

ORGANISATIONAL CITIZENSHIP BEHAVIOUR AND ITS INFLUENCE ON EMPLOYEE TURNOVER INTENTIONS IN NIGERIA HEALTH SECTOR: A SYSTEMATIC REVIEW

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Abstract

The importance of employee retention to business stakeholders in a highly competitive business environment cannot be over emphasized. Several contemporary issues are confronting Nigeria health sector like training, funding, work overload, capacity building and mostly the high rate of turnover intention of Nigeria health professionals to developed western nations which has become worrisome. Recently, it has been acknowledged that the sector is experiencing a shortage of medical doctors, nurses and midwives. Moreso, scholars opine that organisation's problem today appears very much human than mechanical and with this realisation, efforts towards increasing productivity and employee intention to stay entails human approach. Organisational Citizenship Behaviour (OCB) is considered to be a key fundamental behavioural initiative that can help organisations to reduce turnover intentions in the midst of economic turbulence as organisations now depend on their employees for success. The main objective of this study is to examine how employees' organisational citizenship behavioural dispositions would influence turnover intentions. Limited studies have analysed how employee's citizenship behaviour may foster employee's retention to remain with the organisation specifically in Nigeria health sector context that is characterized by high turnover intention both in the public and private sector. In order to fill this lacuna, this study explored reputable data bases of both empirical and non-empirical extant studies on OCB and Nigeria health sector between 2011 and 2020. However, the study observed that employees' citizenship behaviour have positive significant implications on turnover intentions. This implies that OCB dimensions like personal initiative, loyalty, helping behaviour and self-development can have significant effect on turnover intentions if they exist in the organisation. It is therefore recommended that organisations should challenge their employees by providing them with and the positive work climate that will foster extra behaviour in order to ensure continued employment relationships.

Keywords: organisational citizenship behaviour, self-development, individual initiative, turnover intention, helping behaviour

1.0 INTRODUCTION

Employee retention is a contemporary issue in this 21st century with globalization and dynamic socio economic turbulence encompassing contemporary work places in many economies of the world (Emecheta & Hart, 2018). Solving the dearth of hospital workers has become an increasingly urgent priority in recent decades which remains a major scientific challenge (Yafang, Shih-Wang & Szu-Chieh 2017).

According to Court, Emmanuel, Ann & Nwadukwe, (2018) Nigeria health sector has been characterized by instability, unproductivity and inadequate manpower as a result of the exodus of the employees. The high exit of health workers in Nigeria is occasioned as a result poor remuneration, delayed promotion, poor working environment, job related stress and insecurity (Butawa, asule, Omole, Yere, Dogo & Gyuro, 2013). Adebayo, Labiran, Emerenini & Omoruyi (2016) assert that the consequences of inadequate health workforce cannot be over emphasized as it would negatively impact the health status in the society in terms of ineffectual tackling of infectious endemics, emergence of non-communicable diseases (NCDs), increase maternal mortality and non-achievement of Millennium Development Goals (MDGs). In addition, Adebayo *et al*, (2016) assert that out of forty-nine nations identified by WHO to be having insufficient healthcare workers, Nigeria is in sixth position.

Akinyemi (2012) opine that organizations in the 21st century are more concerned about how to foster employee engagement, OCB and retention in a dynamic work environment because organizational success requires exceptional influences from the workforce. The justification of the applicability of organisational citizenship behaviour (OCB) model to the high turnover intention of health workers in Nigeria context is because several OCB scholars (Okechukwu, 2017; Organ, 2018) assert that OCB can foster organizational effectiveness as corroborated by Akinyemi (2012) that OCB promotes firm resilience and employee retention.

Several research on Nigeria health sector have explored the effect of OCB construct in industries like the banking, aviation, education and other services providers' sectors but limited research has been done on the use of OCB construct in Nigeria health sector as regards the issue of high turnover intention (Abdulkadir & Hulya, H, 2016; Bashiru, Adedayo & Caled, 2018; Erengwa, Nwuche & Anyanwu, 2017; Falola, Oludayo, Igbinoba, Salau & Borishade, 2018; Gabriel, 2015).

To this end, the importance of this research work emancipate from its objectives which are to:

- a) ascertain the causes accountable for the high rate of Nigeria health worker's turnover intention
- b) explore the influence of organisational citizenship behaviour on Nigeria health worker's turnover intention and
- c) access the theoretical underpinning of organisational citizenship behaviour and the managerial strategic approach to curb Nigeria health worker's turnover intention.

METHODS

Search Strategy

A systematic search was piloted to identify contexts describing the construct of organisational citizenship behaviour. The primary searches were conducted from different reputable data bases. The search was restricted to literature written in English only. Limitations were placed on the year of publication from 2009 to 2019 which include mostly qualitative and quantitative with local and foreign publications inclusive. Studies were carefully chosen from business, management, psychological, academic research, operations and production management journals as well as human resource and management data bases. Titles and abstracts of studies were also reviewed and full-texts of relevant studies accessed from Sage, Elsevier, ProQuest Journal Central, Astor, Web of Science Master Journalist, Ebsco, NUC Virtual Library and Scopus.

2.0 LITERATURE REVIEW

2.1 Employee Turnover Intention

Emecheta & Hart (2018) observe that employees apply for work in organisations to meet specific desires and expectations when they offer their skills and knowledge as inputs for the organisation. Falola, *et al* (2018) opine that workers always intend to meet their career goals and certain levels of job satisfaction, expecting that their physiological and psychological needs would be met will be achieved when they give in what they

have. Basically, Falola, *et al* (2018) observe that the extent to which these anticipations are realized, it will foster workers' attitudes and behaviour towards commitment and continuous relationship with the organisation. According to Court, Emmanuel, Ann & Nwadukwe (2018) turnover intention describes the plan and resolution of an employee to leave a his/her organization.

2.2 Causes of High Health Employees Turnover Intentions

The high turnover intentions of Nigeria health workers are occasioned by several factors which are hindering efficient healthcare delivery. It has been observed that the inadequacy of human resources in Nigeria health sector is significantly responsible for the poor population health in the country (Salami, Dada & Adedokun, 2016). Recently, Medic West Africa (2019) posit that many of health workers are challenged with several backlogs of salaries, pitiable welfare, inadequate health facilities and work overload. Moreso, the main factors responsible for human resources inadequacy in Nigeria according to Eriki, Oyo-Ita, Odebo, Udoh, Omaswa & Kadama, (2015) include inadequate personnel planning and management practices, long working hours, unsafe workplaces, inadequate compensation, and limited access to professional development opportunities.

Also, Nigeria Health workers earn meager salaries, work in unsafe areas, have substantial workloads and lack the most basic health facilities to work and low prospect for career advancement as posited by (Bello, Ajayi & Asuzu, 2015). Nevertheless, Ogbuabor, Okoronkwo, Uzochukwu & Onwujekwe (2016) observed that organisational factors like authoritarian leadership style, lack of goal and role clarity as well as poor remuneration, irregular promotion, abusive supervision, unfriendly job attributes and stress on the job which influence their turnover intention. Furthermore, John, Ogunniake & Osibanjo (2014) observed that as a result of lack of OCB in the health sector, organisational performance of the sector as well as the image of the industry is affected which can be a source for employee's turnover intention in the sector.

2.3 Organisational Citizenship Behaviour

Organizational Citizenship Behaviour was introduced by Bateman and Organ in 1983 as referenced by Organ (2018) and has become a concentration for study in recent years. In an organizational setting, John, Ogunniake & Osibanjo (2014) assert that OCB is distinctive and type of work behaviours that an employee exhibit to the benefit of the organization which are discretionary, not directly or explicitly acknowledged by the official compensation system. Twenty first century organisations have started attributing their successes to their human resources as assiduous and committed workforces, who do not only execute apportioned task but also perform them above the anticipation of their employers which tends to benefit organisations as a whole (Patirag and Shivani, 2017).

Some researchers posit that firms cannot survive or prosper without employees exhibiting extra role behaviours as the survival of any organisation is deeply influenced by its employees (Bryan & Harish, 2017; Organ, 2018).

Anusha & Thiruvankadam (2014) posits that in every organisation there must be indefinite acts of cooperation without which the system would break down. This can be justified because of formal arrangements are underprovided and can far from perfection as no organisation can anticipate all contingencies in its internal and external work environment perfectly, thereby making organisations not to solely rely on written job descriptions. Okechukwu (2017) suggests that cooperation act is a key requirement of the organisation that must supplement the formal structure for an effective work environment as a result of the dynamic and unpredictable work environment organisation.

Thus, these behaviours are helpful and essential for organisational operations and success. This implies that, for organisations to be successful, employees must be inspired to stay with the organization, comprehend and achieve their assigned roles as written in their job description and they must be willing to do more than is required of them (Okechukwu, 2017). In a more succinct observation, John, *et al*, (2014) observe that the more employees engage in OCB, the organization becomes more efficacious in fostering positive company image and performance which fosters talent retention and absence of Counterproductive Work Behavior (CWB). However, most firms are yet to appreciate this fact in this respect including the health sector. Nigeria health sector has been overwhelmed with several complaints from patients in the health sector which invariably affect the repute and image of the health sector that employees don't value John, *et al*, (2014).

Citizenship behaviour is essential in hospitals because patients need special care and positive behaviours of medical workers handling their cases. OCB dimensions like helping behaviour (behaviour targeted towards helping a co-worker mostly when there is work overload), individual initiative (when an employee uses his

personal initiative to fix an immediate problem), self-development (keeping abreast with latest skills and knowledge in one's field) and loyalty (being loyal to the organisation and advancing the course of the firm to non-organisational members) strengthen the morale and betterment of patients has John, *et al*, (2014) argue that extra role behaviours will advance the achievement of health sector goals, and increase its performance. Therefore, it can be suggested that OCB will increase service proficiency, patient fulfilment and patronage, fostering hospital image which employees will value and foster their retention.

Organisations today have come to realise that not all workers are devoted and productive but engaged workers who are mentally and emotionally attached to the organisation, are obligated to achieve its goals and dedicated towards its values like going extra mile (OCB) beyond their basic job responsibility (Bhavani, Sharavan & Arpitha, 2015). Falola, Oludayo, Igbino, Salau & Borishade (2018) further opine that engagement of employees fosters OCB dispositions of an employee to invest own self and extend his extra effort to assist his organisation accomplish its goals, which is beyond ordinary satisfaction with the employment contract. In essence, the survival of an organisation is dependent on how leaders of firm work hard to engage workers in displaying OCB because the sustainability of any organisation is dependent on its workforce (Schruta & Mohamad, 2017).

Thakur (2014) further emphasised the advantage of organisations engaging their employees go extra mile as it affects positively worker retention, efficiency, and dependability as well as positively impact organisation reputation and overall stakeholder assessment. Helping behaviour for instance is inevitable in an organisation that is characterized by work overload as the receiver of this behaviour will be willing to pay back to the giver.

It is imperative for hospitals management and administrators to know how to drive employees towards being engaged to display OCB in their work. Adeloye, David, Olaogun, Auta, Adesokan, Gadanya, Opele, Owagbemi & Iseolorunkanmi (2017) observed that health managers are deficient in the motivation and management of health workers. This suggests that hospitals managers should go for human resources management trainings. How can health workers be engaged and committed to exhibiting OCB? How can they be retained in the health sector? How can be motivated to go the extra mile beyond their employer expectations? This questions if addressed can mitigate the challenge of Nigeria health worker's high turnover intentions.

Table 1. Analysis of the Influence of OCB on Individual and Organisation

No	Author(s)	Type of Study	Variables Tested	Result
1	Bello, Ajayi & Asuzu (2015)	Empirical	Determinants of job satisfaction in Nigeria health sector	Operating procedures, pay, contingent reward, job autonomy, communication & being married determines job satisfaction of doctors in Nigeria public hospitals
2	Butawa, Sule, Omole, Yere, Dogon & Gyuro (2013)	Empirical	Assessment of job satisfaction among health workers in tertiary hospital in Zaria, northern Nigeria	Professionalism, competency and training, work related stress, orientation and pay are core determination of satisfaction in the sector
3	Court, Emmanuel, Ann & Nwadukwe (2018)	Empirical	Organisational justice and turnover intention of health workers	There is a significant difference in organisational justice perception among

				medical and non-medical workers in Nigeria university teaching hospitals
4	Daniel, Ijeoma, Benjamin & Obinna (2016)	Empirical	Job satisfaction and retention of health workers	Effective financial and non-financial incentives drive job satisfaction & worker's retention
5	Igudia & Ohue (2018)	Empirical	OCB and performance of government owned medical center's in Nigeria	There is a positive relationship between conscientiousness dimension of OCB and competitive advantage
6	Obamiro, Ogunnaike & Osibanjo (2014)	Empirical	OCB, hospital corporate image and performance	Hospitals performance & positive image can be fostered through OCB.
7	Pascal (2012)	Empirical	OCB & Employee retention	High job alternatives can influence turnover intention
8	Saoula & Husna (2016)	Conceptual	OCB, POS & turnover intention	OCB is a vital predictor of turnover intention
9	Tang, Yan, Xue & Guo (2018)	Empirical	Factors influencing turnover intention of China health workers	Improving job satisfaction, promotion and job safety can reduce turnover intention
10	Yafang, Shih-Wang & Szu (2017)	Empirical	Risk of turnover intention among hospital workers	Employee perception of job stress influences their perception of turnover intention

3.1 Theoretical Underpinning of Organisational Citizenship Behaviour and Managerial Strategic Approach to Mitigate Nigeria Health Worker's Turnover Intention.

Organisational Support Theory (OST)

It has been observed that there are relationships between OST and relevant organisational outcomes such as discretionary behaviour, employee engagement and retention (Benjamin, Linda & Lindsay, 2011). OST refers to the degree to which workers perceive that their work is being valued by the organisation. Benjamin, *et al*, (2011) assert that OST reflects the development and outcomes of perceived organisational support which employees advance in response to psychological contract and the organization's eagerness to reward them both monetarily and non-monetarily. Moreso, Chiaburu, Lorinkova & Van, (2013) observed that organisational, supervisor, and coworker support foster employees' behavioural disposition positively and have positive effect on work outcomes like creative performance and extra role behaviour. The basic principle of the theory is that when employees feel supported, experience openness and trust, and valued in

the organisation, they are willing to return the favour by exhibiting desirable work outcomes such as innovative or extra-role behaviour.

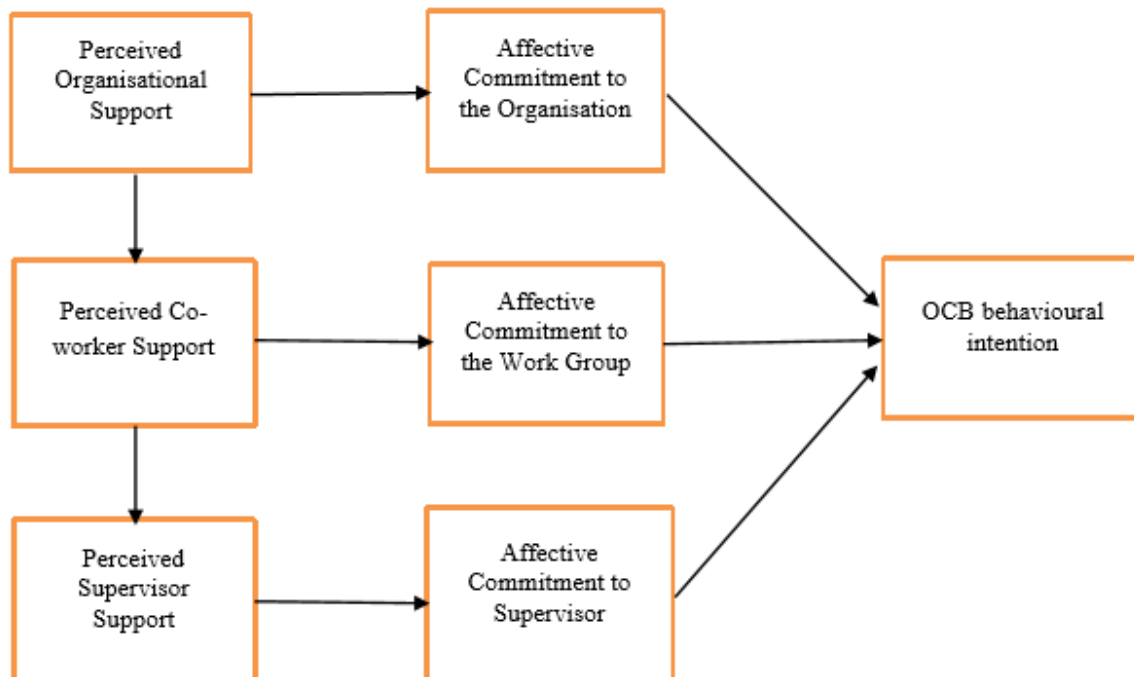


Fig. 1 Model linking POS, Affective commitment and OCB Intention

Source: Researchers

As depicted in Fig.1, POS can come from the organisation, supervisor and co-worker context. Perceived organisational, co-worker, and supervisor support are predictors of affective commitment to the organisation, work group and supervisor. Affective commitment according to Zachary (2015) is referred to as the individual's emotive affection and engrossment to the organization.

Perceived organisational support (POS) concept emphasize that employees always develop beliefs concerning the extent to which the organisation values their contributions and cares about their well-being and these developed beliefs are known as perceived organisational support (Kahya & Kesen, 2014). This implies that employees carefully observe the treatment offered them by the organisation in order to discern the extent to which the firm is supportive and values their impact. Kahya & Kesen (2014) further suggest that employees with high levels of POS achieve increased job satisfaction and reduced stress which fosters them to invest more in their organisation like increased effective organisational commitment, increased performance and reduced turnover as illustrated in figure.1. These positive experiences always drive employees to be obligated to repay the organization beyond the limit of formal responsibility. The level of support provided by the organisation that the employee observes can make him/her engage in both their job and other work related behaviours such as OCB (Dumisani & Nicole, 2013).

In addition, Tianan, Yu-Ming, Mingjing, Yuanling, Jianwei, Qian & Lai-Chu (2015) opine that strong support from co-workers and supervisors relieves employees of stress which fosters job satisfaction. Arora & Kamalanabhan (2013) assert that supervisors are expected to render employees with professional support and resources for development, remove challenges related to their work and offering feedback on the employees work. Thus, when a coworker experiences a favourable treatment from his organisation, supervisor and or coworker, he is obligated to reciprocate in the same manner. Nevertheless, affective commitment which is regarded as employee's affection with his organisation emphasise employee emotional tendency to go extra mile and remain with the organisation. In addition, Saoula & Husna (2016) succinctly opine that the usual behaviors relating to departure process from an organisation are; nonattendance, lateness, poor citizenship and eventually turnover.

4. CONCLUSION AND MANAGERIAL IMPLICATION

The usual behaviours relating to withdrawal process from an organisation are; absenteeism, lateness, poor

citizenship and eventually turnover. It can be further argued that, if employees perceive that discretionary behaviours are shared and esteemed within the organisation they will be unlikely to display intention to leave. Conversely if they feel otherwise, they will be more likely to leave the organization. More so, health managers should consider the cost attached to the regular recruitment, training and development of new employees when there is high turnover intention. Thus, the work environment should be positive to foster OCB and employee retention.

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