

# Prosocial Motivation and Employee Performance of Construction Firms in Port Harcourt, Rivers State

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**Abstract:** *The study investigates the relationship between prosocial motivation and worker productivity in construction companies in Port Harcourt, Rivers State. The cross-sectional survey design was used for the investigation. 142 workers from the five construction companies chosen for the study make up the population, which also includes the sample. To investigate the connection between prosocial motivation and employee work performance, data were gathered using a standardized questionnaire and statistically evaluated using the spearman rank order correlation coefficient. 116 of the 142 questionnaires that were given out for the study's participants to complete correctly were returned and used in the research. The study's findings indicated a favorable and substantial correlation between employees' prosocial motivation and job performance in the construction industry. Based on the data, the study came to the conclusion that prosocially driven workers are better able to accomplish their jobs at a high level than non-prosocially motivated workers. The study came to the further conclusion that raising prosocial motivation will enhance and improve worker productivity in the construction industry. Due to the increased degree of job performance, the research advised managers of companies to make sure that workers in construction enterprises are prosocially motivated. Additionally, construction companies should make sure that their staff members are compassionate, since doing so will increase job satisfaction and performance.*

**Keywords:** *Prosocial Motivation, Employee Performance, Volunteerism, Empathy, Goal Attainment, Job Satisfaction.*

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## Introduction

The success of every business or service organization is largely dependent on the level of its employees' job performance. Thus, the need for employees to be better prepared, flexible and open in the management of the daily activities in an organization cannot be overstressed. The performance of employees in organizations requires mental, physical and emotional strength (Alias, 2005). Organizations of all forms are moving forward in dealing with the advent of globalization. It is therefore imperative to have employees who can show high performance in any situation in order to meet up with the global standard.

The survival of every organization in the face of global competition today is largely dependent on the performance of its employees. However, this cannot be achieved without constant improvement in the performance of the employees and the sustainability of such improvements. It is on this note that employee performance should be considered an important factor because it benefits the organization (Yao, 2009). Jamshidi, Bagherzadeh and Nikoo (2011), noted that job performance refers to the characteristics

of an individual's success in his work. Kazemi and Abbas (2002) posits that performance involves the calculation of the output level of the personnel to appraise the level of success in comparison to the expectations of the organization. Similarly, Bailey (2003) noted that employee performance is a product of the predetermined goals and objectives based on set standards. He further posited that these standards included problem solving, decision making, reasoning and program planning.

The term performance or job performance as the case may be is used more among the human resources personnel, industrial psychology and management, therefore before it can be clearly defined, the importance of performance must be clearly spelt out. The overall assessment of employee performance is usually measured by performance result and work process such as evaluating how the employees do the work and results achieved which is considered as performance (Soltani & Iraj, 2003). Job performance can be defined as a multidimensional concept that reveals the way and manner a personnel complete his task, the performance is mostly focused on efficiency on the task, the skills deployed in completing the task and the resourced utilized in the completion of the task (Rothmann & Coetzer, 2003). In addition to his, the actions involved in the process and production represent the final product can also be referred to as performance of the job. It is worthy of note that the individual effect cannot be overlooked in the overall organizational performance, this is because the individual performance determines the actions and also that of other factors which include external factors in the form of organizational culture, economic, availability of resources, social factors as well as political factor.

Shahzad, Sarmad, Abbas and Khan (2010) are of the opinion that the performance of an employee is as a result or outcome of an activity performance by an employee over a period of time. Bernardine and Russel (2006) also viewed job performance as a record of the results gotten from the function of a specific job or activity during specific period of time being assessed. Rivai (2006) asserts that job performance is the outcome of work that can be completed by an individual or group of individuals in an organization who are appropriate with the authority and responsibility in their respective efforts to achieve organizational goals legally and without breaking the law, morality, or ethics. According to Nayar (1994), job performance is the degree to which a person performs his or her obligations by adhering to the guidelines established by the business.

In order to get employees to perform at their best, it is important for organizations to consider ways of motivating the workers. The psychological state of employees in organizations will determine the extent to which they contribute to the success of the organization. It is on this note that this study consider pro social motivation as a way of improving the job performance of employees in organizations. Prosocial motivation, as described by Grant (2007), is the desire of a worker or person to aid or support others. Prosocial motivation, as defined by Grant and Berg (2012), is the desire to have a beneficial influence on social collectives or other people through one's employment. Individuals with high levels of prosocial motivation might be characterized by having a calling to continually look for ways to be helpful to and positively influence others (Abid et al., 2018).

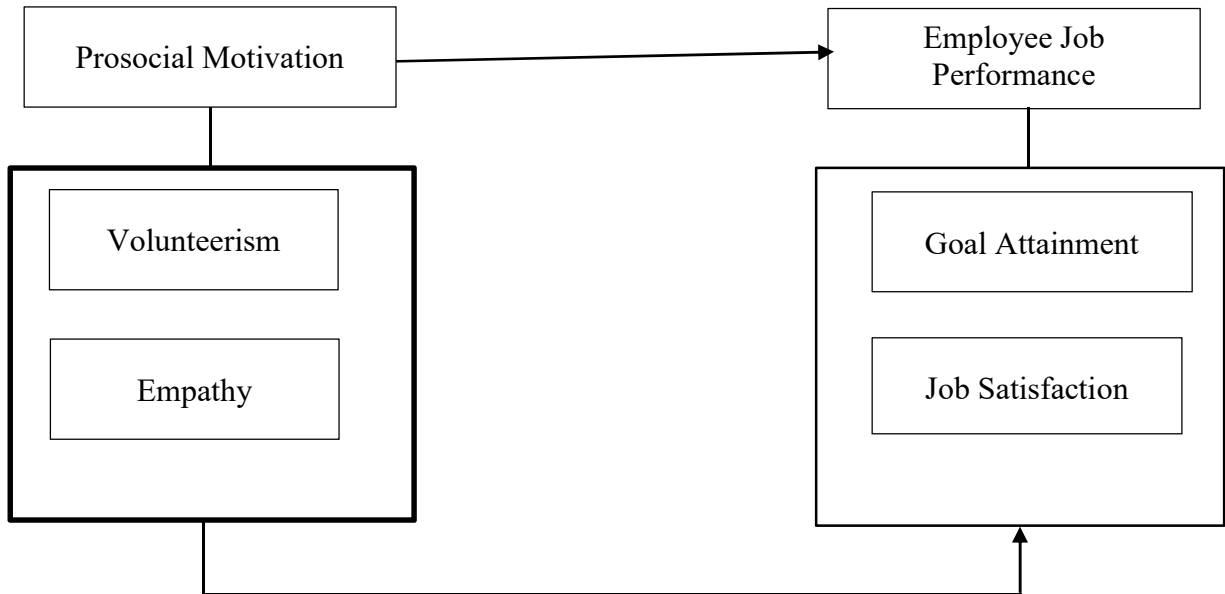
As these individuals have a strong intrinsic motivation and compassion to benefit others, they are likely to invest time and energy in activities that facilitate this (Nesje, 2015). Employees, for instance, take on extra work, take part in other initiatives, form new connections, and exchange expertise (Abid et al., 2018). Grant (2007) asserts that prosocially motivated workers are more likely to finish tasks that go above and beyond the requirements of their occupations. Prosocially motivated workers are more likely to include activities over a set length of time that improve the welfare of others when they engage in behaviors that benefit individuals (Hu & Liden, 2015). Prosocial motivation is the desire to have a beneficial impact on both individuals and society (Castanheira, Chambel, Lopes, & Oliveira-Cruz, 2016). Contextual elements, such as outward cues, internal drives, and covert agendas, might have an impact on the motivation to exhibit prosocial actions. Therefore, individuals are driven to exhibit prosocial behaviors to help others, for personal fulfillment, or out of religious, moral, or civic duties. However, extrinsic rewards have the potential to suppress intrinsic motivation (Cho & Perry, 2008). They may also produce ulterior motives with nonaltruistic intentions. Over the years, researchers have examined different ways that could help enhance job performance (Welikala & Dayarathna, 2015; Gbadeyan, Saliu, & Olujide, 2017; Mohamad & Jais, 2016). However, there are very few work that have examined prosocial motivation as it related to job performance especially in the construction industry. It is this knowledge gap that informs this study.

### **Statement of the Problem**

The problem of job performance in organizations cannot be overemphasized. This is due to the fact that the employees remains the paramount resources of the organization and plays important roles of handling the activities of organizations in order to guarantee continuity and sustainability. However, the continue problem of low performance of employees in many organizations today including the construction industry has been a source of worry to managers of organizations globally and researchers alike. Previous studies (Welikala & Dayarathna, 2015; Munir & Azam 2017; Gbadeyan, Saliu, & Olujide, 2017), have raised concern over the low level of performance of employees in organizations. The manifestations of these problems has resulted in low level of productivity in most organizations, building collapses, lack of motivation, absenteeism and low morale of employees in the construction industry.

Researchers have examined various ways to eliminate the problems associated with low job performance using various construct such as leadership, commitment, culture, value, education, satisfaction as well as competencies, however, none of these studies have studied prosocial motivation in relation to job performance in the construction industry. To date, a few studies have been conducted to investigate the relationship between prosocial motivation and employees' job performance. It is as a result of this knowledge gap that this study seeks to study the relationship between prosocial motivation and employees' job performance of construction firms in Port Harcourt by exploring the variables that drives job performance.

## Conceptual Framework



**Source:** Dimensions of prosocial motivation was adapted from Ong, Tan, Villareal and Chiu (2019), while measures of job performance was adapted from Kwan (2003)

Fig. 1.1: Conceptual Framework linking prosocial motivation and employee job performance.

## Objectives of the study

The aim of this study is to examine the relationship between prosocial motivation and employee job performance of construction firms in Rivers State. The specific objectives are;

1. To examine the relationship between volunteerism and goal attainment of employees in construction firms in Port Harcourt, Rivers State.
2. To examine the relationship between volunteerism and job satisfaction of employees in construction firms in Port Harcourt, Rivers State.
3. To examine the relationship between empathy and goal attainment of employees in construction firms in Port Harcourt, Rivers State.
4. To examine the relationship between empathy and job satisfaction of employees in construction firms in Port Harcourt, Rivers State.

## Research Hypotheses

The following null hypotheses are formulated for the study,

- H<sub>1</sub>: There is no significant relationship between volunteerism and goal attainment of employees in construction firms in Port Harcourt, Rivers State.
- H<sub>2</sub>: There is no significant relationship between volunteerism and job satisfaction of employees in construction firms in Port Harcourt, Rivers State.

- H<sub>3</sub>: There is no significant relationship between empathy and goal attainment of employees in construction firms in Port Harcourt, Rivers State.
- H<sub>4</sub>: There is no significant relationship between empathy and job satisfaction of employees in construction firms in Port Harcourt, Rivers State.

### Theoretical Framework: Maslow Hierarchy of Needs

Maslow's theory on the hierarchy of needs is one of the most popular theories of motivation and this forms one of the bases of the model for this study. A need is something that a person requires and satisfaction occurs when a need is fulfilled, and motivation is the attempt to satisfy a need (Aldag & Kuzuhara, 2002). Employees' needs may be broken down into five categories, according to Maslow (1954), and these categories are arranged in a hierarchy from the most basic to the most complex. Maslow emphasizes that no need can ever be totally met and that once a need is at least partially met, it no longer serves as a drive. As a result, they search for something that meets a greater need (Drummond, 2000). According to Maslow's theory, an employee has to have their immediate needs met before moving on to their next, more pressing demands (Armstrong, 2010). In Maslow's conclusion, in order to meet the needs of an employee, the employer had to understand the hierarchy of the need to which the employee belongs. According to Maslow (1954), listed from the lowest level of needs to the top are categorized as follows:

- **Physiological needs:** These are needs that focus on sustaining human life such as the need for oxygen, food, water and sex. Maslow stated that until these basic needs are satisfied to a large extent, no other motivating factor can operate (Armstrong, 2010).
- **Security or Safety Needs:** These are the next in hierarchy and focus on being free of physical danger and the fear of losing a job, property, food or shelter as well as protection against emotional disappointment.
- **Social Needs:** These are the needs that deal with the social aspect of man such as the need to belong and be accepted by others. It is the need for love, affection and acceptance as belonging to a group.
- **Esteem needs:** According to Maslow, the desire to be highly esteemed by oneself and others arises as soon as a person's need to belong and to be accepted by others is met. It continues by saying that these needs are satisfied by having authority, prestige, position, and self-confidence. Along with external elements like status, attention, and recognition, it also incorporates internal factors like autonomy, accomplishments, and self-respect.
- **Self- Fulfilment (Self-actualization):** In the hierarchy, this need comes as the very highest. It is the desire to realize one's full potential, to achieve something, and to become what one is capable of being. It covers requirements for development, reaching one's potential, and self-fulfillment.

Maslow (1954) asserted that once a need is met, it ceases to be a powerful motivator and the need at the highest level takes its place as the "motivator." Maslow also establishes a difference that is essential for fresh conceptions of job motivation (Smith, 1994). According to Maslow, the lower wants get weaker when they are fulfilled, and the higher order needs, such as esteem and self-fulfillment, grow stronger when they are met (Warr,



1998). In relating Maslow's motive hierarchy to the work situation, Maslow identifies the esteem-need level as an important transition area for human incentive (Smith, 1994).

In the gratification of self-esteem and self-actualization needs, the emphasis is on an internal reaction to events. Such sensations as the pleasure from successful achievement, the exercise of a personal skill, the acceptance of responsibility, are focused upon by Maslow (1954) as factors fulfilling the self-esteem and actualization needs. This theory can be a useful tool in determining the kinds of rewards that could be effective in motivating employees. The key is to recognize every employee as an individual, and also for managers to remember that employees' needs differ from time to time (Butkus & Green, 1999).

### **Concept of Prosocial Motivation**

Prosocial motivation is behaving in a "desire to expend effort to benefit other people" (Batson, 1987) (as cited by Grant, 2008) by promoting their general welfare and using work as means to achieve it (Hazzi & Maldaon, 2012). Several scholars mentioned motives which influence an individual's behavior in exerting effort in helping other people. First, Grant (2008) concurred with the earlier results of Kahn (1990), McGregor and Little (1998), Ryan and Deci (2001), and Waterman (1993) that putting an emphasis on meaning, self-development, and well-being is more conducive to an individual's eudemonic growth than caring for the welfare of others. Second, it may be seen as a personal sense of pleasure or pressure to succeed. Pressure-based motivation is centered on carrying out a function or responsibility in accordance with standards that are already anticipated, whereas pleasure-based motivation is more focused on creating a "ideal representation" of oneself for self-development (Gebauer, Riketta, Broemer, & Maio, 2008). Third, prosocial behavior explains why some employees tend to behave in an altruistic or conformativ way. Altruism is defined by Smith, Organ and Near (1983) (as cited by Hazzi and Maldaon, 2012) as "prosocial acts toward other individual members of the organization", focusing on voluntarily assisting colleagues who are having difficulty with their work. Employees are more likely to obey and behave well in the workplace if they feel that the organization's norms, morals, or values are similar to their own (McNeely & Meglino, 1994). Whether the employee's behavior is intended to help his coworkers or the company as a whole, it highlights the fact that people who go above and beyond the call of duty frequently have no expectations of receiving anything in return (Uymaz, 2014).

Prosocial motivation falls under Herzberg's intrinsic factors, which are motivators that lean more on an individual's emotions. Employees who help those in need, spending time with friends who feel lonely, and sharing with friends, as the contributing factors to prosocial behavior. These intrinsic voluntary acts reinforce factors of prosocial motivation, even if these factors are not tangible in nature. Considering prosocial motivation among employees in construction firms may help them in their performance. Managers must now be able to provide motivators to create satisfaction for individuals and increase their performance for the general wellbeing of the organization. After all, organizations must consider the actions of prosocially motivated employees who are willing to go beyond

their job roles, as this can determine behaviour by committed employees which may help an organization succeed (Akhigbe, Godwin, Akhere, Joy and Aiegoba, 2014).

Prosocial motivation, according to Grant (2007), is the desire to assist others. According to Gagne and Deci (2005), prosocial motivation has three important traits: self-regulation (autonomous vs. identified), goal-directedness (process vs. outcome), and temporal emphasis (now vs. future). The need to help others can be independently sustained by a sense of recognition and value coherence or can be compelled by a sense of stress, responsibility, or obligation, according to the Self-Determination Theory. Prosocial motivation can be established at various stages of autonomous regulation (Gagne & Deci, 2005). Employees that are driven to help others are also motivated to complete activities on their own accord thanks to prosocial motivation, which includes freedom in self-regulation (Ryan & Deci, 2000). The choice to consume energy is less autonomous as it establishes self-control to attain an objective (Gagne & Deci, 2005).

Goal-directedness of prosocial motivation varies because prosocially motivated individuals think they must meet a goal to benefit others (Grant, 2007). Due to their focus on the future and anxiety about finishing their task, the aforementioned distinction suggests that prosocial motivation differs in terms of temporal focus (Batson, 1998). By providing combined benefits (De Dreu, Weingart, & Kwon, 2000), encouraging people to discuss how their actions will benefit coworkers and why that matters (Arieli, Grant, & Sagiv, 2014), and providing information about how work will benefit the beneficiaries, prosocially motivated employees influence people to feel the need to help others (Belle, 2013; Hu & Liden, 2015). Therefore, people who act morally and prosocially as citizens are more likely to have good moods, feel alive, and have meaningful relationships with others. According to George and Bettenhausen (1990), the total attentive related behavior (quality connection) produces relational knowledge and positive emotional resources that help the employees succeed at work. People who are highly motivated to be prosocial exchange knowledge with one another and develop the skills necessary to use that knowledge to carry out duties at work, which helps them succeed at their jobs. This happens as a result of knowledge exchange among coworkers, which improves their cognitive (learning) resources. Additionally, prosocially driven people feel a sense of vitality when they help those in need (Ryan & Bernstein, 2004).

Due to the positive effects it has on an organization, prosocial motivation has gained popularity in the disciplines of organizational behavior, positive organizational studies, and applied psychology (Grant & Berg, 2010; Grant & Sumanth, 2009). Prosocial motivation, for instance, improves in-role or extra-role activities (Grant et al., 2007), labor effort, performance, perseverance, and productivity. An extra-role activity known as a prosocial attitude benefits employees by assisting with team projects (Anderson & Williams, 1996). Employees that are driven by a sense of altruism aim to inspire their coworkers (Grant, 2007). They like using their creativity at work and are always looking for ways to assist others (Rioux & Penner, 2001). Prosocially motivated employees are prone to take initiative (De Dreu et al., 2009), perform better, complete task persistently (Grant, 2008), and achieve excellence in the meeting their basic objectives while helping their colleagues in the process as well (Grant, 2007).

Employees that are kind to others are a wonderful resource for businesses. According to research, prosocial motivations—which are defined as the desire to assist others—have a favorable impact on a variety of job outcomes, including organizational citizenship behaviors (Grant & Mayer, 2009; Rioux & Penner, 2001), performance (Grant & Sumanth, 2009), and other factors. Employees' prosocial incentives may not always result in favorable results, though, and the advantages of prosocial motivations may eventually fade away in the absence of supporting work conditions.

## **Volunteerism**

Volunteering, which is defined as voluntarily deciding to work for a community, philanthropic, or religious group without reward, would seem to be a rather simple activity. The term "volunteering" is used in a variety of ways nowadays, and the old definition no longer adequately covers these uses. The situations in which unpaid work is performed have evolved over the past several decades; volunteering is not always unpaid; its motives, dimensions, and effects are far more complicated than altruism, which is sometimes compared to volunteering; and it is not always completely voluntary. Volunteer work has a very broad framework. Government organizations employ a large number of volunteers. Increasing numbers of unpaid "interns" labor for businesses. Instead of referring to them as volunteers, we should call them interns. Many volunteers receive stipends or other types of 'payment,' including tuition reimbursement. In recent years, government and nonprofit groups have started hiring retirees to work for wages that are below the market value of their labor, which is defined as salaries rather than stipends, giving rise to what could initially seem to be an oxymoron: paid volunteer work (Deutsch, 2007). According to a substantial body of research, volunteering is frequently not something that is chosen voluntarily; rather, it is frequently carried out in response to the needs and even the expectations of employers, family, and friends (Houghland & Shepard, 1985).

## **Empathy**

Empathy has been conceptualized and compartmentalized in a multitude of ways, and so a precise, agreed upon definition of the construct has remained elusive. Broadly, and most commonly, empathy is conceptualized as a multidimensional social construct that improves our ability to understand and anticipate the thoughts, emotions, and behaviours of others. However, variation exists with regard to whether empathy is automatic or controlled (De Greck et al., 2012; Hodges & Wegner, 1997; Singer et al., 2004), whether it is a state or a trait (Banissy et al., 2012; Coleman, 2009; Van der Graaff et al., 2016), and whether emotions elicited by empathizing can be incongruent or must be congruent (Lishner, Batson, & Huss, 2011; Preston, 2007; Vachon & Lynam, 2016). Recently, Cuff and colleagues' (2014) conducted a review of current conceptualizations in the field, and they reported that a cognitive-affective distinction between empathy's components is the most discussed distinction, and frequently serves as a starting point for identifying what empathy is (Cuff et al., 2014).



## **Concept of Employee Job Performance**

The concept of performance is deeply rooted in performance management system (PMS). Performance management has evolved over time by firm who are now pulling down or doing away with the traditional methods of performance appraisal and employing the 360-degree feedback method (Tracy, 2000). But in general, there is no universally acceptable theory about performance. This is true because the level of effectiveness employed in developing and stimulating employees to perform goes a long way to determine how the firm as a whole would perform (Schmidt, Frank, Hunter, John, 1998). Every employee makes contributions to the overall performance of the firm as a unit. So, at the point where the performance of an employee fall below what is expected of them; a longer period of time, this would lead to redundancy and as such would need a re-organisation of events. This is because for an organisation to be successful, employees would first be successful in their task or job performance for success to be attained, the living managers must first consider employees with the right, appropriate, or required skills and qualifications for the job, and develop them accordingly to enable them closely align to stated or predetermined objective of the firm (Sackett & DeVore, 2001).

In a bid to achieve high performance, such hiring managers conduct performance appraisals performance appraisal regularly to help employee stay on track and periodically check if my improvement has been made especially from the previous performance levels. Performance appraisal is a performance review that is planned to evaluate the work if an employee is against specific standards or criteria put in place as benchmark for every employee of that organisation (Sackett, Zedeck, & Fogli, 1999). The idea here is to take a deep look into the activities and outputs of the employee over the past years(s) with the aim of setting new goals, plans, and objectives for the coming years. The appraisal of an employee is traditionally a face-to-face meeting between a manager and an employee. However firms are now adopting the 360 degree feedback method (as stated earlier), in which the firm gets all other stakeholders involved in the process, whereby these stakeholders provide employees feedback internally and externally. These stakeholders are customers, suppliers, vendors, etc. from the external frame, and subordinates, peers, supervisor from the internal firms (Bono & Judge, 2003; Sackett, Zedeck, & Fogli, 1999).

This forms the bases for proper appraisal which is geared toward achieving objectivity in the process, and the identification of grey areas that may not have been noticed for consideration. Other performance review types include; ranking, forced distribution, competency review types include; ranking, formed distribution competency-based, MBO, graphic rating scales, and behavioral anchored rating scale (Worline, Wrzesniewski & Rafaeli, 2002). Another aspect of performance that is pivotal in the attainment of task or job performance on the part of the employee is training and development. At the point of entry into the organisation, it is expected that sound orientation and induction (indoctrination) should come after proper training and development programmes have been introduced. It is imperative to note that the training activities is designed to help employees build new skills and enhance existing ones for the performance level currently, while development activities are put in place to focus more on preparing such employee

for duties and responsibilities in the future (Cote & Miners, 2006; Baumann & Kuhl, 2005).

To attain good performance, employees are expected to collaborate with their supervisors and stay connected with them thereby imbibing skills that would make them adjust accordingly as described by the performance goals (Bayerlin, 2003). All of this should be steered towards curbing inadequate capabilities, unclear goals; accountability issues, and develops techniques to improve performance. Part of what to do to improve performance is as follows; the expectations of the employees should be clearly communicated to them (Judge, Erez & Bono, 1998), performance appraisal should be on a consistent basis, equip employees with the right skills to enable them develop their potential rightly, ensure standards and morale is observed by all concerned, ensure employees are fully employed to perform their daily task, take advantage of the invention of newer technologies and appliances, broadly streamline PMS and forms to make them effective (McFarlin & Blascovich, 1991), ensure employees are equipped to give honest and effective feedback, ensure employees are rightly remunerated, and all their benefits are given them because the most important assets of an organisation are its employees (people), hence, management should select, train, and development proactive people to run the firm (Sackett, Zedeck & Fogli, 1999).

In today's world of business, the number of firms that are rethinking their way to ensure performance measure is growing rapidly. This is tied to the fact that the ability to measure performance with the aim of improving it is vital to the success of the firm. Performance management introduces newer ways to help align employees with their daily, weekly, monthly, and yearly work with the strategic goals and decisions overtime. To achieve performance, firms move forward emphasizing the co-operation of management and employees as a team, in which the expectation of the employees are constantly met, while on the other hand they put their foots down to ensure all their duties and responsibilities are carried out effectively so as to ensure that they satisfy other shareholders according. This is a clear win situation (Tarawneh, 2006; Erez & Judge, 2001). Since performance is measured by the progress a worker makes on important work- outcomes, employees are expected to narrow their focus to only things that would help them attain stated or predetermine goals. It is only at this point that they will be satisfied with the job they perform. It is true that achieving or attaining one's goal at every point in time causes one to be satisfied with that job, task, or responsibility that are given (Bono & Judge, 2003; Baumann & Kuhl, 2005). This is why it is stated that for one to effectively measure performance, Goal attainment and job satisfaction should be paramount.

### **Goal Attainment**

A goal represents an idea one commits to achieving in the future. It connotes the planned desired results that a person, a group, or an organisation hopes to achieve within a finite time (Dunlop & Lee, 2004). A goal can be cascaded into objectives, purposes, or a predetermined state of affairs that would cause the needed change to happen (Judge, Erez, & Bono, 1998). This is seen as a successful, fruitful, flourishing attempt at achieving stated plans that will cause the intended change to happen as planned. What makes goal

attainment easy is when goals are programmed to be smart. This gives room for goals to be specific measurable, achievable, realistic and time-bound. These are vital elements or components of goal that are alterable (Kacmar, Harris, Collins, & Judge, 2009). Goal setting is the first step in the process of achieving a goal; it gives room for directional focus that leads to greater efforts (Erez & Judge, 2001; McFarlin & Blascovich, 1991). This is because goals increase persistence, and difficult goals prolong efforts. It is imperative to note that smart goals could be planned on a long-term, intermediate, or a short-term basis. Primarily, what differentiates them are the times involved to achieve them (Erez & Judge, 2001). For instance, a goal that is short-term is expected to be achieved within the shortest possible time, even within a day, while intermediate or mid-form goals could be within three to six months etc., while long-term goals are between one year to five years and above. Nevertheless, goals are important because they pose with some level of difficulty and complexity (Cote & Miners, 2006).

### **Job Satisfaction**

When employees are contented with their jobs, they tend to put in more efforts to gain more recognition. In measuring the contentedness of workers with their jobs, employees' satisfaction on the job is engaged to evaluate all facets of such jobs (Farh & Seo, 2012). The satisfaction of an employee on the job can be measured or evaluated based on cognitive, affective, or behavioral contentment. In this sense, the employee is spatial to ascertain the level of contentment they get based on the feelings they demonstrate toward feticides that are related to their job (Judge, Erez & Bono, 1998). Viswesvaran and Ones (2000) have made a postulation that job satisfaction is as a result of fulfilled psychological responses to the outcome of the interactions that individuals have with their work-environment. As mentioned earlier, this psychological fulfillment is multi-talented in that it is cognitive, affective, and behavioural. For an employee to be satisfied with what they do, their thinking process, feeling, and dispositional outcome would achieve a state of accomplishment of what they have in mind or what makes them happy and Fulfilled. In detail, affective job satisfaction for individual goes to demonstrate the degree or level of happiness and pleasure that is introduced by carrying out the task that is assigned to them (Farh & Seo, 2012). Cognitive job satisfaction shows the state of mental satisfaction that employees get from their jobs, while the behaviour of satisfaction shows the extent to which the behaviour of the employee towards others is somewhat friendly and amicable (Farh & Seo, 2012).

The need to have a satisfied workforce that would remain happy and stay loyal to the job, their manager, and to the organisation is a plus to any organisation. This has a way of bringing absenteeism and turnover to a lower state. Job satiation or lack of it can affect the evaluative, cognitive, and affective disposition towards the job, and in the theme in which it comes. Hence, the outcome of this study will suggest to the appropriate authorities in the university system ways of adequately applying formalization and decentralization to aptly manage and enhance a satisfied workforce (Viswesvaran & Ones, 2000). When an employee is satisfied with their jobs, they tend to have this inner peace that spread to all other area of their lives. For instance, they experience work-life balance in their personal, family, and social life which is an important source of life to

organisations, and they avoid absenteeism and presenteeism. These set of employees help the organisation to experience lower turnover rate, higher revenues, lower customer complaints etc. such employees are prepared to handle pressure from all sides and keep the organisation afloat through formalizing and decentralizing the structure (Viswesvaran & Ones, 2000). Satisfied employees are mostly high performers, these set of employees exert commensurate effort on the task to get the job done which constantly result in higher job performance for the employees and for the organisation. Hence, employee job satisfaction should be institutionalized to ensure smooth running of the organisation. This study on formalization and decentralization is pivot to driving home basic organisation dynamics and managerial practices to keep the organisation on the track for achieving its mission and vision (Viswesvaran & Ones, 2000).

### **Empirical Review**

Abid, Sajjad, Elahi, Farooqi, and Nisar (2018) used the mediating function of flourishing at work to explore the effects of prosocial drive and civility on job engagement. The purpose of the study was to determine how prosocial motivation and civility affect workers' engagement at work. Data were gathered from a variety of samples across a two-wave time delayed cross-sectional time horizon. All of the direct and indirect predicted associations are found to have high empirical evidence using the PROCESS macro by Hayes on an actual sample of 239 employees from diverse job functions. The study's conclusions showed a strong correlation between employee engagement, politeness, and prosocial drive. The study's findings also aid in a better understanding of the most recent concept, known as flourishing at work.

Ong, Tan, Villareal, and Chiu, (2019), examined impact of quality work life and prosocial motivation on the organizational commitment and turnover intent of public health practitioners. The objective was to ascertain the effect of prosocial motivation and work life quality on public health practitioners' organizational commitment and intention to leave their current position. The study only included doctors, nurses, and morticians in Metro Manila, the Philippines, with 228 participants. It employed a questionnaire survey that was modified from numerous studies. In order to identify the dimension of the variables in this study, confirmatory factor analysis (CFA) and exploratory factor analysis (EFA) were used using WarpPLS version 5 to analyze the data using partial least square regression analysis (PLS). The study's conclusions showed that prosocial motivation and a good work life have a large and favorable impact on organizational commitment and may reduce professional turnover intentions.

Baruch, O'creevy, Hind, and Vigoda-Gadot, (2004) examined prosocial behaviour and job performance. The study used a number of factors that, to yet, have gotten little or no attention in the literature to explore the association between job performance and prosocial conduct at work. As direct determinants of prosocial conduct and eventually as indirect antecedents of work performance, the study focuses on employees' needs for control, for accomplishment, and the more often researched variable of organizational commitment. A total of 846 workers from 41 firms took part in the survey. Using structural equation modeling (SEM), it was demonstrated that the urge for accomplishment and

work performance are directly related. The study's findings demonstrated that there is no connection between the urge for control and work success. The impact of prosocial behavior and commitment on job performance vanished when both personality characteristics were taken into account.

Researchers Tian, Peng, and Peng (2021) examined how prosocial motivation affects employee innovation. The study's objective was to determine how prosocial motivation influences workers' creativity in China. A sample of 320 Chinese workers were employed in the investigation. The PROCESS software and the bootstrap technique were used in the study to test the theoretical hypotheses. According to the findings of a study of 320 Chinese employees, prosocial drive was positively correlated with creativity and was largely mediated by knowledge sharing when intrinsic motivation was controlled. Furthermore, the relationship between prosocial drive and information sharing was adversely influenced by regulatory focus. More specifically, we discovered that prosocial motivation had a lesser impact on information sharing the greater the preventative focus. Promotion focus, in contrast to expectations, also had a detrimental moderating effect. As a consequence, the findings made clear the mechanism and restriction factors of prosocial drive on creativity.

## **Methodology**

This study used the cross sectional design. The non- experimental design was used because the variables under study are not under the control of the researcher and the research intends to generate new fact without intentional manipulation of the variables. For the purpose of this study, the population of the study comprises of employees in registered construction firms in Port Harcourt, Rivers State. However for easy accessibility, the population of this study was five (5) selected construction firms in Port Harcourt. The simple random sampling was used in selecting the respondents from the entire population. Because of the few population we have in the selected construction firms, the entire population was used for the study. The data for this work was drawn from the primary source i.e. through the use of questionnaires. The Spearman Rank Order Correlation Co-efficient statistical analysis was employed in analyzing the hypothesis in order to ascertain the relationship between the variables through the use of Statistical Package for Social Sciences (SPSS) version 23.

## **Results and Discussion**

In this section, data results for the analysis and tests for all previously hypothesized bivariate connection are presented. This section examines the relationship between the dimensions of the prosocial motivation and the measures of the employee job performance. A total of four hypothesis formulated in a null form (hypothesis one to hypothesis four) bivariate associations are tested in this section using the Spearman Rank Correlation Statistical Technique at a 95% confidence interval. The decision rule is set at a critical region of  $p > 0.05$  for acceptance of the null hypothesis and  $p < 0.05$  for rejection of the null hypothesis.



**Table 1: Relationship between Volunteerism and Goal Attainment Correlations**

		Volunteerism	Goal Attainment	
Spearman's rho	Volunteerism	Correlation Coefficient	.721**	
		Sig. (2-tailed)	.000	
		N	116	
	Goal Attainment	Correlation Coefficient	.721**	1.000
		Sig. (2-tailed)	.000	.
		N	116	116

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

**Hypothesis One:** There is no significant relationship between volunteerism and goal attainment of construction firms in Port Harcourt, Rivers State. Table 1 reveals that there is strong positive significant relationship between volunteerism and goal attainment (where  $\rho = .721^{**}$  and  $p = 0.000$ ) hence we found that volunteerism is correlated with goal attainment and based on the decision rule of  $p < 0.05$  for null rejection; we therefore reject the null hypothesis and restate that there is a significant relationship between volunteerism and goal attainment.

**Table 2: Relationship between Volunteerism and Job Satisfaction Correlations**

		Volunteerism	Job Satisfaction	
Spearman's rho	Volunteerism	Correlation Coefficient	.337**	
		Sig. (2-tailed)	.000	
		N	116	
	Job Satisfaction	Correlation Coefficient	.337**	1.000
		Sig. (2-tailed)	.000	.
		N	116	116

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

**Hypothesis Two:** There is no significant relationship between Volunteerism and Job Satisfaction of employees in construction firms in Port Harcourt, Rivers State. Table 2 reveals that there is strong positive significant relationship between volunteerism and job satisfaction (where  $\rho = .337^{**}$  and  $p = 0.000$ ) hence we find that volunteerism is associated with job satisfaction and based on the decision rule of  $p < 0.05$  for null rejection; we therefore reject the null hypothesis and restate that there is a significant relationship between volunteerism and job satisfaction.

**Table 3: Relationship between Empathy and Goal Attainment Correlations**

		Empathy	Goal Attainment	
Spearman's rho	Empathy	Correlation Coefficient	1.000	
		Sig. (2-tailed)	.423	
		N	.002	
	Goal Attainment	Correlation Coefficient	.423	1.000
		Sig. (2-tailed)	.002	.
		N	116	116

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

**Hypothesis Three:** There is no significant relationship between empathy and goal attainment of construction firms in Port Harcourt, Rivers State. Table 3 reveals that there is a significant relationship between empathy and goal attainment (where rho = .423 and p =0.002) hence we find that empathy is related with goal attainment and based on the decision rule of  $p < 0.05$  for null rejection; we therefore reject the null hypothesis and restate that there is a significant relationship between empathy and goal attainment.

**Table 4: Relationship between Empathy and Job Satisfaction Correlations**

		Empathy	Job Satisfaction	
Spearman's rho	Empathy	Correlation Coefficient	1.000	
		Sig. (2-tailed)	.387	
		N	.003	
	Job Satisfaction	Correlation Coefficient	.387	1.000
		Sig. (2-tailed)	.003	.
		N	116	116

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

**Hypothesis Four:** There is no significant relationship between Empathy and job satisfaction in construction firms in Port Harcourt, Rivers State. Table 4 reveals that there is a significant relationship between empathy and job satisfaction (where rho = .387 and p =0.003) hence we find that empathy is associated with job satisfaction and based on the decision rule of  $p < 0.05$  for null rejection; we therefore reject the null hypothesis and restate that there is a significant relationship between empathy and job satisfaction.

## Discussion of Findings

### Volunteerism and goal attainment

The study reveals that there is strong positive significant relationship between volunteerism and goal attainment ( $\rho = .721^{**}$  and  $p = 0.000$ ). The findings is in line with the study of Ong, Tan, Villareal and Chiu (2019) who stated that prosocial motivation has a significantly affects organizational commitment. Also agrees with the study of Abid, Saijad, Elahi, Farooque and Nisar (2018) who found that prosocial motivation and civility has a significantly influence of employee engagement.

### Volunteerism and Job Satisfaction

The study reveals that there is strong positive significant relationship between volunteerism and job satisfaction ( $\rho = .337^{**}$  and  $p = 0.000$ ). The findings is in line with the study of Ong, Tan, Villareal and Chiu (2019) who stated that prosocial motivation has a significantly affects organizational commitment. Also agrees with the study of Abid, Saijad, Elahi, Farooque and Nisar (2018) who found that prosocial motivation and civility has a significantly influence of employee engagement.

### Empathy and Goal Attainment

The study reveals that there is a significant relationship between empathy and goal attainment ( $\rho = .423$  and  $p = 0.002$ ). The findings is in line with the study of Ong, Tan, Villareal and Chiu (2019) who stated that prosocial motivation has a significantly affects organizational commitment. Also agrees with the study of Abid, Saijad, Elahi, Farooque and Nisar (2018) who found that prosocial motivation and civility has a significantly influence of employee engagement and performance.

### Empathy and Job Satisfaction

The study reveals that there is a significant relationship between empathy and job satisfaction (where  $\rho = .387$  and  $p = 0.003$ ). The findings is in line with the study of Ong, Tan, Villareal and Chiu (2019) who stated that prosocial motivation has a significantly affects organizational commitment. Also agrees with the study of Abid, Saijad, Elahi, Farooque and Nisar (2018) who found that prosocial motivation and civility has a significantly influence of employee engagement.

## Conclusion

having experimentally investigated the connection between prosocial motivation and worker productivity in Rivers State's construction enterprises. According to the study, there is a substantial correlation between the prosocial motivational factors of empathy and voluntarism and the employee work performance indicators of goal accomplishment and job satisfaction. The study's findings suggest that prosocially driven individuals are better equipped to accomplish their jobs at the greatest level than non-prosocially motivated employees. The study comes to the further conclusion that raising prosocial motivation will boost and improve worker productivity in construction firms in Rivers State.

## Recommendations

Based on the findings of the study the following recommendations are made.

1. Managers of organizations should ensure that employees in construction firms are prosocially motivated as this would increase their level of job performance.
2. There should be room for volunteerism in the construction firms as this helps employees in looking out for others and in return enhance the level of job satisfaction.
3. Management of construction firms should ensure that there is empathy among employees, doing this will improve job satisfaction.
4. Managers of construction firms should find ways to motivate employees in these firms as doing so will help in the attainment of employee goals and thereby improve job performance.

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