



**CIVIC VIRTUE AND ORGANIZATIONAL PERFORMANCE OF OIL AND GAS SERVICING FIRMS IN RIVERS STATE,
NIGERIA**

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ABSTRACT

This study examined the relationship between civic virtue and organizational performance of oil and gas servicing firms in Rivers State. The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population of the study was 743 (seven hundred and forty three) staff of 10 selected oil and gas servicing firms in Rivers State. The sample size of 261 was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences. The finding of the study revealed that there is a positive and significant relationship between civic virtue and organizational performance of oil and gas servicing firms in Rivers State. The study recommended that management of organizations in general and oil and gas servicing firms in particular should endeavor to always seek for prospective applicants who will be instrumental to the growth and development of their organization.

Keywords: Civic Virtue, Organizational Performance, Productivity, Quality Service, Market Share

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INTRODUCTION

King (2005) argued that civic virtue represents an employee's feeling of being part of the organizational whole in the same way a citizen feels a part of his or her country. (Redman and Snape 2005) described civic virtue as behaviours that demonstrate a responsible concern for the image and wellbeing of the organization. Furthermore, Bormann & Kane (2011) asserts that civic virtue can be described as responsibly involving oneself in and being concerned about the life of a company. Also, Podaskoff (2010) asserted that civic virtue is that behaviour indicating that an employee responsibly participates in, and is concerned about the life of his organization (represented by voluntary attendance at meeting).

In general, this instrumental behaviour dimension represents a macro-level interest in the organization as evidenced by positive involvement in the concerns of the organization (Ryan, 2002). Cole (2013) argued that civic virtue was more limited in relation to organizational effectiveness; that is the more the organization is effected, the chances of emergence of this very behavioural aspect are the most. Employees exhibiting civic virtue behaviour are responsible members of the organization who actively engage in constructive involvement in the policies and governance of the organization (Harris & Malcolm, 2006). Civic virtue is more likely to involve a purposeful contribution by employee compared to other dimensions (Shapiro & Shane, 2004). If employees identify strongly with the organization (high Civic Virtue), one would expect them to exert extra effort to improve their productivity, resulting in improved efficiency (Neihoff and Yen, 2004).

Graham and Van Dyne (2006) have even more granularly defined civic virtue by dividing the behaviours into two distinct categories. The first, civic virtue-information includes participating in meetings, reading documents containing information regarding the organization, and remaining on the lookout for incoming news. The second civic-virtue influence

involved being proactive and making suggestions for change. Results from a paper by Graham and Van Dyne demonstrate empirical differences between civic virtue-information and civic-virtue-influence, which indicate the value of examining these categories separately (Graham and Van Dyne, 2006).

The problem is that, in spite of the fact that civic virtue are behaviors that aim at enhancing not only employee productivity and performance but also organizational performance, the behaviour of employees in most organizations do not correlate with management expectations, these categories of employees are rather lackadaisical and non-challant in their work approach. Furthermore, management in most organizations do not send their employees on training programmes where behaviour of their employees can be positively modified towards productivity and performance, this according to Nwachukwu (2008) is due partly to the high cost associated with sending employees on training, the resultant effect on the part of employees is low productivity resulting from lack of technical and conceptual job knowledge which correlate negatively with organizational performance. Moreover, there is dearth of research evidence on the relationship between Civic Virtue and organizational performance, resulting in a gap in knowledge that this study intends to fill with focus on oil and gas servicing firms in Rivers State.

In line with the above problems and identified gap, the major purpose of this study was to examine the association between civic virtue and organizational performance.

Leaning on the study purpose the specific objectives of this study included:

- What is relationship between civic virtue and productivity in oil and gas servicing firms in Rivers State?
- What is relationship between civic virtue and quality service in oil and gas servicing firms in Rivers State?

- What is relationship between civic virtue enhances market share in oil and gas servicing firms in Rivers State?

Based on the variables of the study, the following hypotheses were used to guide this study.

H_{o1}: there is no significant relationship between Civic virtue and productivity in oil and gas servicing firms in Rivers State.

H_{o2}: there is no significant relationship between Civic virtue and quality service in oil and gas servicing firms in Rivers State.

H_{o3}: there is no significant relationship between Civic virtue and market share in oil and gas servicing firms in Rivers State.



Figure 1: Conceptual framework for the relationship between civic virtue and organizational performance

Source: Desk Research, 2019

LITERATURE REVIEW

Expectancy Theory of Motivation

The underpinning theory that best explain the subject of this study is the expectancy theory of motivation propounded by Victor Vroom in 1964, the theory which attempts to explain behaviour in terms of goals choice and expectation suggests that individuals will evaluate various strategies of behaviour and then choose the particular strategy they believe will produce the work-related rewards they value. Thus, individuals will exert work effort to achieve performance, which will result in preferred rewards. (Vroom 1964) cited in Baridam (2008) conceptualized the following variables in his framework.

- **Expectancy:** This is the perceived believe concerning the likelihood that a particular behavioural act will be followed by particular outcome. This can vary between 0 and 1.
- **Valence:** This is the strength of an employee's preference for a particular outcome.

- **Outcome or Reward:** This is the end product of a particular behaviour and can be classified as a first level or a second level outcome.
- **Instrumentality:** This refers to the relationship between first and second level outcomes. It varies between +1.0 and -1.0.
- **Ability:** Refers to the individual's capacity for performing a task.
- **Choice:** Concerns the particular behavior pattern the individual decides upon. In general, Vroom's model predicts an individual's motivation as being a function of the interrelationships of expectancy, instrumentality and valence.

$$M = tE \times I \times V$$

Where M = Motivation
 E = Expectancy
 I = Instrumentality
 V = Valence

Thus, if an employee believes that work will lead to excellent performance on the job and thus increased pay which he attaches much value, he is likely to

choose this behaviour pattern. The significance of the motivation theory to the subject of this study is informed by the fact that civic virtue help in enhancing organizational performance, thus, the realization of organization's set objectives.

The Concept of Civic Virtue

King (2005) argued that civic virtue represents an employee's feeling of being part of the organizational whole in the same way a citizen feels a part of his or her country. (Redman and Snape 2005) described civic virtue as behaviours that demonstrate a responsible concern for the image and wellbeing of the organization. Furthermore, Bormann et al, (2011) asserts that civic virtue can be described as responsibly involving oneself in and being concerned about the life of a company. Also, Podaskoff (2010) asserted that civic virtue is that behaviour indicating that an employee responsibly participates in, and is concerned about the life of his organization (represented by voluntary attendance at meeting).

In general, this instrumental behaviour dimension represents a macro-level interest in the organization as evidence by positive involvement in the concerns of the organization (Ryan, 2002). Cole (2013) argued that civic virtue was more limited in relation to organizational effectiveness; that is the more the organization is effected, the chances of emergence of this very behavioural aspect are the most. Employees exhibiting civic virtue behaviour are responsible members of the organization who actively engage in constructive involvement in the policies and governance of the organization (Harris et al, 2006). Civic virtue is more likely to involve a purposeful contribution by employee compared to other dimensions (Shapiro et al, 2004). If employees identify strongly with the organization (high Civic Virtue), one would expect them to exert extra effort to improve their productivity, resulting in improve efficiency (Neihoff and Yen, 2004).

Graham and Van Dyne (2006) have even more granularly defined civic virtue by dividing the behaviours into two distinct categories. The first, civic virtue-information includes participating in meetings, reading documents containing information regarding the organization, and remaining on the lookout for incoming news. The second civic-virtue influence involved being proactive and making suggestions for change. Result from a paper by Graham and Van Dyne demonstrate empirical differences between civic virtue informational and civic virtue- influence, which indicate the value of examining these categories separately (Graham and Van Dyne, 2006).

Concept of Organizational Performance

Organizational performance is one of the most important variable of interest for researchers concerned with any area of management and has received numerous definitions for different scholars. Lebas (2005) sees performance as subjective and interpretive, not least being related to the cost lines which emphasizes the ambiguous nature of the concept. Kane, (2006) defined performance both at the individual and at the organizational levels, according to him performance is perceived as an achieved result. The author emphasized the particular nature of the definition and the impossibility of outlining a general definition. Therefore performance can be defined at a particular level and an ambiguity of it at general level Kane, (2006) however defined performance at the organizational level as the extent to which an organization is able to achieve predetermined objectives within a given period of time or within a given time frame.

Bernadin (2015) defined performance as the sum of the effect of work because they provide the strongest relationship with the organization's strategic objectives, (customer's satisfaction and economic contribution). Bernadin (2015) further stressed that performance must take into account both inputs (the effort put in) and output (the result of the effort put in). This definition equate performance with the sum

of the effect of work. Performance is achieved when all efforts are focused towards achieving the set objective and meeting customers satisfaction.

According to Daft (2013) organizational performance is the organization's ability to attain its goal by using resources in an efficient and effective manner. Davidson, (2011) on the other hand defined organizational performance as the ability of an organization to achieve set goals and objective. Didier (2012) believes that organizational performance consists of achieving a given goals in convergence of enterprise orientations. In his opinion, performance is not a mere finding of an outcome, but rather, if it is the result of a comparison between the outcome and the objectives.

Organizational performance is a relative concept defined in terms of some referent employing a complex set of time-based measurements of generating future result (Coles et al, 2009). It is often defined in terms of output what a manager achieves. That is, how well a manager applies his skills and abilities in guiding and directing others determines whether he can meet those results effectively.

Measures of Organizational Performance

Productivity

Productivity is the efficiency of a company or economy in transforming resources into goods thereby generating more from less. Increased productivity is the ability to maximize less input to generate or achieve greater output (Erwin, 2014). Increased productivity increases the power of an economy through driving economic growth and satisfying human needs with the same resources. The benefits of increased productivity are extremely far reaching, benefiting participants within the system alongside the system itself (Benoit 2011). Increasing productivity is a rare win-win, Improving the standard of living from governmental, commercial and consumer perspective. According to Duffy (2009), increased productivity can lead to Profitability,

Business growth, Meeting consumer demands and Market competitiveness. The beneficiaries of productivity are businesses, consumers, workers and the government. The success of an organization depends on how productive the organization is. Mali, (2004) sees productivity as the measure of how well resources are brought together in organizations and utilized for accomplishing a set of results. Productivity according to him, is reaching the highest level of performance with the least expenditure of resources.

Productivity is often seen as total output/total input. Thus the productivity of an employee is seen as the relationship between units of labour input and units of output. The effectiveness of the use of the factors of production to produce goods and services is commonly referred to as productivity. The relationship of input to output is

$$\frac{\text{Value of output}}{\text{cost of input}} = 1$$

An effective integration of resources, physical and human, will yield high output.

A good definition of productivity includes three major elements — (a) outputs, (b) resources committed, and or (c) time. Productivity, is the output resulting from a given resource input at a given time.

Quality Service

Quality and consumer satisfaction have been a crucial role for success and survival in today's competitive market. The core task of an organization is to retain their customers which can be done by delivering excellent service quality. There are many definitions for the term Quality. Delivering excellent service quality involves customer care techniques. Excellence in service delivery includes personalized service, good return policies, complaints desks, hotlines and being able to communicate properly when calling for service. Okafor (2002) cited in Nnedu (2010) Delivering excellent service is all about providing quality services to external and internal clients, as well as building genuine and open long-term

relationship in order to drive up service standards and increase profit. (Shine 2011).

Zeithaml (2008), defined quality as superiority or excellence. The issue on how service delivery should be measured has been discussed by Teas (2004), (Brandy and Cronin, 2009) but there is no agreement on how to access the service quality (Cornin and Taylor, 2012). The concept of service delivery is most debated subject in service literature due to lack of consensus. (Gupta and Chen, 2015). To better understand excellent service delivery, we need to look at the three main characteristics of services: Invisible, Consistent and Diverse. Because services are none physical it is hard to determine, record, calculate or to test the service prior to the sale in order to protect the quality on its delivery. (Zeithaml et al, 2012). In most services, quality occurs during service delivery, usually when customer and service employee interacts (Lehtinen and Lehtinen 2016).

Research reveals that delivering high service quality produces measurable benefits in profit, cost savings, and market share. Therefore, an understanding of the nature of excellent service and how it is achieved in organizations has become a priority for research Zeithaml (2012). For that, companies need to develop an environment inside the organization that is more prone towards meeting excellent service standards according to customer requirements. Success could be achieved only if the internal environment is strong enough to meet the challenges of external requirement. That is an organization free of conflict.

Market Share

This is the percentage of an industry or Market's total sales that is earned by a particular company over a specified time period (Ezirim 2005). Market share is calculated by taking the company's sales over the period and dividing it by the total sales of the industry over the same period. This metric is used to give a general idea of the size of a company to its market and its competitors. According to Nwakanma (2011)

Market share increases can allow a company to achieve greater scale in its operations and improve profitability. Companies are always looking for ways to expand their share of the market, in addition to trying to grow the size of the total market by appealing to larger demographics, lowering prices, or through advertising. Sales figures do not necessarily indicate how a firm is performing relative to its competitors, Rather, changes in sales simply may reflect changes in the market size or changes in economic conditions.

The firm's performance relative to competitors can be measured by the proportion of the market that the firm is able to capture. This proportion is referred to as the firm's market share and is calculated as follows: $\text{Market Share} = \frac{\text{Firm's Sales}}{\text{Total Market Sales}}$. Sales may be determined on a value basis (sales price multiplied by volume) or on a unit basis (number of units shipped or number of customers served). While the firm's own sales figures are readily available, total market sales are more difficult to determine. Usually, this information is available from trade associations and market research firms. Market share is a key indicator of market competitiveness that is, how well a firm is doing against its competitors. This metric, supplemented by changes in sales revenue, helps managers evaluate both primary and selective demand in their market. That is, it enables them to judge not only total market growth or decline but also trends in customers' selections among competitors. Generally, sales growth resulting from primary demand (total market growth) is less costly and more profitable than that achieved by capturing share from competitors. Conversely, losses in market share can signal serious long-term problems that require strategic adjustments. Firms with market shares below a certain level may not be viable. Similarly, within a firm's products line, market share trend for individual products are considered early indicators of future opportunities or problems Ezirim, (2005).

METHODOLOGY

The study adopted a cross-sectional survey in its investigation of the variables. Primary data was generated through self-administered questionnaire. The population of the study was 743 (seven hundred and forty three) staff of 10 selected oil and gas servicing firms in Rivers State. The sample size of 261 was determined using the Taro Yamane's formula for sample size determination. The reliability of the instrument was achieved by the use of the Cronbach

Alpha coefficient with all the items scoring above 0.70. The hypotheses were tested using the Spearman's Rank Order Correlation Coefficient with the aid of Statistical Package for Social Sciences.

DATA ANALYSIS AND RESULT

Test of Hypotheses

H₀₁: There is no significant relationship between Civic virtue and productivity in oil and gas servicing firms in Rivers State.

Table 1: Correlation Result for Civic Virtue and Productivity.

		Civic Virtue	Productivity
Spearman's (rho)	Civic Virtue	Correlation Coefficient	1.000
		Sign. (2-tailed)	.
		N	225
	Productivity	Correlation Coefficient	.414
		Sig. (2-tailed)	.012
		N	225

* Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS 21.0 Data Output, 2019

From the result in table 1 above, it showed that a positive, moderate and significant relationship exists between Civic virtue and Productivity. The *rho* value 0.414 indicated a positive, moderate and significant relationship, it was also significant at $p.0.012 < 0.05$. Therefore, based on empirical findings, the null hypothesis earlier stated (i.e. H₀₁) was hereby rejected. Thus, there is a positive, moderate and

significant relationship between Civic virtue and Productivity in Oil and gas servicing firms in Rivers State

H₀₂: There is no significant relationship between Civic virtue and quality service in oil and gas servicing firms in Rivers State.

Table 2: Correlation Result for Civic virtue and Quality service

		Civic virtue	Quality service
Spearman's (rho)	Civic virtue .	Correlation Coefficient	1.000
		Sign. (2-tailed)	.
		N	225
	Quality service	Correlation Coefficient	.486
		Sig. (2-tailed)	.001
		N	225

Source: SPSS 21.0 Data Output, 2019

The results shown in table 2 above, with *rho* value of 0.486, meant that there is a positive and significant relationship between civic virtue and quality service.

The association was also significant at $p = 0.001 > 0.05$ significance level. This meant that the previously stated null hypothesis (i.e. H₀₂) was hereby rejected

and this implied that there is a positive and significant relationship between Civic virtue and quality service in oil and gas servicing firms in Rivers State.

H₀₃: There is no significant relationship between civic virtue and market share in oil and gas servicing firms in Rivers State.

Table 3: Correlation Result for Civic Virtue and Market Share

		Civic virtue	Quality service
Spearman's (rho)	Civic Virtue	Correlation Coefficient	1.000
		Sign. (2-tailed)	.755
		N	.001
Market Share		Correlation Coefficient	225
		Sign. (2-tailed)	.755
		N	225

Source: SPSS 21.0 Data Output, 2019

The results shown in table 3 above, with *rho* value of 0.755, meant that there is a positive and significant relationship between civic virtue and market share. The association was also significant at $p = 0.001 > 0.05$ significance level. This meant that the previously stated null hypothesis (i.e. H₀₃) was hereby rejected and this implied that there is a positive and significant relationship between civic virtue and market share in oil and gas servicing firms in Rivers State.

DISCUSSION OF FINDINGS

The finding from this study confirmed that there is a significant positive relationship between civic virtue and each of the measures of organizational performance. Therefore, this suggested that there is a positive relationship between civic virtue, productivity and quality service. This implied that employees demonstrated a responsible concern for the image and well-being of their organization enhances the performance of their organization. This finding confirms the previous findings by Bormann and Motowildo (2011) which identified civic virtue as an important form of citizenship behavior that helps prevent the occurrence of work related problems. Also, our finding was in agreement with Robins and Sanghi (2006) who found out that civic virtue influences productivity, quality service and performance of an organization in general.

Civic virtue is also expected to be positively related to work group and/or organizational performance in several ways. Civic virtue involves making constructive suggestions about how the work group can improve its effectiveness, and this may either free up resources or make co-workers more effective, depending on the nature of the suggestion. Also, because meetings are a way that organizations attempt to coordinate activities between team members and across groups, civic virtue in the form of attending and actively participating in those meetings may contribute to work group performance. The proactive nature of these changes makes things happen as employees participate in and are concerned about the well-being of the company. This behaviour represents a macro level interest or commitment to the organization (Tambe & Shankar, 2014). The goal is also to work out the best alternative for the company (Tambe & Shankar, 2014). Civic virtue refers to the degree of an employee's concern and interest in more general areas of the organization and is characterized by acts that, for example, promote the image of the firm, consolidate its reputation and favour its public profile. It would include the active participation and involvement of employees in company affairs and includes activities such as attending meetings, responding to messages and keeping up with

organizational issues. Therefore, an employee who takes the initiative to spearhead a company-sponsored community service event has greater potential to help promote the organization in the community (and possibly the manager within the organization) more so than an employee who offers to assist a co-worker in learning a new system (Podsakoff, Podsakoff & Blume, 2009).

CONCLUSION AND RECOMMENDATIONS

- Management of organizations in general and oil and gas servicing firms in particular should endeavor to always seek for prospective

applicants who will be instrumental to the growth and development of their organization.

- Management of oil and gas servicing firms should always ensure that regular training is given to both old and new employees, in order to enhance their technical knowhow and general job knowledge needed by their organization
- It is also recommended that management of oil and gas servicing firms should always ensure that employees rewards are commensurate with their input (effort), this will go a long way in helping to ensure equitability.

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