


Nexus between Conscientiousness, Civic Virtue, Altruism and Employee Motivation among Health Workers in Oyo State


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Abstract: *The study investigated the nexus between conscientiousness, civic virtue, altruism, and employee motivation among health workers in Oyo State. The study examines the significant relationship between conscientiousness, civic virtue, altruism, and employee motivation. A descriptive research design was used, and primary data was collected through a self-administered structured questionnaire. Descriptive and inferential statistics were used to analyse the data. A total of 127 respondents were selected from the selected hospitals in Oyo State. The researchers utilised two sets of standardised scales to make up the questionnaire: Organizational Citizenship Behavior Scale (OCBS) and Employee Motivation Scale (EMS). Data were analysed, and the formulated hypotheses were tested using Statistical Package for Social Statistics (SPSS). Findings revealed a significant relationship between altruism, civic virtue, conscientiousness and Employee Motivation. civic virtue [t (121) = -2.739, p<0.05]; altruism [t (121) = 2.462, p<0.05] and conscientiousness [t (121) = 2.462, p<0.05]. The study recommended that management encourage the workforce's well-being to exceed the organisation's minimum role obligatory and expected. Also, management needs to give better incentives to the employees who engage in organisational citizenship behaviour, like gifts, reimbursement, promotions, and bonuses. The management needs to reward an employee who provides additional role performance to the organisation.*

Keywords: *Conscientiousness; Civic Virtue; Altruism and Employee Motivation*

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Introduction

The phenomenon of Organizational Citizenship Behaviour (OCB) was established by Chester Bernard (1938), who defined "OCB as extra-role behaviour". OCB is a job behaviour which neither compulsory on the part of the formal reward system of the organisations nor contributes to the organisation's overall effectiveness and efficiency. OCB is an expression of individual motivation within a group or organisational context. There are different factors which are part of OCB. This study looks at conscientiousness, civic virtue and altruism.

Various factors are predictors of Organizational Citizenship Behaviour (OCB). Altruism is one such factor, which involves the voluntary assistance of less skilled employees or overloaded colleagues in completing tasks (Dimitriades, 2007; Todd, 2003; Wang, 2013). Conscientiousness is also a key factor of OCB, which refers to an individual's dedication to performing beyond formal job requirements (Dimitriades, 2007; Bukham, 2008). This can be expressed through job commitment, performance, and adherence to rules and regulations. Finally, civic virtue is another factor that involves responsible participation in the organisation's life, such as attending meetings or functions that may help the organisation achieve its goals (Dimitriades, 2007; Organ, 1998).

Organ (1988) discusses the importance of discretionary behaviour in enhancing efficiency. He identifies three factors contributing to group efficiency: altruism, conscientiousness, and civic virtue. Altruism involves employees voluntarily helping their colleagues, enhancing individual and group performance. Conscientiousness involves employees dedicating more time and effort to the organisation, going beyond the formal requirements of their job. On the other hand, civic virtue involves employees participating responsibly in the organisation's life, such as attending meetings and functions that may help achieve the organisation's goals. These factors all play a role in improving efficiency and can be encouraged through various motivational strategies. Research has shown that intrinsic and extrinsic employee motivation plays a crucial role in enhancing these factors of OCB (Kim, 2014; Muhammad & Aslinde, 2014). This means that a high level of employee motivation can positively influence the selected dimensions of OCB.

Motivation can be seen as a process that directs individuals to attain their goals. There are two types of motivation, namely: intrinsic and extrinsic motivation. The first is based on self-determination and competence, but the second type is increased by workplace environment Marquies and Huston, (2009). Employees are driven by motivation, which leads them to develop their work attitude and behaviour, e.g., job commitment, OCB etc. However, employee motivation can be seen as an emotional stimulus that controls an employee's level of effort and the persistence of the environment in which task performance takes place (Podsakoff, 2009). Employee motivation can also be seen as an internal state that increases the desire or pressure to perform (Furnham, Eracleaus and Premuzic, 2013). Robbins (2013) defines motivation as a willingness to exert effort to achieve organisational goals influenced by an individual's inherent needs. These needs can be categorised into five levels, physical, security, social, reward, and self-actualisation, forming a hierarchy of needs. Generally, motivation involves producing intensity, direction, and persistence in individuals to achieve goals. Therefore, an employee with high education and strong motivation will likely perform well.

The significance of human and natural resources in the progress of a society cannot be overemphasised. Among the human resources, health workers in Oyo State play a crucial role in the healthcare sector, providing care and support to community members. Their duties range from enhancing the community's capacity and accessibility to health insurance, quality healthcare, and health-related information for individuals, families, groups, and communities. Additionally, health workers face personal obligations, such as family matters and interpersonal connections, alongside their professional responsibilities. The research was centred on particular aspects of organisational citizenship behaviour

(OCB), namely conscientiousness, Civic Virtue, and altruism, exhibited by health workers. The paper found a dearth of literature on the correlation between these traits and employee motivation. Hence the study delved into the relationship between conscientiousness, Civic Virtue, Altruism, and employee motivation among health workers in Ibadan, Oyo State. This study aimed to fill the gap in the existing literature by examining employee motivation as a determinant of conscientiousness, Civic Virtue, and altruism among health workers. This study aimed to investigate the link between employee motivation and the selected dimensions of OCB (Altruism, Conscientiousness & Civic Virtue) among health workers in Oyo state.

Research Hypotheses

1. There is no significant nexus between employee motivation and altruism among health workers in Oyo State.
2. There is no significant nexus between employee motivation and conscientiousness among health workers in Oyo State.
3. There is no significant nexus between employee motivation and civic virtue among health workers in Oyo State.

Literature Review

Conceptual Review

Altruism

According to Organ (1997), altruism can be defined as the capacity or action to aid others. In the context of an organisation, this can manifest in various ways, such as voluntarily assisting new employees, helping overwhelmed co-workers, guiding individuals to complete difficult tasks, and supporting absent workers. Smith, Organ, and Near (1983) described altruism as deliberate actions taken by an employee to aid another individual in completing a task under challenging circumstances. Ultimately, altruism in an organisational context pertains to one member helping another member to complete their work.

Conscientiousness

Conscientiousness involves going beyond the basic requirements of a job, which may include following rules, avoiding extra breaks, and working longer hours. It involves a commitment to attending work, being punctual, and maintaining a tidy workspace (MacKenzie, 1993). Conscientious employees are responsible individuals who take the initiative and need less supervision. They are committed, organised, responsible, and hardworking. According to Organ (1988), conscientiousness involves a dedication to a job that exceeds formal requirements, such as volunteering for additional tasks and working long hours.

Civil Virtue

According to Deluga (1998), civil virtue is described as subordinate participation in organisational life and supporting the organisation's administrative function. Organ (1988) also defined it as the responsibility of the employee to participate in the organisation's activities, such as attending required meetings and keeping up with organisational changes. This OCB dimension was derived from the findings of Graham (1991), which stated that employees should be responsible for being good citizens of the organisation. Podsakoff (2000) suggests that this behaviour reflects an employee's recognition of being part of the organisation and accepting the responsibilities that come with it. Walz and Niehoff (1996) have found that civic virtue enhances the quantity of performance and helps to gain customer satisfaction.

Theoretical Review

Social Exchange Theory (SET)

George Homans developed the social exchange theory in 1958. This theory postulates that "giving and receiving material or intangible resource is at least partially predicated on the expectation of return". Therefore, the target of the beneficial act many feel an obligation to repay in some way. Likewise, to the extent that employees engage in behaviours to help others. The theory of social exchange Blau (1964) may come to bear if an individual takes additional steps to assist another person, that person may take additional steps to reciprocate Uehare, (1990). Thus, employees who engage in levels of OCB directed towards the organisation should be well motivated by the organisation Podaskoff, Whiting and Blume, (2009).

Social Identity Theory

Organisational or social identity pertains to the degree of attachment employees feel towards their work environment, which is influenced by contextual factors and social processes (Mayfield & Taber, 2009). This concept posits that the stronger the affiliation that employees have with their organisation, the more they perceive the success of the organisation as their own, leading to a higher likelihood of engaging in Organizational Citizenship Behavior (OCB) (Mayfield & Taber, 2009; Shim & Faerman, 2015). Mayfield & Taber (2009) also introduced the concept of motivation-based self-concept, an intrinsic form of self-concept that stems from an individual's values. When these values are prosocial, the self-concept can be a source of motivation exhibited in altruistic behaviours. Furthermore, as employees collaborate and work in groups, distinct norms, particularly OCB norms, are established to promote organisational success. Additionally, employees exhibit OCB to express the values that characterise their self-concept (Mayfield & Taber, 2009). A study on public servants showed a significant correlation between organisational identification, subjective OCB norms, and OCB (Shim & Faerman, 2015).

Empirical Review

Muhammed and Khadija (2018) conducted a study to investigate the relationship between employee motivation and organisational citizenship behaviour among bankers in Pakistan, with the mediating effect of job satisfaction. Their findings showed a significant positive association between employee motivation, job satisfaction, and organisational citizenship behaviour. As a result, the study recommended that organisations should prioritise the improvement of employee motivation and job satisfaction to enhance organisational citizenship behaviour within their workforce.

In the study conducted by Safaa (2018), the focus was on exploring the connection between employee motivation and organisational citizenship behaviour, specifically in the Egyptian governmental sector. The study aimed to examine how employee motivation affects organisational citizenship behaviour, with an additional exploration of the role of employee engagement in mediating this relationship. A mixed-methods approach was utilised, and the results indicated that extrinsic motivation was more effective in developing organisational citizenship behaviour than intrinsic motivation among employees in the MOCA. As a recommendation, the study suggested that the ministry increase the engagement task for highly qualified employees in structured tasks.

Muhammad and Aslinde (2014) conducted a study to investigate the relationship between employee motivation (extrinsic and intrinsic) and organisational citizenship behaviour, with the mediating effect of organisational commitment. The study utilised a quantitative approach and distributed questionnaires to the participants, and the collected data was analysed through linear regression. The results demonstrated that both extrinsic and intrinsic motivation has a significant impact on OCB, with organisational commitment playing a mediating role. Therefore, Muhammad and Aslinde (2014) suggest that managers should reconsider the

extrinsic/intrinsic dichotomy in motivation practices and focus on improving organisational commitment to enhance employee OCB.

A conceptual model was created by Khadija, Mirza, and Sami (2014) to examine the relationship between job satisfaction and the five dimensions of organisational citizenship behaviour. The researchers used a deductive approach and a stratified multistage cluster sampling technique to collect data from 236 banks through a questionnaire in a cross-sectional study. The study findings showed a significant association between organisational citizenship behaviour, job satisfaction, and employee motivation.

Kim (2014) found a noteworthy positive correlation between public service motivation and organisational citizenship behaviour. Abuiyade and Chou (2012), on the other hand, utilised five motivational job characteristics derived from Hackman and Oldham's (1975) job characteristics model to investigate the influence of intrinsic job motivation on organisational citizenship behaviour. The social exchange and psychological contract theories underpin the relationship between motivation and OCB.

Methodology

The study adopted a descriptive research design. The population for this study consisted of all health workers in some selected hospitals in Ibadan, Oyo State. The details of the population of the study are presented in table 1. The study employed a stratified random sampling method to select hospitals. The three largest hospitals owned by the Oyo State government were purposefully chosen for this study, as they had the highest concentration of both workers and patients. A representative number of hospitals were then randomly selected from each category. This research selected 20% of the total population as the sample size, giving us 127 respondents.

Table 1. Population of the Study

S/N	NAMES OF HOSPITALS	POPULATION
1	ADEOYO RING ROAD	203
2	ONI & SONS	185
3	ADEOYO (YEMETU)	248
	TOTAL	636

Source: Authors' Computation (2022).

The main instrument that was used for the study was a structured questionnaire. The questionnaire for this study is tagged: Organisational citizenship behaviour as a correlate of employee motivation and job performance among health workers in Oyo State. The questionnaire consists of forty-one (41) statements in which section 'A' contains socio-demographic information, and section 'B' of the questionnaire is designed to measure Organisational citizenship behaviour. It was developed by Sharma and Jain (2015). It contained 17 statements, divided into three sub-scale of Organizational Citizenship Behaviour. It measures 3 components of OCBS: Altruism (5 items), conscientiousness (6 items), and Civic Virtue (6 items). Section 'C' of the questionnaire was designed to measure Employee motivation. The scale was developed by Martin and Donald (2009). EMS consists of 10 statements in which the respondents were asked to rate the statement on a five-point Likert scale, such as SA =Strongly Agree, A= Agree, U =Undecided, D =Disagree, SD= Strongly Disagree. 127 copies of the questionnaire were administered and filled, but only 125 questionnaires were returned and utilised for the analysis of the study.

Results

Cross-tabulation table was used to analyse the respondents' demographic information, and regression analysis was used to analyse the demographical variable and the hypotheses formulated.

The cross-tabulation Table 2 revealed that 62 (49.6%) respondents were male, and 63 (50.4%) were female. 53 (42.4%) respondents were aged between 21 and 30 years. 49 (39.2%) respondents had ages between 31 and 40 years, 19 (15.2%) respondents were between 41 and 50 years, and 4 (3.2%) respondents have they are aged above 51 years. Therefore, most respondents were between the ages of 21 and 30. In addition, 24 (35.2%) respondents had OND/Diploma certificates, 32 (25.6%) had HND/BSc/B.Ed./BA certificates, 32 (25.6%) had MSc/MEd/MA certificates, and 14 (11.2%) of the respondents have PhD certificate.

Table 2. Cross-tabulation of Gender, Highest Educational Qualification, and Age

Age		Highest educational qualification				Total	
		OND/Diploma	HND/BSc/B.Ed./BA	MSc/MEd/MA	PhD		
21-30 years	Gender	Male	15	8	5	1	29
		Female	12	0	8	4	24
	Total	27	8	13	5	53	
31-40 years	Gender	Male	14	1	10	1	26
		Female	1	15	7	0	23
	Total	15	16	17	1	49	
41-50 years	Gender	Male	0	1	1	3	5
		Female	1	5	4	4	14
	Total	1	6	5	7	19	
51 years and above	Gender	Male	0	1		1	2
		Female	1	1		0	2
	Total	1	2		1	4	
Total	Gender	Male	29	11	16	6	62
		Female	15	21	19	8	63
	Total	44	32	35	14	125	

Source: Authors' Computation (2022).

In summary, the cross-tabulation table 3 revealed that 4 (3.2%) respondents have less than 3 years of work experience. 38 (30.4%) have 4-6 years of work experience. 46 (36.8%) have 7-9 years of work experience, while the remaining 37 (29.6%) of the respondents have spent 10 years and above in the service. 70 (56.0%) of the respondents were Christian, 51 (40.8%) of the respondents were Muslims, and 4 (3.2%) of the respondents practised other religion which was not specified. 39 (31.2%) of the respondents were single, 63 (50.4%) of the respondents were married, 19 (15.2%) respondents were divorced/separated, while the remaining 4 (3.2%) of the respondents were widows/widowers.

Table 3. Cross-tabulation of Work experience, Marital Status and Religion

Religion		Marital Status				Total	
		Single	Married	Separated	Widow/ Widower		
Christianity	Work experience	0-3 years	0	4	0	0	4
		4-6 years	8	7	1	0	16
		7-9 years	2	25	7	0	34
		10 years and above	11	2	1	2	16
	Total	21	38	9	2	70	

Table 3 (cont.)

Islam	Work experience	4-6 years	14	7	1	0	22
		7-9 years	2	4	3	1	10
		10 years and above	0	14	4	1	19
	Total	16	25	8	2	51	
Others	Work experience	7-9 years	1		1		2
		10 years and above	1		1		2
	Total	2		2		4	
Total	Work experience	0-3 years	0	4	0	0	4
		4-6 years	22	14	2	0	38
		7-9 years	5	29	11	1	46
		10 years and above	12	16	6	3	37
	Total	39	63	19	4	125	

Source: Authors' Computation (2022).

Testing of Hypotheses

There is a significant nexus between conscientiousness, Civic Virtue, Altruism and Employee motivation among health workers in some selected hospitals in Ibadan, Oyo State.

From table 4, R squared is 0.80, which indicates that conscientiousness, civic virtue and altruism contributed 80.0% of the total variation to the employee motivation of the respondents with $F(3,121) = 3.507, P < .05$. Based on the result, it was concluded that there is a significant joint relationship between conscientiousness, civic virtue, Altruism and Employee motivation.

Table 4. Summary of Multiple Regression Analysis of Conscientiousness, Civic Virtue, Altruism and Employee Motivation

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate		
1	.283 ^a	.080	.057	.12584		
Model	Sum of Squares	Df	Mean Square	F	Sig.	
1	Regression	.167	3	.056	3.507	.000 ^b
	Residual	1.916	121	.016		
	Total	2.083	124			

Dependent Variable: Employee Motivation

Predictors: (Constant), Conscientiousness, Altruism, Civic virtue

Table 5 above further revealed that civic virtue, altruism and conscientiousness of the predicting variables were significantly related to employee motivation; civic virtue [$t(121) = -2.739, < 0.05$]; Altruism [$t(121) = 2.462, p < 0.05$] and conscientiousness [$t(121) = 2.462, p < 0.05$].

Table 5. Summary Correlation Coefficient

Model	Unstandardised Coefficients	Standardised Coefficients	T	Sig.	
	β	Beta			
1	(Constant)	.295	.053	5.573	.000
	Civic virtue	-.106	.039	-2.739	.007
	Altruism	.058	.030	1.939	.005
	Conscientiousness	.069	.028	2.462	.000

a. Dependent Variable: Employee Motivation

Discussions of findings

The study conducted Multiple Regression analysis to test the hypotheses that proposed a significant relationship between conscientiousness, civic virtue, altruism, and employee

motivation. The results indicated a significant joint relationship between these dimensions and employee motivation, consistent with previous research by Bukhari (2008) and Borman (1997). The researcher focused on these three dimensions: altruism, conscientiousness, and civic virtue. It was supported by the study by Muhammed and Khadija (2018), who examined the impact of employee motivation on organisational citizenship behaviour in Pakistani bankers, with job satisfaction acting as a mediator. The results showed a significant relationship between job satisfaction and motivation and organisational citizenship behaviour, suggesting that organisations should improve employee motivation and job satisfaction to enhance OCB. This collaborates with Safaa (2018), who found that extrinsic motivation was more effective in developing OCB than intrinsic motivation. There is a significant positive relationship between public service motivation and organisational citizenship behaviour Kim, (2014).

Conclusion and Recommendations

The study found that the selected predictors of Organizational Citizenship Behaviour (OCB), such as altruism, civic virtue, and conscientiousness, were absent in the organisation under study. The study also noted that the dimensions of OCB tend to thrive in an environment that allows for initiative and where motivated employees can develop their work roles. The study concluded that altruism, conscientiousness, and civic virtue positively and significantly affect employee motivation.

Based on the findings, the study recommends that the management board revise policies and implement proper human resource management practices to foster OCB among employees. Additionally, the study suggests that the organisation's management board focus on distributive and procedural justice to boost OCB in cases where organisational justice problems exist. Lastly, the study recommends deploying supportive and transformational leadership styles to encourage OCB when employees are demotivated.

Limitation

The study's sample size is insufficient for extrapolating the results to the entire population of healthcare professionals in Oyo State. Additionally, the research was carried out in the Oyo State of Nigeria, and the outcomes may not be universally applicable to other areas or nations affected by distinct cultural and contextual elements that impact the motivation and conduct of healthcare professionals. Furthermore, the study has not accounted for certain variables that may affect the correlation between conscientiousness, civic virtue, altruism, and employee motivation within the context of healthcare professionals. Various factors may influence employee motivation, including the work environment, leadership style, and job satisfaction.

Future Research

Further studies can be conducted similar studies in different cultural and contextual settings can help understand the influence of these factors on the relationships between the variables and provide a more comprehensive understanding of the nexus between conscientiousness, civic virtue, altruism, and employee motivation among health workers. In addition, future research should consider other potential factors that could impact the relationship between conscientiousness, civic virtue, altruism, and employee motivation among health workers, such as work environment, leadership style, and job satisfaction. Again, this will allow for a more holistic understanding of the factors influencing health workers' motivation and behaviour.

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