SOCIAL WORK ENVIRONMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOR IN TELECOMMUNICATION COMPANIES IN PORT HARCOURT, RIVERS STATE

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ABSTRACT

This paper examined the relationship between social work environment and organizational citizenship behavior of telecommunication companies in Port Harcourt, Rivers State Nigeria. The study was conducted at micro level with individual staff of telecommunication companies as unit of analysis. The study population was 84 staff of telecommunications companies in Port Harcourt with a sample size of 64 staff drawn from krejcie and Morgan table. The study adopted the cross-sectional survey method in investigating the relationship between social work environment and organizational citizenship behavior. The Spearman Rank Order Correlation coefficient was used to examine the extent of influence in the relationship between variables (social work environment, altruism and civic virtue) with the aid of the Statistical Package for Social Sciences (SPSS). All null hypotheses were rejected as analyses and results showed a strong and positive relationship between social work environment and organizational citizenship behavior operationalized in altruism and civic virtue. The study found that a good social work environment enhances citizenship behavior such as altruism and civic virtue in telecommunications companies in Port Harcourt. The study concluded that there is a

significant relationship between social work environment and organizational citizenship behaviour of telecommunication firms in Port Harcourt, and thus, recommended among others that management of organizations should always ensure that the provisions of good working environment as it is an essential factor for effective and efficient workforce and organize orientation and reorientation programs and training to make   employee see the need to show evidence of civic virtue in the organization.

INTRODUCTION

Social work environment is about the most important factor for employee productivity. Many enterprises have experienced divers' challenges in terms safety of workplace, effectiveness and efficiency of employee as a result of poor social work environment. The determining factor of organizational sustainability anchors on the strength of social work environment. The type of work environment that employees operate determines the level of success of organization and employee commitment in the organization. Business is full of risks and uncertainties and the ability of any organization to respond successfully to the challenges posed by the present dynamic nature of economic situations will largely depend on how well the organization can smartly utilize the human resources at its disposal. It is a generally accepted fact that the success of any business organization is largely depended on the judicious utilization of its man and human resources. The performance of a corporate organization, which determines its survival and growth, depends to a large extent on the productivity of its workforce. Yesufu (2000) asserted that the wealth of the nation as well as socio-economic well-being of its people depends on the effectiveness and efficiency of its various sub-components. However, labour is generally regarded as the most dynamic of all the factors that are employed for the creation of wealth, having the potential to energize and serve as catalyst to all the other resources.

The better the social work environment becomes, the better productivity also. This implies that social work environment includes physical environment, functional machines, skilful and technical manpower, polish and administrative juggernaut and availability of financial powers to coordinate the activities hereafter adumbrated. Conductive social work environment ensures the well-being of employees which invariably will enable them exert themselves to their

roles with all vigor that may translate to higher productivity (Akinyele, 2007). Employees are bound to reciprocates attitudes about many aspects of their jobs, their careers, and the organizations; however, the most focal employee attitude is altruism and civic virtue. Looking at a group of people performing the same job for some time, we cannot but observe that some people do it better than the others. One will want to know the factors that account for these differences in performance. One factor is that the differences reflect varying degree of skills or abilities displayed by individual workers, while the other factor is motivation. Motivation on the other hand simply refers to the urges, aspiration, drives and needs of human beings that direct or control or explain their behaviour. In employment, two parties are involved, which are their skills, and the other part with their money. The imbalance of this therefore could result in dissatisfaction which may lead to resignation and low performance of some workers. The issue of organizational citizenship behaviour has been a great concern and has led employers of labors to devise way of selecting the best people for any given job, it believed that the best way for an organization to efficiently and effectively achieve the organizational goals is to place the best people on the jobs. Productivity is thus of fundamental importance to the individual worker of whatever status, to the organization whether commercial or not and to the national economy at large (Yesufu, 2000; Akinyele, 2007).

Hence, Spector & Beer (2000), acknowledged that work systems can not affect commitment, competence, cost effectiveness and congruence but also have long term consequence for workers. it is evident that scholars have given attention to the concepts of social work environment, and also organizational citizenship behaviour, nevertheless, there is a paucity of studies that have enquired into the relationship between social work environment and organizational citizenship behaviour, within the context of telecommunication firms in Port Harcourt. This therefore constitutes a knowledge gap. To fill this gap in literature, this study examines the relationship between social work environment and organizational citizenship behaviour in Telecommunication firms in Port Harcourt. The study specific objective is to determine the relationship between social work environment and organizational citizenship behavior, while the specific objectives are; (i) To examine the relationship between social work environment and Altruism of telecommunication companies in Rivers State, (ii) To Examine the relationship between social work environment and civic virtue of telecommunications companies in rivers state.

Given the identified objectives of the study, the following research question were asked to enable us ascertain the relationship between variables understudy (social work environment and organizational citizenship behavior, manifested in Altruism and civic virtue). (i) What is the relationship between social work environment and altruism in telecommunication companies in Rivers State? (ii) What is the relationship between social work environment and civic virtue of telecommunication companies in Rivers State? The study hypothesized thus;

HO$_1$: There is no significant relationship between social work environment and Altruism of telecommunication companies in rivers state.

▪ HO$_2$: There is no significant relationship between social work environment and civic virtue of telecommunication companies in Port Harcourt.

▪

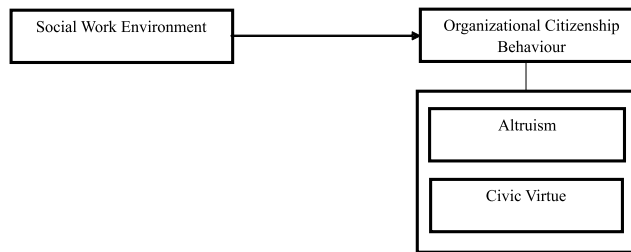The conceptual frame work for the study is shown below in figure 1.

Figure 1: Conceptual framework of social work environment and organizational citizenship behavior
Source: Desk research (2020).

LITREATURE REVIEW

Theoretical Foundation

In an attempt to delve and ascertain the relationship between social work environment and OCB, the expectancy theory, was found to be most commonly accepted and suitable explanations for motivation. According to Victor Vroom (1964), The theory argues that the strength of a tendency to act in a certain way depends on the strength of an expectation that the action will be followed by a

given result and how attractive this result is for the individual to do so simply. Expectancy theory says that an employee can be motivated to do better when there is a belief that better productivity will lead to good productivity appraisal and should result in realizing the personal goal in the form of some rewarding future events. The theory focuses on three things, effort and performance relationships, performance and reward relationships, rewards and personal goals (Saleem, Shahid, & Naseem, (2011).

This theory is based on the hypothesis that individuals adjust their behavior in the organization on the basis of expected satisfaction with valued goals set by them. For employees to succeed in this theory, by ensuring that each employee's workplace goals are consistent with the organization's mission and vision, it is important to create and maintain a high level of motivation. It can lead to higher productivity, improve employee performance, reduce the chances of low employee morale, encourage teamwork, and encourage a positive attitude in challenging times (Salaman et al, 2011).

Social Work Environment
The workplace environment is a social environment that is made of people of different constructs (Hessle, (2014)). This environment interprets the physical and psychological behavior of the relation to his/her colleagues and the task. This environment is made of the social cultural context in which it refers to the relationship that exists between the employees and employers in the process of executing their job in the workplace. It is embedded with the culture that individuals are educated with the norms, values and believes in which organization defines themselves (Jeannotte, (2017). However, Justin & Asawo (2017) saw social work environment as the psychological interaction that occurs between the employee and the employer within a specific process. This shows that the social work environment interfaces and interprets the condition in which an employee can work and achieve a desired objective.

Social work environment encompasses of the social relationship and cultural milieus within which defined group functions and interacts. The components of social work environment are built on emotional trust, relationship, social awareness, self-awareness, social interaction, power relations, government, race relation, social inequality, cultural practice, the act, etc. and their beliefs about place and communities. The social work environment subsumes many aspects of the physical environment, giving that contemporary landscapes, water

resources, and other natural resources have been at least partially configured by human social processes.

Barnett, ((2004) identified social environment as an embodiment within contemporary historical social and power relations that have become institutionalized over time. In same vein, Elizabeth et al. (20091) sees social work environment as an experience at multiple scales which often simultaneously include households, kin networks, neighborhood, towns and cities, and religions. Furthermore, Zella (2002) sees social environment as dynamic change that occurs over time which results from internal and external forces. This creates a relationship of dependency among the social environment of different local areas because they are connected through regional, national, international, economic and power relation. Schmitz, Matyók, James, & Sloan, (2011) identified factors that are important to the development of social work environment to include safety, violence, social disorder, and social connections. The inter-relationship between the political, cultural and economic arenas is recognized as indistinct, with ongoing change processes, creating new social contexts with blurred borders and constantly evolving ways of knowing.

Organizational Citizenship Behavior

Organizational citizenship behavior is a special type of work behavior that are defined as individual behavior that are beneficial to the organization and are discretionary, not directly or explicitly recognized by the formal reward system (Chuin & Ramayah, 2009 and Organ, 1995). These behaviors are primarily matter of personnel choice as such their omission is not considered as punishable in the organizations. In other words, it is the extra role behaviour that is demonstrated by an individual, and is not a compulsory part of the job requirements but if existed boosts the organizational performance (Comeau & Griffith, 2005). Organizational citizenship behavior can be analyzed from both individual and organizational perspectives. If the organizational citizenship behaviour of the employee is high then he will help the other employees in completion of the tasks, facilitate and support his colleagues in performing effectively whereas from organizational perspective, employees exhibiting high organizational citizenship behaviour are more strategically aligned with the organization goals and objectives and put their maximum potential and go beyond the limits in achieving the goals and objectives of the organization. So, organizational citizenship behaviour can be termed as the synergistic behaviour that intensify the employee positive attitude towards the organization and excels

the individual effort level that is beneficiary for the organization (Williams & Anderson, 1991).

Organizational citizenship behaviour is also considered as an informal kind of behaviour that is desirable by the organization and is also called "good soldier syndrome". It generally includes pro-social behavior including punctuality, helping others and innovating and volunteering (Organ, 1988). Beauregard (2012) remarked that superiors exhibiting high organizational citizenship behavior are very cooperative, supportive and compassionate in solving the subordinate's problems and understanding their working power.

Smith, Organ & Near (1983) conceptualized organizational citizenship behaviour with two dimensions: altruism (behaviour targeted specifically at helping individuals) and generalized compliance (behaviour reflecting compliance with general rules, norms and expectations). Later Organ (1988) identified five organizational citizenship behaviour dimensions namely altruism, courtesy, civic virtue, conscientiousness and sportsmanship. Organ, further, elaborated that organizational citizenship behaviour can maximize the efficiency and productivity of both the employees and the organization, and ultimately will contribute to its effective functioning. Based on Organ's (1988) five-dimension taxonomy, Williams & Anderson (1991) proposed a two-dimensional concept of organizational citizenship behavior as a behavior directed towards individuals; comprising altruism and civic virtue).

Altruism: Altruism is the principle or practice of concern for the welfare of others. It is a motivation to provide something of value to a party who must be anyone. Pure altruism means sacrificing something for someone, other than self. This is defined as discretionary behavior that have the effect of helping a specific work colleague with an organizationally relevant task or problem. In other words, in a work place, it consists essentially of helping behavior, which can both be directed within or outside the organization.

Civic Virtue: Civic virtue is responsible, constructive involvement in the working of the organization, including not just expressing opinions but reading one's mail and attending meetings. Further, it means having a thorough knowledge of things happening in the organization, for example, certain interest in new developments, work methods and company policies and self-improvement efforts. Tamunomiebi, & Onah, (2019). Emmerik, Jawahar & Thomas (2005),

Khalid & Ali (2005) and Jahangir, Mohammad, & Mahmudul, (2004), conceptualize civic virtue as the willingness of employees to participate actively in the operations of the organization.

From the foregoing, citizenship behavior is an indication that employee has deep concerns and active interest in the life of the organization. It encompasses positive involvement in the concerns of the organization (Organ, 2006). Civic virtue involves spreading goodwill and protecting the organization and the endorsing, supporting and defending organizational objective construct (Borrnan, 2005). Essentially, civic virtue entails promoting the organization to outsiders, protecting and defending it against external threats, and remaining committed to it even under adverse conditions

Social Work Environment and Organisational Citizenship Behavior

Barnett, ((2004) in his study identified social environment as an embodiment within contemporary historical social and power relations that have become institutionalized over time. In same vein, Elizabeth et al. (2009) sees social work environment as an experience at multiple scales which often simultaneously include households, kin networks, neighborhood, towns and cities, and religions. Furthermore, Zella (2002) sees social environment as dynamic change that occurs over time which results from internal and external forces. This creates a relationship of dependency among the social environment of different local areas because they are connected through regional, national, international, economic and power relation. Schmitz, Matyók, James, & Sloan, (2011) identified factors that are important to the development of social work environment to include safety, violence, social disorder, and social connections. While, Chuin & Ramayah, (2009) and Organ, (1995) in their work considered Organizational citizenship behaviors are a special type of work behavior that are defined as individual behavior that are beneficial to the organization and are discretionary, not directly or explicitly recognized by the formal reward system.

METHODOLOGY

The research design adopted for this study is cross-sectional survey design because it enhanced the gathering of data and enable interpretations. The population of this study comprise of all the managers of four telecommunication companies that had existed for at least six years with available visible structures across Port Harcourt which made the researchers

consider them as predominant telecommunication giants in Port Harcourt Nigeria. (Yellow book, Ministry of Commerce and Industry Port Harcourt 2020). They are as follows;

Table 1: Illustrating the population of study

S/No.	Industries	Managers
1.	MTN	19
2.	Globalcom	19
3.	9Mobile	21
4.	Airtel	25
	Total	84

Source: HRM Managers of the Mobile Telephone Operators (2020)

From the above table, 84 staff members from the head branches of the named telecommunication companies constituted the population whereas 66 was the sample size and this was derived from the Krejcie and Morgan sample size determination table. Hence data were collected using primary data sources with the aid of a structured questionnaire. The Spearman's Rank Order Correlation coefficient was used to ascertain and measure the relationship level between the independent variable (social work environment) and dependent variables (organizational citizenship behavior) with the aid of SPSS 20.0.

DATA ANALYSIS AND RESULT

Test of Hypotheses 1

HO_1:   There is no significant relationship between social work environment and altruism of telecommunication companies in Port Harcourt.

Table 2: Correlation Result for Social work environment and Altruism of Telecommunication companies in Port Harcourt.

			Social work environment	Altruism
Spearman's (rho)	**Social work environment**	Correlation Coefficient	1.000	.212
		Sign. (2-tailed)	.	.000
		N	64	64
	Altruism	Correlation Coefficient	.212	1.000
		Sig. (2-tailed)	.000	.
		N	64	64

Table 2: Correlation is significant at the 0.05 level (2-tailed).
Source: SPSS 21.0 Data Output, 2020

The result for the relationship between social work environment and organization citizenship behavior, operationalized in altruism reveals that social work environment is significantly associated with altruistic behavior Hence, (where rho= .212 and P =.000)

HO$_2$:　There is no significant relationship between social work environment and civic virtue of telecommunication companies in Port Harcourt.

Table 3: Correlation Result for Social work environment and Civic Virtue of Telecommunication companies in Port Harcourt.

			Social work environment	Civic Virtue
Spearman's (rho)	Social work environment	Correlation Coefficient	1.000	.243
		Sign. (2-tailed)	.	.000
		N	64	64
	Civic Virtue	Correlation Coefficient	.243	1.000
		Sig. (2-tailed)	.000	.
		N	64	64

Source: SPSS 21.0 Data Output, 2020

The result for the relationship between social work environment and organization citizenship behavior operationalized in civic virtue reveals that social work environment is significantly associated with civic virtue behavior Hence, (where rho= .243 and P =.000)

The presentation and analysis of data produce results, which when interpreted lead to findings (Ahiauzu & Asawo, 2016). It is reiterated that the current study

uses descriptive and inferential statistical methods powered by SPSS to examine the association of work environment and organizational citizenship behaviour of telecommunication companies in Port Harcourt.

Result on stated Research Hypothesis One (HO1): This study saw a positive and significant association between social work environment and altruism. The rho value of 0.212 indicates a significant association. It is also significant at P=.000<0.05. Therefore, based on empirical finding, the null hypothesis earlier stated (i.e.) HO1) is hereby rejected. Thus, a positive and significant association was found between social work environment and altruism of telecommunication companies in Port Harcourt.

Result on stated Research Hypothesis Two (HO2): This study saw that the rho value of 0.243 recorded, means that there is a weak and insignificant association between social work environment and civic virtues. This association is not significant at p=0.000 >0.05 significant level. This means that the previously stated null hypothesis (i.e. HO2) is hereby accepted and this implies that there is a weak and insignificant association between social work environment and civic virtues of telecommunication companies in Port Harcourt.

DISCUSSION OF FINDINGS

From the results of the tested hypothesis, there is a positive relationship between social work environment and organizational citizenship behavior in telecommunication firms in Port Harcourt, Rivers State, Nigeria. This study outcome, is in line with the findings of (Blau, 1964, Grant & Parker, 2009), that when a job provides a convenient work environment or social support such as good physical environment, the employee naturally feels that the organization, coworkers, and supervisors care about them by contributing to their wellbeing on the job, and that the employees reciprocate with increased organizational citizenship behavior, manifested in altruism, civic virtue, etc. This supports the finding in this current study that social work environment enhances civic virtue and altruism in telecommunication firms in Port Harcourt Rivers State Nigeria.

Chuang & Chua (2015), found similar relationship in their study, asserting that high oriented and high performing work systems operates with reduced supervisors influence on employees' outcomes because employee display a high level of citizenship behavior which reflects directly on their performance index. When workers perceive that they are adequately provided with both tangible and

intangible comfort in his/her work place, chances are that performance will be on the high side. similarly, when employee perceives low level social support from their work environment, interdependency and team work within the organization are likely to be impinged and this will affect the level of synergy and productivity of the organization

CONCLUSION AND RECOMMENDATIONS

The aim of this study is to examine the relationship between social work environment and organizational citizenship behavior of telecommunications companies in Port Harcourt Rivers State, the study showed a positive relationship between social work environment and altruism as well as social work environment and civic virtue.

Having reached the above conclusions based on the findings, we recommend thus;

i.   Employee should exhibit high level of altruism no matter the condition the found themselves "injury to one is injury to all".
ii.   Appropriate working environment should be made available for continuous employee Commitment.
iii.   The organizational should organize orientation programs and training to conscientize employee on the need to show evidence of civic virtues.

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