Affective Commitment and Employees' Prosocial Behaviour in Major Multinational Oil and Gas Companies in Rivers State

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Abstract: *The study examined the relationship between affective commitment and workers' prosocial behavior. The dimension as affective commitment, while the measures of workers' prosocial behavior manifested in altruism, empathy and conscientiousness. The population of the study consist of staff members of the major multinational oil and gas companies in Rivers State with a sample size of 273 using the Taro Yamene formula. The study adopted the Kendall Tau_b correlation statistics in testing the three formulated hypotheses. The study revealed that affective commitment correlates with employees' altruistic behaviours, conscientious behaviours and empathetic behaviours. The study concluded that affective commitment relates to workers' prosocial behaviours as seen in the understudied multinational oil and gas companies in Rivers State. Following the findings and conclusion, the study recommended that multinational oil and gas companies should develop a good organizational work setting that encourages peaceful coexistence, eliminates discriminations, gives workers the sense of belonging and promotes cooperation, as these will promote prosocial behaviours such as altruism, conscientiousness and empathy as desired by the organization.*

Keywords: *Affective commitment, Altruism, Conscientiousness, Empathy, Prosocial behavior.*

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INTRODUCTION

The world of employment is facing a radical change (Ibrahim, Said, Abas & Shahreki, 2020) and in order to become more sustainable, an increasing number of organizations have been proactive in dealing with the issues that arise from rapid globalization, increasingly competitive markets, constant organizational change, and talent retention in order to achieve their business goals. This has made organizational success to become one of the most significant measures of how to develop better and better in the face of global competition. Attitudes at work are important because they influence how workers interpret their environments, follow through on their intentions, and act (Kim, & Foroudi, 2020). We form our mental models of the world and the world of work based on our attitudes and it modifies how we analyze and assess their workplaces.

Alotaibi, Amin, and Winterton (2020) noted that workers' attitude has clear significance as it fosters positive outlook to work by developing and stimulating an exciting environment within an organization and makes the job satisfying. In recognition of this reality, organizations have continuously focused on implementing several positive workplace attitudes enhancing policies and strategies to improve employee performance such as training, career development, and team working. These attitudes give rise to the displayed behaviours workers exhibit at work. Every organisation wishes to have only the wanted behaviours displayed, and more specifically, the prosocial behaviour.

Prosocial behaviour stems from the freewill, inner drive of the members of an organization in search of the better (Aftab, Rashid, & Ali Shah, 2018; Park, Song, Yoon, & Kim, 2013). It can also be explained as group members' extra voluntary performance beyond their job descriptions and defined work standards (Pooja, De Clercq, & Belausteguigoitia, 2016). It goes beyond individual endeavor and refers to members' fulfilling their tasks enthusiastically and helping others voluntarily to increase their performance (Eisenberger, Armeli, Rexwinkel, Lynch, & Rhoades, 2001; Gurbuz, 2006; Sahin & Gurbuz, 2012; Thomas, 2016). Yousef (2017) underpinned that the display of the helping behavior within an organization comes with some level of commitment.

The commitment to an organization is directly connected to the degree to which individual and organizational goals overlap. Moreover, sharing a common vision and similar ideals, as well as interacting socially with their fellow members help stimulate loyalty to their organization, which in turn creates optimum conditions for the breakout of individual performance (Pooja *et al.,* 2016). Not only does emotional organizational commitment determine how well an individual performs in an organization, but also how long he/she stays in that organization (Devece, Palacios-Marqués, & Alguacil, 2016). Some researchers posit that firms cannot survive or prosper without employees exhibiting extra role behaviours as the survival of any organisation is deeply influenced by its employees (Christiansen & Chandan, 2017; Organ, 2018).

Organizations must make sure that employees present or exhibit favorable behaviors or dispositions that will give the company a competitive advantage if they want to stay in the market. Organizations have been found to use the in-role and extra-role elements of employee behavior as one of their survival strategies. Extra-role performance behavior is necessary to accomplish organizational goals but is not specified in the job description of the individual. In-role performance behavior is defined and written in the job description of an employee. However, this

is crucial because no organization can precisely foresee all contingencies in its internal and external work environment, forcing organizations to rely on written job descriptions in addition to other methods. Kotter (2012) that surviving firms will continue to witness disruptions and the biggest challenge firms will contend with is changing people's behaviour. Sridhar & Thiruvenkadam (2014) posits that every organisation must foster unlimited performances of assistance without which the structure would be disrupted. This can be justified because formal structures are not embodiment of perfection (Amah, 2017).

A leader that follows an altruistic leadership model always acts with the intention of assisting others (Johnson, 2015). Prosocial activities, defined as "voluntary behavior(s) intended to benefit another and consisting of actions that benefit others or society" (Schminke et al., 2014), are how good deeds appear inside this concept. These altruistic actions can foster an environment of cooperation and inspiration (Axelsson & Axelsson, 2009), encourage collectivism (Clarkson, 2014), and contribute to an organization's long-term viability (Furnham *et al.,* 2016). By encouraging staff to engage in prosocial actions, managers can foster an altruistic culture within their firms (Mallén *et al.,* 2014). As a result, the purpose of this research is to analyze affective commitment relationship to prosocial behaviours at work. To examine the relationship between affective commitment and workers' prosocial behaviour in major multinational oil and gas companies in Rivers State, as conceptualized in fig. 1, the following research objectives and hypotheses must be met:

i. To ascertain the relationship between affective commitment and employees' altruistic behaviours in major multinational oil and gas companies in Port Harcourt, Rivers State.
ii. To examine the relationship between affective commitment and employees' empathetic behaviours in major multinational oil and gas companies in Port Harcourt, Rivers State.
iii. To ascertain the relationship between affective commitment and employees' conscientious behaviours in major multinational oil and gas companies in Port Harcourt, Rivers State.

Ho$_1$: There is no significant relationship between affective commitment and employees' altruistic behaviours in major multinational oil and gas companies in Port Harcourt, Rivers State.

Ho$_2$: There is no significant relationship between affective commitment and employees' empathetic behaviours in major multinational oil and gas companies in Port Harcourt, Rivers State.

Ho$_3$: There is no significant relationship between affective commitment and employees' conscientious behaviours in major multinational oil and gas companies in Port Harcourt, Rivers State.
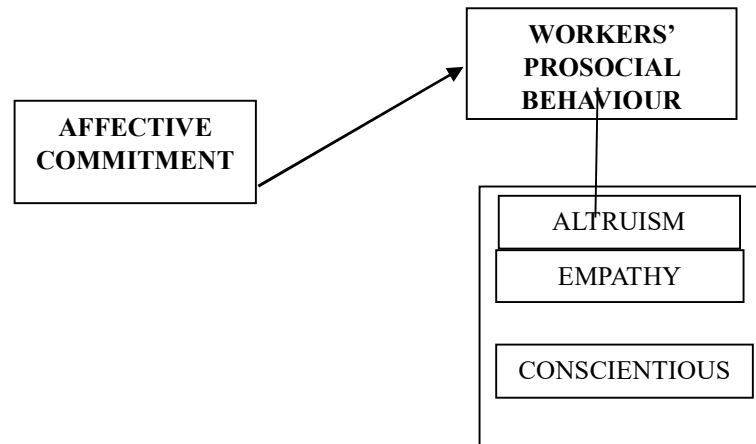
Fig. 1: Conceptual framework on the relationship between affective commitment and prosocial behaviour in major multinational oil and gas companies in Rivers State.

Source: Designed by the Researchers, 2024

LITERATURE REVIEW

Prosocial Behaviour

Prosocial behaviors are those behaviours that employees can choose to engage in but are not required to do so (Oladipupo, 2016). Prosocial behaviors, according to Tambe (2014), are actions that are not formally required or paid for but that can be beneficial to an organization's operations. Rauf (2016) defines prosocial behavior as behaviors that go beyond clearly defined jobs but are crucial for a firm's performance. Prosocial behaviors can also be viewed as individual workplace actions that contribute to an organization's overall well-being but are not specifically acknowledged by the formal rewards structure of the company (Kandeepan, 2016). Prosocial behaviors are defined by Nadim et al. (2016) as actions taken by employees at work that go above and beyond their assigned responsibilities and that help others and are very crucial for the effective functioning of a firm.

The range of cooperative behaviors that are positive, intended, and non-obligatory that go above and beyond the specific job requirements but are significant because they support the social, organizational, and psychological components to achieve both individual and organizational performance is another contextual definition of prosocial behavior, according to Sridhar & Thiruvenkadam (2014). More specifically, prosocial behavior is behavior that goes above and beyond the expectations of the assigned responsibilities and organizational policies (Tambe, 2014). Prosocial behavior also goes beyond what is expected of an organization in terms of encouraging cooperation among employees, work groups, and/or the company (Akturan & ekmeceliolu, 2016). However, prosocial behavior can be characterized as a discretionary action that does not contribute to job duties and is not recognized by the organization's remuneration plan but nevertheless improves the organization's effectiveness, efficiency, and general performance (Acaray & Akturan, 2015).

Acts that are helpful to others are considered prosocial conduct (Kjeldsen & Andersen, 2012). They generally show up in daily actions including giving to charities, volunteering, acting as a team player at work, and taking part in studies or activities relevant to the organisational growth (Meier, 2006). Leaders that show empathy toward their staff members promote prosocial behaviors in and among certain team members, claim Mallén *et al.* (2014). Furthermore, prosocial actions support and enhance collectivism in an organization, according to Clarkson's (2014) argument. In the end, that collectivism encourages more prosocial actions.

Altruism

Altruism presents yet another perspective of prosocial behaviour, one that benefits any person or group other than the acting individual (Furnham *et al.,* 2016). Altruism has been defined as "an ethical doctrine where the moral value of an individual's actions depends solely on the impact on other individuals, regardless of the consequences on the individual itself" (Furnham et al., 2016). Altruism has been found to contribute to the success and sustainability of organizations (Furnham *et al.,* 2016), communities (Kjeldsen & Andersen, 2012), and society at large (Kjeldsen & Andersen, 2012; Weng, Fox, Hessenthaler, Stodola, & Davison, 2015). Also, it has the potential to facilitate cooperation, build trust, encourage the exchange of information, and improve internal communication in organizations (Mallén *et al*., 2014). Altruism involves "'putting others' objectives before one's own" (Singh & Krishnan, 2007, 263), transcending and sacrificing individual interests for a common purpose (Axelsson & Axelsson, 2009), and demonstrating unselfish concern for others via constructive service (Reed, Vidaver-Cohen, & Colwell, 2011).

Altruism has proven to improve overall organizational effectiveness, encourage corporate social responsibility, and facilitate higher employee job satisfaction (Furnham *et al.,* 2016; Kjeldsen & Andersen, 2012). More importantly, Mallén *et al.* (2014) found altruistic behavior to be the strongest and most reliable predictor of operational success, including organizational performance. Therefore, altruism has the potential to not only enhance how an organization operates, but also increase employee retention rates, positively impact the entity's bottom line, and improve its long-term outlook.

Guttentag (2009) warned of a shadow side to altruism, which is typically manifested as unrecognized or unintended consequences. For example, volunteer tourism is an altruistic activity where individuals utilize their vacation time and travel far distances to perform charitable good works for those in need and the less fortunate. Guttentag (2009) found that, while many of the volunteers were motivated, in part by altruism, the outcomes of their efforts were not entirely beneficial.

Empathy

Empathy is usually referred to as a distinctive part of moral emotions that generally leads to altruistic motivation as well as pro-social and altruistic behavior (Itani & Inyang, 2015). The empathic employee responds to customers' needs and adjusts his/her attitude and behavior following the wants and desires of the customer's (Umasuthan *et al.,* 2017). In formulating bonds with customers, frontline service employees display empathy during customer-employee

interactions (Itani & Inyang, 2015). Empathic employees are trusted more by customers, develop satisfaction and foresee their future interactions successful (Aggarwal *et al.,* 2005).

Empathy is considered as a significant variable for individual consideration among persons (Jones & Shandiz, 2015; Lee *et al.*, 2011; Markovic *et al.,* 2015). Particularly in the literature concerning service, empathy is regarded as an essential element for fruitful employee and customer communications that commonly lead to altruistic motivation and pro-social and altruistic behavior (Aksoy, 2013; Daniels *et al.,* 2014; Itani & Inyang, 2015). Empathy is defined as "a person's ability to sense another's thoughts, feelings, and experiences, to share other's emotional experience, and to react to the observed experiences of another person" (Wieseke *et al.*, 2012:317). Research confirms that empathy involves cognitive as well as emotional dimensions (Jones & Shandiz, 2015; Smith, 2006; Wieseke *et al.*, 2012). From a cognitive perspective, empathy is the service employee's potential to take the customer's view through understanding their mind, thoughts, and intentions (Daniels *et al.*, 2014).

Regarding the emotional viewpoint, empathy relates to employees' capability to involve in helpful actions toward customers, such as interpersonal concern and emotional contagion (Mayshak, Sharman, Zinkiewicz & Hayley, 2017). As a form of social or mutual perspective, empathy relates to the gaining of particular insight into the experience of others, while distinguishing it as another person's experience instead of one's own (Itani & Inyang, 2015; Meneses & Larkin, 2012; Ratcliffe, 2012). For better service quality, it is crucial for employees to recognize and deal with customer needs (Puccinelli, Andrzejewski, Markos, Noga & Motyka, 2013).

Empathy is defined as the skill of understanding others' feelings, predicaments, and challenges (Marques, 2010). Empathy involves the ability to experience the same feelings as others after listening and paying attention to what others have said (McCormick, 1999). Goleman (2001) believes that the ability to understand the people who work around us is vital because it helps leaders to make the right decisions and carry them out successfully. This is important for organizations as a way to stay competitive in the current global market.

Additionally, empathy is helpful when solving problems in the workplace because it enables leaders to make immediate connections with employees, facilitates a more accurate assessment of employee performance, and yields better outcomes. The need for empathy is increasingly important within organizations where shared vision and openness are critical factors for success and creating a better workplace environment. Thus, possessing empathy helps a leader identify with his/her employees, i.e., to experience their pain and understand what it is like to be in their positions. Consequently, empathy is a vital skill for successful leadership and organizations since leaders who have a high degree of empathy towards their employees are in a position to become effective leaders (Goleman, 1995).

Empathy is important in helping leaders to motivate their employees to perform above and beyond their abilities, which lead to increases in employees' self-esteem (Boseman, 2008). According to Hoffman (2009), empathy is crucial for organizations because without this quality, leaders are not able to connect with their people and inspire or motivate them towards achieving a shared vision, especially during difficult times. Goleman, Boyatzis and McKee (2002) noted that empathy helps leaders to make connections, thus increasing their capacity and willingness to understand situations and accept proposed changes and the opinions of others. Empathy also enables leaders to be sensitive towards others so that

they can create an atmosphere of openness, making these leaders more flexible and open to new ideas and perspectives. These progresses will lead to effective leadership and a better working environment. According to Kail (2011), the definition of empathy is to understand the emotions of another person. In this instance, leaders are viewed by employees in regards to the personal impact these leaders have made on the lives of their employees.

Conscientious

Conscientiousness is the discretionary activity that goes beyond the job description (Muhammad, 2012) and it is associated with loyalty with the indispensable intention for involvement in the job. In addition, conscientiousness is related to the behavior that performs the assigned jobs within the deadlines (Mushtaq & Umar, 2015) with full dedication toward the organizations. Conscientiousness refers to one's propensity to be dependable, hardworking, organized, persistent, and achievement-striving (Barrick *et al.,* 2005). Conscientious employees have a natural tendency to be industrious, well-organized, achievement-striving, goal-oriented, persistent, and responsible (Meyer *et al.,* 2009). These tendencies prompt them to actively and purposefully focus on their job tasks at hand.

Alikaj *et al.* (2020) show that thriving is fostered by proactive personality that involves conscientiousness. Furthermore, they noted that conscientiousness shapes the two components of vitality and learning, which are major prerequisites for proactivity. Conscientiousness predisposes employees to success which provides a primary nutriment for them to perceive vigor (Shraga & Shirom, 2009). Armon & Shirom (2011) reported conscientiousness as a positive predictor of vigor, and conscientiousness on employee learning, suggesting that conscientious people are more self-sufficient with regard to learning processes (Hennekam, 2017).

Employees who have high conscientiousness are more responsible, disciplined, reliable, and resilient and determined when carrying out the task entrusted to them. Thus, they are able to maintain performance even in an environment of changing organization (Barrick & Mount, 1991). They also have a strong commitment to work, not giving up easily, aimed at motivating behavior, morale and competitive (Costa *et al.,* 1991; Robie & Ryan, 1999). Accordingly, many researchers concluded that conscientiousness is the most prominent factor and acts as a predictor of job performance compared to other personality factors (Behling, 1998).

Affective Commitment

Affective commitment is defined as the emotional attachment, identification, and involvement that an employee has with his or her organization (Aydin *et al.* 2011). It is the positive emotional attachment that employees feel for the organization because they see their goals and values to be congruent with those of the organization. Meyer and Allen (1997), note that employees retain membership out of choice and this is their commitment to the organization. Employees, who are affectively committed, strongly identify with the goals of the organization and desire to remain a part of the organization. These employees commit to the organization because they want to (Aydin *et al.* 2011). The concept of affective commitment is linked to the idea that strongly committed persons identify with, are involved in, and enjoy membership in an organization (Meyer & Allen, 1997).

Affective commitment identifies with the number of employees need to stay at their organization. In the event that an employee is affectively committed to their organization, it implies that they want to stay at their organization (Othman & Abdullah, 2016). They commonly relate to the organizational goals, feel that they fit into the organization and are fulfilled by their work. Employees who are affectively committed feel esteemed, go about as representatives for their organization and are for the most part extraordinary resources for organization. If you have a high level of affective commitment (Abdullah & Othman, 2016), you enjoy your relationship with the organization and are likely to stay (Abdullah & Othman, 2021). You stay because you want to stay. An employee of a business who displays affective commitment to their company will often identify strongly with the company and its objectives, and might turn down offers to move to a new company, even if they seem more attractive financially (Anwar & Abdullah, 2021).

According to Meyer and Allen (1997) affective commitment refers to the employee's emotional attachment to identification with, and involvement in the organization based on positive feelings, or emotions, toward the organization. The antecedent for affective commitment include perceived job characteristic where there is task autonomy, task significance, task identity, skill variety and supervisory feedback, organizational dependability that mean extent to which employees feel the organization can be counted on to look after their interest, and perceived participatory management that they can influence decisions on the work environment and other uses of concern to them (Madi *et al,* 2012). They further asserted that the use of these antecedents is consistent with the findings by Rowden (2002) that these factors all create rewarding situations, intrinsically conducive to development of affective commitment.

Also, Meyer and Herscovitch (2001) argued that the primary basis for the development of affective commitment are personal involvement, identification with the relevant target, and value congruence (Meyer, Becker & Vandenberghe, 2004). As a result of the above view of Meyer & Herscovitch (2001), which states that when there is a high level of affective commitment, employees will be willing to remain in that organization, otherwise the reverse will be displayed. It has also been seen in the view of Bal, Sullivan & Harper, (2014) that affective commitment reflects an emotional attachment and involvement in the organization. But earlier, Allen & Meyer (1991) defined affective component as an emotional attachment to the organization via identification, involvement and enjoyed membership. It has also been said that affective commitment shows commitment that depends on emotional ties the employee develops with the organization through work experiences that are positioned. The 'work experience relates to the boss-driven development as a dimension in management development.

An affective commitment with an organization represents an emotional involvement, identification, and value congruence with the organization. It contributes to a mind-set that involves a cognitive recognition that there is an important purpose in what one is doing in an organization characterized by desire to follow a course of action and exert effort to achieve organizational goals (Meyer & Herscovitch, 2001). Several practical and theoretical implications of affective commitment have been highlighted in the research literature (Chordiya *et al.,* 2017; Lam & Liu, 2014; Meyer & Allen, 1991; Schoemmel & Jønsson, 2014; Wang *et al*., 2010). In addition to positive associations with employee physical and psychological well-being, and with job satisfaction (Lovakov, 2016), affective commitment works to strengthen employees'

identification with the organization (Allen & Meyer, 1990). It also enhances emotional, mental and physical investment in the organization, attachment to the goals of the organization and its vision (Moon & 2014).

METHODOLOGY

This study applied the correlational design. Correlational research design refers to studies in which the purpose is to discover relationships between variables through the use of correlational statistics. A correlational research design is useful in determining the degree to which two variables are related. According to Creswell (2008) correlational research does not prove a relationship; rather, it indicates an association between two or more variables. A population is the accessible components of the census normally established in numbers (Baridam, 2001). This study focused on major multinational oil and gas companies in Rivers state, with particular reference to oil exploration companies in Port Harcourt.

The explanation of the major multinational oil exploration companies is based on the number of barrels of oil produced per day, which is shell 30%, Total 10% and NAOC 5%. A multinational company is a business that operates and has facilities and assets in at least one country other than its home country. These major multinational oil and gas companies were also selected on the criteria of their staff strength, level of operations and company structure presence in Port Harcourt. This amounted to three (3) major multinational oil and gas companies in Port Harcourt. Owing to the unit of analysis, the researcher examined not only management employees (top level managers, middle level managers, low level managers and supervisors) of these companies, but included their subordinates.

Table 1: The population distribution based on the investigated companies as collected from the field.

S/N	Companies	Employees population of the companies
1	Total E & P	325
2	SPDC (Shell)	337
3	Nigeria Agip Oil Company	194
		856

Source: Department of Petroleum Resources, 2024.

The researcher adopted the random sampling technique. In the random sampling technique, the researcher deliberately selected the sampling units that will be included in the study because he feels they are representative of the target population (Baridam, 2001). The researcher adopted the Taro Yamene's formula in determining the sample size.

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

Therefore, sample size

$$n = \frac{856}{1 + 856(0.05)^2}$$

= 273

The sample size for this study is two hundred and seventy-three **(273)**.

The individual major multinational oil and gas companies' sample size is scientifically determined and distributed for each of the companies in Port Harcourt respectively using Bowley (1964) formula as follows:

$n_h = \dfrac{N_h * n}{N}$

Where:

n_h = Sample size for each organization

N_h = Population size for each company

N = Total population size

n = Total sample size

Table 2: Table showing Sample Size distribution

S/N	Companies	Employees Population	Sample Size
1	Total E & P	325	104
2	SPDC (Shell)	337	107
3	Nigeria Agip Oil Company	194	62
		856	**273**

Source: Department of Petroleum Resources, 2024.

The data needed for this study was obtained from only primary source. The primary source is mainly the research questionnaire. The primary data collection methods used for this study was retrieving the questionnaire group scores for each company from the companies and collecting responses to the affective commitment, altruism, compliant and conscientiousness questions. The questionnaire was structured in a simple and direct method, and also, complex questions were avoided. The variables of the study, both the predictor and criterion variables, are measured using the 5-point Likert scale (where, 5 = very high extent, 4 = high extent, 3 = moderate extent, 2 = low extent, 1 = very low extent). Predictor variables and the criterion variables were tested to examine the extent to which predictor variable affect the criterion variable the measures.

Predictor variable, affective commitment was measured against the measures of the criterion variable, prosocial behaviour. The criterion variable was made operational in altruism, compliant and conscientiousness respectively. These variables had a total of 20 items: affective commitment (5), altruism (5), compliant (5), and conscientiousness (5) items. The demographic questions had six (6) items. Each employee was asked to complete a 26-item structured survey questionnaire. Data collected was coded, keyed in the computer and analyzed with the aid of Statistical Package for Social Sciences (SPSS). Before the analysis the questionnaire was checked for completeness. The questionnaire that were incomplete were set aside and were exempted from the analysis. For minor cases of omission where respondents skipped a case, the researcher provided for non-response in the analysis. Descriptive statistics (frequencies and percentages) were used to describe the findings while inferential statistics (Kendall Tau_b correlation statistics) was used to test hypotheses.

ANALYSIS OF DATA AND DISCUSSION OF FINDINGS
Table 3 Response Rate

Copies of Questionnaire distributed & returned.	Number	Percentage
Number of Distributed Questionnaire	273	100%
Number of Valid Returned Questionnaire	252	92.3%
Number of Returned Unusable Questionnaire	3	1.1%
Number of Unreturned Questionnaire	18	6.6%

Source: Field Data, 2024

The response rate for the distributed questionnaire indicated that out of the two hundred and seventy-three (273) questionnaire distributed, 252 (92.3%) were the respondents from which the inferences was drawn for this research work. The unusable sets of questionnaires were responses that were wrongly filled and some even left empty. The total of unusable questionnaire was three, 3 (1.1%), while eighteen, 18 (6.6%) copies of questionnaire were not returned.

Decision rule: The decision rule which applies for all bivariate test outcomes is stated as follows: where $P < 0.05$, reject hypothesis on the basis or evidence significant relationship; and where $P > 0.05$, accept hypothesis on the basis of insignificant relationship between the variables. The extent of influence is on this basis assessed using the tau_b interpretations provided by Bryman and Bell (2003) as shown in table 4:

Table 4: Description on Range of correlation (Tau_b) values and the corresponding level of association

Range of tau_b with positive and negative sign values	Strength of Association
± 0.80 – 0.99	Very Strong
± 0.60 – 0.79	Strong
± 0.40 – 0.59	Moderate
± 0.20 – 0.39	Weak
± 0.00 – 0.19	Very Weak

Source: Adopted from Ahaiauzu & Asawo, 2016, *Advance Social Research Methods*

The positive (+) sign in the values of (*Tau_b*) indicates a positive relationship, while the negative (-) sign in the value of (*Tau_b*) indicates an indirect/negative or inverse relationship. Thus, the sign of the *tau_b* explains the direction of association between the two variables. The above table forms our yardstick for the determination of the level of relationship between the variables of the dimensions and those of the measures as understudied. These relationships range from very weak to very strong as seen from the above.

Table 5: Table showing correlations between affective commitment and the measures of prosocial behaviour.

			Affective	Altruism	Empathy	Conscientious
Kendall's tau_b	Affective	Correlation Coefficient	1.000	.773**	.761**	.740**
		Sig. (2-tailed)	.	.000	.000	.000
		N	252	252	252	252
	Altruism	Correlation Coefficient	.773**	1.000	.696**	.649**
		Sig. (2-tailed)	.000	.	.000	.000
		N	252	252	252	252
	Empathy	Correlation Coefficient	.761**	.696**	1.000	.486**
		Sig. (2-tailed)	.000	.000	.	.000
		N	252	252	252	252
	Conscientious	Correlation Coefficient	.740**	.649**	.486**	1.000
		Sig. (2-tailed)	.000	.000	.000	.
		N	252	252	252	252

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

Source: Research Data, 2024

Ho1: There is no significant relationship between affective commitment and employees' altruistic behaviours in major multinational oil and gas companies in Rivers State.

Table 5 shows a positive and significant relationship between affective commitment and employees' altruistic behaviours with a tau-b value of 0.773. This indicates that there is a high strength in correlation between both variables. This shows a strong relationship between affective commitment and employees' altruistic behaviours in major multinational oil and gas companies in Rivers State. However, since the probability statistics shows a value of 0.000, which is less than 0.05, at 95% confidence interval for which the calculations were made, therefore, the null hypothesis is rejected, and its alternative form accepted. This states that "there is significant relationship between affective commitment and employees' altruistic behaviours in major multinational oil and gas companies in Rivers State".

Ho2: There is no significant relationship between affective commitment and employees' empathetic behaviours in major multinational oil and gas companies in Rivers State.

The Table 5 shows a positive and significant relationship between affective commitment and employees' empathetic behaviours with a tau-b value of 0.761. This indicates that there is a high strength in correlation between both variables. This shows a strong relationship between affective commitment and employees' empathetic behaviours in major multinational oil and gas companies in Rivers State. However, since the probability statistics shows a value of 0.000, which is less than 0.05, at 95% confidence interval for which the calculations were made, therefore, the null hypothesis is rejected, and its alternative form accepted. This states that "there is significant

relationship between affective commitment and employees' empathetic behaviours in major multinational oil and gas companies in Rivers State".

Ho₃: There is no significant relationship between affective commitment and employees' conscientious behaviours in major multinational oil and gas companies in Rivers State.

Table 5 shows a positive and significant relationship between affective commitment and employees' conscientious behaviours with a tau-b value of 0.740. This indicates that there is a high strength in correlation between both variables. This shows a strong relationship between affective commitment and employees' conscientious behaviours in major multinational oil and gas companies in Rivers State. However, since the probability statistics shows a value of 0.000, which is less than 0.05, at 95% confidence interval for which the calculations were made, therefore, the null hypothesis is rejected, and its alternative form accepted. This states that "there is significant relationship between affective commitment and employees' conscientious behaviours in major multinational oil and gas companies in Rivers State".

Relationship between Affective Commitment and Altruistic Behaviour in Major Multinational Oil and Gas Companies in Rivers State.

There is a positive and significant relationship between affective commitment and employees altruistic behaviour in major multinational oil and gas companies in Rivers State.
This finding is supported by the scholarly works of others. The partaking of an employee in extra-roles are major signs of love, emanating from the altruistic love culture prevalent in the organization (Ahiauazu & Asawo, 2010). Furthermore, they noted in their research paper that employees' altruism and affective commitment are in direct relationship. Muchtadin and Sundary (2023) noted that for workers to be intrinsically motivated towards their work, to the extent of displaying the altruistic behavior, they must first have some level of affective commitment for the organization and are satisfied with their jobs. This study noted that altruistic behavior stems from mainly affection created or obtained from the work environment.

Crosson (2007) averred that for the involvement of an individual in public good, there is an existing internal good driven by his/her commitment to the public. The paper noted that affective commitment is more like the bedrock for common prosocial behaviours within the organization. The results showed that employees that got involved in altruistic behaviours were good in displaying levels of affective commitment and as such, are willing to go the extra-roles to maintain and attain organizational objectives. Thus, this research infers that affective commitment corroborate workers' altruism.

Relationship between Affective Commitment and Employees' Empathetic Behaviours in Major Multinational Oil and Gas Companies in Rivers State.

There is a positive and significant relationship between affective commitment and employees' empathetic behaviours in major multinational oil and gas companies in Rivers State.

Uhrenholdt and Hasle (2017) in their paper on the commitment and compliance logic, noted that these two logics at work are inseparable, and must be displayed simultaneously. They argued that for a worker to be empathetic with the organizational directives, rules and regulations, he/she must first be committed to the organization. Furthermore, they noted that no one can claim to be committed without being compliant. The paper ends with a discussion on the how the two logics can influence concrete work environment practices and approaches to management in organizations and in relation to displaying prosocial behaviours.

Sipior and Lombardi (2019) emphasized that employees' breaching or not completing the required good information is an act of non-compliance, and that it has much negative impact on the attainability of organizational goals and objectives. They noted that engaging in empathetic behaviours means that the individual or worker is already a committed team player. Locke, Amengual, and Mangla (2009) proposed that compliance within the organization can be fostered through the creation of organizational platforms that gives the workers a sense of commitment both from other employees and their employers. The study noted that exist a nexus between commitment and empathy. Thus, this research inferred that affective commitment corroborates employees' compliant behaviours in the understudied major multinational oil and gas companies.

Relationship between Affective Commitment and Employees' Conscientious Behaviours in Major Multinational Oil and Gas Companies in Rivers State.

There is a positive and significant relationship between affective commitment and employees' conscientiousness in major multinational oil and gas companies in Rivers State. Oentoro and Popaitoon (2017), studied the function of conscientiousness in the service profit chain process is examined in this study. Their paper suggested that organizational commitment to providing high-quality services and conscientiousness cooperate to affect employees' commitment to providing high-quality services and their service-related behavior, so improving the customer experience of service recovery. The results show that conscientiousness predicts employees' commitment to service quality and service recovery performance in conjunction with management commitment. Ehoro, Oparanma, and Konya (2019), in their work on conscientiousness and employee commitment, indicated a substantial correlation between conscientiousness and employee commitment in Port Harcourt, Nigerian manufacturing enterprises. The study thus advises management of manufacturing companies to look for and favor candidates who exhibit conscientious traits during the hiring process because these individuals not only carry out their tasks well but also perform them well, lower turnover, and are dedicated to the objectives of the organization. Hence, this study claims that affective commitment is in congruence to employees' conscientious behaviours in the understudied major multinational oil and gas companies in Rivers State.

CONCLUSION AND RECOMMENDATION

The present study aimed to establish an empirical relationship between affective commitment and the measures of prosocial behaviour (altruism, empathy and conscientiousness) of major multinational oil and gas companies in Rivers State. It was confirmed that affective commitment

to work has a significant relationship with workers' prosocial behaviors on the basis of the study's findings and the stated position of affective commitment in connection to prosocial behavior in major multinational oil and gas businesses in Rivers State, Nigeria. This argument is also supported by the association between affective commitment and the prosocial behavior indicators of altruism, empathy, and conscientiousness found in the major international oil and gas corporations in Rivers State. This study therefore concludes that, affective commitment significantly correlates with employees' prosocial behaviors in major multinational oil and gas companies in Rivers State, Nigeria, and recommends that, multinational oil and gas companies should develop a good organizational work setting that encourages peaceful coexistence, eliminates discriminations, give workers the sense of belonging and promotes cooperation, as these will promote prosocial behaviours such as altruism, conscientiousness and empathy as desired by the organization.

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