

Research Paper



Effect of organizational citizenship behavior on performance of nurses in tertiary healthcare facilities in Benue State, Nigeria

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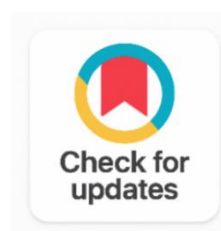
Civic Virtue

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Contextual Performance



ABSTRACT

Background: Discretionary, non-mandated work-related behaviour by nurses has been found to be associated with better nurse performance but the dimensions and how they relate to nurse performance in tertiary health care institutions in Nigeria public health sector is still under researched.

Objective: The aim of this study was to investigate the influence of organisational citizenship behavior (altruism, civic virtue, conscientiousness, courtesy and sportsmanship) on the task and contextual performance of nurses in tertiary health care facilities in Benue State, Nigeria.

Methods: The method that was used was descriptive research with survey method. This study population consisted of 587 Nurses obtained from two hospitals, Benue State University Teaching Hospital, Makurdi and Federal Medical Centre, Makurdi, in the State of Benue, Nigeria. The sample was size 238 obtained by Taro Yamane's formula. Data were analyzed using multiple regression analysis with the aid of SPSS software.

Results: The results showed that all the five dimensions of organizational citizenship behavior (OCB) namely, Altruism, Civic virtue, Conscientiousness, Courtesy and Sportsmanship statistically influenced the performance (both task and contextual) of the nurses in the tertiary healthcare facilities studied. All three dimensions had significant contributions to the variance in nurse performance outcomes.

Conclusion: All the three dimensions of OC analysed (altruism, civic virtue, conscientiousness, courtesy and sportsmanship) contribute to the influence on nurse performance in tertiary healthcare facilities in Benue state, Nigeria. These results highlight the importance of developing discretionary citizenship-related behaviours in nursing employees as one way to improve overall work performance. Based on the results of the study, recommendations were made for promoting OCB in healthcare institutions.

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1. INTRODUCTION

It is no longer contestable that hospitals cannot sufficiently fulfill their purposes within in a work setting where nurses are not willing to work beyond their officially assigned duties since efficient performance of any healthcare facility is intensely influenced by its employees [1]. The trend is that the number is increasing of institutions strategizing to get employees willingly give into extra workloads and still not grumble against the organization or their supervisors [2], [3]. Employee performance in recent times is increasingly found to be higher with employees that work in excess of what is required of them [4], [5], [6].

The focus of this study is on performance of nurses. Nurse's positive behavior can support individual contribution to better healthcare delivery [7], [8]. During health professionals, the outstanding roles played by nurses towards provision of safe and quality healthcare services has been acknowledged [1]. The nursing profession is the largest in all health professions; they are the only set of employs that are at the beck and call of patients round the clock [9], [10], [11].

The ultimate aim of the hospital is to deliver safe and quality healthcare service. For nurses to ensure patients' safety which is ultimate aim of healthcare facility, they have to present or demonstrate affirmative behaviors or disposition that will position the hospital for quality and safety of healthcare service [12], [13], [14], [15]. This is a type of behavior that may positively affect performance within the organization, hence it is highly implored by employers, because it leads to organizational effectiveness and efficiency [16], [17], [18], [19], [20]. Meanwhile in recent times achieving excellence in service delivery has become the selling point of modern organizations. However, to attain this goal lies in their employees' extra-role and in-role behaviors, with the extra-role behavior being synonymous with Organizational Citizenship Behavior (OCB) [21], [22], [23].

[24], [25] Regard OCB as an employee behavior that generally supports effective and efficient operations in the organization yet not openly linked to remuneration individual behavior that is not openly or explicitly related to the formal reward system and broadly [26], [27]. This is a unique sort of discretionary behavior that benefits the organization whenever an employee demonstrates though are clearly penned down in the organization's official compensation plan [22], [28]. Qualifying OCB as discretionary behavior implies that it is not, it means that the behavior is not an obligation specified in an employee's contract terms and as such an employee cannot be punished in case of its omission. Five prominent components of OCB as popularized by Organ (1988) are altruism, civic virtue, conscientiousness, courtesy and sportsmanship [29].

- **Altruistic:** Behavior plays in an organization when an employee willingly assists others to accomplish their duties devoid of expectation of reward in return [30].
- **Civic virtue:** Is an attitude which shows an employee's genuine concern for the perception and wellbeing of an organization [8]. An employee exhibits
- **Conscientiousness:** When they willingly decide to perform above minimum requirements by being attentive, conforming to guidelines, keeping to time among other behaviors at work [18], [12], [6].
- **Courtesy:** Is a constructive relationship between employees that avert workplace disharmony [29]. In a work situation, we see
- **Sportsmanship:** In action when an employee willingly sacrifices his individual concern without

grudging and puts up an encouraging approach in order to attain team goals [4], [10]. Employee performance is the sum worth to an entity of the number of behaviors that an individual puts in, either directly or indirectly towards achieving the goals of an organization [31]. It is the extent of accomplishment in implementing the tasks and the abilities towards the goals intended to achieve [7], [3]. Now that the modern business atmosphere has constrained organizations to endlessly contend for excellence, firms have taken it up as a task upon them to enhance the performance of their employees since a tremendous support of their employees could likely be sure way to achieve this excellence [19], [8]. There are accessible write up of how firms whose employees exhibit OCB are scoring high on their trip to organizational success which, to a great degree, ensures lofty performance and continued survival [26]. Indeed, research on this topic suggests this notion can largely power performance of employees in the health sector [28], [13], [23]. [11] Contend that OCB is at the forefront of essential determinants of nurse's decisions to perform ultimately with best quality of services. However, notwithstanding its soaring acceptance, research on OCB in the nursing profession has been given not as much of attention by scholars in Nigeria. Here we noticed with dismay a gap which this study seeks to fill as it seeks to scrutinize the level of effect of organizational citizenship behavior on performance level of nurses in tertiary healthcare facilities in Benue State, Nigeria. The proceeding parts of this study are discussed as literature review, methodology, test of hypotheses and finally, conclusion and recommendations [32].

1.1 Objectives of the Study

The major aim of this study is to examine the effect of organizational citizenship behaviour on performance of nurses in tertiary healthcare facilities in Benue State, Nigeria. The specific objectives of the study are to

1. Examine if altruism affects performance;
2. Evaluate whether civic virtue has effect on performance;
3. Ascertain the extent of the effect of conscientiousness on performance;
4. Determine the extent to which courtesy affects performance; and
5. Establish the effect of sportsmanship on performance of nurses in the tertiary healthcare facilities in Benue State, Nigeria.

2. RELATED WORK

2.1 Literature Review on Organizational Citizenship Behavior and Employee Performance

This part of the study demonstrated the existence or not of a relationship between OCB dimensions and job performance and of course possible effect dimensions of OCB on employee job performance. The review should have mixed findings from different authors. On this topic [17], [9] produced a similar result with slight variations. Both studies confirmed a strong relationship of altruism and performance of employees, however, [17] differed that the relationship of job performance with civic virtue dimension was an insignificant one. [9], on the other hand supported a strong relationship between conscientiousness, sportsmanship, courtesy, with job performance of employees. Like every other showing variation, this study insinuated that altruism and civic virtue were of insignificant effect on when regressed with employee performance. Another set of studies on the subject matter also varied in their findings. While [14], [24] supported all five dimensions with significant relationship with performance of employees [5], showed support for only altruism, and courtesy. [15] produced positive significant association between conscientiousness, civic virtue and altruism and employee performance. Their study however, proofed no significant link between courtesy and performance of employees.

2.2 Hypotheses of the Study

Ho₁: Altruism has no significant effect on performance.

Ho₂: There is no significant effect of civic virtue on performance.

Ho₃: There is no statistically significant effect of conscientiousness on performance.

Ho₄: Statistically, courtesy does not have significant effect on performance.

Ho₅: Sportsmanship does not have significant effect on performance of nurses in tertiary healthcare facilities in Benue State, Nigeria

3. METHODOLOGY

The design followed in this study was descriptive survey. The study was on two tertiary healthcare centers situated in Benue State. These include Benue State University Teaching Hospital Makurdi (BSUTH) and Federal Medical Center Makurdi (FMC). The subjects in this research were staff nurses working in the setting with one year of experience at the least. The combined number from the two hospitals (274 from BSUTH and 312 from FMC) gave rise to the 587 nurses which formed the population of the study. By using Taro Yamene's formula the required sample size was 238 staff nurses. Questionnaire was the major instrument for gathering primary data. To test the effect of independent variable on dependent variable multiple regression analysis was applied at 0.05 level of significance.

Table 1. Regression Result of OCB and Employee Performance

Ariable	B	Std. Error	Beta	t	Sig.
Constant	2.124	-	-	8.387	< 0.001
Altruism	0.412	-	-	4.184	< 0.001
Civic Virtue	0.318	-	-	4.021	< 0.001
Conscientiousness	0.219	-	-	2.428	0.016
Courtesy	0.986	-	-	7.066	< 0.001
Sportsmanship	0.876	-	-	20.041	< 0.001

The above [Table 1](#) is a representation of findings of regression analysis for the effect of OCB on employee job performance. The R^2 value of 0.694 is to say that OCB is responsible for 69.4 % of change in performance of nurses and only 30.6 % of the change in performance was not accounted for by independent variables in this study. Since 0.001 significance value was less than 0.05, it was a declaration of the fitness of the study regression model. The coefficient values for the five dimensions of OCB are 0.412, 0.318, 0.219, 0.986 and 0.876 for altruism, civic virtue, conscientiousness, courtesy and sportsmanship respectively. The implication of these figures is that if all the independent variables are held constant leaving one at a time, their respective contributions to employee performance shall be 41.2 %, 31.8 %, 21.9%, 98.6 % and 87.6 % for altruism, civic virtue, conscientiousness, courtesy and sportsmanship respectively. However, if OCB dimensions, are not exhibited at all (held constant), 212.4 % increase in performance shall be recorded. This could be explained that the effects of all other determinants of employee performance put together is also substantial.

4. RESULTS AND DISCUSSION

Regarding hypothesis one, we reject the null hypothesis because p value is significant ($P\text{-value } 0.001 < \alpha 0.05$). This means that altruism has significant effect on performance of the nurses. This agrees with [\[17\]](#) who reported a altruistic behaviors of employees affect their jo performance. In respect to the second hypothesis the result gave a significant p value ($P\text{-value } 0.004 < \alpha 0.05$) that led to the rejection of the null hypothesis and the conclusion that civic virtue has significant effect on performance of nurses. [\[24\]](#) had a similar result when they found that employee performance is significantly influenced by civic virtue. A significant value of 0.003 was recorded in the third hypothesis. Since 0.05 is greater than the value, it was safe conclude that conscientiousness affects performance of nurses in a positive manner. This outcome justifies the positive significant relationship earlier declared by [\[15\]](#). $P\text{-value } 0.000 < \alpha 0.05$ being the outcome of hypothesis four testing gave room for our conclusion that courtesy's effect on performance of nurses is significant. This conclusion defends the established positive effect earlier advocated by [\[5\]](#).

The record available from the fifth hypothesis tested contained justifiable result (P-value $0.000 < \alpha 0.05$).to conclude that within the healthcare work environment, nurse's acts of sportsmanship reasonably affect their performance. This gives explanation for [9] declaration that sportsmanship correlates with employee performance.

5. CONCLUSION

Based on the findings presented before us, we have come to the conclusion that in the tertiary health sector in Benue State, exhibition of organizational citizenship behavior of nurses has a significant effect on their performance. This implies that employees' own decision to put in efforts beyond the minimum requirement boots their performance. The implication of this to management is that given a work environment that gives nurses a sense of belonging should be welcomed so that nurses will not relent in doing good. On the part of nurses, we recommend they should encourage each other and also emulate each other in exhibiting citizenship behaviors.

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Author Contributions Statement

Name of Author	C	M	So	Va	Fo	I	R	D	O	E	Vi	Su	P	Fu
Dr. Michael Owoicho	✓	✓	✓	✓		✓		✓	✓	✓	✓	✓		✓
James Tersoo Tsetim	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Habib Enatto	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓
Innocent Immoneghame Agbanu	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	✓	

C : Conceptualization

M : Methodology

So : Software

Va : Validation

Fo : Formal analysis

I : Investigation

R : Resources

D : Data Curation

O : Writing - Original Draft

E : Writing - Review & Editing

Vi : Visualization

Su : Supervision

P : Project administration

Fu : Funding acquisition

Conflict of Interest Statement

The authors declare that there are no conflicts of interest regarding the publication of this paper.

Informed Consent

All participants were informed about the purpose of the study and their voluntary consent was obtained prior to data collection.

Ethical Approval

Not Applicable.

Data Availability

The data that support the findings of this study are available from the corresponding author upon reasonable request.

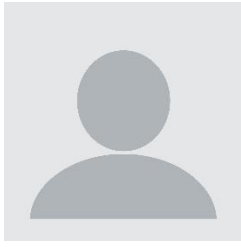
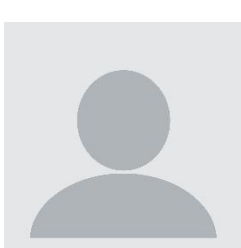
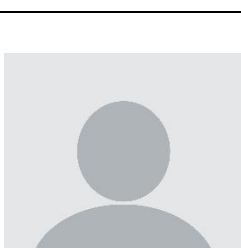
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