

Employee Retention Strategies & Employee Citizenship Behaviour (ECB) in Public Service Organizations, Yenagoa

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Abstract

This study examined the relationship between employee's retention strategies and employee citizenship behavior (ECB) in public service organizations. Fringe benefits and pay benefits were adopted as dimensions of Employee Retention Strategies whereas; ECB is operationalized with Altruism and Civic-virtue. Sample size of 187 was determined using Taro Yemen's formula. The hypotheses were tested utilizing Spearman's Rank Order Correlation Co-efficient statistical tool. Outcome showed that fringe benefits have positive and significant relationship with altruism but shows a weak significant relationship with civic virtue while pay benefits shows a weak significant relationship with altruism but a strong relationship with civic- virtue. The study recommends that firms must be deliberate in imploring attractive fringe benefits and pay benefits packages to encourage employees develop ECB which is a sense of affective commitment to the organization thereby making them stay.

Keywords: Employee Retention Strategy, Employee Citizenship Behavior, Altruism, Civic-virtue, Pay Benefits

Introduction

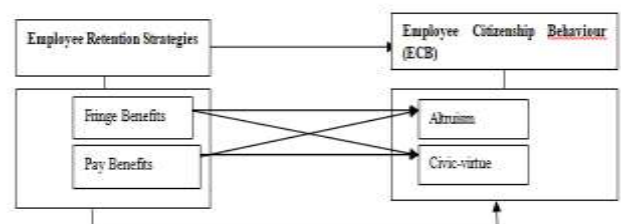
Retention of staff has become a major challenge in many organizations in the 21st century because of globalization among other things. In other words, there is need to implement some strategies to retain employees (Odendaal 2010). Nawaz, Jahanian, and Tehreem (2012) aver the import of corporation to retain employees who makes progressive achievement for their corporations. Kreisman (2002) argues that managers promote employee's performance by fastening employee talents, corporate goal, and customers' necessities. Amstrong and Baron (2002) noted that people collective skills, abilities, and experience are now regarded as making significant contributions to organizational success and constitute major driver of competitive advantage. In the foregoing, one can espouse that corporate goal actualization rest largely on the human capital, whose Bakuwa, Chasimpha, and Masamba (2013) encapsulate in their words that retaining of highly skilled workforce is tantamount to high service delivery. On the other hand, it will lead to high productivity, performance, success, and growth of organizations. Hedberg and Helenius (2007) underpinned that organization succeeds when shaped in its praxis strong leaders and well-developed functional retention plan. Firm's growth drives home essence of the formation and existence of an

organization especially when organization adopts workable strategies to hold-down workforce.

According to Amadi and Jaja (2017), organizations that operates in volatile business environment requires manpower with extra role behavior to accomplish lofty tasks in-spite of prevailing circumstances. Although, such employees are rarely found. Thus, the behavior portrayed by such employee epitomize ECB.

Handful of empirical studies on retention strategies and OCB exist, but limited ECB and retention strategies investigations that really focus on the Nigerian public sector, which informed the choice of area of this study.

Fig 1. Conceptual Framework of Employee Retention Strategies and Employee Citizenship Behaviour



Conceptualized by the researcher

Purpose of the Study

Investigation focus includes;

1. Establishing the connection between fringe benefits and ECB.
2. Determining the association between Pay benefits and ECB.

Research Questions

Enquiries to address in the investigation;

1. What extent fringe benefits is correlated to altruism?
2. What extent of link exist amid fringe benefits and civic virtue?
3. To what extend does pay benefit relate to altruism?
4. What is the extent of connection between pay benefit and civic virtue?

Research Hypotheses

Hypotheses are itemized in their null form as tentative response to research inquiries:

- Ho₁:** No significant extent exists amid fringe benefits and altruism
Ho₂: No significant link exists amid fringe benefits and civic virtue
Ho₃: No significant connection is seen amid Pay benefits and altruism
Ho₄: pay benefits and civic virtue are not significantly associated

Review of Related Literatures

This investigation appraised current works on Employee retention strategies, Employee citizenship Behavior (ECB) and the association amid pay and fringes benefits in alignment with altruism and civic virtue.

Employee Retention Strategies Conceptualization

Employee retention is corporations' human resource policy of hiring competent workers and making them stay on the job directing efforts to actualize corporate goal. Nawaz et al (2012) posits that ER is the practice of motivating workers to stay working for the corporation long enough to accomplish goal. One profound target of corporations is holding on their valuable workers. Terry (2011) added that primary retention strategies have to do with creating and maintaining a workforce that attract, retain and nourish them for eventually retirement.

Gberevbie (2011) described retention strategies as sets of decisive behavior undertaken by firms to keep staff for enhanced performance. James and Mathew's (2012) position was that most workable retention tactics is gratifying worker's expectations from the corporation. Some notable retention strategies include: compensation and benefits, training, career development, communications/information sharing, work-life-balance, relationship with supervisor, job security, work environment, ergonomics etc. (Zingheim, 2009; James and Mathew, 2012). In this study only pay benefit and fringe benefit are considered.

Employee Citizenship Behaviour (ECB)

Pickford and Genevieve (2016) noted that Employee Citizenship Behavior concept came to the known in the early 80s. The concept evolved overtime to a giant study field characterized by growing rank of autonomous and team-based work procedure replacing

strict, outmoded pyramids. They further posit that Employee Citizenship Behaviours (ECBs) are discretionary actions of an employee that are not confined within formal job description. Executives who values caprices of ECBs assist workers perform optimally.

Consequently, employees who think organizational citizenship means going beyond regular work schedule on the ground of personal motivation increased performance and job satisfaction which will eventually retain them on the long run. As a matter of fact, for any Employee's actions to be considered ECB, such behavior of task involvement must be outside of his statutory job description. Though, Somech and Drach-Zahavy (2004) underpinned the fact that firms have diverse heights of experience relating ECB.

However, if organization policies demand such behaviors from its employee, it's no longer ECB but what Van Dyne and Ellis, (2004) referred to as Compulsory Citizenship Behaviours (CCB). Smith, et al (1983) acknowledged certain measures of ECB which includes; altruism, sportsmanship, organization compliance, courtesy, self-development, civic virtue, and organization loyalty. But study will be restricted to altruism and civic virtue.

Methodology

The researcher adopted non-experimental survey design with 350 staffers as the population of study from five public service organization. Table is shown below with representation of said Organizations with a,b,c,d,e, for ethical considerations.

Table 1

Pub Organizations	Stakeholders
Organization A	8 88
Organization B	25 25
Organization C	65 65
Organization D	878 87
Organization E	85 85
Total	350 350

Taro Yemen's sample determination technique was utilized to get 187 sample sizes. The formula is shown below:

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

Questionnaire forms the basic instrument used for the data collection and is presented in table and values expressed in percentage. Spearman Rank Order Correlation Coefficient (Rho) is the statistical technique used for hypotheses testing through SPSS.

Result

Data Presentation

187 sets of questionnaires were dispersed, see distribution below

Table 4.1: number of questionnaires administered and returned.

S/N	Public Service Firms	Population Size	Sample Size	Number of Questionnaire Returned	Percentage
1	A	88	52	48	32%
2	B	25	20	15	10%
3	C	65	30	25	17%
4	D	87	43	32	21%
5	E	85	42	30	20%
	Total	350	187	150	100

Survey Data 2022

52 questionnaires were distributed in Firm A with 48 only returned, 20 were administered in Firm B, only 15 were usable, 30 were sent to Firm C with 25 returned, 43 questionnaires were sent to Firm D achieved 32 return rate, and 42 at the Firm E but all 30 were retrieved.

Bivariate Test of Hypotheses

Table 2 Hypothesis 1

Ho₁: Fringe benefits are not significantly linked with altruism.

Correlations

		Fringe benefits		altruism	
Spearman's rho	Fringe benefits	Correlation Coefficient	1.000	.949*	
		Sig. (2-tailed)	.	.014	
		N	5	5	
Altruism	Altruism	Correlation Coefficient	.949*	1.000	
		Sig. (2-tailed)	.014	.	
		N	5	5	

*. Correlation is significant at the 0.05 level (2-tailed).

Since the p-value is 0.949 is greater than 0.5 hypothesis 1 is rejected and thus rephrased, there is significant relationship between fringe benefits and altruism.

Table 3 Testing of Hypothesis 2

Ho₂: Fringe benefits have no significant link with civic virtue

Correlations

			Fringe benefit	Civic virtue
Spearman's rho	Fringe benefit	Correlation Coefficient	1.000	.103
		Sig. (2-tailed)	.	.870

	N	5	5
Civic virtue	Correlation Coefficient	.103	1.000
	Sig. (2-tailed)	.870	.
	N	5	5

*. Correlation is significant at the 0.05 level (2-tailed).

Since the p-value is $0.103 > 0.05$, null hypothesis 2 is rejected and thus there is significant relationship between fringe benefit and civic virtue.

Table 4 Hypothesis 3

Ho₃: Pay benefits and altruism are not significantly correlated

Correlations

			Pay benefit	altruism
Spearman's rho	Pay benefit	Correlation Coefficient	1.000	.158
		Sig. (2-tailed)	.	.800
	N	5	5	
Altruism	Correlation Coefficient	Correlation Coefficient	.158	1.000
		Sig. (2-tailed)	.800	.
	N	5	5	

Since the p-value is $0.158 > 0.05$, the null hypothesis is rejected. Hence, pay benefit is significantly correlated with altruism.

Table 5 Hypothesis 4

Ho₄: There is no significant relationship between pay benefits and civic virtue

Correlations

			Pay benefit	Civic virtue
Spearman's rho	Pay benefit	Correlation Coefficient	1.000	.791
		Sig. (2-tailed)	.	.111
	N	5	5	
Civic virtue	Correlation Coefficient	Correlation Coefficient	.791	1.000
		Sig. (2-tailed)	.111	.
	N	5	5	

*. Correlation is significant at the 0.05 level (2-tailed).

Since the p-value is $0.791 > 0.5$ the null hypothesis is rejected so, pay benefits significantly relate to civic virtue.

Discussion of Findings

The study raised four research hypotheses in the null form and was tested following the study objectives and research questions, as shown from the analysis above, all four-research hypotheses were rejected. This implies that all dimensions of employee retention

strategies; fringe benefits and pay benefit used in this study are positively and significantly related to altruistic and civic virtues of employee citizenship behavior. Further implication of this result reveals that organizations that provide fringe benefits and attractive pay benefit packages are likely to commit her employees to exhibit

citizenship behaviors more than organizations that do not have a sound fringe benefit and pay benefit plans.

These findings agree with Cascio (2003) position that compensation holds dear positions in people's lifestyle and upheave self-esteem, when staffers are anxious about what they earn compared to others in the same sector, organizations are worried about what they pay employees as it informs lots of decision whether or not to take a job, leave a job and perform well or not on the job.

Corroborating this position St. Lifer, (1994) established that pay and benefits are closely linked to job satisfaction, and that job satisfaction can bring about motivation which in turn affects employee job performance, organizational commitment and encourages employee citizenship behaviors.

Conclusion

This study established the empirical link between two key concepts in organizational behavior; Employee retention strategies and employee citizenship behavior. To ascertain the significant relationship between the two variables, fringe benefits and pay benefits were used to operationalize retention strategies whereas, altruism and civic virtues were adopted as measures of ECB. Four research questions and hypotheses were formulated to guide the study and were analyzed with Spearman rank-order correlation coefficient statistical tool. All four null hypotheses were rejected and alternate hypotheses accepted, this means that employee retention strategies are significantly and positively related to employee citizenship behaviors in organization, and organizations that have good fringe and pay benefits plan tend to encourage altruism and civic virtues.

Recommendations

From findings and conclusions, the following recommendations are made.

1. Organizations should as a retention strategy review its pay and fringe benefits plan to make it attractive.
2. Management of corporate firms should sensitize employees that the success of any organization depends on well-meaning employees that go outside of their way to accomplish tasks, that is, exhibiting ECB.

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