Citizenship behaviour, organizational integrity, and the practice of 'discretion' among members of a Nigerian paramilitary organization

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By

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ABSTRACT

Organizational citizenship behaviour could be roughly understood as extra role behaviours engaged in by members of an organization that are not formally rewarded by the organization, but which in the long run contribute to making the organization more efficient and effective. This paper examines the ramifications of Organizational Citizenship Behaviour (OCB) among members of a Nigerian paramilitary organization, the Federal Road Safety Commission of Nigeria (FRSC), with particular reference to a strand of extra-role behaviour that the members describe as "discretion", which in some instances amount to outright justification for corrupt (and even anti-citizenship) behaviour. The paper also examines the implications of "discretion" for the Organizational Integrity of the FRSC, which relates to the ethical climate of this paramilitary organization as well as members' perception of it. The paper ultimately attempts, relying on an on-going fieldwork and the thinking of members themselves, to understand the rationale for "discretion" among members of the FRSC and the implications of "discretion" and similar behaviour among members of the FRSC of Nigeria and indeed other governmental bureaucracies in the "modernization" agenda of the current Nigerian (and, by extension, African) political regime.

INTRODUCTION

My original intention was to study Organizational Citizenship Behaviour (OCB) and Organizational Integrity (OI) among members of a Nigerian paramilitary group. However, as I carried out the brief qualitative component of the study design that was largely a quantitative study, I could not but progressively notice the commonplace engagement in extra-role behaviour among the members of the paramilitary organization that I was studying, The Federal Road Safety Commission of Nigeria. This led to a slight modification with regard to my pattern of probing during the in-depth interview sessions in order to properly understand the rationale behind engagement in the strand of extra-role behaviour concerned. That in a nutshell is the origin of this paper.

In this paper, we first trace the origins of the study of Orgainzatiponal Citizenship Behaviour, Then Organizational Citizenship Behaviour, as a concept and variable are examined together with the design of this study. Following that is an examination of another related concept, the concept of Organizational Integrity. Next, we present a summary of the findings of the quantitative component of the study. Thereafter, we dwell in more detail on the findings of the qualitative component of the study. Finally some of the implications of the findings for the Nigerian and, by extension, African state are discussed and conclusions drawn.

The Roots of the Study of Organizational Citizenship Behaviour

The roots of the study of OCB are traced to a paper published by Dennis Organ in 1977, which he actually meant to be only an exercise in devil's advocacy (Organ, 1977). By the time of the publication of Organ's paper, academic researchers had spent about a quarter of a century progressively chipping away at the popular belief that worker satisfaction affected productivity. But empirical findings offered little evidence to support such a view. So that

Organ's devil's advocacy piece tried to explain and defend the popular view by making a distinction between quantitative measures of output or productivity and some other, more subtle, forms of worker contribution that often are not reflected in measures of individual of individual output. Organ suggested that these subtler contributions might take the form of helping co-workers, following the spirit as well as the literal rule of workplace governance, and accommodating the changes that mangers often have to make to improve operations. However, Organ's essay did not call these subtle contributions OCB nor contemplate further study of such contributions. All Organ wanted to do was to appeal to his professional colleagues and fellow researchers for them not to come down too hard on management practitioners who believed (through personal observation) that job satisfaction was an important factor relating to job performance (Organ, Podsakoff & MacKenzie, 2006).

It was two of Dennis Organ's doctoral students at Indiana University by the names of Tom Bateman and C. Ann Smith, who read Organ's (1977) paper as part of material for a doctoral seminar that, had the audacity to propose some research to test the ideas in the article (Organ, et al, 2006). While Bateman's study (Bateman & Organ, 1983) was intended to test the effects of job overload on behaviour and attitude, that of Smith being inspired by her interest in the interpretations of findings and ideas from the Hawthorne studies as discussed in Roethlisberger and Dickson (1939) was drawn to conduct a study focusing on supervisors in manufacturing plants in southern Indiana, in which she asked the supervisors, "What are the things in you'd like your employees to do more of, but really can't make them do and for which you can't guarantee any definite rewards, other than appreciation?" (Smith, Organ & Near, 1983).

Similarly, while Bateman's study (Organ & Bateman, 1983) drew some inferences about causality and ended up with a crude measure of what was called qualitative performance (as opposed to quantitative performance – that is productivity), it was Smith's

study (Smith, et al, 1983) that somewhat presaged the stupendous amount of research that have been done on OCB since then. This is because among other things, Smith's study came up with a scale containing items that are factors in the measuring of OCB.

Organizational Citizenship Behaviour (OCB) and the Design of the Study

Although control systems are said to be necessary in virtually every organization, researchers have progressively suggested that efficiency in organizations is most likely to be enhanced when employees go beyond the 'call of duty' to achieve organizational goals (Morrison, & Phelps, 1999; Organ, 1988; Organ, et al, 2006). Indeed according to Organ (1988), there is need to re-examine the issue of extra-role behaviors in organizations because in-role behaviours, that is, employee behaviours that are expected and rewarded by the employing organization and form part of the employee's job description, are no more adequate for the survival of organizations. Organ particularly posits that extra-role behaviours which refer to those behaviours that are beyond employees' specified roles are important for organizational effectiveness because managers and supervisors cannot foresee all contingencies or fully anticipate the activities that they may desire or need employees to perform. An important form of extra-role behaviour that engaged the attention of Organ and several other researchers in recent times is organizational citizenship behavior (OCB).

OCB therefore is employee bahaviour that goes beyond the normal expected job behavior as specified in the employee's job description that are not also formally rewarded by the organization but contributes to the effectiveness of the organization. It could be either directed at specific individuals in the organization or at the organization (Organ & Bateman, 1991; Organ et al., 2006). Katz and Khan (1978:337) had argued that, in addition to attracting and retaining members who render satisfactory or better in-role performance, effective organizations must also evoke "innovative and spontaneous behavior: performance beyond role requirements for accomplishments of organizational functions". Their notion of

"spontaneous" behavior refers to countless informal acts of cooperation, helpfulness, and goodwill.

A key tenet of Organ's (1988) original definition of OCB is that when aggregated over time and people, such behaviour enhances organizational effectiveness. However, for many years, this assumption remained untested, and its acceptance was based more on its conceptual plausibility than on direct empirical evidence (see Borman & Motowildo, 1993; Organ & Konovsky, 1989; Podsakoff & Mackenzie, 1994). Some scholars have argued that OCBs may enhance performance by "lubricating" the social machinery of the organization, reducing friction, and/or increasing efficiency (see Borman & Motowildo, 1993; Organ, 1988; Smith, et al, 1983). Thus, OCBs are thought to have an important impact on the effectiveness and efficiency of work teams and organizations, thereby contributing to the overall productivity of the organization. Further, OCBs are seen to have dimensions/types. The classical dimensions identified by the earliest scholars on the phenomenon are: (1) altruism, that is, selfless concern for the welfare of others, helping others who have been absent, or helping others who have very high work load; (2) courtesy, that is, taking steps to prevent problems with other workers, not abusing the rights of others; (3) civic virtue, that is, attending meetings that are not mandatory but considered important, keeping abreast of changes in the organization; and (4) conscientiousness, that is, not consuming a lot of time complaining about trivial matters, always focusing on what is on the positive side rather than what is wrong (en.wikipedia, 2009).

However, recent scholars on the phenomenon of OCB have since identified several other dimensions of OCB, some of which are believed to be conceptual (Podsakoff, Mackenzie, Paine, & Bachrach, 2000). Bettercourt, Gwinner, and Meuter (2001) for example, conceptualized service-oriented citizenship behaviour for service-based organizations. The service-oriented citizenship behaviour has three facets: (1) loyalty, which

is allegiance to the organization through promotion of its interests and image to outsiders; (2) employees' participation, which refers to the willingness and the need for the organization members to be involved in the development and governance of the organization; (3) and, service delivery, which is conscientious role performance in the organization. Ladebo (2004) validated Bettercourt et al's service-oriented OCB of loyalty, employee participation, and service delivery using an unamed public organization in Nigeria.

In line with and following Ladebo's (2004) work, a number of researches have been done in relation to OCB among Nigerian organizations (e.g. Abdulahi, 2002; Ehigie & Olukoya, 2005; Munene, 1995; Onyishi, 2006; Tella, Ayeni, & Popoola, 2007). However, none of these studies examined OCB in the context of the organizational environment of paramilitary organizations in Nigeria. Further, none of these researchers considered the interaction between OCB and, another important concept, Organizational Integrity, hence the need for the present study.

This study is an experimental study designed to explore the effect of Organizational Integrity (OI) on the Organizational Citizenship Behaviours (OCBs) of members of the Federal Road Safety Commission of Nigeria (FRSCN); and to experimentally explore the effect of an intervention programme on Organizational Integrity (OI) on the OI scores/levels of members of the FRSCN. Participants in the study were men and women of the FRSC officer training institution at Mubi, Adamawa State, Nigeria, between the ages of 21 to 46 and above. The participants were randomized into an experimental group and a control group. A treatment (intervention) was administered on the experimental group. The treatment consisted of an intensive workshop, facilitated by the researcher and held with the participants over a two-week period. This intervention was a training programme on Organizational Integrity administered on the experimental group and consisted of four four-hour sessions conducted over a two-week period for the selected FRSC training institution

and officers. The training techniques included active seminar, role-playing and group discussion. The aim was to raise the Organizational Integrity perception of the participants. The officer training institution at Mubi had a population of 250 trainees undergoing officers' courses as at 2012 (FRSC, 2010). The officer trainee population of 250 officers from the Mubi training institution served as the target population for this study. The use of only this specialized population is due to the nature of the design of this study, which among others makes the assumption that participants in the experiment will be members of the organization that have had a considerable level of experience within the organization. Data collection was done mainly by means of self-administered questionnaire; and, then by in-depth interview guide. The experimental and control groups were administered with the questionnaire. The questionnaire instruments used are the service-oriented Organizational Citizenship Behaviour Scale conceptualized by Bettercourt, et al. (2001), and validated in Nigeria by Ladebo (2004) and the United Nations' Organizational Integrity Scale (2004). In-depth (IDI) interview was also used to study 12 members of the FRSC. These consisted of experienced members (that is, those that have spent not less than 5 years) in the organization. The IDI study enabled the researcher to determine, among others, forms of OCB by members of the Federal Road Safety Commission of Nigeria.

Organizational Integrity (OI)

Until recently, the concept of Organizational Integrity (OI) has been used almost exclusively in the literal sense. Organizational Integrity refers to the degree to which employees believe or perceive their organization's ethical climate as positive and therefore laudable (United Nations, 2004). The concept has also been used somewhat interchangeably with other related concepts such as organizational virtuousness, trust and integrity (see Anan, 2004; Crossgrove, Scheer, Conklin, Jones, & Safrit, 2005; Simons, 2002; Simons & Allen,

2008, Pasanen, 2000; Robinsn, 2004; United Nations, 2004). Organizational Integrity as a concept has its only standard measure so far, from the United Nations Organizational Integrity Scale (2004). While conceiving Organizational Integrity in terms of organizational virtuousness, Robinson (2004) found it to be positively related to higher levels of real and perceived organizational performance when performance is compared with the industry average, best competitor, past improvement and stated goals. From the findings of Robinson, even in organizations expected to suffer from the deleterious effects of down-sizing, a positive relationship exists between virtuousness and organizational performance. Robinson concludes that, management's acting with honesty and integrity inspires higher performance and greater commitment from employees and customers, with the net result that the organization's performance becomes higher.

Perceived organizational integrity is, therefore, the degree to which employees believe that their organization's ethical climate (integrity) is positive and therefore to be valued. The underlying argument in the present study is that in a society that has been impacted severely by corruption, with far reaching implications for social-political and economic systems like in Nigeria and other African countries (Blundo, Olivier de Sardon, Arifari, & Aiou, 2006; Osoba, 1996; Rose-Ackerman, 1996a; 1996b; Smith, 2007), when employees perceive that their organization possesses positive ethical climate or integrity, they are likely to reciprocate this laudable attribute of their organization by putting in greater effort in the form of OCB for the benefit of their organization. This greater effort in the form of OCB could, if occurring in a service-oriented organization, be manifested in the forms of loyalty, employee participation, and conscientiousness or service delivery. These dimensions of OCB could result from the members' enhanced sense of commitment to the organization caused by their perception of the organizational integrity. This argument ties in with Pasanen's (2000) study that examined the concept of integrity in terms of an antecedent variable to Organizational Citizenship

Behaviour. However, until now, no study in Nigeria has explored the concept of OI or even integrity as an antecedent variable to OCB. Also, paramilitary organizations in Nigeria have neither been studied for OI nor for OCB. These are also gaps that the present study of the Federal Road Safety Commission of Nigeria (FRSC) fills. The Federal Road Safety Commission of Nigeria was therefore here considered as a representative of paramilitary organizations in Nigeria.

It is in the light of all the foregoing, therefore, that the purpose of this study became to explore the effect of Perceived Organizational Integrity on the OCBs of members of the FRSCN; and to experimentally explore the effect of an intervention programme on Organizational Integrity (OI) on the OI scores of members of the FRSCN. This amongst others is meant to enables the researcher to determine the implications for organizational behaviour as it relates to the Federal Road Safety Commission of Nigeria, paramilitary organizations and, by extension, other bureaucratic organizations in Nigeria.

**Findings from the Quantitative Component of the Study**

1. The findings showed that the OI scores of the FRSC officers in the two groups were very similar at the on-set of the fieldwork before the OI intervention was introduced to the experimental group. This finding helped to establish baseline between the two groups against which to compare their posttest scores.

2. The findings also showed that after intervention, the OI scores of the experimental group became significantly increased as against that of the control group. This could be an indication that the OI levels of the experimental group improved considerably and became a lot better after intervention than those of the control group. This therefore shows that OI interventions (in form of workshops, trainings, etc.) are effective ways of improving the OI scores and by implication the OCBs of members of

the FRSC and similar organizations. This finding confirms the first hypothesis which states that the OI scores of members of the FRSC who received OI treatment will be significantly higher than the OI levels of members of the FRSC who received no OI treatment.

3. Regression analysis revealed that a unit change in OI will lead to 0.44 to 0.45 unit change in the loyalty behaviour of the participants.

4. Regression analysis similarly revealed that a unit change in OI will lead to 0.45 to 0.53 unit change in the Employee participation of the participants.

5. Also Regression analysis revealed that a unit change in OI will lead to 0.48 to 0.57 unit change in the service delivery of the participants. This indicates that the participants show a consistency in relationship of their OI to these components of OCB as already established in studies by Gwinner, & Meuter, (2001); and, Ladebo (2004).

Symbolically, the foregoing issues could be somewhat captured at a glance in the schematic representation that follow: -

Organizational Integrity against Loyalty Behaviour, Employee Participation, and Service Delivery/Conscientious Behaviour (OCB) Schemata
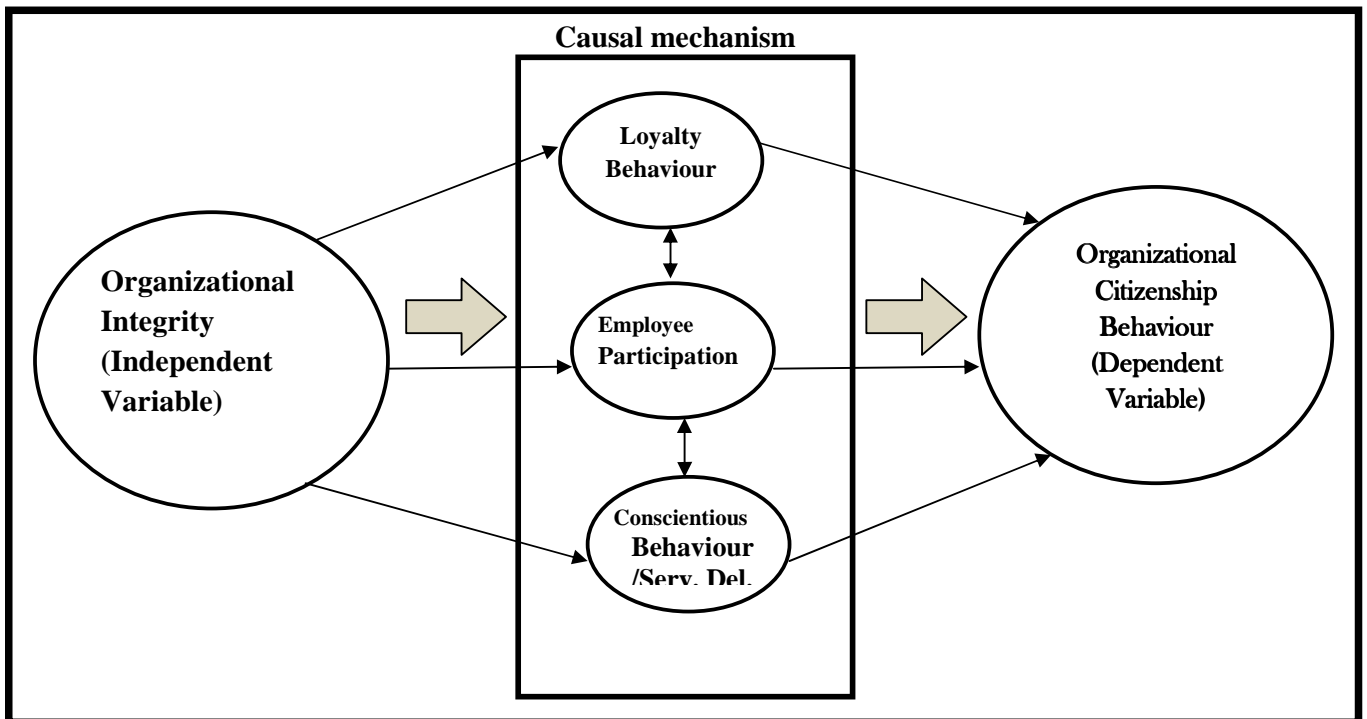
6. Gender showed a significant effect on the OI of the participants thereby confirming hypothesis five that states that male members of the FRSC will show higher levels of OI than female members of the FRSC.

7. Rank did not show any significant effect on OI even though the analysis indicates there may be an inverse relationship between the variables. This disconfirms hypothesis six which states that the higher the rank of members of the FRSC, the higher their scores on the OI scale.

8. Duration of service of the participants showed a significant effect on the OI of the participants even though it does not show this significant effect exactly as hypothesized. It showed that effect in an inverse manner rather than the hypothesized direct effect. So that the hypothesis seven was confirmed to the effect that, the longer the duration of service of members of the FRSC, the lower their scores on the OI scale.

Forms of OCB among Members of the FRSC of Nigeria

This section is concerned with the interpretative analysis of the qualitative data generated through the use of In-Depth Interview of key informants. The results from this instrument are presented in sequence in consonance with the major issues raised during the fieldwork and as contained in the In-Depth Interview guide.

The findings from the 12 informants interviewed showed a great deal of similarity in the ideas held about the forms of OCB among members of the FRSC so that there was noticeably a theoretical saturation as more and more of the interviews were conducted. However, there were also some considerable degrees of divergence in the opinions of some of the key informants. It was indeed by the researcher probing further on one of the divergent views of the informants that perhaps the most interesting emergent issue of this research was uncovered. That is, the issue of "Discretion Behaviour".

Results from the instrument provided insight into two other major areas, namely: the issue of characterizing OCB in the FRSC, and the issue of theoretical underpinnings to the performance of OCB at the FRSC.

Characterizing OCB in the FRSC

To identify forms of OCB among members of the FRSC, the following question was posed to each key informant: *Are there activities engaged in by members of your organization that are not formally rewarded by the organization, but which in the long run contribute to make your organization more efficient and effective? If yes, describe them*

In response, various forms of OCB in the FRSC came out clearly in the several discussions held with informants during the In-Depth interview sessions. For instance, one of the key informants stated:

> We have key performance indicators but they are not part of these
> activities that you ask of which are not formally rewarded by my
> organization. For an example of such activities not rewarded however: As
> a public relations officer, I am expected to give some enlightenment to an
> offender, that is, traffic offender that is aggrieved, I am supposed to
> enlighten him on an offence, while he is being booked and the steps he
> should take not to commit the offence again or what to do to get out of the

one he is in.... The manner in which the enlightenment is done is an example of what can contribute to make my organization more efficient and effective. It also shows the difference between happy customers/clients/public or sad ones.

However, even if I don't attend the enlightenment I will be paid my full salaries. As the head, if I am not there, there is nobody to supervise. Because something that is not in the key performance indicator is the regular availability of the officer to perform the enlightenment. For an officer to be readily available to do that is altruistic.

Another informant stated thus:

Part One Order is the schedule that describes every one's days and times of work for the week e.g. those on morning patrol come by 06.00hrs and end by 13.00hrs. After that they don't have any other job for the day. There are also people that will take over from this group to 18.00hrs. The persons for 1300hrs to 1800hrs may not come by that time; they may decide to come 2 – 3 hrs late.

In the work schedule, they are not late and therefore will not get penalized and will receive their full pay. But in their job schedule they are late because the Part One Order says a different thing. Thus the organization's policy is responsible for this because if there is no Part One Order, it will not be so. Another example is that, people may decide not to put on their badge and they do not get penalized.

According to this same informant:

Apart from *part one order*, there is also the issue of people being obliged to standing by in case of emergencies like mob action, accidents, etc. There was an accident in Benin in 1999 when we had to call people who were at home to come and help clear an accident involving a truck and a

luxury bus. Those people had the option of not coming because they are [sic] not even on duty at that time. I think that really goes beyond the call of duty.

Yet another informant had this to say:

Once you are on the road, people see you as out there only to enforce the law. But about 45% of our job is to find different individual ways to bring about a free flow of traffic. So we may ease transport difficulties and help accident victims out of our own initiative. Clearing road obstructions, easing traffic congestion and helping accident victims are all the things people in our organization do to help the work and image of our organization. But we are not paid extra for them. That is going beyond the call of duty. Also we give public enlightenment to road users even when we are not on duty

There was also another informant who pointed out that,

"Doing rescue of accident victims, the organization may not reward you".

While another informant reported that,

An example of how we engage in such activities that are not formally rewarded by our organization which help our organization to become more efficient and effective is that we go to parks and churches to enlighten people as well as schools like primary, secondary as well as NYSC orientation camps, where we enlighten them about traffic rules and use of the roads and the importance of the FRSC, how to use

the roads. We also do enlightenment about drinking and driving. We also visit the

LGAs as well as other paramilitary organizations to enlighten them.

One other informant had this to say:

My organization being what they are there is no room for those types of activities you

talked about. It depends on the individual. Example yesterday, the person in charge of

motor vehicle administration and the second person who is a nursing mother was [sic]

not there. So I had to step in to do their job.

In the final analysis, it turned out that what these key informants had attempted to

characterize, albeit in their own different words, very much corresponded to what the

literature on the characteristics or causative variables on service oriented OCB had captured

in terms of loyalty behaviour; employee participation; and, service delivery/conscientiousness

(see Bettercourt, Gwinner, and Meuter, 2001; Pasanen, 2000; Podsakoff, Mackenzie, Paine,

& Bachrach, 2000).

Theoretical Underpinnings to the Performance of OCB at the FRSC

To capture the theoretical underpinnings to the performance of OCB among members of the

FRSC, the following question was asked to each key informant: *Why do members of your*

organization engage in those [i.e.OCB] activities? In answer to this question, all the key

informants who had earlier mapped out the character of OCB among members of the FRSC

identified one or more of the following ideas as the primary or secondary sources of the

motivation to perform OCB among members of the FRSC:

(a) Need for justice, for example, an informant said that, "I look at the job as a conscience

job. Somebody's life may be at stake in night situations and emergency calls are made; to

save accident victim for instance, you are moved to do the job because even if you are not

treated well by your organization, you can do good to someone in need or in danger";

(b) Leader behaviour; for example one informant said "Style of leadership is important", while another said; "one may be remembered by the organization's leadership and sent for a course by the organization after performing such activities".

(c) A need for achievement; an informant, apparently referring to the concept of need for achievement had reported that, "the majority of the workers here fall into the moderately dedicated group of workers as against low or high dedication" While another informant had this to say:

> **"**The major motivation is a kind of self discipline. Whatever is worth doing
> is worth doing well. Self motivation to put in your best can really get you
> going beyond the call of duty. So you develop interest and give yourself
> joy from the job"

(d) Perception of Organizational Integrity and responding in kind towards the Organization. On this, while the quantitative study showed an outright relationship between the perception of Organizational Integrity and the performance of OCB, it was not that straight forward in the case of the IDI study. However, there were some responses that approximate a linkage of the perception of the Organizational Integrity of the FRSCN to being an antecedent variable to OCB. For example, an informant had observed that,

> "The idea that working for this organization means volunteering for the
> country ranks high on the motivational reasons behind me and my
> colleagues joining this service and making all the sacrifices we make".

This is related to what another informant think may be motivating the Special Marshals: "The Special Marshals are one group that I know that they are drawn to the Federal Road Safety Commission because of the high level of integrity that exists in my organization". Ironically, the Special Marshals were also mentioned by another informant as a source of pride in their

organization and a proof of their organizations integrity, and a gesture they are very willing to reciprocate to their organization. According to the informant,

> I don't think you can show me any other organization that has university professors, big men [sic] of the society, doctors, lawyers, high class people [sic] working for it as volunteers than the Federal Road Safety Commission of Nigeria. This is why we hold our heads up so high, and this is why we have sworn that we will give our best to the Federal Road Safety Commission of Nigeria, whether they pay us for our initiatives or not".

(e) Others: In addition to the already theorized sources of motivation for engaging in OCB that had been reported by the informants, there is also another source that emerged which is significant for the performance of OCB in service-oriented organizations, where the workers interact directly with the public. One of the informants had reported that:

> "Also an individual may reward you for engaging in some of those activities not paid for by the organization but which ends up making the organization more efficient and effective. E.g. there was a case of a young man from abroad that died in an auto accident. But all his belongings were recovered and accounted for by certain officer(s) about 10 years ago. But years later the family traced the officers involved and rewarded the concerned officers with better job(s) outside of the FRSC."

However, the responses of the informants appear to be mainly in consonance with the views equally expressed by the major sources in the literature with regard to possible theoretical explanations to the performance of OCB (see for instance, Adams, 1963; 1965; Blau, 1964; Dansereau et al, 1975; Greenberg, 1985; 1990; Greene, 1975; Lowin, & Craig, 1968;

McClelland, 1961; 1965; McClelland & Boyatzis, 1982; McClelland & Burnham,1976; Moorhead & Griffin, 1995; Organ, & Bateman, 1991; Organ et al, 2006).

It was in the context of the foregoing mapping of the theoretical underpinnings to the performance of OCB among members of the FRSC and the series of probes that the researcher applied while conducting the In-Depth Interview with key informants around the foregoing issues that the issue of discretion behaviour was raised by some of the key informants.

Discretion Behaviour

What I have chosen to call "discretion behaviour" and which members of the FRSC simply refer to as "using discretion" or "discretion" is perhaps the most interesting emergent issue out of this research; emergent in the sense that it is not an element that was hypothesized nor expected to "emerge" from the research. 'Discretion behaviour' among members of FRSC could be regarded as a strand of extra-role, gratuitous behaviour, which in some instances amount to outright justification for corrupt (and even anti-citizenship) behaviour.

'Discretion behaviour' following the characterization given by the different officers who participated in the IDI operates in different ways. One of the way in which it operates is captured in this statement by one of the informants:

> There is a problem we had, with the police when they will always be saying 'espirit d'corp' and want to fight you and make trouble. So our boss advised us to use our discretion when dealing with the police and other military and paramilitary groups and allow them to go whenever we see them at our check points. Our boss later designed the public enlightenment that target [sic] the police and especially other paramilitaries. That tended to solve the problem because they then started to cooperate with us.

Another pattern that "discretion" behaviour takes is captured in this comment by one of the informants:

Perhaps the uniform affects people's psychology and makes them aggressive or to use their discretion in a bad way. But one instance where I had to use my own discretion in a way I think is good was a situation where I noticed that my officers arrested a very renowned lawyer and he was on his way to Abuja for an important government function. He accepted that he was wrong and accepted to pay the fine he was booked for but the banks had all closed for the day by then, his car was still impounded and he must get to Abuja that day. I then intervened, and asked my officers to release the lawyer's car and asked the lawyer to give me the fine money and his details so that I will pay the money into the bank on his behalf by tomorrow [sic] myself and he will come to the office later to collect his teller. I allowed him to go with his licence and particulars [sic]. That was how I solved that problem. But I never really wanted to get involved.

Another characterization of discretion behaviour was given by another informant in the following words:

Some motorists have aggressive manner of approach and this affects our officers in the way they use their discretion on the road. Many of the times we get very well-behaved motorists, so we usually caution them and allow them to go. Many of the times also we get very aggressive motorists also who want to prove to us that they know [sic]. What we do to them is that we arrest them, take their vehicle to our office and make sure that they pay all the fines necessary before their vehicle particulars [sic] and driver's licence are released to them. But sometimes if we get a person with a good

manner of approach, if the person had committed two, three or four offences, we may just ask them to go or to book them for only one or two of those offences to make the fine easier for them. It depends on the officers who arrested the person.

Another informant further reports that 'discretion behaviour' on the roads while performing their duty could operate among members of the FRSC in the following ways:

If I am faced with a situation where the offender that I apprehend on the high way happens to be someone known to me or someone who is a friend of my colleagues or my commanding officer, I will use my discretion and allow the person to go without booking him [for the offences]. I will not want to be having problems with my commanding officer or even with my colleagues.

In addition to other kinds of anti-citizenship behaviour, the informants also reported on outright corruption perpetrated under the guise of 'discretion'. For example, one informant reports that:

Deviants are in the organization even though the organization is regimented and bureaucratically structured. Deviance in the organization includes lateness to duty. For example, 2 persons may be on duty when 3 people are actually scheduled to be there. There is also the issue of manner of approach while on the job and people's conduct on the road. For example, because fellow officers are free to use their discretion on the road, you see some people collecting money from motorists to let them off the look when they have contravened Road Safety Law... However, we have bad eggs in every organization.

It is therefore obvious from the foregoing that "discretion behaviour" operates in different ways. However, the closest idea one could tie it to could be that of patron-clientelism. Discretion behaviour is applied in situations where "discretion"-performing FRSCN officer encounters a high-ranking professional, friend or relation, temperate or "good-natured" individuals, persons who drop the names of colleagues or superior officers or show evidence of knowing the officer's commanding officer, or members of other paramilitary organizations.

Discretion as can be seen from the analysis therefore is performed in the course of duty of the officer(s). It could involve and may not be limited to out-rightly letting an offender off; letting an offender off with only a slight penalty for a severe or "big" offence; letting an offender off due to some form of gratification (in cash or kind); letting an offender go while collecting the legitimate fine for the offence to pay to the designated bank(s) on behalf of the offender; not engaging an offender for fear of or in consideration of his presumed social status or what the person is capable of doing.

Even though these findings were not hypothesized and therefore emerged in the course of the fieldwork, it could still be recalled that the Federal Road Safety Commission of Nigeria as an organization either singly or lumped together with other paramilitary organizations in Nigeria, has been identified as having problems in the nature of negative forms of in-role behaviour or extra-role behaviours that are detrimental to the organization. These ultimately would impinge on the efficiency and effectiveness of the organization, and may include but are not limited to: anti-citizenship behaviours, workplace deviance and corruption (Adesina, 2003; Agunbiade, 2008; Alemika, 2003; Okpanku, 2008). Alemika (2003) Smith (2007), Okpanku (2008), and Agunbiade (2008) have noted, amongst others, that Nigerian paramilitary organizations face a crisis and challenge of integrity. Since the literature indicates that higher levels of Organizational Integrity would lead to more performance of OCB, it

might follow that lower levels of Organizational Integrity would lead to more engagement in anti-citizenship behaviour. Agunbiade (2008), and Okpanku (2008) particularize on the FRSC with each writer denouncing certain unwholesome practices of members of this organization on Nigerian roads that bother on corruption and anti-citizenship behaviours. It would therefore appear that "discretion behaviour" is at the basis of these practices among the FRSCN that bother on corruption and sometimes anti-citizenship behaviour as the members themselves have chosen the term "discretion" as their own metaphor to capture all those behaviour that fall within the rubric of extra-role behaviours.

Conclusion on Forms of OCB among Members of the FRSC

Interpretative analysis of the qualitative data generated through the use of In-Depth Interview of key informants was done. The results from this instrument were presented in sequence in consonance with the major issues raised during the fieldwork and as contained in the In-Depth Interview guide.

The findings from the 12 informants interviewed showed a great deal of similarity in the ideas held about the forms of OCB among members of the FRSC so that there was noticeably a theoretical saturation as more and more of the interviews were conducted. However, there were also some considerable degrees of divergence in the opinions of some of the key informants. It was indeed by the researcher probing further on one of the divergent views of the informants that perhaps the most significant emergent issue of this research was uncovered. That is, the issue of "Discretion Behaviour". Results from the instrument provided insight into two other major areas, namely: the issue of characterizing OCB in the FRSC, and the issue of theoretical underpinnings to the performance of OCB at the FRSC.

This means that there are forms of behaviour among members of the FRSC that conform to the regular patterns of OCB performance in other service-oriented organizations as well as some yet-to-be-properly charted areas of extra-role work behaviour that need to be

studied further to deepen the understanding of such. One such area as can be deduced from this study is the area of aniti-citizeship behaviour among workers. Another area is the area of integrating the local elements such as the positive forms of "discretion behaviour" to the generally adopted versions of the components or dimensions of OCB, hence a redefinition or at least an expansion of the definition of OCB to accommodate varied cultural contexts.

Concluding Remarks

This study had set out to examine the effect of Organizational Integrity on the OCB performance of members of the FRSC; and experimentally explored the effect of an intervention programme on Organizational Integrity (OI) on the OI scores of members of the FRSCN. The findings of the study were consistent with the findings of some previous researchers such as Bettercourt, Gwinner, and Meuter (2001); Pasanen (2000); Podsakoff, Mackenzie, Paine, & Bachrach (2000); and Ladebo (2004), who found that loyalty behaviour, employee participation and service delivery/conscientious behaviour are related to OCB. Some of these researchers also found out that Organizational Integrity is related to Organizational Citizenship Behaviour as an antecedent variable.

The study ultimately concludes therefore that OI interventions (in form of workshops, seminars and other forms of trainings, etc.) are effective ways of improving the OI levels and by implication the OCBs of members of the FRSC and similar organizations. There are consequently a number of implications and practical applications to the findings of the study.

Based on some of the obvious implications of the study the study recommended amongst others the need for training of members of the paramilitary and the armed forces in Organizational Integrity be factored into future policies on the paramilitary and the armed forces in Africa. Part of the reason for this recommendation is that if the members of paramilitary forces are targeted for OI training *ab initio*, it will influence their performance of

OCBs thus ultimately helping to actualize the promise of, and meet the challenges of the modern Nigerian or African state, in whose service paramilitary organizations are essentially deployed. To design and execute these training programmes should be experts in organizational/industrial sociology. Whether the organization in question is a paramilitary organization or any other public or private bureaucracy, the way to move forward is to involve experts in specific areas, and, in this case OI and OCB, to conceptualize and carry out intervention programmes that will serve as regular orientation programmes designed to raise the OI perception of the workers and improve the workers' performance of OCB for the ultimate improvement in the efficiency and effectiveness of such a workforce.

The study also recommends further qualitative research into the area of extra-role work behaviour in order to deepen the understanding of them. For example, the need to look at the area of aniti-citizeship behaviour among workers as well as the positive forms of "discretion behaviour". These are necessary for the benefit of the scientific understanding of the motivational basis of employees' behaviours, and the formation of positive employee attitudes.

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