

An Empirical Analysis of the Impact of Co-Worker Altruism on Employee Burnout in Power Organizations in Rivers State, Nigeria

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ABSTRACT: Employee burnout is a pervasive phenomenon in many contemporary workplaces, especially in service organisations. Power distribution firms in Rivers State particularly face unique challenges, including high operational demands, frequent power outages, and pressure to meet customer expectations amidst infrastructural constraints. A critical factor often implicated in employee burnout is co-worker altruism. Like other of elements of Organisational Citizenship Behaviour (OCB), the relationship between altruism and burnout is somewhat nebulous and has thus been the subject of extensive scholarly debate. While some researchers argue that altruistic behaviours among workers can lead to higher levels of burnout due to the additional emotional and physical demands placed on them, others contend that co-worker altruism can act as a buffer against burnout. This 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 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* – our predictor variable – relates positively with the three proxies of *burnout* – our criterion variable. The study concludes 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 can evolve into a sense of detachment or depersonalization, particularly when altruistic efforts are not sufficiently recognized or rewarded. Consequently, 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.

KEYWORDS: Altruism, Organizational Citizenship Behaviour, Burnout, Emotional Exhaustion, Depersonalization, Reduced Personal Accomplishment

1.1 INTRODUCTION

In modern organization, employee burnout is a multidimensional phenomenon that has garnered significant attention from researchers and practitioners alike. Emotional exhaustion refers to the feeling of being emotionally overextended and depleted of emotional resources (Widarko & Anwarodin, 2022; Putra, Hastuti & Mas'ud, 2023). Depersonalization involves an unfeeling and impersonal response towards recipients of one's service, care, treatment, or instruction. Reduced personal accomplishment is the tendency to evaluate oneself negatively, particularly with respect to one's work with clients. These dimensions are critical in understanding the holistic impact of burnout on employees' psychological and professional well-being (Worku & Debela, 2024). On the other hand, Organizational Citizenship Behaviour (OCB) is another crucial concept in organizational studies, reflecting discretionary behaviours that are not directly recognized by the formal reward system but contribute to the effective functioning of the organization (Syah & Safrida, 2024). The five core dimensions of OCB include 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), and civic virtue (responsible participation in the political life of the organization). These behaviours are essential for fostering a cooperative and productive work environment (Widarko & Anwarodin, 2022; Sumarsi & Rizal, 2022).

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Scholarly contentions about Organizational Citizenship Behaviour (OCB) and employee burnout have been extensive, 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. Employee burnout, on the other hand, is a psychological syndrome resulting from chronic workplace stress, characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment (Maslach & Jackson, 1981; Thamrin et al., 2024; Liu et al., 2024).

OCB is often divided into five core dimensions: altruism, conscientiousness, courtesy, sportsmanship, and civic virtue (Organ, 1988). Altruism involves helping colleagues with work-related problems, conscientiousness denotes a higher-than-average compliance with job requirements, courtesy refers to behaviours aimed at preventing work-related conflicts, sportsmanship involves maintaining a positive attitude even in adversity, and civic virtue includes active participation in the organization's governance (AlHammadi& Abu-Elanain, 2024).

The relationship between OCB and burnout is complex and has been the subject of extensive scholarly debate. Some researchers argue 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.

1.2 Statement of the Problem

The current study aims to address a significant gap in the research concerning employee burnout and organizational citizenship behaviour (OCB) within the context of power distribution firms in Rivers State, Nigeria. While extensive research has been conducted on the relationship between employee burnout and OCB in various organizational settings globally, there is a noticeable scarcity of focused studies on power distribution firms, particularly in Rivers State. This lack of localized research poses a critical problem for understanding the unique dynamics that influence employee well-being and organizational effectiveness within this sector (Bismala et al., 2024; Afrianti et al., 2024).

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).

1.3 Aim and Objectives of the Study

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

- i. Examine the relationship between altruism and emotional exhaustion.
- ii. Investigate the nature of the relationship between altruism and depersonalization.
- iii. Analyze the impact of altruism on reduced personal accomplishment.

1.4 Research Questions

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

- i. What is the nature of relationship between altruism and emotional exhaustion among employees in power distribution firms?
- ii. What is the nature of the relationship between altruism and depersonalization in these employees?
- iii. How does altruism affect reduced personal accomplishment among employees?

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1.5 Hypotheses

H₀₁: There is no significant relationship between altruism and emotional exhaustion among employees in power distribution firms.

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

H₀₃: Altruism does not have a significant effectt on reduced personal accomplishment among

2.0 LITERATURE REVIEW

2.1 Conceptual Framework

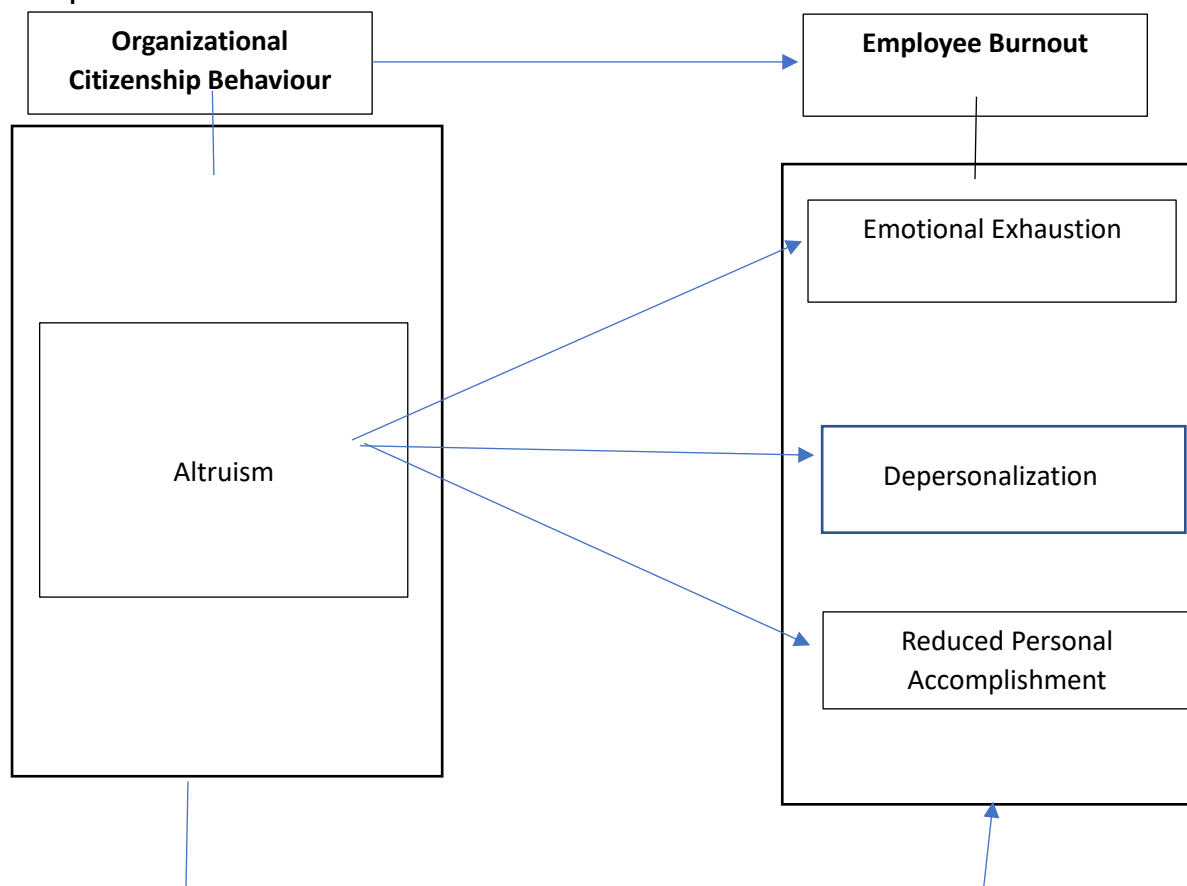


Figure 1: Conceptual Framework of Organizational Citizenship Behaviour and Employee Burnout in Power Organizations in Rivers state, Nigeria.

Source: Adapted from *Dimensions of OCB* (Organ, 1988; Podsakoff et al., 2000), *Measures of EB* (Maslach & Jackson, 1981).

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).

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2.1.1.1 Altruism

Altruism is a fundamental aspect of human behaviour characterized by selfless concern for the well-being of others, often leading individuals to engage in acts of kindness and generosity without expecting anything in return (Batson & Powell, 2003; Khan et al., 2018). In organizational contexts, altruism manifests as employees voluntarily helping and supporting their colleagues or the organization as a whole, even when such actions are not explicitly required by their job responsibilities (Organ, 1988). This behaviour plays a crucial role in fostering positive interpersonal relationships, enhancing team cohesion, and promoting organizational effectiveness (Thamrin et al., 2024).

In the operations of power distribution organizations, particularly in challenging regions like Rivers State, Nigeria, altruism is instrumental in ensuring smooth and efficient service delivery. Employees in these organizations often face complex technical challenges, frequent power outages, and high-pressure situations where teamwork and cooperation are essential. Altruistic behaviours, such as voluntarily assisting colleagues in troubleshooting technical issues, sharing knowledge and expertise, and offering support during emergencies, contribute to the organization's ability to respond effectively to challenges and maintain service continuity.

Scholarly research has highlighted the importance of altruism in organizational contexts, emphasizing its positive impact on team performance, employee satisfaction, and organizational citizenship behaviour (Podsakoff et al., 2000; Bauwens et al., 2019). Altruistic behaviours promote a culture of mutual support and collaboration, where employees feel valued and supported by their peers, leading to higher levels of job satisfaction and commitment (Podsakoff et al., 2009). In power distribution organizations in Rivers State, where employees often work under stressful conditions and face significant technical challenges, fostering a culture of altruism can help alleviate the strain and enhance overall job satisfaction and well-being.

Furthermore, interventions aimed at promoting employee well-being and reducing stress can indirectly support altruism by creating a conducive work environment where individuals feel empowered and motivated to help others (Richardson & Rothstein, 2008). In the context of power distribution in Rivers State, where employees often face significant stress and pressure, initiatives that promote work-life balance, provide access to mental health resources, and offer opportunities for relaxation and recreation can help alleviate the strain and enhance employees' capacity for altruistic behaviour (Novianti, 2021; Torlak et al., 2021).

In conclusion, altruism is a vital aspect of organizational life that contributes to the well-being of employees and the overall effectiveness of the organization, especially in challenging environments like power distribution in Rivers State. By fostering a culture of altruism, organizations can promote collaboration, enhance employee satisfaction, and build resilience in the face of adversity. Leadership, organizational policies, and employee well-being initiatives all play crucial roles in encouraging and supporting altruistic behaviours, ultimately contributing to the organization's success and sustainability.

2.1.2 Employee Burnout

Employee burnout, a pervasive issue in many contemporary workplaces, is particularly significant in service firms located in regions like Rivers State, Nigeria. This phenomenon, characterized by chronic physical and emotional exhaustion, depersonalization, and a reduced sense of personal accomplishment, poses severe challenges to both individual well-being and organizational productivity (Agyeiwaah et al., 2024). The concept of burnout was initially conceptualized by Christina Maslach and her colleagues in the early 1980s. It is defined as a psychological syndrome emerging as a prolonged response to chronic interpersonal stressors on the job (Maslach, Schaufeli, & Leiter, 2001; Dianti et al., 2024). The multidimensional nature of burnout encompasses three primary components: emotional exhaustion, which refers to feelings of being emotionally drained and depleted of emotional resources; depersonalization, characterized by a negative, callous, or excessively detached response to various aspects of the job; and a sense of reduced personal accomplishment, reflecting a decline in feelings of competence and successful achievement in one's work with people (Maslach et al., 2001; Widarko&Anwarodin, 2022).

2.1.2.1 Emotional Exhaustion

Emotional exhaustion is a central component of burnout and refers to feelings of being emotionally overextended and depleted of one's emotional resources. It is often considered the first and most prominent dimension of burnout, manifesting as a chronic state of physical and emotional depletion due to excessive job demands and continuous stress. Emotional exhaustion not only affects an individual's mental health and well-being but also has significant implications for organizational performance and employee productivity (Kartiko et al., 2023; Pahlevi& Nirmala, 2023). The concept of emotional exhaustion was extensively developed by Christina Maslach and her colleagues as part of the broader burnout syndrome (Maslach, Schaufeli, & Leiter, 2001). It is characterized by a lack of energy, weariness, and a sense of being overwhelmed, making it difficult for individuals to cope with their work demands. This condition is particularly prevalent in high-stress occupations, such as those found in power distribution organizations, where employees are often subjected to demanding work conditions and high levels of responsibility (Bismala et al., 2024).

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In power distribution organizations, especially in challenging environments like Rivers State, Nigeria, emotional exhaustion is a significant concern. The region is plagued by infrastructural deficiencies, frequent power outages, and political instability, which add to the stress faced by employees in this sector. Workers in power distribution are required to manage not only technical and operational challenges but also the expectations and frustrations of customers who experience frequent service disruptions. This constant pressure can lead to a state of emotional exhaustion, where employees feel drained and incapable of fulfilling their job roles effectively (Susanto, 2023; Abubakar et al., 2023).

Scholarly research has shown that emotional exhaustion can result from various job-related stressors, including high workload, role conflict, and inadequate support from supervisors and colleagues (Bakker & Demerouti, 2007; Ocampo et al., 2018). In the context of Rivers State, power distribution employees often work long hours under harsh conditions, facing technical problems that are exacerbated by a lack of modern infrastructure and resources. This high-stress environment, coupled with the physical demands of the job, can quickly deplete an employee's emotional resources, leading to emotional exhaustion.

Emotional exhaustion has profound implications for both individual employees and the organization as a whole. For individuals, it can lead to a range of negative outcomes, including decreased job satisfaction, impaired job performance, and a higher likelihood of mental health issues such as anxiety and depression (Ahola & Hakanen, 2007; Ningsih & Tyas, 2024). Employees experiencing emotional exhaustion are also more likely to engage in absenteeism and presenteeism, where they are physically present at work but not fully functioning or productive (Hermanto et al., 2024). In severe cases, prolonged emotional exhaustion can result in turnover intentions and actual job departure, which is costly for organizations.

For power distribution organizations in Rivers State, emotional exhaustion among employees can have severe operational repercussions. Reduced productivity, increased error rates, and higher incidences of accidents are some of the immediate impacts. These organizations rely heavily on the technical expertise and reliability of their workforce to maintain and repair critical infrastructure. When employees are emotionally exhausted, their ability to perform complex tasks efficiently and safely is compromised, potentially leading to prolonged outages and customer dissatisfaction (Hayati & Claudia, 2024).

2.1.2.2 Depersonalization

The development of depersonalization can be understood through the lens of the Job Demands-Resources (JD-R) model, which posits that job demands contribute to burnout when not balanced by adequate job resources (Bakker & Demerouti, 2007). In the power distribution sector of Rivers State, high job demands such as long working hours, high responsibility, and frequent emergency situations are often not met with sufficient job resources like support from supervisors, adequate training, and access to necessary tools and equipment. This imbalance leads employees to resort to depersonalization as a coping strategy to manage the overwhelming stress (Kartiko et al., 2023).

Addressing depersonalization in power distribution organizations requires a multifaceted approach. Organizations need to enhance job resources to help employees cope with high demands effectively. This can include providing comprehensive training programs that equip employees with the skills and knowledge to handle technical challenges efficiently and creating a supportive work environment where employees feel valued and supported by their supervisors and peers (Bakker & Demerouti, 2007).

Leadership plays a crucial role in mitigating depersonalization. Leaders who demonstrate empathy, provide clear communication, and show appreciation for their employees' efforts can foster a more engaged and motivated workforce. In the context of Rivers State, leaders in power distribution organizations need to be particularly attentive to the unique challenges faced by their employees and actively work to create a supportive and inclusive work culture (Kurniadi, 2024).

Additionally, implementing stress management and wellness programs can help employees develop healthier coping mechanisms and reduce the reliance on depersonalization. These programs can include regular stress assessments, access to mental health resources, and initiatives that promote work-life balance, such as flexible work schedules and opportunities for relaxation and recreation (Richardson & Rothstein, 2008). For employees in Rivers State, who may face additional external stressors due to the socio-economic environment, such programs are particularly important.

2.1.2.3 Reduced Personal Accomplishment

Addressing reduced personal accomplishment requires targeted interventions at both the organizational and individual levels. For power distribution organizations in Rivers State, enhancing job resources is critical. This includes providing ongoing professional development opportunities that equip employees with the skills and knowledge needed to handle technical challenges effectively. Ensuring access to modern tools and technologies can also empower employees to perform their tasks more efficiently and confidently (Bakker & Demerouti, 2007).

Moreover, fostering a supportive and recognition-rich work environment is essential. Leaders and supervisors should regularly acknowledge and celebrate employees' achievements, no matter how small, to build a culture of appreciation and recognition. This positive reinforcement can significantly boost employees' morale and their sense of personal accomplishment. In regions like

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Rivers State, where external challenges can be particularly daunting, creating an internal culture that values and supports its employees is crucial (Bismala et al., 2024).

Additionally, implementing structured feedback mechanisms can help employees gain a clear understanding of their strengths and areas for improvement. Constructive feedback, combined with opportunities for skill development, can enhance employees' confidence in their abilities and their overall sense of professional growth (Kasa & Hassan, 2017; DyahSawitri et al., 2016). Power distribution organizations can benefit from mentoring and coaching programs that provide personalized support and guidance to employees, helping them navigate the complexities of their roles more effectively (Tims, Bakker, & Derks, 2013).

Promoting work-life balance is another vital strategy to address reduced personal accomplishment. Overworked employees are more likely to experience burnout and a diminished sense of efficacy. Organizations should consider policies that promote flexible working hours, adequate rest periods, and the use of leave entitlements. In the high-demand environment of power distribution, ensuring that employees have time to recharge and attend to their personal lives can lead to improved job performance and a greater sense of accomplishment (Kelloway & Day, 2005; Nelwan et al., 2024).

Reduced personal accomplishment is a significant dimension of burnout that affects both individual well-being and organizational efficiency. For power distribution organizations in regions like Rivers State, addressing this issue requires a multifaceted approach that enhances job resources, fosters a supportive work environment, provides structured feedback and development opportunities, and promotes work-life balance. By implementing these strategies, organizations can help their employees achieve a higher sense of personal accomplishment, leading to improved job satisfaction, better performance, and a more resilient and motivated workforce.

2.1.3 OCB and Employee Burnout

The relationship between Organizational Citizenship Behaviour (OCB) and employee burnout is a complex and multifaceted one that has garnered significant attention in organizational research. OCB refers to voluntary behaviours exhibited by employees that go beyond their formal job requirements and contribute to the overall functioning and effectiveness of the organization (Organ, 1988). These behaviours include helping colleagues, volunteering for additional tasks, and participating in organizational initiatives. On the other hand, employee burnout is a psychological state characterized by emotional exhaustion, depersonalization, and reduced personal accomplishment as a result of chronic work-related stress (Maslach, Schaufeli, & Leiter, 2001).

Employees who engage in OCB may experience a sense of fulfillment and purpose from helping others, which can mitigate feelings of exhaustion and cynicism associated with burnout (Bolino & Turnley, 2005). In the context of power distribution organizations in places like Rivers State, where employees often face high levels of job stress due to the technical nature of their work and the demands of ensuring continuous service delivery, engaging in OCB may serve as a buffer against burnout by providing employees with opportunities for social support and meaningful work engagement.

However, there is also evidence to suggest that engaging in OCB may exacerbate burnout under certain conditions. For example, when employees perceive a lack of reciprocity or fairness in their organization, engaging in OCB without adequate recognition or reward may lead to feelings of resentment and exhaustion (Halbesleben & Bowler, 2007). In power distribution organizations in Rivers State, where resources may be limited, and employees may face challenges such as staffing shortages and equipment failures, the expectation to engage in OCB without adequate support or acknowledgment may contribute to burnout among employees.

Moreover, the nature of OCB itself may influence its relationship with burnout. Research has shown that some forms of OCB, such as interpersonal helping behaviours, may be more emotionally taxing than others (Podsakoff, Whiting, Podsakoff, & Blume, 2009). In power distribution organizations, where employees may be required to respond to emergency situations or address customer complaints, engaging in OCB may involve significant emotional labor, which can contribute to burnout over time (Grandey, 2000).

2.1.3.1 Altruism and Emotional Exhaustion

The relationship between altruism and emotional exhaustion in the workplace has been a subject of scholarly debate and investigation in organizational research (Widarko&Anwarodin, 2022; Sumarsi& Rizal, 2022). Altruism refers to selfless acts of helping or assisting others without expecting anything in return (Grant & Mayer, 2009). Employees who engage in altruistic behaviours often go above and beyond their formal job requirements to assist colleagues, clients, or the organization as a whole. Emotional exhaustion, on the other hand, is a state of depleted emotional resources characterized by feelings of fatigue, frustration, and cynicism (Maslach, Schaufeli, & Leiter, 2001).

Scholarly arguments and explanations on the relationship between altruism and emotional exhaustion have provided mixed findings. Some research suggests that engaging in altruistic behaviours can serve as a protective factor against emotional exhaustion by fostering positive social interactions and enhancing perceptions of social support (Grant & Mayer, 2009). Employees who engage in altruism may experience a sense of fulfillment and satisfaction from helping others, which can buffer against feelings

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of burnout and exhaustion (Grant & Mayer, 2009). In the context of power distribution organizations in places like Rivers State, where employees often work in high-stress environments and face significant pressure to meet service demands, engaging in altruistic behaviours may provide employees with a sense of purpose and meaning, thereby reducing emotional exhaustion.

However, other studies have suggested that engaging in altruistic behaviours may actually increase emotional exhaustion under certain conditions. For example, employees who consistently prioritize the needs of others over their own well-being may neglect their own self-care and become emotionally drained over time (Liao & Rupp, 2005). In power distribution organizations in Rivers State, where employees may face challenges such as long hours, high workload, and exposure to traumatic events such as accidents or natural disasters, engaging in altruistic behaviours without adequate self-care measures may contribute to emotional exhaustion (AlHammadi & Abu-Elanain, 2024).

Moreover, the relationship between altruism and emotional exhaustion may be influenced by individual factors such as personality traits and coping strategies. Research has shown that individuals with high levels of empathy and compassion may be more susceptible to emotional exhaustion when exposed to the suffering or distress of others (Grant & Mayer, 2009). Similarly, employees who lack effective coping mechanisms or social support networks may be more vulnerable to emotional exhaustion, regardless of their altruistic tendencies (Liao & Rupp, 2005).

Furthermore, organizational factors such as leadership behaviour and organizational culture can shape the relationship between altruism and emotional exhaustion. Transformational leaders who recognize and reward altruistic behaviours may help mitigate emotional exhaustion by fostering a supportive and appreciative work environment (Bass, 1999). Similarly, organizations with a positive and inclusive culture that values employee well-being may provide resources and support to employees engaged in altruistic behaviours, thereby reducing the risk of emotional exhaustion (Schneider, Ehrhart, & Macey, 2011).

The relationship between altruism and emotional exhaustion in the workplace is complex and multifaceted, influenced by individual, interpersonal, and organizational factors. While engaging in altruistic behaviours may provide employees with a sense of purpose and fulfillment, it can also increase the risk of emotional exhaustion under certain conditions. Understanding and managing this relationship is essential for promoting employee well-being and organizational effectiveness in power distribution organizations in places like Rivers State.

2.1.3.2 Altruism and Depersonalization

The relationship between altruism and depersonalization in the workplace is a topic of considerable scholarly debate and investigation within organizational research. Altruism, characterized by selfless acts of helping or assisting others without expecting anything in return (Grant & Mayer, 2009), is often seen as a positive behaviour that enhances interpersonal relationships and contributes to organizational effectiveness. Depersonalization, on the other hand, 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 altruism and depersonalization is crucial for promoting positive workplace dynamics and employee well-being in power distribution organizations, especially in regions like Rivers State, Nigeria.

Scholarly arguments and explanations on the relationship between altruism and depersonalization have yielded mixed findings. On one hand, some research suggests that engaging in altruistic behaviours can reduce depersonalization by fostering empathy, compassion, and positive interpersonal relationships (Grant & Mayer, 2009). Employees who engage in altruistic behaviours may develop a stronger sense of connection and camaraderie with their colleagues, leading to decreased feelings of detachment and cynicism (Grant & Mayer, 2009). In the context of power distribution organizations in Rivers State, where teamwork and collaboration are essential for effective service delivery, promoting altruism among employees may help cultivate a supportive and respectful work environment, thereby reducing the likelihood of depersonalization (Widarko & Anwarodin, 2022; Sumarsi & Rizal, 2022).

However, other studies have suggested that the relationship between altruism and depersonalization may be more nuanced and contingent on various factors, including individual differences and organizational context. For example, research has shown that individuals with high levels of empathy and compassion may be more susceptible to depersonalization when faced with overwhelming or distressing situations (Grant & Mayer, 2009). In power distribution organizations in Rivers State, where employees may be exposed to challenging and emotionally taxing circumstances such as power outages, accidents, or customer complaints, engaging in altruistic behaviours without adequate support or resources may increase the risk of depersonalization.

Moreover, the organizational context, including leadership behaviour and organizational culture, can influence the relationship between altruism and depersonalization. Transformational leaders who promote a culture of empathy, respect, and inclusiveness may help mitigate depersonalization by fostering positive interpersonal relationships and providing support to employees (Bass, 1999). Similarly, organizations with a strong emphasis on employee well-being and work-life balance may create conditions that

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discourage depersonalization and promote a sense of belonging and connection among employees (Schneider, Ehrhart, & Macey, 2011).

The relationship between altruism and depersonalization in the workplace is complex and influenced by individual, interpersonal, and organizational factors. While engaging in altruistic behaviours may initially reduce depersonalization by fostering positive relationships and empathy, the risk of depersonalization may increase under certain conditions, such as high levels of job stress or inadequate organizational support. Understanding and managing this relationship is essential for promoting positive workplace dynamics and employee well-being in power distribution organizations in places like Rivers State.

2.1.3.3 Altruism and Reduced Personal Accomplishment

The relationship between altruism and reduced personal accomplishment in the workplace is a subject of scholarly inquiry within organizational research. Altruism, defined as selfless acts of helping or assisting others without expecting anything in return (Grant & Mayer, 2009), is often viewed as a positive behaviour that contributes to organizational effectiveness and employee well-being. Reduced personal accomplishment, on the other hand, is a component of burnout characterized by feelings of inefficacy and diminished competence in one's work (Maslach, Schaufeli, & Leiter, 2001). Understanding the relationship between altruism and reduced personal accomplishment is essential for promoting employee engagement and organizational effectiveness in power distribution organizations, particularly in regions like Rivers State, Nigeria.

Scholarly arguments and explanations on the relationship between altruism and reduced personal accomplishment have yielded varying findings. Some research suggests that engaging in altruistic behaviours can enhance feelings of personal accomplishment by providing employees with a sense of purpose and fulfillment in their work (Grant & Mayer, 2009). Employees who engage in altruism may derive satisfaction from helping others and making a positive impact on their colleagues or the organization as a whole, leading to increased feelings of competence and achievement (Widarko & Anwarodin, 2022; Sumarsi & Rizal, 2022). In the context of power distribution organizations in Rivers State, where employees often face challenging and demanding work environments, promoting altruism among employees may help foster a sense of efficacy and accomplishment, thereby reducing the risk of burnout.

However, other studies have suggested that the relationship between altruism and reduced personal accomplishment may be more complex and contingent on various factors, including individual differences and organizational context. For example, research has shown that employees who consistently prioritize the needs of others over their own well-being may neglect their own self-care and development, leading to feelings of inefficacy and reduced personal accomplishment (Grant & Mayer, 2009). In power distribution organizations in Rivers State, where employees may face high levels of job stress and pressure to meet service demands, engaging in altruistic behaviours without adequate support or recognition may contribute to burnout and reduced feelings of accomplishment.

Moreover, the organizational context, including leadership behaviour and organizational culture, can influence the relationship between altruism and reduced personal accomplishment. Transformational leaders who recognize and reward altruistic behaviours may help mitigate feelings of inefficacy by providing employees with opportunities for growth, development, and recognition (Bass, 1999). Similarly, organizations with a positive and supportive culture that values employee contributions and well-being may create conditions that foster a sense of accomplishment and fulfillment among employees (Schneider, Ehrhart, & Macey, 2011).

In conclusion, the relationship between altruism and reduced personal accomplishment in the workplace is multifaceted and influenced by individual, interpersonal, and organizational factors. While engaging in altruistic behaviours may initially enhance feelings of accomplishment by providing employees with a sense of purpose and fulfillment, the risk of reduced personal accomplishment may increase under certain conditions, such as high levels of job stress or inadequate organizational support. Understanding and managing this relationship is essential for promoting employee engagement, well-being, and organizational effectiveness in power distribution organizations in places like Rivers State.

2.2 Theoretical Framework

This study is domiciled in the Social Exchange Theory which offers significant insights into the relationship between Organizational Citizenship Behaviour (OCB) and Employee Burnout.

2.2.1 Social Exchange Theory

Social Exchange Theory, proposed by Peter Blau in 1964, posits that individuals engage in social interactions based on the expectation of rewards and costs (Al Hammadi & Abu-Elanain, 2024). According to this theory, individuals engage in behaviours such as OCB in anticipation of reciprocity and future benefits from the organization (Blau, 1964). The theory assumes that individuals are rational actors who seek to maximize rewards and minimize costs in their interactions. The assumptions of Social Exchange Theory are; Individuals engage in a give-and-take relationship with the organization, expecting rewards in return for their

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efforts. OCB is viewed as a form of social exchange where employees contribute to the organization beyond their formal job requirements in anticipation of future benefits. The quality of the exchange relationship influences the level of OCB displayed by employees (Kasa & Hassan, 2017; DyahSawitri et al., 2016).

Social Exchange Theory suggests that employees who engage in OCB may expect positive outcomes such as recognition, support, or opportunities for advancement from the organization (Podsakoff, MacKenzie, Paine, & Bachrach, 2000). However, if these expectations are not met or if the organization fails to reciprocate employees' contributions, it may lead to feelings of disillusionment and burnout (Rousseau, 1989). Thus, Social Exchange Theory provides insights into how the perceived fairness and reciprocity of the exchange relationship between employees and the organization influence the likelihood of burnout.

2.3 Empirical Review

Worku and Debela (2024) investigated two main questions on organizational citizenship behaviour: first, how is OCB conceptualized in management studies? And the second question is, what are the antecedents of OCB in management studies? The study used a systematic review strategy to address the above questions. In this respect, clear inclusion and exclusion criteria were employed to select 53 relevant articles from the total of 2367 OCB articles obtained from various databases for analysis purpose. Other research methods were also used in the study, such as the collected data, which was analyzed via content analysis and finally presented descriptively using a descriptive research design. The finding shows that these days, OCB and OCBI/OCBO are still understood from 1988 Organ's OCB constructs. There are limited studies on individuals' dispositions, task characteristics, leadership behaviours, and group characteristics as types of antecedents of OCB in the existing literature. It is recommended to develop advanced OCB constructs that can be applicable to all types of organizations. As shown by the shortage of OCB studies in some types of antecedents, future researchers are advised to conduct their studies on individuals' dispositions, task characteristics, leadership behaviours, and group characteristics using the conceptual framework suggested by this study.

Garzón-Castrillón. (2024) explored the relationship between corporate citizenship (CC) and organizational citizenship behaviour (OCB), for which an approximation is made to the reality that organizations face, using the ordination method proposed by Pagani; Kovalski; and Resende, (2015) to carry out a review in the Scopus, WoS databases and based on it, establish the background, the concept of corporate citizenship, organizational citizenship behaviour (OCB) and the results of research on corporate citizenship. (CC) and organizational citizen behaviour (OCB) and as a result, four hypotheses and a model of Corporate Citizenship (CC) and Organizational Citizen Behaviour (OCB) and some conclusions are proposed.

Hayati and Claudia (2024) focused on investigating the link between organizational commitment (OC), job satisfaction (JS), and the emergence of employees' Organizational Citizenship Behaviour (OCB). OCB involves employees voluntarily going above and beyond their formal duties. Various organizational factors influence the achievement of OCB, and high job satisfaction among employees plays a crucial role as a significant contributor. Various factors influence job satisfaction, and one such crucial variable is organizational commitment, which plays a pivotal role in establishing a positive work environment. Organizational commitment (OC) doesn't arise spontaneously; somewhat, it is shaped through a series of processes involving the entire human resources system and various supportive mechanisms. This commitment is intricately connected to preserving employees' mindsets and cultivating a sense of unity and loyalty towards the company. Emphasizing organizational commitment as a critical factor in a company's success, this concept is instrumental in enhancing employees' job satisfaction. As a result of this heightened satisfaction, employees are motivated to voluntarily exceed their formal obligations, contributing to the company's advancement. Essentially, organizational commitment is a catalyst, prompting employees to willingly contribute to their company's progress, illustrating the interconnectedness of commitment, job satisfaction, and OCB.

AlHammadi and Abu-Elanain (2024) examine the direct relationship of organizational justice (OJ), psychological empowerment (PE), Leader Member Exchange (LMX), organizational citizenship behaviour (OCB), LMX on PE and OCB and PE on OCB; and investigated the mediating role of PE between OJ and OCB and between LMX and OCB in the service industry in a non-Western context. A quantitative questionnaire was used to test the proposed hypotheses of the study. From employees working in service providing organizations in the UAE, 364 usable responses had been collected and data was analyzed using structural equation modeling (SEM). OJ significantly influences PE and LMX, while its influence on OCB is insignificant. Also, LMX significantly affects PE and OCB, PE significantly impacts OCB, whereas PE and LMX significantly mediate the relationship between OJ and OCB.

3.0 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

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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.

3.2 Population for the study

A research population is the entire group of events, people or things of interest that the researcher intends to examine. 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 1;

3.3 Sample and Sampling Techniques

A sample is a subset of a population which the researcher covers when the population is too large. In this study, Taro Yamane'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 organizational citizenship behaviour (OCB) and employee burnout within the moderating influence of organizational culture. Purposive sampling allows the researcher to select branches that are most informative and relevant to the research questions, ensuring that the insights gained are directly applicable to the operational realities of power distribution firms in Rivers State. This method is particularly advantageous in this context because it enables the selection of branches that experience the high stress and demanding conditions that are conducive to studying employee burnout and OCB dynamics.

3.4 Nature/Sources of Data

The nature and sources of data for this study are primarily rooted in primary data collection methods. Specifically, the study employs a structured questionnaire designed to elicit responses directly from participants. This questionnaire is carefully crafted to ensure clarity and comprehensiveness, allowing respondents to provide insightful and relevant information. The questions within the questionnaire are presented across a 5-point Likert scale, which enables the measurement of various attitudes, perceptions, and experiences related to the study's objectives. This scale ranges from "strongly disagree" to "strongly agree," providing a nuanced approach to capturing the degree of agreement or disagreement with each statement. The use of a structured questionnaire and the Likert scale format ensures that the data collected is both quantitative and standardized, facilitating a detailed and rigorous analysis of the responses from employees in the power distribution firms in Rivers State.

3.5 Methods of Data Collection/Instrumentation

The methods of data collection for this study involve the use of a structured questionnaire, which serves as the primary instrument for gathering data. The questionnaire is meticulously designed to capture a broad spectrum of information pertinent to the research objectives. It includes a series of well-formulated questions presented on a 5-point Likert scale, which ranges from "strongly disagree" to "strongly agree." This scale is selected for its effectiveness in measuring attitudes, perceptions, and experiences with a high degree of sensitivity and specificity.

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The structured questionnaire is divided into several sections, each targeting different variables of interest. These sections are designed to collect data on employee burnout, organizational citizenship behaviour (OCB), and organizational culture among employees in power distribution firms in Rivers State. The key measures of employee burnout—emotional exhaustion, depersonalization, and reduced personal accomplishment—are thoroughly assessed through targeted questions. Similarly, the five core dimensions of OCB—altruism, conscientiousness and civic virtue—are explored in detail. Questions pertaining to organizational culture are also included to examine its moderating effect on the relationship between burnout and OCB.

3.7 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.

4.1 Data presentation and Analysis

To evaluate the relationship between organizational citizenship behaviour and employee burnout among power distribution firms in Rivers State, Nigeria, this chapter presents and discusses the results of the study's analysis. Both descriptive and inferential statistics are employed to examine the relationships between the identified predictor and criterion variables. The study provides clear evidence of the findings, which are presented through tables and charts. The hypotheses are tested, and the findings are discussed in detail later in this chapter.

4.1.2 Descriptive Analysis

Table 4.1: Age of Respondents

Age		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	20–29 years	31	15.8	15.8	15.8
	30-39 years	56	28.6	28.6	44.4
	40-49 years	74	37.8	37.8	82.1
	50 and Above	35	17.9	17.9	100.0
	Total	196	100.0	100.0	

Source: Research Data (SPSS Version 25.0 Output), 2024.

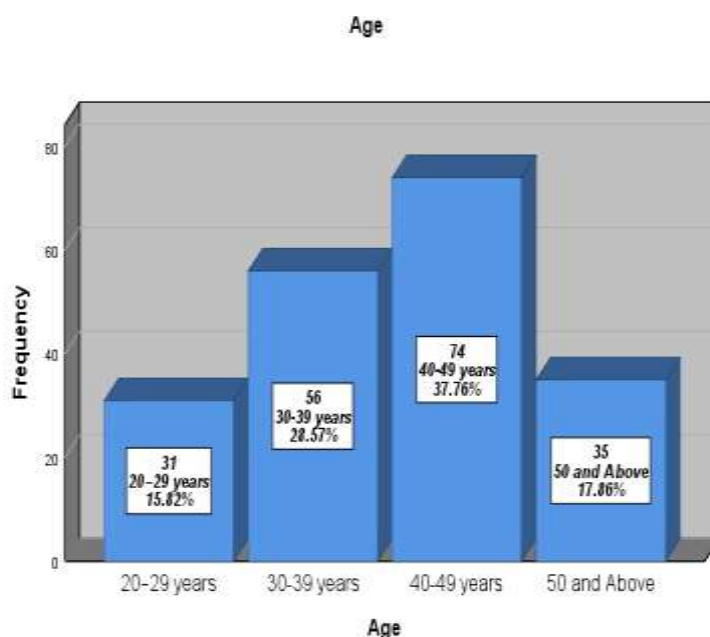


Figure 4.1 Respondents' age brackets

Source: Research Data (SPSS Version 25.0 Output), 2024

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Table 4.2 and Figure 4.1 indicate that among the 196 respondents, 31(15.8%) fall below the age of 30, 56(28.6%) are aged between 30 and 39, 74 (37.8%) are in the age group of 40-49, 35 respondents (17.9%) fall above 39 years. This data reveals that most of the participants are between the ages of 50 years and above.

4.3 Bivariate Analysis

In this section, data results for the analysis and tests for the hypotheses are presented. The section examines the relationship between the dimensions of organizational citizenship behaviour (altruism, conscientiousness and civic virtue) of the independent variable and the measures of employee Burnout (emotional exhaustion, depersonalization and reduced personal accomplishment) which constitutes the objective of the study.

The Pearson correlation coefficient is used to test the correlations and strength of relations. Six bivariate hypotheses were tested in the null form. The decision rule is to accept the null hypotheses where $p > 0.05$ significant level; and reject the null hypotheses where $p < 0.05$ significant level.

Table 4.2: Altruism and Measures of Employee Burnout Correlations

		Altruism	Emotional Exhaustion	Depersonalization	Reduced Personal Accomplishment
Altruism	Pearson Correlation	1	.632**	.727**	.518**
	Sig. (2-tailed)		.000	.000	.000
	N	196	196	196	196
Emotional Exhaustion	Pearson Correlation	.632**	1	.565**	.479**
	Sig. (2-tailed)	.000		.000	.000
	N	196	196	196	196
Depersonalization	Pearson Correlation	.727**	.565**	1	.658**
	Sig. (2-tailed)	.000	.000		.000
	N	196	196	196	196
Reduced Personal Accomplishment	Pearson Correlation	.518**	.479**	.658**	1
	Sig. (2-tailed)	.000	.000	.000	
	N	196	196	196	196

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

Source: Author's Field Survey (2024) - SPSS version 25 output extracts

Ho₁: There is no significant relationship between altruism and emotional exhaustion in power organizations in Rivers State, Nigeria.

The result of the analysis in Table 4.22 shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.632$ between altruism and emotional exhaustion. This means that there is a significant relationship between altruism and emotional exhaustion. The null hypothesis is rejected, and restate that *there is a significant relationship between altruism and emotional exhaustion in power organizations.*

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

The result of the analysis in Table 4.21 shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.727$ between altruism and depersonalization. This means that there is a significant relationship between altruism and depersonalization. The null hypothesis is rejected and restates that *there is a significant relationship between altruism and depersonalization in power organizations.*

Ho₃: There is no significant relationship between altruism and reduced personal accomplishment in power organizations in Rivers State, Nigeria.

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The result of the analysis in Table 4.22 shows a significant level $p < 0.05$ ($0.000 < 0.05$), $\rho = 0.518$ between altruism and reduced personal accomplishment. This means that there is a significant relationship between altruism and reduced personal accomplishment. The null hypothesis is rejected, and restates that *there is a significant relationship between altruism and reduced personal accomplishment in power organizations*

Table 4.2: Results of Hypotheses Testing

Null Hypothesis	Correlation Coefficient (r)	P Values (p)	Correlation Coefficient (R^2)
H ₀₁	0.632	0.000	0.399
H ₀₂	0.727	0.000	0.523
H ₀₃	0.518	0.000	0.268

Source: Output on Research Data, 2024

Table 4.3 Summary of the Result and Decision Making

S/N	Hypotheses	Outcome	Extent of Relationship	Decision
H ₀₁	There is no significant relationship between Altruism and emotional exhaustion of power organizations in Rivers State, Nigeria.	$\rho = .632$ sig. = .000	High Positive Relationship	Reject Null Hypothesis
H ₀₂	There is no significant relationship between Altruism and Depersonalization of power organizations in Rivers State, Nigeria.	$\rho = .727$ sig. = .000	High Positive Relationship	Reject Null Hypothesis
H ₀₃	There is no significant relationship between Altruism and Reduced personal accomplishment of power organizations in Rivers State, Nigeria.	$\rho = .518$ sig. = .000	Moderate Positive Relationship	Reject Null Hypothesis

4.5 Discussion of Findings

The analysis results provided in Tables above reveal significant relationships between organizational citizenship behaviours (OCB) (specifically, altruism, conscientiousness, and civic virtue) and dimensions of employee burnout (emotional exhaustion, depersonalization, and reduced personal accomplishment) in power organizations in Rivers State, Nigeria. Additionally, the moderating role of organizational culture in the relationship between OCB and burnout was confirmed. Below is a discussion of each hypothesis.

HO₁: Altruism and Emotional Exhaustion

A high positive correlation ($\rho = 0.632$, $p = 0.000$) was found, indicating that as altruistic behaviors increase, emotional exhaustion tends to also increase, potentially due to the added emotional toll of helping behaviors. With an R^2 of 0.399, altruism explains approximately 39.9% of the variance in emotional exhaustion. The null hypothesis is rejected, confirming that altruism plays a crucial role in reducing emotional exhaustion. This implies that altruistic behaviours, while generally beneficial to the organization, may have unintended consequences for employees' emotional well-being. The strong positive correlation ($\rho = 0.632$) suggests that employees who frequently engage in helping behaviours may experience higher levels of emotional exhaustion, likely due to the additional emotional and psychological demands of consistently supporting others. The R^2 value of 0.399 indicates that a significant portion—approximately 39.9%—of the variance in emotional exhaustion is associated with altruistic behaviours.

This finding underscores the importance of providing support structures, such as counselling or stress management resources, for employees who display high levels of altruism. Organizations could consider balancing the demands placed on these employees by distributing helping roles more evenly or recognizing and rewarding their contributions to prevent burnout. This agrees with Khan *et al* (2018) that altruism relates with emotional exhaustion.

HO₂: Altruism and Depersonalization

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The relationship between altruism and depersonalization is highly positive ($\rho = 0.727$, $p = 0.000$), with altruism explaining 52.3% of variance ($R^2 = 0.523$) in depersonalization. This suggests that while altruism is beneficial, it may contribute to feelings of detachment or cynicism when the demands of helping others become overwhelming. This implies that while altruistic behaviours are generally valued, they may also carry risks of emotional strain that can lead to depersonalization, particularly when the demands of helping others become overwhelming. The high positive correlation ($\rho = 0.727$) indicates that as employees engage more in altruistic behaviours, they may also experience increased feelings of detachment or cynicism toward their work or colleagues. With an R^2 of 0.523, altruism accounts for a substantial 52.3% of the variance in depersonalization, suggesting that altruistic employees are especially vulnerable to this aspect of burnout.

This finding highlights the need for organizations to create balanced workloads and provide supportive mechanisms to help employees manage the potential emotional costs of frequent altruistic engagement. Without adequate support or recognition, employees who regularly assist others may feel undervalued or emotionally drained, leading to detachment from their roles. To mitigate this, organizations might consider implementing programs to acknowledge and support these employees, promoting a healthier work environment where altruism is sustainable rather than overwhelming. This conforms with Widarko&Anwarodin,(2022) that Organizational Citizenship behaviour relates with depersonalization.

HO₃: Altruism and Reduced Personal Accomplishment

A moderate positive relationship ($\rho = 0.518$, $p = 0.000$, $R^2 = 0.268$) indicates that altruism contributes to reduced feelings of personal accomplishment, possibly as these efforts are oriented toward collective rather than individual achievements. This implies that while civic altruism —behaviors focused on active participation and responsibility within the organization— contributes positively to the collective goals of the organization, it may inadvertently diminish employees' sense of personal accomplishment. The moderate positive relationship ($\rho = 0.518$) suggests that employees who engage in altruism may feel less individually fulfilled, likely because their efforts are directed toward the organization's success rather than personal achievements. The R^2 value of 0.268 indicates that altruism explains about 26.8% of the variance in reduced personal accomplishment, meaning a significant portion of these feelings can be linked to an emphasis on collective over individual contributions.

This finding suggests that while fostering altruism is important for organizational well-being, it is equally critical to recognize and celebrate individual contributions within these collective efforts. Organizations may help mitigate reduced personal accomplishment by providing clear acknowledgment of individual roles in collective successes, offering personal growth opportunities, and highlighting each employee's unique impact. This balance can support employees' sense of accomplishment while encouraging their engagement in altruistic behaviours. This conforms with Thamrin et al. (2024) that altruism relates with reduced personal accomplishment.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Summary of Findings

This study investigated the nexus between organizational citizenship behaviour – typified in altruism - and employee burnout in power distribution firms in Rivers State, Nigeria. The respondents constitute 315 employees of power distribution firms in Rivers State, Nigeria. The data were analyzed and hypotheses tested using Pearson product moment correlation coefficient with the help of SPSS25.0 to ascertain the relationship between **altruism** {as an operational dimension of **organizational citizenship behaviour**} and **employee burnout** (as measured by **emotional exhaustion and depersonalization**). Having conducted quantitative analyses of the data, coupled with interpretations the following has emerged as summary of findings:

- i. There is a significant relationship between altruism and emotional exhaustion of power distribution firms in Rivers State, Nigeria.
- ii. Altruism relates with depersonalization of power distribution firms in Rivers State, Nigeria.
- iii. There is a significant association between altruism and reduced personal accomplishment of power distribution firms in Rivers State, Nigeria.

5.3 Conclusion

The study reveals that while OCB — characterized by altruism — encourages positive contributions and a collaborative atmosphere, it can also lead to specific dimensions of burnout, particularly when employees are not adequately supported. The findings indicate that engaging in this behaviour, although beneficial to the organization, can place additional emotional demands on employees. As such, a balanced approach is needed to manage these demands and support employee well-being.

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The analysis of altruism within this study reveals a notable positive relationship with emotional exhaustion, depersonalization, and reduced feelings of personal accomplishment. Altruistic behaviours, while fostering teamwork and cooperation, often come at a personal cost, as employees may feel emotionally drained from their continued efforts to support others. This exhaustion can evolve into a sense of detachment or depersonalization, particularly when altruistic efforts are not sufficiently recognized or rewarded. Consequently, 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.

5.4 Recommendations

1. Power distribution firms should implement formal recognition programs that acknowledge employees' efforts in helping others. These programs could include peer recognition awards, public acknowledgments, or additional support for those frequently engaged in altruistic activities, helping employees feel appreciated and reducing the emotional toll.
2. Organizations should encourage a team-based support system where employees engaged in helping roles are paired with supportive colleagues or mentors. This buddy system would offer emotional support, helping employees manage the psychological demands of frequent altruistic interactions.
3. Firms should provide regular feedback highlighting how employees' altruistic actions contribute to broader organizational goals. This feedback can help employees recognize the significance of their contributions, fostering a stronger sense of accomplishment.
4. Firms could offer stress management and resilience-building workshops to equip employees with strategies to handle high self-imposed standards and maintain productivity without sacrificing their well-being.
5. Organizations should promote work-life balance initiatives, such as flexible work hours or remote work options. Allowing conscientious employees to recharge outside of work can help them manage their workloads more effectively and reduce feelings of detachment.
6. Firms should establish realistic performance metrics that reflect achievable targets, allowing conscientious employees to set realistic goals. Regularly reviewing these goals with managers can help prevent feelings of underachievement by providing employees with a clear, manageable path to success.
7. 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.
8. 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.

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