SUGGESTION SCHEME AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN TELECOMMUNICATION FIRMS IN NIGERIA

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ABSTRACT

The study determined the effect of suggestion scheme as a means of involving employees and organizational citizenship behaviour (OCB) in the telecommunication firms in Nigeria. It examined OCB on three of its measures namely altruism, civic virtue, and conscientiousness. Cross-sectional survey was used to obtain data from the selected telecom firms in the South-East region of Nigeria. The study used both primary (survey) and Secondary (archival) data. Data were collected through questionnaire and interview techniques. Krejcie and Morgan's (1970) sample size determination table was used to arrive at a sample of 260 from a population of 800 employees. Two hundred and thirty four (234) copies were retrieved with 90% success rate. It was discovered that the use of suggestion scheme as a form of employee involvement has a significant positive effect on employees' altruism, employees' civic virtue and on employees' conscientiousness in the telecommunication firms in Nigeria. The study therefore concludes that the use of suggestion scheme as means of involving employees in the telecommunication industry increases OCB. From the above conclusion from our findings, we recommend that managers in the telecom firms in Nigeria should always acknowledge the suggestions made by employees. This can only be realized by ensuring that they have suggestion boxes and operate suggestion schemes where all employees are encouraged to participate. Employees whose suggestions were implemented should be rewarded.

Key Words: organizational citizenship, telecommunication firms

INTRODUCTION

The management of people at work is an integral part of the management process. To understand the critical importance of people in the organization is to recognize that the human element and the organization are synonymous. A well-managed organization usually sees an average worker as the root source of quality and productivity gains. Such organizations do not

look at capital investment, but at employees, as the fundamental source of improvement. An organization is effective to the degree to which it achieves its goals (Tella, Ayeni and Popoola, 2007).

Presently, the challenge for most organizations is how to come up with a working formula for achieving organizational excellence. The world is looking forward to high performance organizations, which would provide high job satisfaction to their employees and would also cherish excellence and effectiveness. Organizations' search for competitive advantage in a global economy is a phenomenon that has been keenly researched within many disciplines. In their quest to survive and improve organizational effectiveness, numerous strategies involving organizational change, managerial styles, information technology, production processes and marketing, and human resource have been developed (Poisat, 2006). In pursuant of these strategies, organizations are continuously changing in an attempt to seize whatever business advantage or element of survival there is to be gained.

Organizational citizenship behaviour (OCB) is a term that encompasses anything positive and constructive that employees do, of their own volition, which supports co-workers and benefits the company. Typically, employees who frequently engage in OCB may not always be the top performers (though they could be, as task performance is related to OCB), but they are the ones who are known to 'go the extra mile' or 'go above and beyond' the minimum efforts required to do a merely satisfactory job (Zhang, 2011). Similarly, Jacqueline, Shapiro, Kessler, & Purcell (2004) see OCB to be an extra-role behaviour and it is totally the positive consent of the employees towards the organization. OCB has been shown to increase productivity, efficiency and customer satisfaction, and reduce costs and rates of turnover and absenteeism (Podsakoff, Whiting, Podsak off and Blume, 2009).

Research in organizational citizenship behaviours has been extensive since its introduction around twenty years ago (Bateman & Organ, 1983). The vast majority of organizational citizenship behaviour researches have mostly focused on the effects of organizational citizenship behaviour on individual and organizational performance. There is consensus in the field that organizational citizenship behaviours are salient behaviours for organizational enterprises. However, the antecedents of organizational citizenship behaviours are not well established. Despite the growth of research on organizational citizenship behaviour, little empirical evidence exists in developing countries, such as Nigeria, as regards the role of suggestion scheme as dimension of employee involvement in enhancing organizational citizenship behaviour especially in the telecommunication sector and this is the crux of this study.

The economic woes afflicting Nigeria today have made it almost impossible for organizations to take significant strides in their drive towards organizational excellence. Businesses are struggling to survive the hostile economic environment. Many employees in the country are unhappy with their current situation and would prefer leaving should they get an alternative job elsewhere. Managers are not keen in creating and allowing a formalized mechanism that encourages employees to contribute constructive ideas for improving the organization in which they work.

The study examined the effect of employee suggestion scheme as a dimension of involvement on the display organizational citizenship behaviour in the telecommunication industry in Nigeria. It concentrated on evaluating the effect of suggestion scheme on three measures of OCB namely; altruism, civic virtue and conscientiousness. The research has put forward the null hypothesis that is no significant relationship between suggestion scheme and employees OCB in the telecommunication firms in South – East Nigeria.

SUGGESTION SCHEME

Milner (1995) defined suggestion scheme as a "formalized mechanism which encourages employees to contribute constructive ideas for improving the organization in which they work". Suggestion scheme make the employees more committed towards their organizations and thus must be encouraged in all business units. Generally, employees are asked to submit in a recommended format, suggestions by placing them in a suggestion box, which is usually located in a conspicuous area. The suggestions are then collected and evaluated; if they prove feasible they are adopted for future implementation in which case such employee is rewarded. Suggestion schemes, when properly constituted and managed, can offer real opportunities to achieve employee involvement and empowerment, key elements of quality management. Such feedback to the originators will encourage them to express even more which is better for any organization. According to Marshall (1991), most public institutions are bureaucratic organizations, and as such the bulk of the work processes are rule driven. Sometimes a necessity arises to modify rules either because of a need to respond to changes in the external environment or errors in the said rules. This may cause Management to initiate change to specific operating procedures, in which case, suggestions Schemes can act as an alternative or additional source; hence they perform a corrective role. Additionally, Suggestion schemes perform an innovative role, novel ideas for improving existing processes can be suggested even if no imperfection can be identified in the system. If implemented, innovative suggestions can lead to improvements that are not necessarily corrective. T he success of a suggestion scheme does not lie in the simplicity or complexity of the scheme, but rather in how the company actually motivates the employee to participate.

For many years British Telecom has encouraged its staff to suggest how the organization can be run better. It knows that ideas which come from within are frequently those which make the best sense and deliver the most business benefit (www.BT.com). Today, as always, small and large companies are competing for the highly skilled talent that can help the business remain steady and grow. To keep the best workers engaged and feeling like a team player, organizations are promoting active involvement in various operations of the business. Some tried and true techniques, such as employee meetings and suggestion boxes, are still relevant. However, for businesses to keep up with the modern worker, the organization might consider upgrading its techniques for employee involvement, as well.

An Employee Suggestion System is described as a formalized mechanism that encourages employees to contribute constructive ideas for improving the organization in which they work (Milner, Kinnell, and Usherwood, 1995). Cooley (2001) offers a simple explanation for a suggestion system. They explain, a suggestion scheme will elicit suggestions from

employees, classify them, and dispatch them to the "experts" for evaluation. After this, the suggestion might be adopted, in which case the suggestion may well be rewarded. But, even if the suggestion is rejected, the employee may still be rewarded with a token gift (Lasrado, Arif, and Rizyi, 2014). "Experts" are either managers or dedicated committees who evaluate the suggestions and implement the ones that work (Chaneski, 2006).

The purpose of a suggestion programme is to promote the involvement of employees in assisting an organization to achieve its goals. The benefits can be direct; financial savings and cost reduction as ideas for increased efficiency are implemented. Other benefits are increased productivity, improved safety standards, revenue generation, improved customer service and satisfaction and improved employee morale. A suggestion programme can also act as a driver for other quality initiatives with which it should be integrated. It can also create a culture of participation and involvement whereby submitting ideas for change becomes the natural and accepted activity of each and every employee (blog.ideasuk.com).

ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

OCB is defined as an employee's willingness to go above and beyond the prescribed roles that he or she has been assigned (Organ, 1990). These extra-role behaviours are considered to support the maintenance and enhancement of the social and psychological context that supports task performance in the organization (Organ, 1997). Shore, Barkdale, and Shore (1995) and Chen, Hui, and Sego (1998) argue that a high level of OCBs reflects employees' true willingness to be involved in the organization. Morrisson (1996) maintains that an organization's approach to HR management is instrumental in eliciting citizenship behaviours. The key argument has been that the way an organization manages its HR sets the tone and conditions of the employee-employer relationship. If a firm's philosophy implicitly states that employees are short-term resources that are easily disposable, economic rather than social exchange relationships are likely to develop (Witt, 1991). In contrast, high-involvement work practices may convey to employees that their organization promotes humanistic values, cares about their well-being, and is willing to trust them. On the basis of reciprocity norms, employees will be inclined to increase their personal contribution and efforts and ultimately exhibit extrarole behaviours (Tsui, Pearce, Porter, & Tripoli, 1997). The positive association between high-involvement HR practices and citizenship behaviours is also supported by Organ (1990), who argued that extrarole behaviours are performed by employees only when a social, not an economic, exchange contract characterizes the employee-employer relationship. As Lee (2001) pointed out, employees must have the knowledge, capability, and opportunity to perform both their prescribed and their extrarole behaviours. There is agreement among researchers on findings that organizational citizenship behaviours are significant for organizational enterprises (Barbuto, Brown, Wilhite, & Wheeler, 2001). Organizational citizenship behaviour facilitates an organizational performance and helps it to attain competitive edge (Bolino, 1999). Podsakoff, Mackenzie, Paine, and Bachrach (2000) have also suggested that OCB enhances co-workers productivity, increases managerial productivity, free resources for productive purposes and

reduce the need to allocate resources for discipline functions. Further, it may serve as effective means of coordinating activities across work groups, enhances stability of organizational performance and enhances the ability of organization to adapt to environmental changes.

Various constructs have been developed to conceptualize the term of OCB since Organs (1988). Construct like prosocial behaviour (George 1990); extra role behaviour (van Dyne et al. 1995); civic organizational behaviour (Graham, 1991) and contextual performance behaviour (Motowidlo, 1994) as stated by Podsakoff, Mackenzie and Bachrach (2000). Therefore there are some differences among these constructs but the logic behind them are same: these have been examined and put forward in different implications and labels. Organ (1988) further tries to define the OCB and highlights five precise types of discretionary behaviour and describe how each assists to improve the efficiency of the organizations.

- Altruism e.g., helping new colleagues and freely giving time to others is naturally concentrating toward other individuals but add to group efficiency by increasing the performance of individuals.
- Conscientiousness e.g., efficient use of time and going beyond minimum expectations increases the efficiency of individual and the group.
- Sportsmanship e.g., avoids complaining and whining improves the quantity of time spent on productive activities in the organization.
- Courtesy e.g., advance notices, reminders, and communicating appropriate information facilitates productive use of time.
- Civic Virtue e.g., service to communities and voluntarily attending functions endorse the interests of the organization.

There is research to further categorize the five dimensions of OCB into two categories viz. behaviour directed towards individual, that is to say OCBI and behaviour directed towards the organization, that is to say OCBO (Williams & Anderson, 1991). Individual- level OCB includes altruism, courtesy, peacekeeping, and cheerleading efforts directed at individuals. Thus OCBI broadly includes the helping behaviour and the courtesy dimensions. Organizational-level behaviour is rapt towards the benefit of the organization. OCBO includes conscientiousness, civic virtue, and sportsmanship. Podsakoff, (2009) established that individual-level behaviour is related to performance appraisal ratings and reward distribution allocations among employees. OCBO is found to be related to employee efficiency, organizational turnover, and productivity among employees. A 16-point scale was designed by Lee and Allen (2002) to operationalize OCBI and OCBO.

SUGGESTION SCHEME AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR

Suggestion scheme breeds conscientiousness when the scheme is appropriately executed, that is, when employees' suggestions and recommendations are carried out. This is so because when an employee's novel ideas are implemented, such employee would go extra mile to prove the viability and value of his or her ideas. There would be a high level of commitment and conscientiousness by employees to see to the realization of the objectives of his recommendations. On the contrary, if management disregards the suggestions of employees and perhaps impose unrelated and arduous tasks on them, their level of commitment would go south.

A systematic application of and a result-oriented suggestion scheme facilitates and guarantees employees' access and opportunity to dutifully participate in issues that pertain to the life of the company. Employees will tilt more towards sportsmanship if their suggestions regarding the nature and condition of their work is adhered to and respected by management. Top management should see the suggestions as an integral part of decision making process, and consequently implement them accordingly as this would create a perception among the employees their demands are respected, thus enhancing their acts of perseverance in the face of adversity.

Altruism is concerned with going beyond job requirements to help others whom the individual comes into contact with. There might not be any significant relationship between the two variables, but there definitely exist similarities and differences. While both practices reveal workers involvement and participation in the organization, they differ in the sense that suggestion scheme is basically an upward and downward approach instituted by management in order to get constructive ideas about how to move the organization to greater heights. Altruism on the other hand, is basically horizontal in nature as altruistic workers most often assist their colleagues, although, they might extend such help to their subordinates, but usually in rare cases. Also, suggestion scheme is an organization-wide policy approach, whereas altruism is mainly an individual thing.

Byaruhanga and Othuma (2014) conducted a study on employee empowerment, trust, engagement, and organizational citizenship behaviour (OCB). A cross sectional survey design was used to collect quantitative data. The researcher used simple random sampling and questionnaire was used to collect data from respondents. A representative sample of 376 respondents was selected from targeted population of 545. The researcher used two regression models on employees' and supervisors' views on dependent variable (OCB). The findings were that the regression analysis on employees' views indicates significant positive relationship between engagement and OCB, while the opposite is true in the regression analysis on supervisors' view.

Osibanjo, Oni-Ojo, and Iyiola (2013) examined employee involvement in decision making and organizational performance within the Nigerian Independent Petroleum Company (NIPCO). A total of one hundred and thirty five copies of the questionnaire were valid and analyzed. Structural Equation Modelling (SEM) was adopted for the statistical analysis using AMOS 21 that allows test of complex relationships between variables. Their model showed that close association exists among variables tested and consistent with the organizational performance. However, to record outstanding performance, motivation plays a key factor, and it was revealed that involving employees in decision making tends to motivate them. One of the managerial implications of the study is the need for management and policy makers to make involvement of employees in decision making a policy.

Research has shown that employees who exhibit courtesy would reduce intergroup conflict and thereby abating the time spent on conflict management activities (Podsakoff, 1990). The main idea of courtesy is avoiding actions that unnecessarily make colleagues' work harder. It also includes giving them enough notice to get prepared when there is an addition to their

existing work load. In that regard, the suggestion box is a platform for suggesting drastic actions that management should take to curb interpersonal crisis.

RESEARCH METHODOLOGY

Cross-sectional survey (a type of quasi experimental design) was used to obtain data from the selected telecom firms in the South-East region of Nigeria. The study used both primary (survey) and Secondary (archival) data. Data were collected through questionnaire and interview techniques. A self-administered questionnaire was employed for this study. The questionnaire was divided into two namely the descriptive part (Section One) and the analytical part (Section Two). Section Two was further subdivided into three parts (Part A and B). Part A relates to the predictor variable while Part B took care of questions relating to the criterion variable. The five point Likert Scale was used in the questionnaire distributed to respondents. Krejcie and Morgan's (1970) sample size determination table was used to arrive at a sample of 260 from a population of 800 employees. Two hundred and thirty four (234) copies were retrieved with 90% success rate. Experts from the field of Management validated our instruments as well as from existing literature pre-tested and validated in previous studies. The Cronbach's alpha statistics value of 0.936 on 8 items measured the internal consistency for reliability of our research. According to Bryman and Bell (2007) an alpha coefficient of 0.80 is generally accepted as a good level of internal reliability of the instrument, though an alpha level of 0.7 is also considered to be efficient. We also conducted a pilot study to retest the reliability of our instruments where approximately 10% of the target population was exposed to the instrument prior to the actual study. Suggestion scheme (SS) which is the predictor variable was measured on a 5-point Likert Scale questionnaire while Organizational citizenship behaviour (OCB) which is the criterion variable was also measured using the same scale. Close ended questions on the extent of agreement or disagreement with a statement was administered to respondents. We used Spearman's Rank Correlation Coefficient to identify and test the strength of a relationship between the two sets of data.

DATA ANALYSIS AND RESULTS

The results of our demographic data revealed that majority of the participants in the study are males (58%) in comparison with the female participants (42%). A total of 135 males and 99 females responded to our questionnaire. This implies that representativeness is enhanced across both genders as shown in the heterogeneous nature of our sample size. A higher percentage of the participants are married (60%); followed by those who are single (33%), the separated (6%). A total of 78 employees are single, 141 are married while 15 of our respondents are separated. This indicates high level of maturity and disposition on the part of our respondents. For the distribution according to educational qualifications, most of the participants has acquired First Degree certificates (49%) followed by those who have attained Diploma certificates (28%), then those who have acquired Master Degree certificates (18%) and finally SSCE (5%). This implies that the sample respondents are literate enough to comprehend and adequately answer the questions in the questionnaire. Majority of our respondents possess First Degree. Most of the participants are between ages 31 – 35 years (43%); this is followed by the number of participants

between ages 26 – 30 years (24%) then those between ages 36 – 40 years (19%) and then those between ages 41 – 45 years (9%) and finally those of less than 25 years (5%). Twelve of our respondents are less than 25 years, fifty six of them fall within the 6-30 years bracket, one hundred and one of them are in the 36-40 years category while twenty are in the 41-45 age bracket. Therefore majority of employees in the telecom industry are below 40 years. Most of the participants have work experiences with their respective companies ranging between 11 – 15 years (46%); this is followed by the number of participants with experiences ranging between 6 – 10 years (38%); followed by those with experiences less than 5 years (11%), and finally those with 16 – 20 years' work experience (5%). Respondents were asked to indicate their years of experience as contained in the options in the questionnaire. 25 respondents have worked for less than five years, 89 for 6-10 years, 109 for 11-15 years, and 11 employees for 16-20 years category. None has worked for 20 years and above. This implies that the telecom firms are relatively new in Nigeria.

Distribution based on position (status) in the organization reveal that most of the participants are subordinates and junior staff (62%) followed by those who are supervisors and heads of departments (38%). The employees were asked to indicate their respective position within their respective firms. A total of 146 respondents are junior staff and foremen while 88 are supervisors. The distribution according to their respective positions indicates an even participation at all levels that will ensure an objective report from respondents on the topical areas investigated.

Table 1: Descriptive Statistics of Suggestion Scheme in the telecommunication firms.

Variable	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
SC1	234	1.00	5.00	4.0684	.84128	-1.395	.159	2.745	.317
SC2	234	1.00	5.00	4.1111	.77822	-1.409	.159	3.705	.317
SC3	234	1.00	5.00	4.1795	.90885	-1.574	.159	2.915	.317
SC4	234	1.00	5.00	4.2179	.98461	-1.728	.159	3.091	.317
SC5	234	1.00	5.00	4.1496	.89770	-1.736	.159	4.157	.317
SC6	234	1.00	5.00	4.2436	.92906	-1.799	.159	3.979	.317
SC7	234	1.00	5.00	4.0897	.79999	-1.330	.159	3.114	.317
SC8	234	1.00	5.00	4.2009	.81709	-1.481	.159	3.372	.317
Valid N (listwise)	234								

Source: Research survey, 2016

Table 1 illustrate that there is a high level of affirmative (where x > 2.50) as regards the indicators of suggestion scheme. The construct examined employee experiences and the organizational practice of suggestion schemes within the target organizations with indicators aimed at examining the presence of suggestions schemes through its indicators. Based on the

Table 2: Respondents view of Altruism as a measure of organizational citizenship behaviour in the telecommunication firms.

Variable	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Skewness Std. Error	Kurtosis Statistic	Kurtosis Std. Error
Altruism1	234	1.00	5.00	4.0983	.95103	-1.617	.159	3.050	.317
Altruism2	234	1.00	5.00	4.1581	.87195	-1.645	.159	3.937	.317
Altruism3	234	1.00	5.00	4.1239	.90161	-1.523	.159	2.981	.317
Altruism4	234	1.00	5.00	4.0769	.81986	-1.369	.159	2.946	.317
Altruism5	234	1.00	5.00	4.1368	.77963	-1.395	.159	3.655	.317
Valid N (listwise)	234								

results, it can be observed that all indicators reveal that respondents affirm to all eight practices and indicators of suggestion scheme within the telecom firms as also supported by the low disparity in response of (SD ≤2.00).

Source: Research survey, 2016

The data (table 2) illustrate that there is a high level of affirmative (where x > 2.50) as regards the indicators of altruism which is a measure of organizational citizenship behaviour. The construct examined the context and practice of altruism by employees within the target organizations with indicators aimed at examining the presence of altruism through its indicators. Based on the results, it can be observed that all indicators reveal that respondents affirm to all five practices and indicators of altruism within the telecom firms as also supported by the low disparity in response of (SD ≤2.00).

Table 3: Respondents view of Civic Virtue as a measure of organizational citizenship behaviour in the telecommunication firms.

Variable	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Std. Error	Kurtosis Statistic	Std. Error
Virtue1	234	1.00	5.00	4.0897	.87187	-1.586	.159	3.497	.317
Virtue2	234	1.00	5.00	4.1410	.91798	-1.694	.159	3.586	.317
Virtue3	234	1.00	5.00	4.1197	.85580	-1.558	.159	3.293	.317
Virtue4	234	1.00	5.00	4.1410	.83985	-1.456	.159	3.207	.317
Virtue5	234	1.00	5.00	4.1538	.84524	-1.460	.159	2.945	.317
Valid N (listwise)	234								

Source: Research survey, 2016

The data (table 3) illustrate that there is a high level of affirmative (where x > 2.50) as regards the indicators of civic virtue which is a measure of organizational citizenship behaviour. The construct examined the context and practice of civic virtue by employees within the target organizations with indicators aimed at examining the presence of civic virtue through its indicators. Based on the results, it can be observed that all indicators reveal that respondents affirm to all five practices and indicators of civic virtue within the telecom firms as also supported by the low disparity in response of (SD ≤2.00).

Table 4: Respondents view of Conscientiousness as a measure of organizational citizenship behaviour in the telecommunication firms.

Variable	N Statistic	Minimum Statistic	Maximum Statistic	Mean Statistic	Std. Deviation Statistic	Skewness Statistic	Std. Error	Kurtosis Statistic	Std. Error
Conscient1	234	1.00	5.00	4.0513	.88231	-1.424	.159	2.698	.317
Conscient2	234	1.00	5.00	4.0940	.84896	-1.454	.159	3.051	.317
Conscient3	234	1.00	5.00	4.0940	.80217	-1.379	.159	3.235	.317
Conscient4	234	1.00	5.00	4.1496	.88324	-1.504	.159	2.820	.317
Conscient5	234	1.00	5.00	4.2009	.93009	-1.670	.159	3.265	.317
Valid N (listwise)	234								

Source: Research survey, 2016

The data (table 4) illustrate that there is a high level of affirmative (where x > 2.50) as regards the indicators of conscientiousness which is a measure of organizational citizenship behaviour.

The construct examined the context and practice of conscientiousness by employees within the target organizations with indicators aimed at examining the presence of conscientiousness through its indicators. Based on the results, it can be observed that all indicators reveal that respondents affirm to all five practices and indicators of conscientiousness within the telecom firms as also supported by the low disparity in response of (SD ≤2.00).

Table 5: Summary for Distribution of Measures of Organizational Citizenship Behaviour

Variables	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Altruism	234	1.00	5.00	4.1188	.74884	-2.203	.159	5.117	.317
Virtue	234	1.20	5.00	4.1291	.76910	-2.190	.159	5.180	.317
Conscient	234	1.20	5.00	4.1179	.76564	-2.273	.159	5.127	.317
Valid N (listwise)	234								

Source: Research survey, 2016

The data (table5) illustrate the summary of the statistics for the measures of the criterion variable, organizational citizenship behaviour (altruism, x = 4.1188; civic virtue, x = 4.1291; conscientiousness, x = 4.1179) with summarized values for central tendency based on the responses to the indicators. Results reveal high affirmative summaries for each measure.

The Spearman's rank order correlation coefficient is adopted in the tests for the associations at a 95% confidence interval for the two-tailed tests implying a 0.05 level of significance. The decision rule is based on the $P < 0.05 < P$ critical region where a $P < 0.05$ region holds for significance thus a rejection of the null hypotheses while a $P > 0.05$ region holds for insignificance thus an acceptance of the null hypotheses. This statistical technique was adopted because our data was an ordinal measure and it is a non-parametric measure of correlation.

Table 6: Relationship between Suggestion Scheme and Organizational Citizenship Behaviour

Variables			Scheme	Altruism	Virtue	Conscient
Spearman's rho	Scheme	Correlation Coefficient	1.000	.780**	.738**	.785**
		Sig. (2-tailed)	.	.000	.000	.000
		N	234	234	234	234
	Altruism	Correlation Coefficient	.780**	1.000	.815**	.775**
		Sig. (2-tailed)	.000	.	.000	.000
		N	234	234	234	234
	Virtue	Correlation Coefficient	.738**	.815**	1.000	.740**
		Sig. (2-tailed)	.000	.000	.	.000
		N	234	234	234	234
	Conscient	Correlation Coefficient	.785**	.775**	.740**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	234	234	234	234

. Correlation is significant at the 0.01 level (2-tailed). **Source: Research survey, 2016

The tests for the association between suggestion scheme and the three measures of organizational citizenship behaviour (altruism, civic virtue and conscientiousness) reveals significant results in all three instances; where suggestion scheme and altruism (correlation coefficient = .780; and P < 0.05) indicates strong levels of significant associations; between suggestion scheme and civic virtue (correlation = .738; and P < 0.05) also indicates a high level of association; between suggestion scheme and conscientiousness (correlation = .785; and P < 0.05). The results show that suggestion scheme is highly and significantly associated with organizational citizenship behaviour; hence all three null hypothetical statements are rejected and their alternates accepted as follows:

i.   There is a significant relationship between suggestion scheme and altruism

ii. There is a significant relationship between suggestion scheme and civic virtue

iii. There is a significant relationship between suggestion scheme and conscientiousness

DISCUSSION OF FINDINGS

Our findings revealed that suggestion scheme has a significant positive influence on altruism, civic virtue and conscientiousness. Through this method, employees make meaningful contributions as well as constructive ideas on ways of improving the organization. As a result their levels of OCB increases as they occasionally or regularly make inputs. This view is backed by the social exchange theory, which also implies a give and take relationship between management and worker. Employees in the telecom firms who make useful suggestions are given either tangible and intangible rewards or both as a way of encouragements for more suggestions. Since management recognizes and at the same time appreciates their efforts for improvements, there is no other organization for which they can work for if not their present one. This is further supported by the Japanese management orientation of welcoming contributions from primarily below the hierarchy. Our findings also agree with Lloyd (1996) contention in the literature that the use of suggestion scheme by organizations increases employees' commitment (Jaja and Okpu2013). Hence, the use of suggestion scheme as a form of employee involvement in the telecommunication firms in Nigeria produces positive result on workers' OCB. Just as a motivated, satisfied, committed and highly efficient workforce will most likely result in improved performance, increased productivity and customer/consumer satisfaction; a disgruntled workforce will mostly generate poor performance decreased productivity and customer dissatisfaction. There is growing evidence that firm performance rests increasingly on the involvement of workers in decision making (Arthur, 1994; Daft & Lewin, 1993; Deninson & Mishra, 1995; Spreitzer & Mishra, 1999). Scholars have argued that employee involvement contributes to organizational efficiency because it has the capacity to enhance the quality of decision making by increasing the inputs and promoting commitment to the outcomes of the decision making process in the workplace (Miller & Monge, 1986; Markey, 1990, 2006). According to Spreitzer et al. (1997), workers who have greater choice concerning how to do their own work have been found to have high job satisfaction and consequently high performance.

SUMMARY OF FINDINGS

1. The use of suggestion scheme as a form of employee involvement has a significant positive effect on employees' altruism in the telecommunication firms in Nigeria.
2. The use of suggestion scheme as a form of employee involvement has a significant positive effect on employees' civic virtue in the telecommunication firms in Nigeria.
3. The use of suggestion scheme has a significant positive effect on employees' conscientiousness in the telecommunication firms in Nigeria.

CONCLUSION AND RECOMMENDATIONS

The use of suggestion scheme as means of involving employees in the telecommunication industry increases OCB. From the above conclusions from our findings, we recommend that managers in the telecom firms in Nigeria should always acknowledge the suggestions made by employees. This can only be realized by ensuring that they have suggestion boxes and operate suggestion schemes where all employees are encouraged to participate. Employees whose

suggestions were implemented should be rewarded. The satisfaction derived from such gestures will increase employees' citizenship behaviour to the firm because on good turn deserves another.

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