



# Community Orientation and Employee Pro-Social Behaviour in the Nigerian Hospitality Industry

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## Abstract

In this paper, the relationship between community orientation and employee pro-social behaviour in the Nigerian hospitality industry was investigated. The study objectives focused on identifying the extent to which community orientation significantly contributes toward outcomes of volunteering, information sharing and the helping of co-workers. The study adopted a quantitative methodology, as well as a c survey design. Data for the research was generated using the structured questionnaire from a sample of 324 workers from a population of 2728 employees in 16 hotels in the Federal Capital Territory, Abuja, Nigeria. The test for hypotheses was carried out using the Pearson's Product Moment Correlation Coefficient. Evidence showed that community orientation significant and positively impacts on employee pro-social behaviour, enhancing outcomes of volunteering, information sharing and the helping of co-workers. Based on this finding it was concluded that community orientation is key to driving a more communal and cooperative work environment where employees are more considerate and appreciative of others. It was thereafter recommended that the management of the hotels, focus on advancing functional designs that are more interdependent, interwoven and integrated as a way of strengthening workplace bonding, collaboration and support.

**Keywords:** Community orientation, employee pro-social behaviour, hospitality industry, social exchange theory.

## I. INTRODUCTION

The global business environment in this contemporary age is becoming more turbulent, challenging and even demanding such that organizations are gradually shifting concentration from mere profit making and been enlisted as existing business organizations to scouting for better ways of advancing the essence of their existence in the competitive business environment. The pivotal

nature of the human resource element for the growth and sustainability of any organization has become so paramount, necessitating much emphasis on employee's behavior in the workplace which is considered a focal point for organization's optimal performance (Daniel, 2015; Latin & Aziz, 2018; Naude, Dickie, and Butler, 2012).

A major challenge confronting organizations today is employees not willing to volunteer, share information and help coworkers in carrying out task outside their assigned roles. This could be connected to their experience of job dissatisfaction, unfairness, lack of trust, issues in promotion, and denial of welfare packages which have discouraged them from volunteering, sharing information and helping coworkers in organizations. Such scenario adversely affects customer service delivery (Sommerfeld, Krambeck, & Milinski, 2008). Nwachukwu (1988) and Eze (1981) contend that such situation could result in low performance.

Furthermore, employees' perception of self-centeredness of some managers in the workplace in terms of policies considered to be more in favour of organizations is an issue that have raised concerns in the workplace – particularly in the area of employee pro-social behaviour. The concept of employee pro-social behavior is receiving significant attention as evidenced in studies conducted by various scholars like Brief & Motowidlo (1986), organ (1988) especially in the western and Asian part of the world with the emergence of associated terms such as extra -role behavior. It is true that a worker's features and response in the work environment has impact, and defines how he /she can engage in duties beyond assigned roles (Somec&Drach-Zahavy, 2004; Khanka, 2008; Mitonga&Cilliers, 2016).

There is a growing number of empirical and qualitative research in pro-social behaviour within the realm of work environment (Boundengban, Destrumaux, & leoni, 2012; Chiaburu, Marinova, and Lim, 2007; Grant, 2013). Predominantly, in the western part of the globe,



many of such studies have shown affirmative outcomes, pointing to the significance of facets or features of employee pro-social behaviour such as reflected in employees helping coworkers, volunteering, information sharing and punctuality towards the organization and co-workers in work environment (Organ, 1988; Zellar, et al., 2002).

Duan, Wong, and Yue (2018) examined organizational behaviour and its relationship with employees' workplace well-being in which they came up with behavioural scale which demonstrated that employee helping behaviour was a multidimensional construct, comprising of both proactive (intrinsically motivated helping behaviour) and reactive (externally motivated helping behaviour) dimensions. Their research made meaningful contributions to management practice by indicating specific clarification on the merits and demerits of different kinds of helping behaviour. However, the research was limited to forms of helping behaviour considered reactive and proactive without acknowledging other measures of pro-social

behaviour, such as volunteering and information sharing.

At this point, it is worth knowing that situations in the workplace can either inspire employees to deal with challenges or difficulties or discourage them from going the extra-mile. However, very few researches so far identified (Nasurdin, Nejatini & Mei, 2013; Genty et al., 2017) on pro-social behaviour considered the discourse on workplace spirituality and pro-social behaviour of employees. The constructs of community orientation and employee pro-social behaviour with regard to employees in hospitality environment has been scarcely researched, indicating existence of research gap in this dimension that need to be filled. Also, further exploitation of pro-social behaviour as an asset for the workplace is needed. To take care of the lacuna in existing literature on the constructs, this research intends to contribute to knowledge by studying the connection between community orientation and employee pro-social behaviour in the Nigerian Hospitality industry, especially hotels in the FCT.

### Conceptual Framework

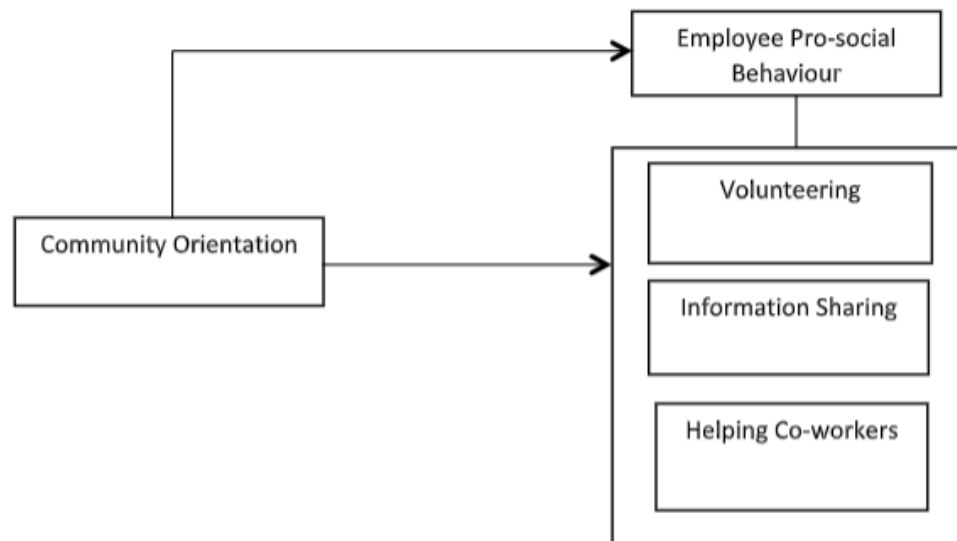


Figure 1: Conceptual Framework for Community Orientation and Employee Pro-social Behaviour

Source: Author's Conceptualization, 2021

### Aim and Objectives of the Study

The research seeks primarily to investigate the association linking community orientation in workplace and employee pro-social behaviour in the hospitality industry of FCT, Nigeria. Specifically, the objectives are:

- i. To establish the association between community orientation and volunteering in the hospitality industry of FCT, Nigeria.
- ii. To examine the association between community orientation and information sharing in the hospitality industry of FCT, Nigeria.



iii. To determine the association between community orientation and helping coworkers in the hospitality industry of FCT, Nigeria.

### Research Question

Understated research questions designed to agree with the study objectives and further provide a premise for actualization of the study. The research questions are stated thus:

- i. What is the association between community orientation and volunteering in the hospitality industry of FCT, Nigeria?
- ii. What is the association between community orientations and information sharing in the hospitality industry of FCT, Nigeria?
- iii. Is there any association between community orientations and helping coworkers in the hospitality industry of FCT, Nigeria?

## II. LITERATURE REVIEW

### Theory of social exchange (Theoretical Foundation)

This explains social variables that possess influential force in person's interaction in a reciprocal relationship. The social exchange theory notes that employees respond positively towards the organization when they are favourably treated. In other words, positive organizational behaviour and job commitment is assured when there is the feeling of encouragement from the organization. The theory associated attitude and dedication to spirituality via organizational behaviour (Indradevi, 2010).

In the words of Lavelle et al., (2009), relationship flowing from social exchange described as "Subjective, relationship-Oriented contracts between employers and employees characterized by a mutual exchange of socio-emotional benefits". Relating this theory to the current study, the research opines that managers of organizations provide work environment that promotes and encourages workers display of spirituality by way of fairness, and job satisfactions among other factors are most likely to stimulate employee pro-social behaviour with its consequential effect on improved performance, improved competitiveness, viability and growth in the long turn.

### Community Orientation

Community orientation is a commonly appreciated dimension of workplace spirituality which has to do with an employee having a deep joining to, or associated with others in the work environment (Dahshan and El-Kholy, 2020). It entails a deep relationship with others. The depth of connectedness of employees in the workplace

involves mental, spiritual, and emotional identification in the organization (Neal & Benneth, 2000). The purpose of employees' communal orientation is majorly about connectedness with coworkers which could result in organizational or individual gain in the long/short turn. Community orientation of people in the workplace is also geared towards employee having a sense of support between and among each other in the work environment.

### Employee Pro-social Behaviour

The concept of pro-social behaviour is faced with a lot of definitional issues even as more work is been carried out for the demystification of pro-social behaviour construct, with related terms such as extra role behaviours or positive citizenship behaviours (organ, 1988, Zellars, et al., 2002). Brief & Motowidlo (1986) noted 13 specific kinds of behaviour from employees that are considered pro-social based on their assertions that behaviour may be organizationally functional, individually functional, or dysfunctional. For instance, an old employee in the workplace volunteering to mentor a new employee contributes positively towards the organization's goals.

In another perspective, Organ and Konovsky (1989) Defined pro-social behaviour as a kind of behaviour which reflects a combination of social and economic exchange association with the organization. Staw (1984) supported the position of Brief and Motowidlo (1986) when he opined that pro-social behaviour as a construct should not be viewed only from the perspective of actions towards individuals, but also actions towards the organization on employee works. In addition to individually function and organizationally functional prosocial behaviour of employees, there is also the employee pro-social behaviour that is viewed as role encapsulated while others are pro-social (Brief & Motowidlo, 1986).

### Volunteering

Volunteering is a unique, significant and wide spread social practice. Volunteering as related to extra role-efforts, is the act of an employee getting involved in additional task which may or may not be connected to the job assigned to him/ her with the intention of rendering assistance to the organization (Brief & Motowidlo, 1986). Volunteering activities by employees in the workplace may involve: volunteer activities in the workplace: committee tasking, involvement in speaking. It could also entail simply taking actions/



steps when necessary with a view to correcting non-standard situations to secure the workplace from unforeseen occurrence (Brief & Motowidlo, 1986).

### Information Sharing

Information sharing between and among employees in the workplace benefits both individual, group, and organizations. Sharing of knowledge gained by employee is the cardinal means employees also, meaningfully add towards application of knowledge, brings new innovations, and give organization advantage over its competitors (Jackson, Chuang, Jiang, and Harden, 2006). Employee sharing knowledge could also be seen as the giving of tasks information for the purpose of helping others and at the same time collaborating with other employees to attend to subsisting challenges, generate ideas, execute organizational policies and follow laid down procedures (Cummings, 2004)

### Helping Coworkers

Helping coworker involves assisting one's coworker. It has to do with employee's preparedness to help people of the same business entity address challenges encountered by colleague in the course of their job task (Boundenghan et al., 2012). Help is seen as various kind of aid directed towards identified problems. Helping behaviour is a type of pro-social behaviour in which employee in the workplace go beyond his/her way to render assistance to coworkers in the organization, ostensibly, to ensure successful execution and completion of assigned tasks (Organ 1988; Tang, et al., 2008).

### Community Orientation and Employee Pro-social Behaviour

Community Orientation as a dimension of workplace spirituality could be taken to be a cardinal factor which gives encouragement to employees in the workplace, enabling individuals to undertake extra role activities beyond their job description. As earlier noted, community Orientation is the estate where employee working in an environment feels the presence of strong connection among coworkers in that work environment (Ashmos & Duchon, 2000). Community Orientation is premised on the notion that an employee comprehends how to make good relationship with others. These values steer employee's sense of being member of the group and as such, have interconnectedness with others in the workplace as well as build their soul and spirit (Haryokusomo, 2015).

Sheep (2006) in his research submitted that community orientation is cardinal to employee's work performance with presence of high-level cooperation among employees. Employees will normally have a deep connection with others, and that will enhance common internal feelings and care for each other (Soha, Osman, Salahuddin, Abdulkahi, and Ramlee, 2016). Milliman et al., (2003) pointed out that community factor of spirituality work environment happens at level of groups of individual behaviour and therefore involved social interaction between and among employees in the workplace. Agreeing to the position, scholars like Miller (1992) contend that community orientation is premised on the mindset that employees view each other as related beings. Drawing on the review, the following hypotheses are put forward:

H<sub>01</sub>: There is no significance association between community orientation and volunteering in the hospitality industry of FCT, Nigeria.

H<sub>02</sub>: There is no significance association between community orientation and information sharing in the hospitality industry of FCT, Nigeria.

H<sub>03</sub>: There is no significance association between community orientation and helping coworkers in the hospitality industry of FCT, Nigeria.

## III. METHODOLOGY

The research adopts a survey which is cross-sectional in the cause of this fact-finding mission. The researcher used descriptive and analytical study designs to show the connection between the variables of community orientation at work and the criterion variable (employees' pro-social behaviour) (Ahiauzu & Asawo, 2016). The population for the research was 368 registered hotels with the Federal Capital Territory Tourism Department (FCTTD) operating within the Federal Capital Territory, Abuja, Nigeria. A total of 2728 employees working in 16 selected hotels located within the Federal Capital Territory, rated as 4 and 5 star hotels with 100 rooms and above constituted the target for the study.

The choice for these hotels was in line with basic star rating attributes considered as yardstick for overall assessment of hotels either by government organizations or private/professional organizations. Attributes considered included; the service quality, quality of room facilities, hotel ambience and business service mix. Pertinently, the hotel rating with regard to service quality was the customers' perceived good and adequate technical, functional and image dimension.



Also, the attributes adopted for rating hotel ambience was viewed from the physical accommodation setting where rendering of services by employees ensue. The business service mix has to do with all other services apart from accommodation. Finally, tangible and intangible items in the hotel rooms constituted the star rating

for quality of room facilities. The Taro Yamen formula was adopted to arrive at the sample size ( $n = 348$ ). This formula gives a more comprehensive way of computing the sample size and the assumption of error precision is tied to the confidence intervals.

**Table 1: Cronbach Reliability Analysis**

Variables	Dimensions /Measures	No of Items	Alpha Coefficient
<b>Community Orientation</b>		<b>7</b>	<b>.987</b>
<b>Employee Pro-social Behaviour</b>	<b>Volunteering</b>	<b>5</b>	<b>.970</b>
	<b>Information Sharing</b>	<b>5</b>	<b>.946</b>
	<b>Helping Coworkers</b>	<b>6</b>	<b>.962</b>

Source: Data Result, 2022

From the table above, it is evidently clear that the instruments for the variables of study all have very high alpha coefficient, exceeding the recommended alpha coefficient value of .70 by Nunnally (1978). The results reveal that there is a strong level of consistency and clarity of the indicators which suggest the adoption and replication of the instruments in other related fields using similar parameters.

#### IV. DATA RESULTS

The retrieved questionnaires were checked for appropriate filling, mutilations and double-ticking which led to the rejection of responses with discrepancies, thus a total of 324 of 348 representing (93%) was utilized for the analysis. Pertinently, after the data cleansing and scrutinizing process, the data were then coded in a format to assist in the use of SPSS software for the analysis.

#### Univariate Analysis

**Table 2: Descriptive Results on the Independent Variables**

	N	Minimum	Maximum	Mean	Std. Deviation
Community Orientation	324	1.00	5.00	4.1852	1.46066
Volunteering	324	2.00	4.00	3.2716	.75730
Information Sharing	324	1.00	4.00	3.1975	1.20502
Helping Others	324	1.00	4.00	3.0278	1.40403
Valid N (listwise)	324				

Source: Author's Computation, 2022

The summary for the descriptive analysis as shown on table 2, demonstrates the significance of the variables. Evidence indicates that all four variables are substantially manifested and reflected within the context of the hotels in the FCT. From the analysis, it is obvious that employees consider

community orientation ( $x = 4.1852$ ), volunteering ( $x = 3.2716$ ) information sharing ( $x = 3.1975$ ) and helping others ( $x = 3.0278$ ) as characterizing their organizational practices and work behaviour in the hotels.



### Bivariate Analysis

		Community Orientation	Volunteering	Information Sharing	Helping Others
Community Orientation	Pearson Correlation	1	.868**	.982**	.508**
	Sig. (2-tailed)		.000	.000	.000
	N	324	324	324	324
Volunteering	Pearson Correlation	.868**	1	.760**	.713**
	Sig. (2-tailed)	.000		.000	.000
	N	324	324	324	324
Information Sharing	Pearson Correlation	.982**	.760**	1	.659**
	Sig. (2-tailed)	.000	.000		.000
	N	324	324	324	324
Helping Others	Pearson Correlation	.508**	.713**	.659**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	324	324	324	324

\*\* Correlation is significant at the 0.01 level (2-tailed).

The test for the hypotheses reveals community orientation to be a significant predictor of employee pro-social behaviour. This follows the observed correlation between community orientation and volunteering ( $R = 0.868$  and  $P = 0.00$ ), information sharing ( $R = 0.982$  and  $P = 0.000$ ) and helping others ( $R = 0.508$  and  $P = 0.000$ ). The results demonstrate the significance of community orientation in advancing outcomes that reflect employee pro-social behaviour – hence all previous null hypotheses are rejected. In line with the evidence, it is stated that:

- i. There is a significant association between community orientation and volunteering in the hospitality industry of FCT, Nigeria.
- ii. There is a significant association between community orientation and information sharing in the hospitality industry of FCT, Nigeria.
- iii. There is a significant association between community orientation and helping co-workers in the hospitality industry of FCT, Nigeria.

### V. DISCUSSION OF THE FINDINGS

From the hypotheses that are tested to determine the association between community orientation and employee pro-social behaviour, they showed positive and significant associations in the hospitality sector investigated. This is evidenced in significance of the relationships which supports the findings of Khari and Sinha (2020) who contend that there is strong total and direct influence of organizational spirituality on employee volunteering intention. Community orientation is a cardinal aspect of workplace spirituality owing to the

encouragement it gives to employees in engaging in volunteering activities outside their duty call.

This reality is also captured in the work of Wilson (2000) who posits that employee volunteering in the workplace brings about long term process for an organization's survival. Furthermore, the bivariate output is indicative of the fact that the feeling of community by employees in the workplace is a predisposing factors for workers to do volunteer work as supported in the opinion of Clary et al., (1998) which focused on the significance of individual characteristics inclusive of personality traits, motivations and values as predisposing factors for employee engagement in volunteering work.

The relationship between community orientation and volunteering is further buttressed in the work of Wilson (2000) who revealed the benefit it has both to the person performing the act and the receiver of the act. It therefore means that the more employees feels that community orientation in the work environment, the more they are willing to volunteer to assist the organization and coworkers in achieving results/objectives. The result also supports the findings of Borman and Motowildo (1993) who opine that employees' engagement in helping behaviour also increases the organization's competitive advantage and enjoys high level of association satisfaction for themselves. The finding is a vivid manifestation of the truth that if workers experience community orientation, they are bound to be of help to one another.



## VI. CONCLUSION AND RECOMMENDATIONS

Relationships and communal exchanges within the organization are crucial to collaboration and the wellbeing of the organization. In this paper, community orientation is observed to be a significant predictor of pro-social behaviour, impacting substantially and positively on measures such as volunteering, information sharing and the helping of significant others. Drawing on the evidence offered, it is affirmed that through improved features of community orientations, employees will be more considerate and appreciative of others – engaging in pro-social and volunteering behaviours. In this vein, it is recommended that community orientation is reinforced in the organization using related policies, and structures that emphasize on integration and functional interdependence across the organization.

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