INTERNAL ATTITUDE SURVEY AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR IN TELECOMMUNICATION FIRMS IN NIGERIA

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ABSTRACT

The study evaluated the relationship between internal attitude survey 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. The cross sectional survey method was utilized for the study. The Krejcie and Morgan's (1970) table on sample size determination was applied to get a sample size of 260 from a population of 800 who are employees of the telecommunication firms while the analysis was based on the 234 returned copies of the questionnaire. Our study revealed that internal attitude survey takes place in the telecommunication firms. Internal attitude survey 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 internal attitude survey as a form of employee involvement in the telecommunication industry in Nigeria enhances employees' OCB. Having drawn this conclusion, the study therefore recommends that employees' contributions should be periodically sought through internal attitude surveys.

Keywords: *Internal Attitude Survey (IAS), Organizational Citizenship Behaviour (OCB), Employee Altruism; Civic Virtue, Conscientiousness, Employee Involvement.*

INTRODUCTION

The challenging competitive environment of business organizations, the rapid and continuous changes of the environment and complexities of providing services have more than ever before revealed the importance of having committed, motivated and satisfied employees for the organizations. Organizational commitment is one of the behavioural aspects of people in the organization which has been paid much attention in recent decades. In addition, organizational citizenship behaviour gained much attention and became the subject of many researches in recent decades (Allameh, Amiri and Asadi, 2011).

According to Hellriegel and Slocum (2004, p.237) an organization's competitive edge no longer lies in its product but in its people. Recruiting the right people, motivating them and, melding them into a team that works well together can be identified as critical to an organization's ability to practice good customer relations, react to market changes quickly, innovate, and subsequently achieve a competitive advantage. To LePine & Van Dyne (2001, p.327) many organizations that have become successful on account of good employee management have been able to do so through organizational citizenship behaviour (OCB) which manifests itself through employee motivation, satisfaction, involvement and commitment. What this means is that organizations in Nigeria should put in place measures that ensure job satisfaction in order to achieve excellence through OCB.

Indeed, employees with high level of involvement seem to be satisfied with their jobs, to have positive moods at work, and to be highly committed to their employers, and their careers (Cohen, 2006). It has been proved, in both theoretical and practical frames that employees are one of the most vital aspects of an organization and therefore a good human resources management policy can become a competitive advantage (Czepiel, Solomon, Surprenant & Gutman, 1985). This is especially true in the case of service organizations as they depend heavily on their front line staff to provide high quality services to their customers (Palmer, 2001). Nwibere (2014) observed that employees who exhibit high levels of job involvement consider their workplace duties to be very important parts of their lives and whether or not they feel well about themselves is to a large extent dependent on how they perform on their respective jobs.

Research in organizational citizenship behaviour 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 internal attitude survey as dimension of employee involvement in enhancing organizational citizenship behaviour especially in the telecommunication sector and this is the crux of this study.

Organizations should focus more on their employees generally and on OCB in particular especially in times of fast changes and economic difficulties. Poor organizational citizenship behaviour is a major problem facing most Nigerian organizations. Many firms are yet to see the need to use survey to assists management in gathering factual information about employee's experiences, perceptions and expectations in the workplace. The specific objectives of this study are: to determine the effect of internal attitude survey on employee altruism in the telecommunication firms; to ascertain the effect of internal attitude survey on employee civic virtue in the telecommunication firms; and to examine the effect of internal attitude survey on employee conscientiousness in the telecommunication firms in Nigeria. Based on the above objectives, the following research questions are posed to give direction to this study. The major research questions therefore borders on finding the extent to which internal attitude survey affect OCB in the telecommunication firms using as using the South – East region as case study. The research has put forward the null hypothesis that is no significant relationship between internal attitude survey and employees OCB in the telecommunication firms in Nigeria.

Internal Attitude Survey
According to Stone (2011), attitude survey assists management in gathering factual information about employee's experiences, perceptions and expectations. An important way of involving employees in decision making is by the use of attitude surveys (Armstrong, 2003). It is `a system for collecting information to describe, compare, or explain knowledge, attitudes and behaviour'' (Fink 1995, p.1). Attitude Survey assists management in gathering factual information about employee's experiences, perceptions and expectations (Stone, 2011). Employee attitude surveys can be designed to focus on employees' perceptions about a number of issues such as their careers, jobs, work climate, training and development, organization design, organization culture, management style, sources of stress, satisfaction or dissatisfaction (Gerstmann 2011). Hogan (2007, p. 573), "an attitude is usually defined with respect to its object" Since attitudes attach to objects it makes them recognizable in regard to distinguishing between personality traits and interests. Measuring attitudes is a significant means of assessing individuals' thoughts, feelings, and actions in regard to an object. Psychologists use attitude surveys for translating individuals' subjective attitudes into empirical data. An attitude survey has the capacity of providing information that is significant and

valuable in regard to assessing the thoughts, feelings, and actions of individuals in regard to an object.

Organizational Citizenship Behaviour (OCB)

The OCB construct has been defined as "... a general tendency to be co-operative and helpful in organizational settings ..." (LePine, Erez, & Johnson, 2002). Borman (2004) enunciated on workplace acts that could be considered as OCB to include persisting with extra effort when necessary to complete a task successfully, helping and co-operating with co-workers in the workplace, and being supportive of organizational goals and objectives. Research on OCB has tended either to examine antecedent factors predicting the OCB relationship, or the relationship between OCB and outcome factors. Organizational Citizen Behaviour has been defined in literature as a multi-dimensional concept that includes all positive organizationally relevant behaviours of individual organizational member including traditional in-role behaviours, organizationally functional extra-role behaviours, and political behaviours, such as full and responsible organizational participation (Wagner and Rush 2000).

Podsakoff, Mackenzie and Bachrach (2000) studied almost more than 200 published articles during 1983 and 1999 and came up with the brief history and consequences of organizational citizenship behaviour. Further their focus of research was on four antecedents of OCB: Individual characteristic, task characteristic, organizational characteristic and leadership characteristic. Literature also provides the brief information about consequences of OCB and has positive impact on employees as well as organization (Podsakoff and others, 2000). OCB dimensions such as civic virtue and sportsmanship seems to create positive impacts but negative results has been linked with altruism (Podsakoff and Mackenzie, 1994). The belief among researchers is that as more employees engage in OCB, the organization becomes more successful (Yen and Neihoff, 2004). Baker (2005) explained that OCB and CWB (Counterproductive Work Behaviour) are negatively related with each other, it describe if a person is high on degree of OCB will not show such behaviour posing an unpleasant effects on production. Furthermore, study of Cirka, Deckop and Mangal (1999) describe that the age of employee has a negative and significantly effects on OCB. This behaviour (Organizational Citizenship Behaviour) might increase co-workers' and supervisors' productivity, help synchronize performance, increase consistency in organizational performance, and help organization to attract and retain employees (Borman, 2004).

The study of five classification of OCB, have been extensively used by many researchers across the world in diverse perspective and found a valid tool for measuring OCB. 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.

Furthermore, Bambale, Shamsudin, and Al-Subramaniam (2011) observed that Smith, Organ, & Near (1983), on their own part, have conceptualized these discretionary behaviours as acts of citizenship undertaken to benefit some individuals or the organization. Organ (1988) has further described those discretionary behaviours as organization citizenship behaviours (OCBs) or the good soldier syndrome. Good soldier syndrome represents the willingness of people to invest effort and energy in their social environment beyond any formal requirement and with no expectation of formal rewards (Vigoda-Gadot, 2006). Researchers have demonstrated that organizational citizenship behaviors (OCBs) make important contributions to individual, group and organizational effectiveness (Organ, Podsakoff, & MacKenzie, 2006).

Internal Attitude Survey and Organizational Citizenship Behaviour
Walley, Custance, Orton, Parsons, Lindgreen, & Hingley (2009, p.263) posit that employee's "Attitudes may be positive, negative, or neutral (valence); may vary in intensity (extremity); can be more or less resistant to change; and may be believed with differing levels of confidence or conviction." That means attitude survey is a means through which management can get first hand information about employees' feelings and belief regarding the organization. They may exhibit positive, negative or lacklustre attitude,

which has implications for the way they will help the organization achieve their aims. A worker's attitude is predicated on his/her perception or preconceived belief about a system, group of people, or situations, and sometimes these perceptions are clothed with fallacy or other perceptual errors. To this effect, internal attitude survey helps reveal to managers the perception and misperception an employee has about his colleagues, subordinate, and superiors. If managers take appropriate actions (such as reviewing its interpersonal or human relations policies, facilitating an ambience of cordial social relationships and so on) at reconciling the perceptual differences that hitherto insidiously permeate the work environment, then workers would stop seeing one another as a cog in the wheel of progress, rather they will adopt team-oriented and altruistic approach in organizational task performance. Certain employees may engage in this particular act of extra-role behaviour (altruism) for other reasons other than organizational factors, they could be intrinsically motivated or it could be based on sheer social, moral or religious fanaticism. Regardless of their motive, the impact of internal attitude survey still has substantial impact on an individual's altruistic behaviour. Altruism is a display of high level intensity of positive attitude towards the organization, therefore, internal attitude survey helps to identify possible factors (individual and organizational) that tend to shrink or subvert altruistic enthusiasm of the staff. Employee attitudes have been found to influence subsequent organizational citizenship. Indeed, as citizenship appears to consist of discretionary behaviours, how the employee perceives the organization (as evidenced by his/her attitude toward it) would likely predispose this employee to either perform or withhold such performance (Dick, Grojean, Christ, & Wieseke 2006).

Areas that require adequate motivation and empowerment are outlined by employees in the course of their attitude survey. An ill-motivated employee will exhibit lackadaisical or lacklustre attitude towards their job no matter how passionate they feel for the job. Most people tend to input greater efforts to their job, work for longer hour, and show high level of commitment when they are adequately motivated. Invariably, the attitude survey enables managers and decision makers to identify those areas that require intensified motivation and the type of motivation needed based on the situation. Some examples include; improving the physical working conditions (such stabilizing the power supply, equipping a lecturer's office with adequate research facilities, installing an air condition, giving awards of recognition, recommendation for promotion, prompt payment of

remuneration, and so on). All these, as are made available in the attitude survey, will enhance and encourage already existing conscientious staff members, as well as attract new ones.

Jaja and Okpu (2013) examined the relationship between Internal Attitude Survey and Workers Commitment. Using Cross Sectional Survey design, a sample size of 357 employees from the Banking Industry in the South-South zone of Nigeria was used as respondents. The results drawn from the use of Spearman Rank Order Correlation showed that Internal Attitude Survey had a significant positive association with workers continuance and normative commitment, but no significant association with workers affective commitment. This result suggest that when employees views and feelings are known by management and positive steps taken to redress imbalances, employees will be morally obliged to remain with the organization and will not be willing to leave the organization because of possible loss in their investment.

Research Methodology

The cross sectional survey method was utilized for the study. It made use of both the quantitative and qualitative methods. Sullivan (2001) is of the view that some cross sectional survey research utilizes both questionnaire and interview techniques. Questionnaire administration and interview techniques were used to collect data from 800 of our respondents who are employees of the telecommunication firms in five South- East states. The Krejcie and Morgan's (1970) table on sample size determination was applied to get a sample size of 260. After the distribution, two hundred and thirty four (234) copies were retrieved while (3) participants from each of the five states in the south-east were interviewed, bringing the total to fifteen (15) interviewees. Our instruments were validated by scholars from the field of Management. In addition, most of the variables that were employed for this study were sourced from avalanche of existing literature and had been pre-tested and validated in previous studies (Holland, Pyman, Cooper and Teicher, 2009; Nicol, 2002; Dudai and Cacioppe, 1991).

The Cronbach's alpha statistic was used to measure the internal consistency for reliability of our research. 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. Internal attitude survey (IAS) which is the predictor variable and Organizational citizenship behaviour (OCB) which is the criterion variable

were measured using a 5point Likert scale. Simple frequencies and percentages as well as univariate analysis were established while the Spearman Rank Order Correlation Coefficient was used the show the association between the study variables.

Data Analysis and Results

The demographic analysis ascertained the distribution of our respondents through selected characteristics such as the gender, marital status, position, educational qualification and age. It revealed that 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. 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. 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. 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 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.

Table 1: Respondents view of Internal Attitude Survey in the Telecommunication Firms.

Variable	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
IAS1	234	1.00	5.00	4.0385	.93261	-1.582	.159	3.078	.317
IAS2	234	1.00	5.00	4.1239	.94348	-1.704	.159	3.406	.317
IAS3	234	1.00	5.00	4.1368	.86323	-1.681	.159	3.774	.317
IAS4	234	1.00	5.00	4.1667	.84534	-1.529	.159	3.578	.317
IAS5	234	1.00	5.00	4.1581	.87195	-1.449	.159	2.604	.317
IAS6	234	1.00	5.00	4.0598	.85709	-1.312	.159	2.330	.317
Valid N (listwise)	234								

Source: Research survey, 2016

The data (Table 1) illustrate that there is a high level of affirmative (where x > 2.50) as regards the indicators of internal attitude survey. The construct examined employee experiences and the organizational practice of internal attitude survey within the target organizations with indicators aimed at examining the presence of internal attitude surveys through its indicators. Based on the results, it can be observed that all indicators reveal that respondents affirm to all six practices and indicators of internal attitude survey within the telecom firms as also supported by the low disparity in response of (SD $\leq$2.00).

Table 2: Respondents View of Altruism as a Measure of Organizational Citizenship Behaviour in the Telecommunication Firms.

Variable	N	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	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								

Source: Research survey, 2016

The data (table 4.6) 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	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	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 4.7) 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	Minimum	Maximum	Mean	Std. Deviation	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	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 4.8) 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 $\leq$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 Internal Attitude Survey and Organizational Citizenship Behaviour

Variables			IAS	Altruism	Virtue	Conscient
Spearman's rho	IAS	Correlation Coefficient	1.000	.793**	.925**	.725**
		Sig. (2-tailed)	.	.000	.000	.000
		N	234	234	234	234
	Altruism	Correlation Coefficient	.793**	1.000	.815**	.775**
		Sig. (2-tailed)	.000	.	.000	.000
		N	234	234	234	234
	Virtue	Correlation Coefficient	.925**	.815**	1.000	.740**
		Sig. (2-tailed)	.000	.000	.	.000
		N	234	234	234	234
	Conscient	Correlation Coefficient	.725**	.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 internal attitude survey and the three measures of organizational citizenship behaviour (altruism, civic virtue and conscientiousness) reveal significant results in all three instances; where

internal attitude survey and altruism (correlation coefficient = .793; and P < 0.05) indicates strong levels of significant associations; between internal attitude survey and civic virtue (correlation = .925; and P < 0.05) also indicates a high level of association; between internal attitude survey and conscientiousness (correlation = .725; and P < 0.05) also indicate strong level of significant association. The results show that internal attitude survey 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 internal attitude survey and altruism

ii.   There is a significant relationship between internal attitude survey and civic virtue.

iii.   There is a significant relationship between internal attitude survey and   conscientiousness.

DISCUSSION

Our study revealed that internal attitude survey takes place in the telecommunication firms. From the results, it has a significant positive effect on altruism, civic virtue and conscientiousness. Empirical evidence (Gerstmann, 2011, Okpu, 2011, Armstrong, 2003) has shown that attitude surveys enable organizations to have an awareness of employees' sources of morale, commitment and dialogue. When employees embark on civic virtue, they tend to understand each other better, and this smoothens interpersonal relationships with less work related problems while sportsmanship behaviour reduces inter-group conflict and diminishes the need to spend time on conflict resolution between workers and managers on issues relating to working conditions. Organ et al. (2005) further contend that coordination of activities among group members and between work groups may also improve when employees voluntarily attend and actively participate in work unit meetings or collaborate with members of their team or members of other groups to avoid creating work related problem for other workers. Our finding is in line with this view. With the use of attitude survey, telecom firms' employees' believe that their management is sincere about involving them in decision making in the organization. The use of internal attitude survey as a form of employee involvement engenders employees confidence as result they display high level of OCB in the telecommunication firms in Nigeria.

Summary of Findings

1. Internal attitude survey has a significant positive effect on employees' altruism in the telecommunication firms in Nigeria.
2. Internal attitude survey has a significant positive effect on employees' civic virtue in the telecommunication firms in Nigeria.
3. Internal attitude survey has a significant positive effect on employees' conscientiousness in the telecommunication firms in Nigeria.

CONCLUSION

The use of internal attitude survey as a form of employee involvement in the telecommunication industry in Nigeria enhances employees' OCB. Having drawn this conclusion, the study therefore recommends that employees' contributions should be periodically sought through internal attitude surveys. All the employees should be involved in decision making in the firm. Meaningful and creative contributions should be implemented and rewarded. This will automatically increase workers' organizational citizenship behaviour.

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