Physical Workplace Environment and Organizational Citizenship Behaviour in Construction Companies Operating in Rivers State

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Abstract: *This study examined the relationship between physical work environment and organizational citizenship behaviour of construction companies in Port Harcourt. The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self-administered questionnaire. The study population was 127 senior members of the construction companies and a sample size of 97 was arrived at through the Krejcie and Morgan sample size determination table. The hypotheses were tested using multiple regression analysis the aid of the Statistical Package of Social Sciences (SPSS). The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The result revealed a moderate and positive relationship between physical work environment and the measures of organizational citizenship behaviour (altruism and conscientiousness) of construction companies in Port Harcourt. The study concludes on the note that the condition of a workplace is a predictor of employees' job attitude of citizenship behaviour. The study recommends that managers should develop work settings that bear all the necessary conditions for comfort and hygiene that will stimulate employees' willingness for citizenship behaviours.*

Keywords: *Altruism, Conscientiousness, Physical Work Environment, Organizational Citizenship Behaviour*

INTRODUCTION

Studies on organizations have considered what workers are willing to dedicate to and offer the organization (Dorothea, 2012). Workers are usually open and disposed towards different work attitude while reacting to other inducing forces that persuade them towards positive or negative work behaviours. One of such attitudes, especially on the positive strand which workers can apply at work is organizational citizenship behaviour (OCB). Studies by Cohen and Vigoda (2000); Ertürk (2007) revealed that organizational citizenship behaviours (OCB) are imperative for the interpersonal relationships at work, and are required for the success of organizations because it stimulates several other desirable outcomes in favour of the organization. In fact, Organization Citizenship Behaviours are described as those discretionary individual behaviours that employees display which are above and beyond formal role requirements of the workplace and entirely at individual's discretion and volition. Moreso, they are often described as behaviours that "go above and beyond the call of duty". Not surprisingly, Organizational Citizenship Behaviours are considered to arise, at least in part, from intrinsic

motivation including a positive mood state and the need for affiliation or a sense of achievement. Yesufu, (2000) asserted that 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. Organizational Citizenship Behaviours have been defined as "individual behaviours that are discretionary, not directly or explicitly recognized by the formal reward system, and that in the aggregate promote the effective functioning of an organization" (Organ, 1988). They represent 'extra effort' by employees that is nonetheless essential for the effectiveness of the organization, especially where organizational performance is dependent on the interconnectedness and social networks of its people. Though it is not formally recognized by the reward system of an organization, it has the potential to contribute towards improving efficiency and effectiveness of an organization leading to increased competitive advantage.

Although convenient workplace conditions are requirements for improving productivity and quality of outcomes, working conditions in many organizations may present lack of safety, health and comfort issues such as improper lightening and ventilation, excessive noise and emergency excess; especially in the construction sector which is a high risk environment. People working under inconvenient conditions may end up with low performance and face occupational health diseases causing high absenteeism and turnover. Pech and Slade (2006) argued that employee disengagement is increasing and it becomes more important to make workplaces that positively influence workforce towards positive behaviours. To establish and confirm how to satisfy employees and make them disposed towards citizenship behaviour has remained a great pursuit of management in several organizations. Therefore, pursuing this agenda by the creation of conducive workplace environment could offer great hope and should be of great interest to management of various organizations. Several studies have been done to investigate the predictors of organizational citizenship behaviour, (for example, employee morale (Organ and Ryan, 1995; Jaqueline, 2002); employee commitment (Podsakof, 1996), (Organ *et al.,* 2006) and culture (Gabriel, Peretemode & Musa, 2018); yet, most employees are reluctant in exhibiting such behaviour which implies there are gaps in the needs of employees that must be filled. It is on this backdrop that this study investigated the association of workplace environment and organizational citizenship behaviours.

The purpose of this study therefore was to examine the relationship between physical workplace environment and organizational citizenship behaviour in construction companies operating in Rivers State.
Furthermore**,** this study was also guided by the following research questions:
  i.   What is the relationship between physical workplace environment and altruism in construction companies operating in Rivers State?
  ii.   What is the relationship between physical workplace environment and conscientiousness in construction companies operating in Rivers State?
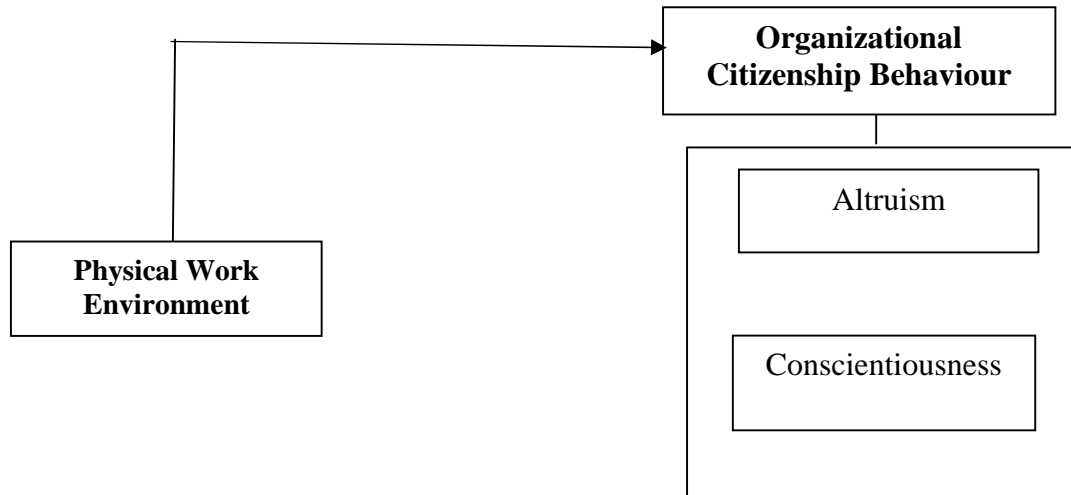
Fig.1 *Conceptual Framework for the relationship physical work environment and organizational citizenship behaviour*

Source: *Desk Research (2020)*

LITERATURE REVIEW

Theoretical Foundation
Frederick Herzberg's Theory
Herzberg's theory concludes that certain factors in the workplace result in job satisfaction, but if absent, they don't lead to dissatisfaction but no satisfaction. The factors that motivate people can change over their lifetime, but "respect for me as a person" is one of the top motivating factors at any stage of life. He distinguished between motivators; (e.g. challenging work, recognition, responsibility) which give positive satisfaction, and hygiene factors; (e.g. status, job security, salary and fringe benefits) that do not motivate if present, but, if absent, result in demonization. The theory is sometimes called the "Motivator-Hygiene Theory" and/or "The Dual Structure Theory." Herzberg described four basic states that could occur:
1.   High Motivation/High Hygiene: Perfect state of happy, motivated employees.

2.   High Motivation/Low Hygiene: Motivated employees who love the work but have lots of complaints.
3.   Low Motivation/High Hygiene: Bored employees punching a clock for a Pay check.
4.   Low Motivation/Low Hygiene: Employees not motivated and have many complaints.

Herzberg's research proved that people will strive to achieve 'hygiene' needs because they are unhappy without them, but once satisfied the effect soon wears off - satisfaction is temporary. Poorly managed organizations fail to understand that people are not 'motivated' by addressing

'hygiene' needs. People are only truly motivated by enabling them to reach for and satisfy the factors that Herzberg identified as real motivators, such as achievement, advancement, development, etc., which represent a far deeper level of meaning and fulfillment. Herzberg defined two sets of factors in deciding employees' working attitudes and levels of performance, named motivation and hygiene factors (Robbins and Judge, 2007). He stated that motivation factors are intrinsic factors that will increase employees' job satisfaction; wile hygiene factors are extrinsic factors to prevent any employees' dissatisfaction. The theory pointed out that improving the environment in which the job is performed motivates employees to perform better.

Herzberg's theory concentrates on the importance of internal job factors as motivating forces for employees. He wanted to create the opportunity for employees to take part in planning, performing and evaluating their work (Schultz & Schultz, 2010). The content of the theory has been widely accepted as relevant in motivating employees to give their best in organizations. Further research has proved that the employee is more motivated by intrinsic factors as captured by Herzberg's motivator needs than anything else. Herzberg came to a conclusion that the aspects of the work environment that satisfy employees are different from the aspects that dissatisfy them. The theory points out that improving the environment in which the job is performed motivates employees to perform better.

Physical Workplace Environment

Workplace environment can be anything that exists around the employee and can affect how he performs his duties. Nitisemito, (1992) state that working environment is both an external and an internal condition that can influence working spirit and result in instantly finished jobs. According to Sedarmayanti, (2003), a decent working environment is a condition where individuals can do their jobs in an ideal, secure, healthy, and comfort way. An attractive and supportive workplace environment is critical to job satisfaction. Workplace environment have numerous properties that may influence both physical and mental wellbeing. A quality work spot is fundamental to keep workers on their various tasks and work effectively. A good workplace is checked by such characteristics as competitive wages, trusting relationship between the employees and management, equity and fairness for everyone, and a sensible work load with challenging yet achievable goals. A composite of all these conditions makes the work station the best possible working conditions for employees to work with high level of satisfaction.

The physical working environment that deals with the physical or tangibles at the setting where job is performed. It includes things like machinery, office layout, temperature, ventilation and lighting. It also includes noise level and space. Aspects of work such as heat, noise, and lighting have been shown to affect a number of psychological processes in both direct and indirect ways. Noise, for example, may impair the cognitive performance of certain kinds of tasks (Banbury and Berry, 1998).

The physical workplace environment setting can impact on the level and nature of social interaction between co-workers. The design of open plan offices, for example, and other aspects of the physical lay-out may determine the kinds of interactions that can take place (Sundstrom, and Sundstrom, 1986). The physical environment may offer more or less physical safety. According to Oyetunji, (2014), Davenport (2005) posited that the physical workplace environment is the workspace or work stations where employees carry out their duties or roles. Haynes (2008) conceptualized the workplace environment as the extent to which employees perceive the immediate workplace surroundings as fulfilling their intrinsic, extrinsic and social needs and as a reason for remaining or leaving an organization.

Organizational Citizenship Behaviour (OCB)

Organizational citizenship behaviour (OCB) is a consequence of the work environment. OCB is also the reciprocal of the organization with employees, employees who are satisfied with their job will exhibit OCB. According to Organ (1988), OCB is an important factor that can contribute to the survival of the organization. Therefore, it is very important to understand the variables that significantly and positively assist in creating OCB (Endang & Irma, 2014). Organizational Citizenship Behaviour (OCB) has undergone subtle definitional revisions since the term was coined in the late 1980s, but the construct remains the same at its core. OCB refers to anything that employees choose to do, spontaneously and of their own accord, which often lies outside of their specified contractual obligations (Thiruvenkadam & Durairaj, 2017). OCB can also be defined as defending the organization when it is criticized or urging peers to invest in the organization (Turnipseed & Rassuli, 2005), or a behaviour that exceeds routine expectations (Daniels *et al*. 2006).

Measures of Oragnisational Citizenship Behaviour
Altruism

This dimension refers to a selfless behaviour of people where they are concern for other individuals' welfare and rights, be more empathy and do things that will give benefits to others (Khan *et al.,* 2017). Originally defined by Organ (1988) as a discretionary behaviour to help other colleagues in accomplishing tasks and solving work-related problems. In other words, altruism is behaviour that directly aimed at helping a specific person and emphasized on motivates their co-workers either in doing their work or when they are having problems. Practising this behaviour leads to increase individual's performance as well as group efficiency (Sharma & Jain, 2014). Apart from that, as cited by Yen and Neihoff (2004), altruism will aid in teamwork and cooperation, thus further giving chance to the employees in improving their own knowledge. Therefore, it is proven that altruism is an important determinant of OCB (Muthuraman and Al-Haziazi, 2017).

Conscientiousness

Sharma and Jain (2014) cited conscientiousness as spending adequate amount of time and effort that go beyond their formal job descriptions for the sake of individuals and group's efficiency. According to Organ (1988), conscientiousness is associated with behaviours of the employees such as punctuality, maintaining work attendance and following rules. They considered themselves as a part of the organization and hence, they know their limitations and responsibilities. Moreover, they are practising a discretionary behaviour in the form of adhering to rules and regulations of the organization, even without supervisory from authority or colleagues (Redman & Snape, 2005). Those who possess this trait will work extra hours, complete task before the dateline and avoid extended unnecessary break (Ehtiyar *et al.,* 2010).

Physical Work Environment and Oragnisational Citizenship Behaviour
The quality of work depends upon safe and healthy physical working conditions in determining employee's job behaviour. The organizational climate is an important indicator of employee behaviour as a combination of social and psychological factors. It is found that working conditions are attached with employees' job involvement and job satisfaction that ultimately leads to positive behaviours and ultimately better performance of the employees (Scott *et al.,* 2000). It is reported that there is a positive correlation between perceived supervisor support and nurse occupation related outcomes (Hall, 2007). Kazmi *et al.,* (2008) examines the effects of stressful workplace environment on the performance of medical house officers. The results reveal an inverse relationship between job stress and job performance. High job stress in the house of officers' results in low job performance. Similarly, it is reported that perceived adequacy or inadequacy of workplace environment, both physical and psycho-social, extends noticeable effect on employees' job satisfaction, performance and perception of effectiveness of an organization (Srivastava, 2008). Being that employees have the tendency of reacting to the conduciveness or otherwise of their working environment, their work behaviour is usually a direct relation from what they feel about the environment. As such, these working conditions can affect the willingness to exhibit organizational behaviour. On this note, we hereby hypothesize as follows:

Ho$_1$: Physical workplace environment does not significantly associate with altruistic behaviour of employees of construction firms in Rivers State.

Ho$_3$: Physical workplace environment does not significantly associate with conscientious behaviour of employees of construction firms in Rivers State.

METHODOLOGY

The study adopted the cross-sectional survey in its investigation of the variables. Primary source of data was generated through self- administered questionnaire. The study population was 127 senior members of the construction companies and a sample size of 97 was arrived at through the Krejcie and Morgan sample size determination table. The hypotheses were tested using multiple regression analysis the aid of the Statistical Package of Social Sciences (SPSS). The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

DATA ANALYSIS AND RESULTS

Bivariate Analysis

Table 1 Showed the Correlations Matrix on Physical Workplace environment and Organizational Citizenship Behaviour

			Physical Workplace environment	Altruism	Conscientiousness
Spearman's rho	Physical Workplace environment	Correlation Coefficient	1.000	.541	.790
		Sig. (2-tailed)	.	.000	.000
		N	83	83	83
	Altruism	Correlation Coefficient	.541	1.000	.855[**]
		Sig. (2-tailed)	.000	.	.000
		N	83	83	83
	Conscientiousness	Correlation Coefficient	.790	.855[**]	1.000
		Sig. (2-tailed)	.000	.000	.
		N	83	83	83
		Sig. (2-tailed)	.002	.000	.000
		N	83	83	83

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

Source: Research Data 2020 and SPSS output version 23.0

The result of the Spearman Rank-order Correlation Coefficients (*rho*) in the table 1 above showed the rank value of physical workplace environment (*rho* = 0.541 and a *P*-value at 0.000 which is *P*<0.05%) showed a moderate positive and significant relationship with altruism, similarly, the rank value of physical workplace environment (*rho* = 0.790) and a (*P*-value at 0.000 which is *P*<0.05%) showed a strong positive and significant relationship with conscientiousness.

Table 2 Multiple Regression Coefficients of Physical Environment and Altruism

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.878	.994		2.895	.005
	Physical Workplace environment	-.865	.173	-2.826	-5.005	.000

a. Dependent Variable: Altruism
Source: SPSS Output 22.0, 2020

Test of Hypothesis 1

Ho$_1$: There is no significant association between physical workplace environment and employees' altruistic behaviour of the construction firms in Rivers State, Nigeria.

Table 2 showed the correlation coefficients. The results showed that physical workplace environment with (t-$_{cal}$= -5.005>1.96) at significance level of (*P*-value 0.000<0.05%) had a strong negative and significant relationship with altruism. Thus, the null hypothesis is hereby rejected. Therefore, with (t-$_{cal}$ = -5.005 and *P*= 0.000<0.05%) the study concluded that there is a strong negative and significant association between physical workplace environment and employees' altruistic behaviour. Theβ= -0.865 of physical workplace environment explains -0.86% variation of the criterion variable (altruism) in the construction firms in Rivers State, Nigeria.

Table 3 Multiple Regression Coefficients of (Physical, Social, Administrative Environment) and Conscientiousness Behaviour

	Coefficients^a					
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	T	Sig.
1	(Constant)	2.783	1.406		1.980	.051
	Physical Workplace environment	-1.089	.244	-3.082	-4.459	.000

a. Dependent Variable: Conscientiousness
Source: SPSS Output 22.0, 2020

Test of Hypothesis 2
Ho$_2$: There is no significant association between physical workplace environment and conscientiousness behaviour of the construction firms in Rivers State, Nigeria.

Table 3 above showed the correlation coefficients. The results showed that physical workplace environment with (t-$_{cal}$= -4.459>1.96) at significance level of (*P*-value 0.000<0.05%) had a strong negative and significant relationship with conscientiousness behaviour. Thus, the null hypothesis is hereby rejected.

Therefore, with (t-$_{cal}$ = -4.459 and *P*= 0.000<0.05%) the study concluded that there is a strong negative and significant association between physical workplace environment and employees' conscientiousness behaviour. The β= -1.089 of physical workplace environment explains -1.08% variation of the criterion variable (conscientiousness behaviour) in the construction firms in Rivers State, Nigeria.

DISCUSSION OF FINDINGS

The test of hypothesis on physical workplace environment has revealed a moderate positive and significant relationship with the measures of organizational citizenship behaviour. By the reason of this finding, it is imperative to note that the physical condition of any workplace is very important and must be put to acceptable standard to encourage citizenship behaviour amongst employees. This result is corroborated by previous studies that found similar relationships. Physical workplace environment is the physical or tangibles elements at the setting where job is performed. It includes things like machinery, office layout, temperature, ventilation and lighting. It also includes noise level and space. Aspects of work such as heat, noise, and lighting have been shown to affect a number of psychological processes in both direct and indirect ways. Noise, for example, may impair the cognitive performance of certain kinds of tasks (Banbury and Berry, 1998).

The physical workplace environment setting can impact on the level and nature of social interaction between co-workers. The design of open plan offices, for example, and other aspects of the physical lay-out may determine the kinds of interactions that can take place (Sundstrom, and Sundstrom, 1986). The physical environment may offer more or less physical safety. A study by Barry (2008) found that whenever there is an improvement in the physical design of office building, productivity through employee performances is increased by about 5-10 percent.

CONCLUSION AND RECOMMENDATIONS

The study also found out that employees' behaviour was influenced by several work environment factors, that employees were satisfied to an extent with their physical work environment aspects like furniture, spatial layouts, lighting and noise levels. These aspects of physical work environment help improve employees' behaviour. They also felt that a better physical work environment would encourage them behave and perform better.

The study thus recommends that construction firms must ensure that its physical workplace environment contains the basic facilities and ambience that is befitting and conducive enough for human usage. In so doing so, employees will be disposed towards organizational citizenship behaviour

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