

## MANAGERIAL SUPPORT AND EMPLOYEE PROSOCIAL BEHAVIOUR IN TOP 10 EVENT CENTRES IN PORT HARCOURT, RIVERS STATE

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### ABSTRACT

The study examined the association between managerial support and employee prosocial behavior in Top 10 event centers in Port Harcourt, Rivers State. It looks at the association between the predictor variable of managerial support and the measures of employee prosocial behaviour including volunteering services, information sharing and trustworthiness. The study adopted a cross-sectional research design, the study had a population size of four hundred and eighty (480) employees from the Top10 event centers in Rivers State out of which a sample size of 214 was realized using the Kreji and Morgan table, which gave a sample size of 214 as a corresponding value to the 480 population of the study. Instrument used for Data collection was primary questionnaire, mean standard deviation and frequencies were employed in demographic and univariate analysis. Spearman Rank Order Correlation Coefficient for the bivariate analysis to establish the relationship between predictor and criterion variable of the study. The findings indicate that there was a strong positive relationship between managerial support and employee prosocial behaviour in the Top 10 event centers Port Harcourt Rivers state. The study concludes that managerial support significantly influence employee prosocial Behaviour within the Top 10 event Centers in Port Harcourt Rivers State. Well-structured roles and clear task expectations enhance employee's belief in their ability to be active towards goal achievement. The study further recommends that event centers in Port Harcourt Rivers state adopts obtainable family practices as support, altruism, flexibility to enhance employee's Prosocial Behaviour and promote optimal performance

**Keywords:** Managerial support, prosocial behavior volunteering services, information sharing and trustworthiness

### INTRODUCTION

Understanding the dynamics for developing strategies that will enhance a collaborative and positive work environment and ultimately contribute to the sustainability and growth of organizations in African workplaces is important. Despite the growing body of literature on

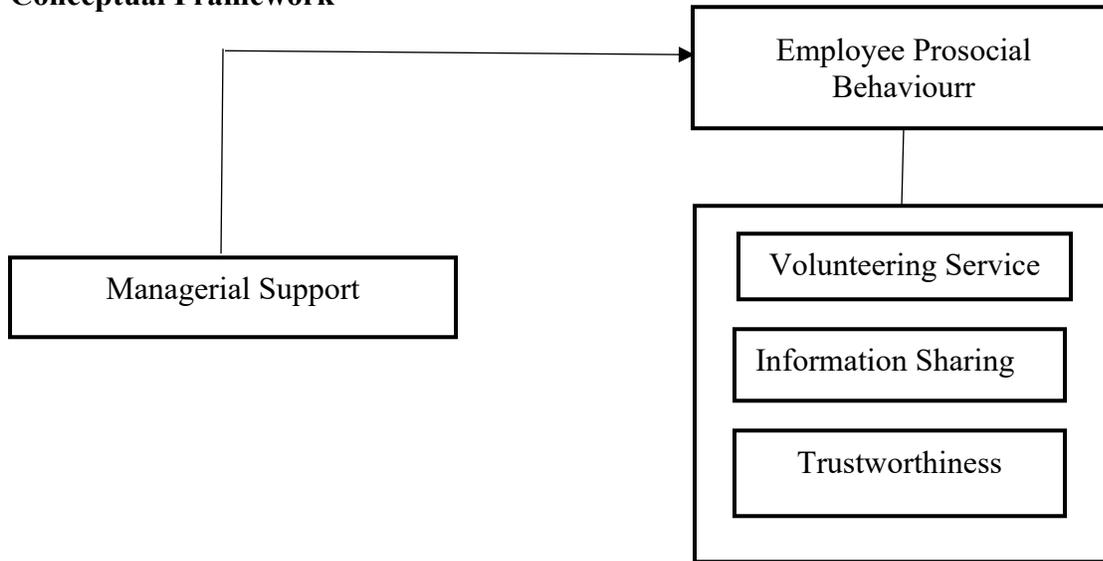
workplace dynamics globally, African workplaces are often characterized by unique cultural norms and values that shape interpersonal relationships and organizational behaviour (Taylor & Carlo, 2021; Hartley & Watson, 2018; Estlund, 2003). Obiora and Jaja (2015a) observed that the collectivist cultures prevalent in many African countries may foster cooperation and community support to the employee. Globally, business landscape in the modern society seem to be proving to be more challenging and tasking. This has resulted in deliberate moves by organizations to make survival a priority by shifting focus from mere profit generation to searching for alternatives and more advanced ways of doing business in a competitive business environment. These significant role of human factor as an essential resource for organizational growth and development has become necessary with much emphasis on the behaviour of employees in the workplace.

Hartley and Watson (2018) observed that employee prosocial behaviour refers to voluntary action intended to benefit others. It is characterized by acts of kindness, compassion, and helping behaviours which many consider to be one of the finest qualities of human nature (Eggum, *et al.*, 2012; Eisenberg, *et al.*, 2006). It plays a crucial role in fostering productive work environments amidst the diverse cultural, social and economic contexts. Similarly, a host of scholars contended that rapid urbanization, economic disparity, and varying levels of organizational design and development can impact employee prosocial behaviour (Appiah, 2021; Eisenberg *et al.*, 2014; Adorno, 2001). In Nigeria where resources are scarce, employee prosocial behaviour can emerge as a strategy for building social capital, improving employee welfare, and ultimately contributing to improved organizational health (Kumara & Tiwari, 2023; Veltman, 2016; Kanacri, *et al.*, 2014). While it is classical to assign roles to employees formally as a means of attaining goals, the imperative of informal work engagement for improved performance is underscored. The negative found among employees in the workplace could be attributed their feeling of inadequate welfare package and other incentives, these obviously has being noted to advancely influence employees performance in the work environment.

It is noteworthy to say that managerial support can inspire employees for engaging in extra role behaviour. Several studies has been conducted on prosocial behaviour, the construct of managerial support and employee prosocial behaviour with emphasis of the employee at the Top 10 event centers has rarely been researched indicating existing of construct. This work intends to add to knowledge by studying the association between managerial support and employee prosocial behaviour in the Top 10 event centers in Port Harcourt, Rivers State. Specifically, the objectives were to:

1. examine the relationship between managerial support and volunteering service in the Top 10 Event Centers in Rivers State.
2. examine the relationship between managerial support and information sharing in the Top 10 Event Centers in Rivers State.
3. examine the relationship between managerial support and trustworthiness in the Top 10 Event Centers in Rivers State.

**Conceptual Framework**



**Figure 1:** Conceptual framework showing Managerial support, and employee prosocial behaviour

**Source:** Desk Research (The predictor variable was adapted from the works of Ashcroft, 2022); Gonzalez, 2021; Januszkiewicz, 2022. The measures were adopted from the works of Taylor & Carlo, 2021; Eisenberg *et al.* 2011)

**Research Questions**

The following research questions were posed for the study:

1. What is the relationship between managerial support and volunteering service in Top 10 Event Centers in Rivers State?
2. What is the relationship between managerial support and information sharing in Top 10 Event Centers in Rivers State?
3. What is the relationship between managerial support and trustworthiness in Top 10 Event Centers in Rivers State?

**Research Hypotheses**

The hypothesized statements for this research are obtained from the operational relationship existing between managerial support and measures of employee prosocial behaviour. They are stated below:

**H01:** There is no significant relationship between managerial support and volunteering service in Top 10 Event Centers in Rivers State.

**H02:** There is no significant relationship between managerial support and information sharing in Top 10 Event Centers in Rivers State.

**H<sub>03</sub>:** There is no significant relationship between managerial support and trustworthiness in Top 10 Event Centers in Rivers State.

## LITERATURE REVIEW

### Theoretical Review

#### Social Exchange Theory

In reviewing literature, it is noteworthy to look at theoretical foundation relevant to the study. This study is premised on social exchange theory by Blau (1964). The social exchange theory (SET) was first proposed in the late 1950s and has grown into a major body of academic research regarding social behaviour. The theory has been used to expatiate on sociological viewpoints about the dynamics of social connections within social networks (Blau, 2017). The scholarly contributions of Organ *et al* (2006) are typically responsible for the conception of the theory as well as its subsequent development. The researchers showed a strong interest in investigating the study of a small group psychology with the goal of gaining an understanding of the dynamics of interpersonal connections within communities as well as dynamic relationships (Emerson, 1976). Homans (1961) also employed a reductionistic approach to illuminate the interconnections between individuals through reinforcement process (Drucker, 1992). These processes enhance the activities of social factors through rewards and correct them through punishments. Homans (1961) further used this method to explain the interconnections between people.

### Conceptual Review

#### Concept of Managerial Support

Managerial support for employee plays an important role in organizational effectiveness to Motivate. Employees (Drucker, 1992) How sensitive managers are to employees family needs and accommodating to them. Employee see the managers who evaluate their performance and report to a higher level management as representative of the organization. As a result employee perceive the support from their managers as organizational support. Managerial support, captures the extent to which individual managers are sensitive to and accommodating of employees' family needs. Other researchers have also included managerial support as a component of a supportive culture. Gonzalez (2021), for example, described a supportive supervisor as someone who feels that handling family issues is a legitimate part of their role, is knowledgeable about company policies, is flexible when work-family problems arise, and handles work-family problems fairly and without favoritism. Bataineh (2019) also argued that supervisory support for family needs is critical in establishing a family-friendly work culture. On the other hand, Andreassi and Thompson (2005) found that perceptions of family-supportive work environments mediated the relationship between supervisor support and work-family conflict, suggesting that supervisor support may be a precursor to a supportive work-family culture rather than an aspect of culture itself.

#### Concept of Employee Prosocial Behaviour

Brief and Motowildo (1986), gave a striking, practically understandable definition by suggesting the following: employee prosocial behaviour is behaviour which is performed by a member of an organization, directed towards an individual, group, or organization with whom he or she interacts while carrying out his or her organizational role, and performed with the (intention of promoting the welfare of the individual, group, organization towards which it is directed. There is also the

employee prosocial behaviour that is viewed as role encapsulated while others are prosocial (Brief & Motowidlo, 1986). Role encapsulated prosocial behaviour behaviour exhibited by employees in the workplace that are organizationally specified. That is, it is a well-defined job description that takes the form of prosocial actions or behaviours. For instance, jobs in the helping professional such as psychotherapy and counseling, specified roles flowing from the activities of a retail salesclerk who has been directed to observe courtesy and helping attitude towards customers are all role encapsulated.

### **Measures of Employee Prosocial Behaviour**

#### **Volunteering Services**

This simply entails taking actions/steps when necessary, with a view to correcting non-standard situations to secure the workplace from unforeseen occurrence. Penner (2002) posits that volunteering is a form of helping individuals, coworkers or the organization which is not compulsory. It is a practice that ensues in a formal organizational setting. In a supportive effort, Pawirosumarto, *et al.* (2017) argued that volunteering is the ability of employees of any organization to demonstrate the capacity of enduring challenges and inconveniences at work, and to portray positive behaviour to ensure that there is effective growth in relationship between colleagues has become very essential for corporate survival. Volunteering is seen as the ability for an individual to portray fair and generous behaviour while relating with others at the workplace, Adorno (2021) described the term volunteering as a temperament exhibited by individuals towards tolerating the inescapable troubles and pressures of work without grumbling or whining. It is the ability of an individual in spite challenges faced to demonstrate the comprehension of fair play and exhibit ethical altitude integrity and goodwill to others around him. In the same vein, Jaja and Gabriel (2014) volunteering could be attributed as the ability of employees to desist from reporting grievances experienced within the organization. Volunteering behaviour when exhibited by employees in any organization is geared towards initiating and maintaining lasting friendly work environment and nurturing harmony which influences positive organizational effectiveness (Khanduri, 2014; Katz, 1964). Volunteering is one terminal point considered to be planned and official form of rendering help to people. Research conducted (Penner, 2002) on antecedent of volunteering activities basically focused on two approach which are motivation and the disposition approaches. Volunteering as a measure of employee prosocial behaviour is expressed differently and also has unique connotations in different countries and culture (Diamantidis & Chatzoglou, 2019; Eigen, 2017).

#### **Information Sharing**

The term information sharing is derived from two words information which refers to as a processed data that can be transmitted. In other words, what is conveyed that is arranged by a sequence of facts. Sharma (2023) observed that information is the output that results from analyzing, contextualizing, structuring, interpreting or in other ways processing data. Information infuses meaning and value into the data. It facilitates understanding, communication and learning, and is a key factor in system designs and strategic planning, as well as in problem-solving and decision-making. Information brings context to the data, turning what would otherwise be meaningless content into something comprehensible and usable.

#### **Trustworthiness**

Trustworthiness is often viewed as a cornerstone of prosocial behaviour, which includes actions intended to help others and promote social harmony. Understanding this relationship can provide

insights into social dynamics and individual motivations. Reig-Aleixandre (2023) notes that, trustworthiness refers to the belief that an individual will act in a reliable and ethical manner. It encompasses honesty, integrity, and the expectation of positive intentions. The examination of trustworthiness as a measure of prosocial behaviour involves examining how individuals' perceptions of trust influence their willingness to engage in actions that benefit others. Low trustworthiness in organizations can lead to a range of negative consequences that impact social cohesion, economic stability, and overall well-being. Specifically, it can result in erosion of social cohesion, reduced cooperation, economic implications, impact on institutions, mental health consequences, and long-term development issues (Nezekolizibe & Oboro, 2023; Keim & Lamont, 2022).

### **Empirical Review**

Milliman, *et al* (1999) investigated the association between managerial support and employee prosocial behaviour among Admin staff in private Hospitals, South-South Nigeria. The study adopted a correlational survey Research design. Data was taken from 202 respondent using a questionnaire, the result showed a moderate level of using workplace family culture with personnel agreeing employee motivational activities improves employee performance and fosters goal achievement. The level of employee performance was rated high, with high scores of Administrative duties and working with coworkers. Workplace family practices like bringing to the workplace those obtainable family 151eneraliz, assigning duties, not discriminating, allowing staff decision making, while work force promotion and excursive were least used all these factors were moderately implemented. A positive correlation was found between Workplace family culture and employee Prosocial Behaviour ( $r=0.086$ ,  $p<.05$ ). The study concludes that there is a correlation between Workplace family culture and employee Prosocial Behaviour of the private Hospital Admin staffs. Thus the study recommends that private Hospitals Motivate their Admin staffs with necessary tangible incentives including regular training, organizational policy and strategies and decision making by staff.

Barry, *et al* (2019) analyzed the relationship between workplace family culture and pro-social behaviour among colleagues. A descriptive survey Research design was adopted through the questionnaire. Staff of collage of health science and technology llesa. Constituted this population the sample size was 148 using Yamene sample formula. Primary data uses for the study were gathered through structured questionnaire. Data gathered were analysed using Pearson moment correlation and analysis of variance (ANOVA). The result shows that there's positive and significant relationship between Workplace family culture and pro-social behaviour. Thus the study concluded that workplace family culture is positively related to prosocial behaviour with special reference to college works in Osun.

### **METHODOLOGY**

The research design for the proposed study will be the explanatory cross sectional survey design. The population of the study consisted of full-time employees in ten (10) Top 10 Event Service Centres in Port Harcourt, Rivers State, that is, those that have been in operation for the last twelve years. We therefore relied on Krejcie and Morgan (1978) Sample Size Determination Table which gave a sample size of 214 as a corresponding value to the 480 population of the study. The study will adopt the primary and the secondary data. Primary data was collected using a close ended questionnaire.

The Spearman Rank Order Correlation Coefficients was used for the inferential statistics for examining the bivariate relationship and testing testing the hypotheses at the 0.05 error margin (95% confidence interval or level of significance). The Statistical Package for the Social Sciences (SPSS) wa utilized in aiding the analytical processes in the study.

. The reliability index for the study construct is shown in table 3.3.

**Table1: Cronbach's Alpha for Constructs**

S/N	Construct	Dimensions/measure	No. of items	Cronbach's Alpha
1	Managerial Support		4	0.817
2	Employee prosocial behavior	Voluntary Service	4	0.840
3		Information Sharing	4	0.843
4		Trustworthiness	4	0.744

Source: SPSS Output, 2025

From the results of the test of reliability, it can be seen that the Cronbach's Alpha reliability values for each of the constructs was greater than 0.7. Therefore, the instrument was considered reliable.

### DATA ANALYSIS AND DISCUSSION OF FINDINGS

**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 rho interpretations provided by Bryman and Bell (2003).

**Table 2: Description on Range of correlation Pearson values and the corresponding level of association**

Range of Pearson 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*

**Table 3: Correlations for Managerial Support and Employee Prosocial Behaviour**

		Managerial support	Voluntary service	Information sharing	Trustworthiness
Managerial support	Pearson Correlation	1	.836**	.776**	.736**
	Sig. (2-tailed)		.000	.000	.000
	N	203	203	203	203
Voluntary services	Pearson Correlation	.836**	1	.889**	.837**
	Sig. (2-tailed)	.000		.000	.002
	N	203	203	203	203
Information sharing	Pearson Correlation	.776**	.889**	1	.853*
	Sig. (2-tailed)	.000	.000		.031
	N	203	203	203	203
Trustworthiness	Pearson Correlation	.736**	.837**	.853*	1
	Sig. (2-tailed)	.000	.002	.031	
	N	203	203	203	203

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

**Source: SPSS Output, 2025**

The table 3 shows a positive and significant relationship between managerial support and voluntary services in Top 10 Event service centers in Port Harcourt, Rivers State with a Pearson correlation coefficient of 0.836. This indicates that there is a very high correlation between both variables. This shows a very strong relationship between managerial support and voluntary services in Top 10 Event service centers in Port Harcourt, Rivers State. The first hypothesis states thus:

**H<sub>01</sub>:** There is no significant relationship between managerial support and voluntary services in Top 10 Event service centers in Port Harcourt, Rivers State.

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, the null hypothesis was rejected.

The table 3 also shows a positive and significant relationship between managerial support and information sharing in Top 10 Event service centers in Port Harcourt, Rivers State with a correlation coefficient of 0.776. This indicates that there is a high correlation between both variables. This shows a strong relationship between managerial support and information sharing in Top 10 Event service centers in Port Harcourt, Rivers State. The second hypothesis states thus:

**H<sub>02</sub>:** There is no significant relationship between managerial support and information sharing in Top 10 Event service centers in Port Harcourt, 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, the null hypothesis is rejected.

Finally, table 3 shows a positive and significant relationship between managerial support and trustworthiness in Top 10 Event service centers in port Harcourt rivers state. with a Pearson value of 0.736. This indicates that there is a high strength in correlation between both variables. This shows a strong relationship between managerial support and trustworthiness in Top 10 Event service centers in port Harcourt rivers state. The third hypothesis states thus:

**H<sub>03</sub>:** There is no significant relationship between managerial support and trustworthiness in Top 10 Event service centers in Port Harcour, Rivers State.

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, the null hypothesis was rejected.

These study's findings align with the study of pinsker (2022) who posits that the level of managerial support as a dimension of workplace family culture, truly it inspires employee at the work place to engage in prosocial behaviour which also benefit the coworker. Researchers have adopted the theoretical postulation of Baridam and Nwibere (2008). It is noteworthy to say that management can foster a positive work environment which allows employees needs for an experienced inner life, and their experience of family life at the workplace.

### CONCLUSION AND RECOMMENDATIONS

The basis of the findings of this study concludes that Managerial support has strong relationship with voluntary services, in Top 10 event service centers Port Harcourt this means that event service centers in port harcourt where managers take time to listen, show concern, and engage with staff matters beyond work task, makes employees reciprocate with teamwork thereby strengthening prosocial behaviour Also it is affirmed that Managerial support has a positive strong relationship with information sharing Which entails that the presence of supportive leadership sets a tone for workplace interactions encouraging collaboration and mutual aid amongst employee in the Top 10 Event centers in port harcourt it is affirmed that Managerial support has a positive strong relationship with employee prosocial behaviour. Which entails that managerial approach appears effective in-service centers that require interpersonal engagement and teamwork in Top 10 event service centers from the findings, the following recommendations were proffered:

1. Management team should foster a culture of attentiveness and open communication, ensuring that employees feel acknowledged and supported in both personal and professional, matters to promote corporative and caring workplace behaviour.
2. Management of event service centers are encouraged to review workloads distributions and operational timeliness.
3. Event centers should maintain energy and mental space for teamwork and voluntary contributions to shared task.

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