

Civic Virtue: A Corporate Antidote or an Enabler of Employee Burnout? An Evidence-Based Evaluation

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Abstract—Power distribution firms in Nigeria are generally confronted with daunting challenges, which are naturally exacerbated by infrastructural constraints, amidst the pressure to meet customer expectations. The end result is the commonly observed high rate of employee burnout for which such organizational citizenship behaviours as *civic virtue* have often been implicated. However, the relationship between *civic virtue* and *burnout* is somewhat nebulous and has thus been the subject of extensive scholarly debate just like other elements of Organisational Citizenship Behaviour (OCB). This study sought to empirically evaluate the place of civic virtue as a critical organizational citizenship behaviour and its relationship therein with the rather pervasive phenomenon of employee burnout in the power sector. The study employs cross-sectional survey design and utilizes data obtained from questionnaire administered to 315 employees of power distribution firms in Nigeria's energy capital city of Port Harcourt. These were analyzed and hypotheses tested, using Pearson product moment correlation coefficient with the help of SPSS 25.0 to ascertain the relationship between *civic virtue* (as an operational dimension of *organizational citizenship behaviour*) and *employee burnout* (as measured by *emotional exhaustion*, *depersonalization*, and *reduced personal accomplishment*). Results reveal that *civic virtue* – our predictor variable – relates positively with the three proxies of *burnout* – our criterion variable. These findings highlight the potential emotional costs of civic virtue, even though such behaviors are valuable to the organization. The study concludes that while civic virtue—demonstrated through active involvement in organizational governance and responsibility—supports organizational goals, it may also contribute to feelings of detachment or depersonalization, especially when employees feel that their efforts are undervalued. When civic virtue is not met with sufficient organizational support and recognition, employees may feel disconnected or unfulfilled, especially if their efforts do

not result in visible individual achievements. It is, therefore, recommended that firms establish feedback loops where employees can see how their input has been acted upon and their contributions lead to real changes, in order to feel more connected to the organization.

Index Terms—Burnout, Civic Virtue, Emotional Exhaustion, Depersonalization, Organizational Citizenship Behaviour, Reduced Personal Accomplishment

I. INTRODUCTION

Burnout is a critical issue in organizational behaviour, and one that is extensively studied due to its detrimental effects on both employees and organizations (Nelwan et al., 2024). It is Emotional exhaustion refers to the depletion of emotional resources; depersonalization involves a cynical attitude towards one's job and colleagues, and reduced personal accomplishment reflects a decline in one's sense of competence and successful achievement (Maslach & Leiter, 2016). Empirical evidence indicates that burnout leads to numerous negative outcomes, such as decreased job performance, increased absenteeism, and higher turnover rates (Schaufeli & Enzmann, 1998). Moreover, burnout is associated with serious health issues, including depression, anxiety, and cardiovascular diseases (Melamed et al., 2006).

Civic virtue has to do with responsible participation in the political life of the organization and includes active involvement in the organization's governance. It is one of the five core dimensions of Organisational Citizenship Behaviour (OCB) like altruism (helping behaviours directed at specific individuals), conscientiousness (going beyond basic requirements

of the job), courtesy (preventive measures to reduce work-related conflicts), sportsmanship (maintaining a positive attitude even when things do not go well). These behaviours are, of course, essential for fostering a cooperative and productive work environment (Widarko&Anwarodin, 2022; Sumarsi& Rizal, 2022; AlHammadi& Abu-Elanain, 2024).

The issue of the nexus around Organizational Citizenship Behaviour (OCB) and employee burnout has continued to provoke contentious and extensive intellectual debate, reflecting diverse perspectives and findings across various organizational contexts. OCB, conceptualized by Organ (1988), refers to voluntary, extra-role behaviours that employees perform, which are not directly recognized by the formal reward system but contribute significantly to organizational effectiveness.

Clearly, the relationship between OCB and burnout is complex and remains the subject of scholarly contentions. Some researchers posit that engaging in OCB can lead to higher levels of burnout due to the additional emotional and physical demands placed on employees (Bolino & Turnley, 2005; Dianti et al., 2024). This perspective suggests that employees who frequently engage in OCB may experience increased stress and emotional exhaustion, particularly when these behaviours are not adequately recognized or rewarded by the organization (Nurjanah et al., 2020). Conversely, other scholars contend that OCB can act as a buffer against burnout. For instance, Halbesleben and Wheeler (2011) found that OCB can enhance social support and job satisfaction, which in turn mitigates the effects of burnout. They argue that OCB fosters a positive organizational climate, which can reduce stress and enhance employees' sense of accomplishment.

Pahleviand Nirmala (2023) and Kasa and Hassan (2017) explored the mediating effects of burnout on OCB and found that emotional exhaustion and disengagement negatively impacted OCB. This study highlighted the adverse effects of high job demands and inadequate support on employees' willingness to engage in OCB, suggesting that burnout diminishes employees' capacity to perform beyond their formal job requirements.

Burnout, characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment, has been widely acknowledged as a critical issue affecting employee productivity and

overall organizational performance (Maslach & Leiter, 2016; Hidayat &Tannady, 2023). Similarly, OCB, which includes dimensions such as altruism, conscientiousness, courtesy, sportsmanship, and civic virtue, is essential for fostering a cooperative and efficient work environment (Organ, 1988; AlHammadi& Abu-Elanain, 2024). Despite the well-documented importance of these constructs, their interaction and impact within power distribution firms remain underexplored.

Power distribution firms in Rivers State face unique challenges, including high operational demands, frequent power outages, and pressure to meet customer expectations amidst infrastructural constraints. These factors can exacerbate employee stress and burnout, potentially undermining their willingness to engage in OCB. Yet, existing research does not adequately address how these specific stressors in the power distribution sector influence burnout and OCB (Widarko&Anwarodin, 2022).

The scarcity of research on this topic not only limits our theoretical understanding but also hampers the development of effective managerial strategies tailored to the unique needs of power distribution firms in Rivers State. Addressing this gap is essential for promoting a healthier and more productive workforce, ultimately contributing to the overall stability and efficiency of power distribution in the region.

1.1 Aim and Objectives of the Study

The aim of this study is to investigate the relationship between organizational civic virtue and employee burnout within power distribution firms in Rivers State, Nigeria. Specifically, the study seeks to;

- i. examine the relationship between civic virtue and emotional exhaustion;
- ii. investigate the nature of the relationship between civic virtue and depersonalization.
- iii. analyze the impact of civic virtue on reduced personal accomplishment, and reduced personal accomplishment

1.2 Research Questions

Based on the nominated objectives, the following questions are posed;

- i. What is the relationship between civic virtue and emotional exhaustion in power distribution firms?

- ii. What is the nature of the relationship between civic virtue and depersonalization among employees?
- iii. How does civic virtue impact reduced personal accomplishment among employees?

1.3 Hypotheses

H₀₁: There is no significant relationship between civic virtue and emotional exhaustion in power distribution firms.

H₀₂: There is no significant relationship between civic virtue and depersonalization among employees in power distribution firms.

H₀₃: Civic virtue does not have a significant impact on reduced personal accomplishment among employees in power distribution firms.

II. LITERATURE REVIEW

2.1 Conceptual Framework

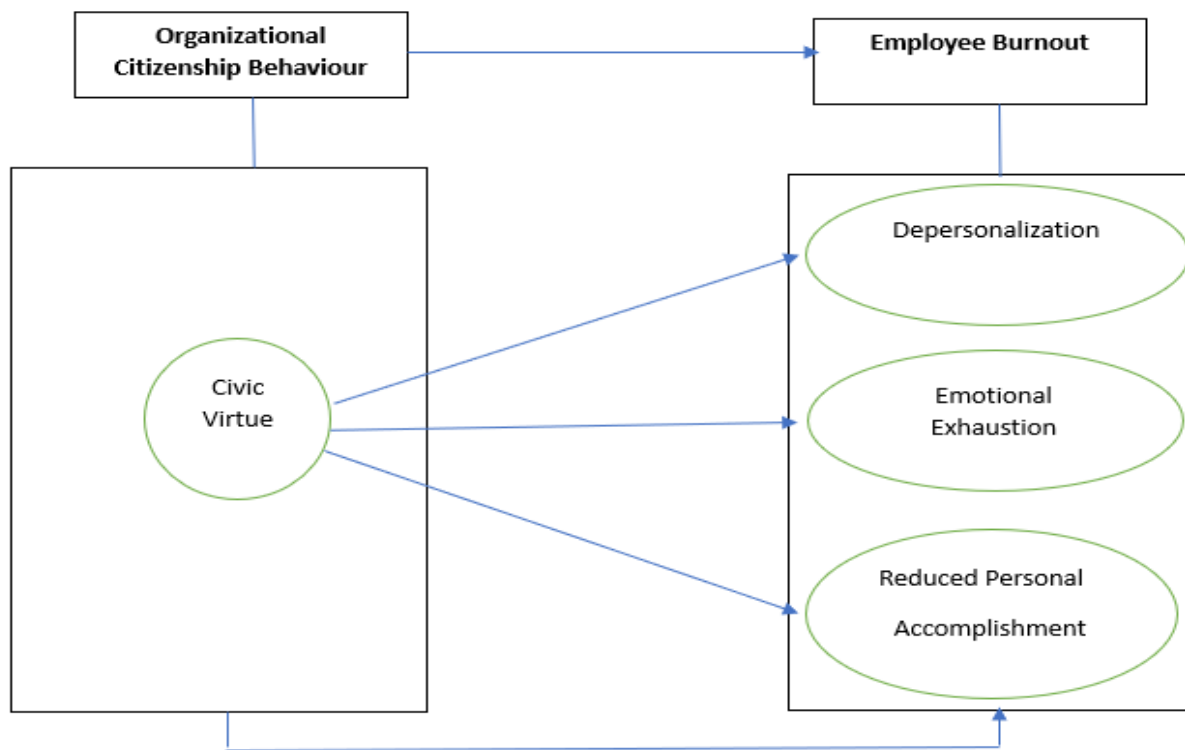


Figure 1: Conceptual Framework of Civic Virtue and Employee Burnout in Power Organizations in Rivers state, Nigeria.

Source: Dimensions of OCB (Organ, 1988; Podsakoff et al., 2000), Measures of EB (Maslach & Jackson, 1981). Amah & Dickson (2025)

2.1.1

Organizational Citizenship Behaviour

Organizational Citizenship Behaviour (OCB) refers to discretionary and voluntary behaviours exhibited by employees that go beyond their formal job requirements and contribute to the overall functioning and effectiveness of the organization (Worku & Debela, 2024; Garzón-Castrillón, 2024). These behaviours are not directly recognized by the formal

reward system but are crucial for fostering a cooperative and productive work environment (Organ, 1988; Basyir & Sanusi, 2018). OCB encompasses a wide range of actions, including helping colleagues, being punctual, showing initiative, and demonstrating loyalty to the organization.

In the context of power distribution organizations, particularly in challenging environments like Rivers

State, Nigeria, OCB plays a critical role. The demanding nature of the job, combined with the infrastructural and socio-economic challenges of the region, means that employees who engage in OCB can significantly enhance organizational performance and resilience. For instance, when employees voluntarily assist each other in troubleshooting technical issues or in managing customer complaints, they contribute to smoother operations and higher service quality (Sumarsi& Rizal, 2022).

Scholarly research categorizes OCB into several dimensions, including altruism, conscientiousness, sportsmanship, courtesy, and civic virtue (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). Altruism involves helping others with work-related tasks, which is particularly valuable in power distribution organizations where teamwork is essential for dealing with technical problems and emergencies. Conscientiousness refers to behaviours that go beyond minimum role requirements, such as maintaining a high level of punctuality and adherence to rules, which can enhance reliability and efficiency in service delivery (Liu et al., 2024).

Sportsmanship, defined as maintaining a positive attitude even in difficult situations, is crucial in the high-stress environment of power distribution in Rivers State. Employees who display sportsmanship help create a positive work environment, which can mitigate the negative effects of stress and prevent the spread of dissatisfaction. Courtesy, involving respectful and considerate interactions with others, helps in reducing workplace conflicts and fostering a collaborative atmosphere. Civic virtue, which includes taking an active interest in the organization and its goals, encourages employees to participate in organizational governance and improvement initiatives.

The presence of OCB in power distribution organizations can lead to numerous positive outcomes. Research has shown that OCB is associated with improved team performance, higher customer satisfaction, and greater organizational efficiency (Podsakoff et al., 2009). In Rivers State, where power distribution is often hindered by frequent outages and technical challenges, employees who engage in OCB can help the organization respond more effectively to crises, maintain service continuity, and build stronger customer relationships (Soelton et al., 2020).

For instance, during power outages, employees who voluntarily work extra hours or assist in troubleshooting can expedite the restoration of services, thereby reducing downtime and customer dissatisfaction. Additionally, employees who take the initiative to suggest and implement improvements in operational processes can help the organization adapt to changing conditions and enhance overall efficiency. This proactive behaviour is particularly valuable in a region where infrastructure is often inadequate and requires constant adaptation and innovation.

Encouraging OCB within power distribution organizations involves fostering a supportive organizational culture and leadership that values and recognizes such behaviours. Transformational leadership, which involves inspiring and motivating employees, providing individualized consideration, and fostering an environment of trust and respect, has been shown to enhance OCB (Bass, 1999). Leaders in power distribution organizations in Rivers State can promote OCB by recognizing and rewarding voluntary contributions, creating opportunities for employee involvement in decision-making, and providing support for professional development (Agyeiwaah et al., 2024; Susanto, 2023).

Moreover, organizational policies and practices that promote job satisfaction, commitment, and a sense of belonging can also enhance OCB. Providing employees with a clear understanding of how their roles contribute to the organization's success, offering opportunities for career advancement, and ensuring fair and transparent communication can strengthen employees' organizational commitment and willingness to engage in OCB (Organ & Ryan, 1995). Workplace interventions aimed at reducing stress and burnout can further support OCB. Given the high-stress environment of power distribution in Rivers State, programs that focus on stress management, work-life balance, and employee well-being are essential. When employees feel supported and valued, they are more likely to exhibit discretionary behaviours that benefit the organization (Ocampo et al., 2018).

Organizational Citizenship Behaviour is a vital element in enhancing the performance and resilience of power distribution organizations, especially in challenging environments like Rivers State. By fostering a supportive culture, encouraging transformational leadership, and implementing

policies that promote employee well-being and commitment, organizations can cultivate OCB among their employees. This, in turn, leads to improved operational efficiency, higher customer satisfaction, and a more positive and productive work environment.

2.1.1.1 Civic Virtue

Civic virtue, in the organizational context, refers to the voluntary behaviours of employees that contribute to the welfare of the organization as a whole (Organ, 1988). These behaviours go beyond formal job requirements and involve actions such as participating in organizational activities, adhering to organizational norms, and contributing to the overall well-being of the workplace community (Kumari & Thapliyal, 2017). In the operations of power distribution organizations, particularly in regions like Rivers State, Nigeria, civic virtue is crucial for fostering a positive organizational culture, promoting employee engagement, and enhancing organizational effectiveness.

Scholarly research has emphasized the importance of civic virtue in promoting organizational citizenship behaviours (Podsakoff et al., 2000). Employees who demonstrate civic virtue are more likely to engage in behaviours that benefit the organization, such as attending voluntary meetings, volunteering for additional tasks, and participating in organizational initiatives (Organ, 1988). In the context of power distribution in Rivers State, where teamwork and collaboration are essential for managing technical challenges and responding to emergencies, civic virtue can facilitate effective coordination and problem-solving among employees (Priscilla et al., 2024).

Moreover, civic virtue contributes to organizational resilience by strengthening social capital and fostering a sense of collective responsibility among employees (Baker & Dutton, 2007; Fitrio et al., 2019). When individuals demonstrate a commitment to the welfare of the organization and its members, they build trust and camaraderie, which are essential for overcoming adversity and navigating uncertain situations (Baker & Dutton, 2007). In the context of power distribution in Rivers State, where the infrastructure is often fragile, and the region is susceptible to various external challenges, the presence of civic virtue among employees can enhance the organization's capacity to adapt and respond to crises effectively.

Encouraging civic virtue within power distribution organizations requires attention to both individual attitudes and organizational practices. From an individual perspective, employees can be encouraged to demonstrate civic virtue through training and development programs that emphasize the importance of organizational citizenship behaviours (Podsakoff et al., 2009). Providing opportunities for employees to participate in decision-making processes and organizational initiatives can also help cultivate a sense of ownership and commitment to the organization's goals and values.

Organizational practices, such as leadership behaviour and reward systems, play a significant role in promoting civic virtue (Bass, 1999; Hidayah & Harnoto, 2018). Transformational leaders, who inspire and motivate their followers, can promote civic virtue by setting a positive example, providing support and encouragement, and creating opportunities for recognition and reward (Bass, 1999). In the context of power distribution in Rivers State, where employees often work under challenging conditions and face significant pressure to meet service targets, transformational leadership can help instill a sense of purpose and commitment among employees, motivating them to contribute to the organization's success.

Additionally, organizational policies and procedures can support civic virtue by promoting fairness, transparency, and mutual respect (Schneider, Gunnarson, & Wheeler, 1992). Providing employees with opportunities for professional development and career advancement can also help foster a sense of investment in the organization and its future (Podsakoff et al., 2000; Soelton, 2023). In regions like Rivers State, where power distribution organizations operate in diverse and multicultural environments, fostering a culture of civic virtue can help bridge cultural differences and promote a sense of unity and collaboration among employees.

Civic virtue is a vital aspect of organizational behaviour that contributes to teamwork, organizational resilience, and overall effectiveness, especially in the context of power distribution organizations operating in challenging environments like Rivers State. By promoting civic virtue through individual development, leadership practices, and organizational policies, organizations can create a

positive work environment that fosters collaboration, engagement, and commitment among employees.

2.1.1.2 Civic Virtue and Emotional Exhaustion

The relationship between civic virtue and emotional exhaustion in the workplace is a pertinent area of research within organizational psychology. Civic virtue, characterized by employee involvement in the organization's affairs and a sense of responsibility towards the organization (Organ & Ryan, 1995), is essential for fostering a positive organizational climate and promoting employee engagement. Emotional exhaustion, a core dimension of burnout, refers to feelings of being emotionally drained and depleted as a result of prolonged exposure to job stressors (Maslach, Schaufeli, & Leiter, 2001). Understanding the relationship between civic virtue and emotional exhaustion is crucial for promoting employee well-being and organizational effectiveness in power distribution organizations, particularly in regions like Rivers State, Nigeria.

Scholarly research on the relationship between civic virtue and emotional exhaustion suggests that civic virtue may serve as a protective factor against emotional exhaustion. Employees who actively participate in organizational activities and demonstrate a sense of responsibility towards the organization are more likely to experience greater job satisfaction and lower levels of emotional exhaustion (Organ & Ryan, 1995). In power distribution organizations in Rivers State, where employees are often required to work under challenging conditions such as unpredictable weather and high workload, civic virtue can enhance employee resilience and coping mechanisms. By fostering a culture of employee involvement and responsibility, organizations can create conditions that reduce the risk of emotional exhaustion and promote employee well-being (Novianti, 2021; Torlak et al., 2021).

Moreover, civic virtue may contribute to the development of strong social support networks, which play a crucial role in mitigating the impact of job stressors on emotional exhaustion. Research has shown that employees who perceive high levels of social support in their work environment are less likely to experience emotional exhaustion (Lim, Cortina, & Magley, 2008; Akar, 2018). In power distribution organizations in Rivers State, where employees work

in teams to ensure uninterrupted electricity supply to customers, civic virtue can foster collaboration and camaraderie among team members. By promoting employee involvement and fostering a sense of responsibility towards the organization, leaders can strengthen social support networks and reduce the likelihood of emotional exhaustion among employees. Furthermore, organizational culture and leadership behaviour play significant roles in shaping the relationship between civic virtue and emotional exhaustion. Transformational leaders who inspire employees to actively participate in organizational affairs and demonstrate a sense of responsibility towards the organization can help create a work environment that supports employee well-being (Bass, 1999). Similarly, organizations that value and recognize the contributions of employees who demonstrate civic virtue are more likely to foster a supportive work culture that promotes emotional well-being (Schneider, Ehrhart, & Macey, 2011).

In conclusion, the relationship between civic virtue and emotional exhaustion in the workplace is significant and multifaceted. Civic virtue promotes employee involvement, fosters a sense of responsibility towards the organization, and serves as a protective factor against emotional exhaustion. By fostering a culture of employee engagement and responsibility, power distribution organizations in places like Rivers State can promote employee well-being and organizational effectiveness.

2.1.1.3 Civic Virtue and Depersonalization

The relationship between civic virtue and depersonalization in the workplace is a topic of significant interest within organizational psychology. Civic virtue, characterized by employees' active involvement in organizational affairs and a sense of responsibility towards the organization (Organ & Ryan, 1995), plays a crucial role in shaping organizational culture and employee behaviour. Depersonalization, a key component of burnout, refers to the development of negative or cynical attitudes towards others, often resulting in treating them as objects rather than individuals (Maslach, Schaufeli, & Leiter, 2001). Understanding the relationship between civic virtue and depersonalization is essential for promoting employee well-being and organizational effectiveness in power distribution organizations, especially in regions like Rivers State, Nigeria.

Scholarly research suggests that there may be a negative relationship between civic virtue and depersonalization. Employees who actively participate in organizational activities and demonstrate a sense of responsibility towards the organization are less likely to develop depersonalization tendencies (Organ & Ryan, 1995). In power distribution organizations in Rivers State, where employees often face challenging work environments and interact with diverse stakeholders, civic virtue can foster positive relationships and a sense of connection to the organization. By encouraging employee involvement and promoting a culture of responsibility, organizations can create conditions that mitigate depersonalization and promote employee well-being. Moreover, civic virtue may contribute to the development of strong social support networks, which play a crucial role in preventing depersonalization. Research has shown that employees who perceive high levels of social support in their work environment are less likely to experience depersonalization (Lim, Cortina, & Magley, 2008). In power distribution organizations in Rivers State, where teamwork and collaboration are essential for ensuring the reliable supply of electricity to customers, civic virtue can foster a sense of camaraderie among employees. By promoting a culture of mutual support and cooperation, organizations can strengthen social bonds and reduce the likelihood of depersonalization among employees (Widarko&Anwarodin, 2022; Sumarsi& Rizal, 2022).

Furthermore, organizational culture and leadership behaviour play significant roles in shaping the relationship between civic virtue and depersonalization. Transformational leaders who inspire employees to actively engage in organizational activities and demonstrate a commitment to the organization's goals can help create a work environment that supports employee well-being (Bass, 1999). Similarly, organizations that value and recognize employees' contributions to the organization are more likely to foster a positive work culture that discourages depersonalization (Schneider, Ehrhart, & Macey, 2011).

In conclusion, the relationship between civic virtue and depersonalization in the workplace is complex and multifaceted. Civic virtue promotes employee involvement, fosters a sense of responsibility towards the organization, and may serve as a protective factor

against depersonalization. By promoting a culture of engagement and responsibility, power distribution organizations in places like Rivers State can enhance employee well-being and organizational effectiveness.

2.1.1.4 Civic Virtue and Reduced Personal Accomplishment

The relationship between civic virtue and reduced personal accomplishment in the workplace is a crucial aspect of organizational psychology. Civic virtue, characterized by active participation in organizational affairs and a sense of responsibility towards the organization (Organ & Ryan, 1995), is fundamental for fostering a positive organizational culture and enhancing employee engagement. Reduced personal accomplishment, a component of burnout, refers to feelings of inefficacy and diminished competence in one's work (Maslach, Schaufeli, & Leiter, 2001). Understanding the relationship between civic virtue and reduced personal accomplishment is essential for promoting employee well-being and organizational effectiveness in power distribution organizations, such as those in Rivers State, Nigeria.

Scholarly research suggests that there may be a positive relationship between civic virtue and personal accomplishment. Employees who actively engage in organizational activities and demonstrate a sense of responsibility towards the organization are more likely to experience greater levels of personal accomplishment (Organ & Ryan, 1995). In power distribution organizations in Rivers State, where teamwork and collaboration are crucial for ensuring the reliable supply of electricity to customers, civic virtue can foster a supportive work environment and enhance employee morale. By encouraging employee involvement and promoting a culture of responsibility, organizations can create conditions that support personal accomplishment and mitigate the risk of burnout.

Moreover, civic virtue may contribute to the development of a sense of competence and achievement among employees, which are important factors for personal accomplishment. Research has shown that employees who perceive their work as meaningful and impactful are more likely to experience greater levels of personal accomplishment (Maslach et al., 2001). In power distribution organizations in Rivers State, where employees play a critical role in ensuring the uninterrupted provision of

electricity to customers, civic virtue can foster a sense of pride and satisfaction in one's work. By promoting a culture of engagement and responsibility, organizations can enhance employee motivation and promote personal accomplishment.

Furthermore, organizational culture and leadership behaviour play significant roles in shaping the relationship between civic virtue and personal accomplishment. Transformational leaders who inspire employees to actively participate in organizational affairs and demonstrate a commitment to the organization's goals can help create a work environment that supports personal accomplishment (Bass, 1999). Similarly, organizations that value and recognize employees' contributions to the organization are more likely to foster a positive work culture that encourages personal accomplishment (Schneider, Ehrhart, & Macey, 2011; Akar, 2018).

In conclusion, the relationship between civic virtue and reduced personal accomplishment in the workplace is significant and multifaceted. Civic virtue promotes employee involvement, fosters a sense of responsibility towards the organization, and contributes to greater levels of personal accomplishment. By promoting a culture of engagement and responsibility, power distribution organizations in places like Rivers State can enhance employee well-being and organizational effectiveness.

2.2 Theoretical Framework

2.2.1 Conservation of Resources (COR) Theory

Conservation of Resources (COR) Theory, developed by Stevan Hobfoll in 1989, emphasizes the importance of individuals' efforts to acquire, retain, and protect valued resources. According to this theory, individuals strive to maintain their resources, such as energy, time, and psychological well-being, and are motivated to invest in behaviours that help replenish or preserve these resources (Hobfoll, 1989). COR Theory posits that resource loss or threat can lead to stress and burnout. The assumption of this theory are; Individuals prioritize the conservation of their resources and are motivated to acquire and protect them. Stress occurs when individuals perceive a threat to their valued resources or experience resource loss. Individuals engage in behaviours such as OCB to replenish or preserve their resources, thereby reducing the risk of burnout (Novianti, 2021; Torlak et al., 2021).

2.3 Empirical Review

Amah and Dickson (2025) carried out a study on Co-worker altruism and Employee Burnout in Nigeria's power sector. The study set out to empirically calibrate the impact of altruism on employee burnout in power organisations in Rivers State, Nigeria. Data obtained from questionnaire administered to 315 employees of power distribution firms were analyzed and hypotheses tested, using Pearson product moment correlation coefficient with the help of SPSS 25.0. the authors sought to ascertain the relationship between *altruism* (as an operational dimension of *organizational citizenship behaviour*) and *employee burnout* (as measured by *emotional exhaustion*, *depersonalization*, and *reduced personal accomplishment*). Results revealed that *altruism* – the predictor variable – relates positively with the three proxies of *burnout* – the criterion variable. The study concluded that altruistic behaviours, while fostering teamwork and cooperation, often come at personal costs, as employees may feel emotionally drained from their continued efforts to support others. This exhaustion, according to Amah and Dickson (2025) can, unfortunately, evolve into a sense of detachment or depersonalization, particularly when altruistic efforts are not sufficiently recognized or rewarded. Consequently, the researchers opined, while altruism enhances organizational unity, it can also contribute to a diminished sense of personal accomplishment if employees do not receive acknowledgment for their contributions, emphasizing the need for supportive structures that reinforce the value of such behaviours. Lee and Gong (2024) investigated the mediating effects of depersonalization and resilience on the relationship between customer incivility and organizational citizenship behaviour (OCB). It further posits that these indirect effects vary depending on the caring climate and achievement orientation. A field survey among 622 service employees (Study 1) and a three-wave field survey of 315 service employees and their managers (Study 2) from various service organizations were conducted. This study confirms that depersonalization operates as a negative mediator in the relationship between customer incivility and OCB. Simultaneously, resilience emerges as a positive mediator, underscoring the contrasting pathways through which customer incivility affects OCB. Furthermore, a caring climate plays a pivotal role in mitigating the detrimental impact of depersonalization

on OCB and weakening the positive impact of resilience on OCB. Additionally, this study identifies achievement orientation as a significant moderator between customer incivility and resilience.

Syah and Safrida (2024) analyzed the influence of locus of control, self-efficacy, and Organizational Citizenship Behaviour (OCB) on employee performance, on OCB, and through OCB and to find out and analyze the influence of self-efficacy, on employee performance through OCB at a Hospital Company in Medan. The population in this study was 180 employees of the Hospital Company in Medan, with a research sample of 64 employees who were measured using the Slovin formula. The data collection techniques used in this research were questionnaires and interviews. Meanwhile, the analysis technique used SmartPLS (Partial Least Square), starting from model measurement (outer model), model structure (inner model), and hypothesis testing. The research results showed that locus of control, self-efficacy, and OCB influence employee performance, locus of control and self-efficacy influence OCB, locus of control influences employee performance through OCB and self-efficacy influences employee performance through OCB at a Hospital Company in Medan.

III. METHODOLOGY

3.1 Research Design

This study will employ cross-sectional survey design, which involves collecting data at a single point in time from a sample that represents the population. . A research design is a detailed framework or plan for conducting a research study, specifying the methods and procedures for collecting and analyzing data to answer research questions or test hypotheses (Creswell & Creswell, 2017). The appropriateness of a cross-sectional survey design for this study lies in its ability to provide a snapshot of the current state of employee burnout and organizational citizenship behaviour (OCB) within power distribution firms in Rivers State. This design is particularly suitable because it allows for the efficient collection of data from many participants, facilitating the analysis of relationships between multiple variables—such as emotional exhaustion, depersonalization, reduced personal accomplishment, and the five dimensions of OCB—within a specific timeframe. Additionally, the

cross-sectional approach is cost-effective and less time-consuming compared to longitudinal designs, making it ideal for studies aiming to explore associations and trends rather than causal relationships (Bryman, 2016). By capturing a comprehensive overview of the factors influencing employee burnout and OCB at a specific moment, the study can provide valuable insights that are immediately relevant for organizational interventions and policy-making in the power distribution sector.

3.2 Population, Sample and Sampling Techniques

The population of this study covered 529 employees of electricity Distribution Company in Rivers state. The regions and numbers of employees are given in appendix. The Taro Yamene's formula was used in determining the sample size

$$n = \frac{N}{1 + N(e)^2}$$

Where:

n = Sample size

N = Population size

e = The error of sample

Applying this formula in determining the sample size of this study, we have;

$$\begin{aligned} n &= \frac{529}{1 + 529(0.05)^2} \\ n &= \frac{529}{1 + 529(0.0025)} \\ n &= \frac{529}{2.3225} \\ n &= 228 \end{aligned}$$

Hence, the sample size for this study is 278 respondents.

The study employs a purposive, non-probability sampling method, focusing on accessible power distribution firm branches within Rivers State. This sampling technique is appropriate given the specific objectives of the research, which aim to investigate the relationships between Civic and employee burnout

3.3 Methods of Data Analysis

The study would employ the Pearson Product Moment Correlation. The Pearson product-moment correlation coefficient is a statistical measure used to assess the strength and direction of the linear relationship between two continuous variables. Pearson Product Moment Correlation will be used to examine the

relationship between the dimensions of organizational citizenship behaviour with the measures of employee burnout.

IV. RESULTS OF DATA ANALYSIS AND FINDINGS

Table 4.1 Questionnaire distribution and collection statistics

	Frequency	Percentage
Sample Size	228	-
Questionnaire copies distributed	228	100%
Questionnaires Retrieved	202	88.6%
Incomplete/Wrongly Filled	6	2.6%
Valid Questionnaire	196	86 %

Source: *Author's Field Survey (2024.)*

4.2.1.3: Civic virtue

Table 4.11: Descriptive Statistics on Civic virtue

Descriptive Statistics						
	N	Minimum	Maximum	Mean	Std. Deviation	Level of Agreement
I do not let personal problems affect my work performance.	196	1	4	3.47	.698	High
I attend meetings that are not mandatory but are considered important.	196	1	4	3.40	.720	High
I keep up with developments in the company.	196	1	4	3.60	.603	High
I show pride in the organization for which I work.	196	1	4	3.39	.813	High
I express loyalty toward the organization.	196	1	4	3.53	.660	High
Valid N (listwise)	196					

Source: *SPSS Version 25.0 Output, 2024*

Table 4.11 shows the mean and standard deviation of each item for civic virtue. The mean values were above the 2.5 threshold. The mean values greater than 2.50 implies that the respondents emphatically agree to the statements.

Ho₁: There is no significant relationship between civic virtue and emotional exhaustion in power organizations in Rivers State, Nigeria. The result of the analysis in Table 4.24 shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.589$ between civic virtue and emotional

exhaustion. This means that there is a significant relationship between civic virtue and emotional exhaustion. The null hypothesis is rejected, and restate that *there is a significant relationship between civic virtue and emotional exhaustion of power organizations.*

Ho₂: There is no significant relationship between civic virtue and depersonalization in power organizations in Rivers State, Nigeria.

The result of the analysis in Table 4.24 shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.603$ between civic virtue and depersonalization. This means that there is a significant relationship between civic virtue and depersonalization. The null hypothesis is rejected, and restate that *there is a significant relationship between civic virtue and depersonalization* of power organizations

H₀₃: There is no significant relationship between civic virtue and reduced personal

accomplishment in power organizations in Rivers State, Nigeria.

The result of the analysis in Table 4.24 shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.558$ between civic virtue and reduced personal accomplishment. This means that there is a significant relationship between civic virtue and reduced personal accomplishment. The null hypothesis is rejected, and restate that *there is a significant relationship between civic virtue and reduced personal accomplishment* of power organizations

Table 4.26 Summary of the Result and Decision Making

S/N	Hypotheses	Outcome	Extent of Relationship	Decision
H ₀₁	There is no significant relationship between Civic virtue and emotional exhaustion in power organizations in Rivers State, Nigeria.	$\rho = .589$ sig. = .000	Moderate Positive Relationship	Reject Null Hypothesis
H ₀₂	There is no significant relationship between Civic virtue and Depersonalization in Power organizations in Rivers State, Nigeria.	$\rho = .603$ sig. = .000	High Positive Relationship	Reject Null Hypothesis
H ₀₃	There is no significant relationship between Civic virtue and Reduced personal accomplishment in Power organizations in Rivers State, Nigeria	$\rho = .558$ sig. = .000	Moderate Positive Relationship	Reject Null Hypothesis

Table 4.25: Results of Hypotheses Testing

Null Hypothesis	Correlation Coefficient (r)	P Values (p)	Correlation Coefficient (R^2)
H ₀₇	0.589	0.000	0.347
H ₀₈	0.603	0.000	0.364
H ₀₉	0.558	0.000	0.311

Source: Output on Research Data, 2024

The analysis results provided in Tables above reveal significant relationships between civic virtue and dimensions of employee burnout (emotional exhaustion, depersonalization, and reduced personal accomplishment) in power organizations in Rivers State, Nigeria.

H₀₁: Civic Virtue and Emotional exhaustion
The correlation between civic virtue and emotional exhaustion is moderate and positive ($\rho = 0.589$, $p =$

0.000 , $R^2 = 0.347$). This suggests that employees actively engaging in organizational matters may experience emotional strain due to the additional responsibilities associated with civic virtue. This implies that employees who demonstrate high levels of civic virtue—actively participating in and showing responsibility for organizational matters—may face increased emotional exhaustion, likely due to the additional demands and responsibilities that such engagement entails. The moderate positive correlation

($\rho = 0.589$) indicates that as employees engage more in civic-minded behaviors, they are more likely to experience emotional strain. With an R^2 value of 0.347, civic virtue explains 34.7% of the variance in emotional exhaustion, suggesting that a significant part of this strain is related to the added pressures that come with active organizational involvement.

This finding highlights the potential emotional costs of civic virtue, even though such behaviors are valuable to the organization. To prevent burnout, organizations could consider providing resources and support to employees highly engaged in civic responsibilities. Strategies such as shared responsibilities, recognition programs, and time management support can help alleviate the emotional load, ensuring that employees continue to contribute positively without compromising their well-being. This conforms with Kumari & Thapliyal (2017) that Civic virtue relates with emotional exhaustion

Ho₂: Civic Virtue and Depersonalization

Civic virtue shows a high positive relationship with depersonalization ($\rho = 0.603$, $p = 0.000$, $R^2 = 0.364$). Active involvement in organizational governance might lead to detachment, especially if employees perceive that their contributions go unrecognized. This implies that while civic virtue—demonstrated through active involvement in organizational governance and responsibility—supports organizational goals, it may also contribute to feelings of detachment or depersonalization, especially when employees feel that their efforts are undervalued. The high positive correlation ($\rho = 0.603$) suggests that as employees increase their engagement in organizational matters, they may also experience greater levels of depersonalization, perhaps as a coping response to the emotional toll of sustained, yet potentially underappreciated, involvement. With an R^2 of 0.364, civic virtue accounts for 36.4% of the variance in depersonalization, indicating a significant relationship between these factors.

This finding suggests that organizations should recognize and validate the contributions of employees who go above and beyond in organizational participation. By implementing acknowledgment programs, providing feedback, and ensuring that civic contributions are visible and valued, organizations can reduce the risk of depersonalization. This support helps employees maintain engagement and a sense of

connection, allowing civic virtue to remain a positive influence on both personal and organizational outcomes. This conforms with Akar, (2018) that Civic virtue relates with depersonalization.

Ho₃: Civic Virtue and Reduced Personal Accomplishment

A moderate positive relationship ($\rho = 0.558$, $p = 0.000$, $R^2 = 0.311$) indicates that civic virtue contributes to reduced feelings of personal accomplishment, possibly as these efforts are oriented toward collective rather than individual achievements. This implies that while civic virtue—actions that demonstrate responsibility and active participation in organizational matters—benefits the organization collectively, it may paradoxically lead to reduced feelings of personal accomplishment among employees. The moderate positive relationship ($\rho = 0.558$) suggests that as employees engage more in civic-oriented behaviors, they may feel less individually fulfilled, likely because their contributions are aimed at collective successes rather than personal milestones. With $R^2 = 0.311$, civic virtue accounts for 31.1% of the variance in reduced personal accomplishment, indicating a substantial impact.

This finding suggests that organizations should take steps to acknowledge individual contributions within collective achievements. By recognizing the unique role each employee plays in the organization's success, providing individual feedback, and offering opportunities for personal growth, organizations can help employees maintain a sense of personal accomplishment. This balance allows employees to stay motivated and engaged in civic activities without feeling that their personal achievements are diminished, thereby fostering both organizational commitment and individual satisfaction. This aligns with Priscilla et al., (2024) that Civic virtue relates with reduced personal accomplishment

V. SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

- i. There is a significant relationship between civic virtue and emotional exhaustion of power distribution firms in Rivers State, Nigeria.
- ii. Civic virtue relates with depersonalization of power distribution firms in Rivers State, Nigeria.

- iii. Civic virtue relates with reduced personal accomplishment of power distribution firms in Rivers State, Nigeria.

Civic virtue, or the active participation in organizational governance, also demonstrates a moderate to high positive relationship with emotional exhaustion, depersonalization, and reduced personal accomplishment. Employees who engage in civic-oriented behaviours may feel strained by the additional responsibilities and pressures that accompany active involvement in organizational matters. When civic virtue is not met with sufficient organizational support and recognition, employees may feel disconnected or unfulfilled, especially if their efforts do not result in visible individual achievements. These findings underscore the importance of appreciating and supporting employees who contribute to organizational governance and alignment, as doing so can reduce burnout and enhance their sense of accomplishment.

1. Firms should implement shared governance practices that distribute responsibilities across teams rather than individuals to ensure that employees involved in organizational governance are not overwhelmed and can balance these roles with their regular tasks.
2. Firms should establish feedback loops where employees can see how their input has been acted upon. When employees observe that their contributions lead to real changes, they feel more connected to the organization.
3. Firms should celebrate collective achievements in which civic-minded employees have played a role. By publicly recognizing both the team and individual contributions in these achievements, employees can feel a greater sense of personal accomplishment linked to their efforts in organizational governance.

Limitations of the Study

The main limitation in this study is the sample size with was restited to power distribution firms in the Rivers State, Nigeria. The study did not cover other power distribution firms in other states in Nigeria. Hence, this may affect the generalization of the research findings. The research design employed was another limitation in this study. The cross-sectional survey design employed, lack the ability to capture

respondent's opinion at various point in time. Hence, the longitudinal survey might have given a different result. The attitude of some of the respondents constituted another limitation as some of them were reluctant in responding to the questionnaire administered. The research instrument employed in this work was another limitation, however, the study ensured the validity and reliability of the instrument before using them in this study

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