



---

# Effect of Organizational Citizenship Behavior on Performance of Nurses in Tertiary Healthcare Facilities in Benue State, Nigeria

---

Dr. Michael Owoicho<sup>1</sup>, James Tersoo Tsetim<sup>2\*</sup>, Habib Enatto<sup>3</sup>,  
Innocent Immoneghame Agbanu<sup>4</sup>

<sup>1,3,4</sup>Department of Business Management, Benue State University Makurdi, Nigeria.

<sup>2\*</sup>Department of Business Administration, Joseph Sarwuan Tarka University, Makurdi, Nigeria.

Corresponding Email: <sup>2\*</sup>[jamesttsetim8@gmail.com](mailto:jamesttsetim8@gmail.com)

Received: 18 May 2023

Accepted: 01 August 2023

Published: 13 September 2023

**Abstract:** *This study is an investigation into the effect of organizational citizenship behaviour (OCB) on performance of nurses in the public health sector in Benue State, Nigeria with particular focus on nurse in the tertiary healthcare facilities in Benue State. The specific objectives of this study were to examine, evaluate, ascertain, determine and establish the effect of altruism, civic virtue, conscientiousness, courtesy and sportsmanship on task and contextual performance of nurses in tertiary healthcare facilities in Benue State, Nigeria. A descriptive research design using survey method is adopted and used in this study. The population of study the comprised 587 nurses from Benue State University Teaching Hospital Makurdi and Federal Medical Centre Makurdi. 238 nurses were sampled through Taro Yamene's. Data were analyzed using multiple regression analysis with the aid of SPSS The findings from this study indicated that there was an established effect of all the dimensions of organizational citizenship behaviour on performance of nurses working in tertiary healthcare facilities in Benue State, Nigeria. Some recommendations were made in line with the findings.*

**Keywords:** *Altruism, Civic Virtue, Conscientiousness, Courtesy, Task Performance, Contextual Performance.*

## 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. 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 organisation or their supervisors (Asenge, 2022). Employee performance in recent times is increasingly found to be higher with employees that work in excess of what is required of them (Chernyak-Hai & Rabenu, 2021).

The focus of this study is on performance of nurses. Nurse's positive behavior can support individual contribution to better healthcare delivery (Yohanes, Sautma & Togar, 2020). In the midst of health professionals, the outstanding roles played by nurses towards provision of safe and quality healthcare services has been acknowledged (Alquwez, Cruz, Almoghairi, Al-otaibi, Almutairi, Alicante & Colet, 2018; Jafarpanah & Rezaei, 2020). The nurse 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 (Zhang, Zhao, Zou, Lin, Mu, Deng, Du, Zhou, Wu & Gan, 2021).

The ultimate aim of the hospital is to deliver safe and quality healthcare service (Özlük & Baykal, 2020). For nurses to ensure patients' safety which is ultimate aim of healthcare facility, they have to present or demonstrate affirmative behaviours or disposition that will position the hospital for quality and safety of healthcare service (Ko, Lee & Koh, 2017). This is a type of behaviour that may positively affect performance within the organization, hence it is highly implored by employers, because it leads to organizational effectiveness and efficiency (Okpu & Igbedion, 2021). 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 behaviours, with the extra-role behaviour being synonymous with Organizational Citizenship Behavior (OCB) (Sumarmi & Tjahjono 2021).

Saerah, Wulandari, Palupi and Purnomo (2020) regard OCB as an employee behaviour 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. This is a unique sort of discretionary behaviour that benefits the organization whenever an employee demonstrates though are clearly penned down in the organisation's official compensation plan (Osibanjo, Adeniji, Odunayo, Falola, Atolagbe & Ojebola, 2020). Qualifying OCB as discretionary behaviour 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 popularize by Organ (1988) are altruism, civic virtue, conscientiousness, courtesy and sportsmanship.

**Altruistic** behaviour plays in an organization when an employee willingly assists others to accomplish their duties devoid of expectation of reward in return (Uwa, 2022).

**Civic virtue** is an attitude which shows an employee's genuine concern for the perception and wellbeing of an organization (Dinka, 2018). An employee exhibits



**Conscientiousness** when they willingly make a decision to perform above minimum requirements by being attentive, conforming to guideline, keeping to time among other behaviours at work (Na-Nan, Kanthong, Joungrakul & Smith, 2020; Igudia & Ohue, 2018; Chernyak-Hai & Rabenu, 2021).

**Courtesy** is a constructive relationship between employees that avert workplace disharmony (Tamunomiebi & Onah, 2019). 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 (Barsulai, Fwaya & Makopondo, 2020; Habeeb, 2019). 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 (Yohanes, Sautma & Togar, 2020). It is the extent of accomplishment in implementing the tasks and the abilities towards the goals intended to achieve (Darsana, 2014; Atatsi, Stoffers & Kil, 2019). 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 (Nyarieko, Namusonge & Iravo, 2017; Dinka, 2018). 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 (Safan, Diab & Rashad, 2018). Indeed research on this topic suggest this notion can largely power performance of employees in the health sector (Taghinezhad, Safavi, Raiesifar & Yahyavi, 2015; Jafarpanah & Rezaei, 2020; Özlük, Baykal, 2020). Hadjali and Salimi (2012) 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 organisational citizenship behaviour 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.

### **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

- i.** examine if altruism affects performance;
- ii.** evaluate whether civic virtue has effect on performance;
- iii.** ascertain the extent of the effect of conscientiousness on performance;
- iv.** determine the extent to which courtesy affects performance; and
- v.** establish the effect of sportsmanship on performance of nurses in the tertiary healthcare facilities in Benue State, Nigeria.



## **Literature Review**

### **Literature Review on Organizational Citizenship Behaviour and Employee Performance**

This part of the study demonstrated the existence or not of a relationships between OCB dimensions and job performance and of course possible effect dimensions of OCB on employee job performance. The review should mixed findings from different authors. On this topic, Mallick, et al (2015), Dwomoh, Gyamfi and Luguterah (2019) and Kuswati (2020) produced a similar results with slight variations. Both studies confirmed a strong relationship of altruism and performance of employees, however, Mallick, et al (2015) differed that the relationship of job performance with civic virtue dimension was an insignificant one. Dwomoh, Gyamfi and Luguterah (2019) on the other hand supported a strong relationship between conscientiousness, sportsmanship, courtesy, with job performance of employees. Like every other showing variations, 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 Khazaei, Khalkhali and Eslami (2011) and Romle, Talib and Shahuri (2016) supported all five dimensions with significant relationship with performance of employees, Chelagat, Chepkwony and Kemboi (2015) showed supported for only altruism, and courtesy. Kiliñç and Ulusoy (2014) 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.

### **Hypotheses of the Study**

**Ho<sub>1</sub>:** Altruism has no significant effect on performance.

**Ho<sub>2</sub>:** There is no significant effect of civic virtue on performance.

**Ho<sub>3</sub>:** There is no statistically significant effect of conscientiousness on performance.

**Ho<sub>4</sub>:** Statistically, courtesy does not have significant effect on performance.

**Ho<sub>5</sub>:** Sportsmanship does not have significant effect on performance of nurses in tertiary healthcare facilities in Benue State, Nigeria

## **2. 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 aforementioned 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.



### Test of Hypotheses

Table 1: Regression Result of OCB and Employee Performance

Obs	221		
R <sup>2</sup>	0.694		
Sig	0.001		
Variable	Coefficient	t-value	Sig
Constant	2.124	8.387	0.000
Altruism	0.412	4.184	0.001
Civic Virtue	0.318	4.021	0.004
Conscientiousness	0.219	2.428	0.003
Courtesy	0.986	7.066	0.000
Sportsmanship	0.876	20.041	0.000

**Source:** SPSS Result of Researchers' Computation, 2023.

The above Table 1 is a representation of findings of regression analysis for the effect of OCB on employee job performance. The R<sup>2</sup> 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 i also substantial.

### 3. RESULT AND DISCUSSION

Regarding hypothesis one, we reject the null hypothesis because p value is significant (P-value  $0.001 < \alpha 0.05$ ). This means that altruism has significant effect on performance of the nurses. This is in agreement with Mallick, et al (2015) who reported a altruistic behaviours of employees affect their jo performance. In respect to the second hypothesis the result gave a significant p value (P-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. Romle, Talib and Shahuri (2016) 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 the 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 Kılınç and Ulusoy (2014). P-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 Chelagat, Chepkwony and Kemboi (2015). The record available from the fifth hypothesis tested contained justifiable result ( $P\text{-value } 0.000 < \alpha 0.05$ ).to conclude that within the healthcare work environment, nurse's acts of sportsmanship reasonably affect their performance. This give explanation for Dwomoh, Gyamfi and Luguterah (2019)'s declaration that sportsmanship correlates with employee performance.

#### **4. CONCLUSION AND RECOMMENDATIONS**

Based on the findings presented before us, we have come to the conclusion that in the tertiary health sector in Benue State, exhibition of organisational citizenship behaviour 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 behaviours.

#### **5. REFERENCES**

1. Alquwez, N., Cruz, J. P., Almoghairi, A. M, Al-otaibi, R. S., Almutairi, K. O., Alicante, J. G, & Colet, P. C. (2018). Nurses' Perceptions of Patient Safety Culture in Three Hospitals in Saudi Arabia. *Journal of Nursing Scholars*,50, 422–431.
2. Asenge, E L. (2022). Organizational Citizenship Behavior and Growth of Listed Deposit Money Banks in Nigeria. A Thesis Submitted to The Postgraduate, Benue State University Makurdi in Partial Fulfillment of the Requirements for the Award of Degree of Doctor of Philosophy (Ph.D) in Management.
3. Atatsi, E., Stoffers, J. & Kil, A. (2019). Factors Affecting Employee Performance: a Systematic Literature Review, *Journal of Advances in Management Research*, 16(3), 329-351.
4. Barsulai, S. C., Fwaya, E. V.O. & Makopondo, R. O.B. (2020). The relationship between work-family conflict and organizational citizenship behavior in star-rated hotels in Nairobi-Kenya. *African Journal of Hospitality, Tourism and Leisure*, 9(1), 1-17.
5. Chelagat, L. J., Chepkwony, P. K. & Kemboi, A. (2015). Effect of Organizational Citizenship Behavior on Employee Performance in Banking Sector, Nairobi County, Kenya. *International Journal of Business, Humanities and Technology*, 5(4), 55-61.
6. Chernyak-Hai, L. & Tziner, A. (2021). Attributions of managerial decisions, emotions, and OCB. The moderating role of ethical climate and self-enhancement. *Journal of Work and Organizational Psychology*, 37(1), 36-48.
7. Darsana I. M. (2014). The Influence of Personality on Employee Performance through Organizational Citizenship Behavior. *The International Journal of Management*, 3(4), 1-8.



8. Dinka, D. D. (2018). Organizational Citizenship Behaviour and Employees' Performance Assessment: The Case of Dire Dawa University. *American Journal of Theoretical and Applied Business*, 4(1), 15-26.
9. Dwomoh, G., Gyamfi, L. A. & Luguterah, A. W. (2019). Effect of Organizational Citizenship Behaviour on Performance of Employees of Kumasi Technical University: Moderating Role of Work Overload. *Journal of Management and Economic Studies*, 1(2): 184-34.
10. Habeeb, S. (2019). Relation between Organisational Citizenship Behavior, Workplace Spirituality and Job Performance in BFSI sector in India. *Problems and Perspectives in Management*, 17(1), 176-188.
11. Hadjali, H. R. & Salimi, M. (2012). An Investigation on the Effect of Organizational Citizenship Behaviors (OCB) toward Customer Orientation: A Case of Nursing Home. *Procedia-Social and Behavioral Sciences* 57, 524– 532.
12. Igudia, P. O & Ohue, P. I. (2018). Organisational Citizenship Behaviour and the Performance of Government-Owned Medical Centres in Nigeria: The Case of Edo State. *Futo Journal Series*, 4(1), 283 – 297.
13. Jafarpanah, M. & Rezaei, B. (2020). Association between organizational citizenship behavior and patient safety culture from nurses' perspectives: a descriptive correlational study. *BMC Nursing Publication*, 19(24), 1-8.
14. Khazaei, K., Khalkhali, A. & Eslami, N. (2011). Relationship between Organizational Citizenship Behavior and Performance of School Teachers in West of Mazandaran Province. *World Applied Sciences Journal*, 13(2), 324-330.
15. Kılınc, E. & Ulusoy, H. (2014). Investigation of Organizational Citizenship Behavior, Organizational Silence and Employee Performance at Physicians and Nurses, and the Relationship among Them. *Business Management Dynamics*, 3(11), 25-34.
16. Ko, M. S., Lee, H. Z. & Koh, M. S. (2017). Effects of Nurses' social capital and job engagement on nursing performance: focused on the mediating effects of organizational citizenship behavior. *J Korean Acad Nurs Adm*; 23, 42–51.
17. Mallick, E., Pradhan, R. K., Tewari, H. R. & Jena, L. K. (2015) Organizational Citizenship Behaviour, Job Performance and HR Practices: A Relational Perspective. *Management and Labour Studies*, 39(4) 1–12.
18. Na-Nan, K., Kanthong, S., Joungrakul, J. & Smith, I. D. (2020). Mediating Effects of Job Satisfaction and Organizational Commitment between Problems with Performance Appraisal and Organizational Citizenship Behavior. *Journal of Open Innovation; Technology, Market and Complexity*, 6(6), 1-19.
19. Nyarieko, M. A.; Namusonge G. S, & Iravo, M. (2017). Impacts of Courtesy, Civic Virtue and Conscientiousness on Casual Employees' Performance: Case Study of Kenya Public Universities. *International Journal of Social Science and Economics Invention*, 3(1), 102-110.
20. Okpu, T. O. & Igbedion, O. P. (2021). Relational Psychological Contract and Organizational Citizenship Behaviour of Commercial Banks in Bayelsa State. *International Journal of Business and Management Invention*, 10(2), 10-22.
21. Organ, D. W. (1988). *Organizational citizenship behaviour: The good soldier syndrome*. Lexington, MA: Lexington Books.



22. Osibanjo, O., Adeniji, A., Odunayo, S. Falola, H., Atolagbe, T. & Ojebola, O. (2020). Organisational Citizenship Behaviour and its Influence on Employee Turnover Intentions in Nigeria Health Sector: A Systematic Review. Proceedings of 7th International Conference on Education and Social Sciences 20-22 January, 2020 - DUBAI (UAE), 1319-1327.
23. Özlük, B. & Baykal, Ü. (2020). Organizational Citizenship Behavior among Nurses: The Influence of Organizational Trust and Job Satisfaction. *Florence Nightingale Journal of Nursing*, 28(3), 333-340.
24. Romle, A. R., Mohd Talib, N. F. & Sofian Shahuri, N. S. (2016). The Relationship between Organizational Citizenship Behavior and High Performance Organization from the Perspective of the Students in the Higher Education Institution in Malaysia. *Journal of Scientific Research and Development*, 3(5), 37-- • J.42,
25. Saerah S, Wulandari A, Palupi R. & Purnomo, W. (2020) Organizational Citizenship Behavior (OCB) Differences Analysis in Terms of Gender, Age and Working Period Factors. *EurAsian Journal of BioSciences* 14: 3823-3825.
26. Safan, S. M., Diab, G. M. & Rashad, R. M. (2018). The Relationship between Organizational Citizenship Behavior and Organizational Climate among Nursing Staff. *International Journal of Nursing Research*, 4(4), 1-8.
27. Sumarmi, S. & Tjahjono, H. K. (2021) Organizational Citizenship Behavior as Antecedents and Outcome in EraTechnology. *Journal of Physics: Conference Series*, 1823 (2021), 1-10.
28. Taghinezhad, F., Safavi, M., Raiesifar, A. & Yahyavi, S. H. (2015). Antecedents of Organizational Citizenship Behavior among Iranian Nurses: A Multicenter Study. *BMC Research Notes*, 8:547, 1-8.
29. Tamunomiebi, M. D. & Onah, G. O. (2019). Organizational citizenship behaviour: A critical review of its development in a diversity driven workplace. *The Strategic Journal of Business & Change Management*, 6(1), 41 – 60.
30. Uwa, K. L. (2022) Organizational Fairness and Organizational Citizenship Behaviour: A study of selected fast food industries in Uyo metropolis, Akwa Ibom State, Nigeria, *International Journal of Business and Management Review*, 10(2), 33-43.
31. Yohanes, L., Sautma, R. B. & Togar, W. S. P. (2020). The Effect of Organizational Trust and Organizational Citizenship Behavior on Employee Performance. *SHS Web of Conferences* 76, 1-7.
32. Zhang, H., Zhao, Y., Zou, P., Lin, S., Mu, S., Deng, Q., Du, C., Zhou, G., Wu, J. & Gan, L. (2021). Explaining Organizational Citizenship Behavior among Chinese Nurses Combating COVID-19. *Risk Management and Healthcare Policy*, 14, 979–986.