human. Hitherto, business performance among others include customer satisfaction, customer patronage and retention, financial performance (revenue, profits, market position, cash-to-cash cycle time, and earnings per share), management-employee organisational effectiveness (task accomplishment, quality output, productivity, time to market, level of innovation, management competency, companymanship, management utility function, etc.). In order to achieve the desired level of organisational performance, many organisations have restructured, and implemented total quality management programs and introduced competitive staff benefits. Analyses of the sustained superior business performance of some organisations have attributed their success to the specific cultures of the respective organisations (Zheng & McLean, 2010).

Shadi *et al.* (2018) stressed that organisational performance is a vital issue for all profit making and non-profit organisations, and that business performance is the most important criterion in assessing organisations, their actions, and their environments. Improving business performance is a prerequisite for strategic management of the organisation that seek maximum performance (Cania, 2014). Performance is a comprehensive concept for all activities in organisations of all types. Organisational performance is defined as a quality of work, efficiency of staff in decision making, improvement and development of processes, staff relationship with their leaders, diversity of services and products, innovations, market share, staff skills and experience in problem solving, new methods and modern techniques of product development (Imran, 2014). Organisational performance is also referred to as the degree by which the organisation meets its own needs and the needs of stakeholders to survive and grow (Pandey & Dutta, 2013). Organisational performance is the ability of the organisation to access and handle various organisational resources in order to achieve its goals and objectives. There is an agreement among researchers that a performance measurement system is vital for organisations because it provides information on the quality of their operations within organisations, it helps in the development of strategic plans, and it evaluates the achievement of organisational goals (Alrowwad *et al.*, 2017).

Relationship between Enterprise First Behaviour and Organisational Performance

Enterprise first behaviour of an employee can be a great trigger for organisational performance. With such employees, it is their organisation first before their personal goal/pursuit. Employees who possess enterprise first behaviour put the interests of their firms above their own (Ejabefio & Lawrence, 2018). Such employees are ready to put in extra time and effort to get works done even when it is not convenient. A staff can be said to be exhibiting enterprise first behaviour when they are ready to sacrifice their comfort for a project or task in their unit. Sometimes, such individuals volunteer to assist in getting things done not necessarily because of the reward associated rather for the joy of just accomplishing set targets. For such staff, when someone praises the company, it feels like a personal compliment (Craig in Ejabefio & Lawrence, 2018). Staff who show enterprise first behaviour (EFB) identify selflessly with organisational goals and processes that they often volunteer their time and unconditional support for the success of the organisation. This work measures enterprise first behaviour using indicators such as volunteering and personal extra-time.

Bambale (2011) conducted a study and concluded that there is a significant relationship between organisational citizenship behavior (i.e enterprise first behaviour) and performance. In a study conducted by Tai *et al.* (2012), they argued that the role of organisational citizenship behavior is

significant and positive in increasing organisational performance. Researchers have mentioned individual and organisational outcomes for enterprise first behaviour. At the organisational level, enhancing the performance and effectiveness is the main issue (Winer, 2011). In the view of the new concepts about performance, it should be noted that this issue does not seem too farfetched and unreasonable. However, many studies have been carried out to identify how to enhance performance and organisational effectiveness through increasing organisational citizenship behaviors (Bass & Avolio, 2017). In early studies carried out in this area, researchers found that citizenship behaviors are associated with high performance (Magliocca & Christakis, 2013). They found that employees who work in organisational units with high-performance pay attention to citizenship behaviors more than those who work in organisational units with low performance (Kark, 2017).

In the same vein, Chen *et al.* (2016) conducted a study and found that there is an inverse relationship between organisational citizenship behaviors and employees' interest in turnover. In other words, increasing organisational citizenship behaviors reduce the rate of employees' interest in turnover. On the other hand, decreasing the rate of employees' interest in turnover can lead to a better performance and effectiveness in the organisation. Thus, one of the mechanisms of action of enterprise first behaviour in increasing the performance and effectiveness of the organisation is the reduction in turnover rate (Kark, 2017). Another issue that some researchers (such as Podsakoff *et al.*, 2016) consider as a result of organisational citizenship behaviors is increasing the organisation's ability to attract and retain qualified and efficient forces (Winer, 2011). A high level of enterprise first behaviour in an organisation causes it to become an attractive environment to work. Therefore, organisations having a high level of citizenship behaviors will have a better performance with effective recruitment (Schappe, 2018).

Mehrdad *et al.* (2015) conducted a study on the relationship between organisational citizenship behavior and job performance. The results of their study indicated that there is a significant relationship between job performance and organisational citizenship behavior. The results of their study indicated that there is a significant relationship between job performance and organisational citizenship behavior and dimensions of organisational citizenship behavior can predict job performance. Ekhlesi (2011) conducted a study entitled "the relationship between organisational climate and organisational citizenship behavior, and job performance of employees in Shiraz University of Medical Sciences.

Equity Theory

Adams' Equity Theory is named for John Stacey Adams, a workplace and behavioral psychologist, who developed his job motivation theory in 1963. The Adams' Equity Theory of motivation states that positive outcomes and high levels of motivation can be expected only when employees perceive their treatment to be fair. The theory is hinged on the assumption below:

- i. The theory is built-on the belief that employees become de-motivated, both in relation to their job and their employer, if they feel as though their inputs are greater than the outputs.

From the above assumption, it can be deduced that employees can be expected to respond to that belief in different ways, including de-motivation (generally to the extent the employee perceives the disparity between the inputs and the outputs exist), reduced effort, becoming disgruntled, or, in more extreme cases, perhaps even disruptive. Much like many of the more prevalent theories of motivation (such as Maslow's Hierarchy of Needs and Herzberg's Two-Factor Theory), Adams' Equity Theory acknowledges that subtle and variable factors affect an employee's assessment and perception of their relationship with their work and their employer. Adams' Equity Theory calls for a fair balance to be struck between an employee's inputs (hard work, skill level, acceptance, enthusiasm, and so on) and an employee's outputs (salary, benefits, intangibles such as recognition, and so on). In the view of the theory, finding this fair balance serves to ensure a

strong and productive relationship is achieved with the employee, with the overall result being contented, motivated employees.

The Justification for Equity Theory

The justification for Equity Theory of Motivation as another theory used in this work is because of the fact that it is related to the present situation existing between the independent and the dependent variables in this work. When employees feel that their input to the organisation such as effort, loyalty, hard work, commitment, skill, ability, adaptability, flexibility, acceptance of others, determination, enthusiasm, trust in superiors, support of colleagues, etc. are not in tandem with the reward they get such as financial rewards (such as salary, benefits, perks), intangibles that typically include: recognition, reputation, responsibility, sense of achievement, praise, stimulus, sense of advancement/growth, job security. It therefore becomes pertinent to consider the Adams' Equity Theory factors when striving to improve an employee's job satisfaction, motivation level, etc., and what can be done to promote higher levels of each. By achieving this as an organisation, employees become highly motivated to discharge their functions and even those they are not officially hired to do (i.e organisational goal personalization), thereby enhancing the performance of the organisation in ways such as corporate image, resource maximization, and customer satisfaction, amongst others. The idea behind Adams' Equity Theory is to strike a healthy balance here, with outputs on one side of the scale; inputs on the other – both weighing in a way that seems reasonably equal. If the balance lies too far in favor of the employer, some employees may work to bring balance between inputs and outputs on their own, by asking for more compensation or recognition. Others will be demotivated, and still others will seek alternative employment.

METHODOLOGY

Research Design

The study adopted the explanatory cross-sectional survey research design.

Research Population

The accessible population of the study consisted of 150 full time staff working at the head office of 10 accessible commercial banks operating in Rivers State.

Sample Size/Sampling Techniques

The sample of this study consisted of one hundred and eight (108) respondents drawn from the population of 150 staff using Krejcie and Morgan Sample Size Determination Table.

Instrumentation and Measurement

Structured questionnaire was used as instrument for data collection. The structured questionnaire was developed by the researcher.

Method of Data Analysis

Mean and Standard Deviation were used for the univariate analysis while, the bivariate analysis was done using Pearson Product Moment Correlation via SPSS Version 26.0 at 0.05 level of significance.

Enterprise First Behaviour and Organisational Performance

- Ho₁: Enterprise first behaviour does not have any significant relationship with corporate image of commercial banks in Rivers State.
- Ho₂: Enterprise first behaviour does not have any significant relationship with resource maximization of commercial banks in Rivers State.
- Ho₃: Enterprise first behaviour does not have any significant relationship with customer satisfaction of commercial banks in Rivers State.

Relationships between Enterprise First Behaviour and Organisational Performance

| | | Enterprise First Behaviour | Corporate Image | Resource Maximization | Customer satisfaction | |
|----------------|----------------------------|----------------------------|-----------------|-----------------------|-----------------------|---------|
| Spearman's rho | Enterprise First Behaviour | Correlation Coefficient | 1.000 | 0.520** | 0.516** | 0.488** |
| | | Sig. (2-tailed) | . | .000 | .000 | .000 |
| | | N | 76 | 76 | 76 | 76 |
| | Corporate Image | Correlation Coefficient | 0.520** | 1.000 | 0.520** | 0.520** |
| | | Sig. (2-tailed) | .000 | . | .000 | .000 |
| | | N | 76 | 76 | 76 | 76 |
| | Resource Maximization | Correlation Coefficient | 0.516** | .0735** | 1.000 | 0.625** |
| | | Sig. (2-tailed) | .000 | .000 | . | .000 |
| | | N | 76 | 76 | 76 | 76 |
| | Customer satisfaction | Correlation Coefficient | 0.488** | 0.737** | 0.625** | 1.000 |
| | | Sig. (2-tailed) | .000 | .000 | .000 | . |
| | | N | 76 | 76 | 76 | 76 |

** . Relationship is Significant at the 0.01 level (2-tailed).

Source: SPSS Output, 2024

Column two of table 1 above shows r value of 0.520 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating enterprise first behaviour and corporate image. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho₁) which states that enterprise first behaviour does not have any significant relationship with corporate image of commercial banks in Rivers State was rejected and the alternate hypothesis (Ha₁) was accepted. This implies that enterprise first behaviour has a significant moderate relationship with corporate image of commercial banks in Rivers State.

Column three of table above shows r value of 0.516 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating enterprise first behavior and resource maximization. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho₂) which states that enterprise first behaviour does not have any significant relationship with resource maximization of commercial banks in Rivers State was rejected and the alternate hypothesis (Ha₂) was accepted. This implies that enterprise first behaviour has a significant moderate relationship with resource maximization of commercial banks in Rivers State. Column four of table above shows r value of 0.488 at a significance level of 0.00 which is less than the chosen alpha level of 0.05 for the hypothesis relating enterprise first behaviour and customer satisfaction. Since the significance value is less than the alpha level of 0.05, the null hypothesis (Ho₃) which states that enterprise first behaviour does not have any significant relationship with customer satisfaction of commercial banks in Rivers State was rejected and the alternate hypothesis (Ha₃) was accepted. This implies that enterprise first behaviour has a significant moderate relationship with customer satisfaction of commercial banks in Rivers State. These results showed that enterprise first behaviour has a significant positive relationship with organisational performance of commercial banks in Rivers State in terms of corporate image, resource maximization and customer satisfaction.

Enterprise First Behavior and Organisational Performance

The test of hypotheses four, five and six revealed that enterprise first behavior has a significant positive relationship with performance of commercial banks in Rivers State in terms of corporate image, resource maximization and customer satisfaction. This implies that consequence improvement of enterprise first behavior such as volunteering, personal extra time and problem solving brings about a corresponding enhancement of performance in terms of corporate image, resource maximization and customer satisfaction of commercial banks in Rivers State. This is because with such employees, it is their organisation first before their personal goal/pursuit. Employees who possess enterprise first behaviour put the interests of their firms above their own (Ejabefio & Lawrence, 2018).

A staff can be said to be exhibiting enterprise first behaviour when they are ready to sacrifice their comfort for a project or task in their unit. Sometimes, such individuals volunteer to assist in getting things done not necessarily because of the reward associated rather for the joy of just accomplishing set targets. For such staff, when someone praises the company, it feels like a personal compliment (Craig in Ejabefio & Lawrence, 2018). Staff that show enterprise first behaviour (EFB) identify selflessly with organisational goals and processes that they often volunteer their time and unconditional support for the success of the organisation.

The finding of Winer (2011) revealed that employees who work in organisational units with high-performance pay attention to citizenship behaviors more than those who work in organisational units with low performance (Kark, 2017). In a survey of fast food restaurants, they concluded that various citizenship behaviors are at least associated with some indicators of organisational performance. After a long study, they found that there is a significant relationship between citizenship behaviors and organisational effectiveness.

Chen et al. (2016) found that there is an inverse relationship between organisational citizenship behaviors and employees' interest in turnover. In other words, increasing organisational citizenship behaviors reduce the rate of employees' interest in turnover. On the other hand, decreasing the rate of employees' interest in turnover can lead to a better performance and effectiveness in the organisation. Thus, one of the mechanisms of action of enterprise first behaviour in increasing the performance and effectiveness of the organisation is the reduction in turnover rate. Similarly, Mehrdad et al. (2015) found that there is a significant relationship between job performance and organisational citizenship behavior. The results of their study indicated that there is a significant relationship between job performance and organisational citizenship behavior and dimensions of organisational citizenship behavior can predict job performance. Ekhlasi (2011) conducted a study entitled "the relationship between organisational climate and organisational citizenship behavior, and job performance of employees in Shiraz University of Medical Sciences". The results of this study indicated that there is a significant relationship between job performance and organisational citizenship behavior.

However, Tai et al (2012), found that the role of organisational citizenship behavior is significant and positive in increasing organisational performance, in our case corporate image (public trust, customers' rating and employees' rating), resource maximization (financial resource maximization, human resource maximization and operational efficiency) and customer satisfaction (customer complaint resolution, customer referral and customer time saving).

CONCLUSION

Based on the results and findings, the study concluded that enterprise first behaviour significantly relates with organisational performance of commercial banks in Rivers State.

The study also concluded that commercial banks in Rivers State who fail to retain enterprise first behaviour will find it very difficult in achieving high employee performance and this will have very negative force on their overall performance as business establishments.

RECOMMENDATIONS

Based on the findings and conclusions, the following recommendations were made:

1. Employees of commercial banks should most times endeavour to work extra time to assist organisation achieve their goals and objectives.
2. Employees should try to acquire skills to enable them solve technical problem within their organisation.
3. Employees of commercial banks should exhibit high level of organisational citizenship behavior in their respective firms so as to attain goals collectively.

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