



## EMPLOYEE CONSCIENTIOUS BEHAVIOUR AND TEAM VITALITY OF LIFE INSURANCE COMPANIES IN YENAGOA, BAYELSA STATE, NIGERIA

BY

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### Abstract

*This research work empirically examined the correlation between employee conscientious behaviour and team vitality of Life Insurance Firms in Yenagoa, Bayelsa State. The research utilized a cross sectional survey method with a population of five (5) Life Insurance firms selected purposively in Yenagoa Metropolis. A sample size of sixty-three (63) respondents was derived using Taro Yamane Formula. The stated hypotheses were tested using p-value approach and was investigated using Spearman's Rank Order Correlation Coefficient with the aid of SPSS version 22. We found that Self-Control which is a dimension of Employee Conscientious Behaviour significantly relates with Team Vitality. The study concludes that self-control positively and significantly correlates with team vitality of life insurance firms in Yenagoa, Bayelsa State and this research recommends that employees should look outside the walls of their workplace to locate fresh resources for learning and support.*

**Keywords:** Employee Conscientious Behaviour, Team Vitality, Life Insurance Firms

### Introduction

Conscientiousness is a group of concepts that show how different people react when urged to act naturally restrained, socially adept, devoted, systematic, and follows the law (Roberts, Jackson, Fayard, Edmonds & Meints, 2009). It seems without question that diligent employee behavior is essential to the health of the team. It makes predictions about mortality as well as health. (Bogg & Roberts, 2004); physical health (Hampson, Goldberg, Vogt & Dubanoski, 2007; Moffitt et al., 2011) just as life span (Kern & Friedman, 2008), everyone at a size-like aspect broadly accredited as essential vitality factors, like monetary education and status (Roberts, Kuncel, Shiner, Caspi & Goldberg, 2007).

Employee conscientious behaviour assumes a job in a large portion of the main spheres of life and optimistic maturing. It forecasts advanced achievement both in secondary and college without having any intellectual capacity (Nofle & Robins, 2007). In addition to leadership (Judege, Bono, Iles & Gerhardt, 2002), income (Moffitt et al., 2011), and occupational achievement (Roberts et al., 2007), it is one of the most reliable indicators of work results. It is also

associated with strong marriages (Roberts & Bogg, 2004) and a lower likelihood of divorce (Roberts et al., 2007). Conscientiousness is an autonomous indicator of real misery well beyond other identity characteristics, for example, neuroticism (Kendler & Myers, 2010). It seems that if one is interested in living or increasing the likelihood of living a long, healthy, productive, and happy life, one should be concerned about reliability.

Team vitality in addition is an asset for any organization (Zwetsloot, Van Scheppingen, Dijkman, Heinrich & Den Besten, 2010). Today, it is well acknowledged that employee well-being has a positive impact on productivity, which in turn improves business image (Zwetsloot & Van Scheppingen, 2007). Augmenting vitality in firms might aid both wellbeing and business interests, which conceivably empower a maintainable spotlight on wellbeing amongst vast sets of people. This analogy is true for vitality at work. As opposed to health, which is described as "a full state of physical, mental, and social well-being," (World Health Organization, 2006) As can be seen from a widely accepted definition, vitality simply mirrors a state. However, vitality at work notably mirrors a dynamic construct. High levels of

energy and mental flexibility while working, including the ability to put forth an effort and persevere in the face of difficulties (Schaufeli & Bakker, 2003). In general, it is believed that vitality and health at work are interrelated ideas that are, at least in part, impacted by ideas similar to our own and factors that are, at least in part, similar to our own.

Spreitzer and Porath (2012) assert that a select few employees thrive in spite of the unusual circumstances. They typically mix learning and necessity into their work, and they motivate those around them. Such people will be sought out by an excellent purchasing manager. However, the majority of workers are impacted by their condition. Indeed, even those inclined to thrive can crease under strain. Fortunately, without courageous measures or major budgetary speculations – leaders and managers can kick off a culture that urges workers to flourish. That is, administrators can conquer organizational inactivity to advance flourishing and the efficiency that tails it – by and large with a moderately unassuming movement in consideration. In a perfect world, an organization could be honoured with a staff loaded with individuals who normally flourish. Be that as it may, there's a great deal one can do to discharge and support eagerness. Our exploration has revealed four components that make the conditions for flourishing workers: giving decision-making carefulness, sharing data, limiting incivility, and offering performance input. The components cover to some degree. For instance, in the event that one let individuals settle on choices though give them fragmented data, or abandon them presented to antagonistic responses, they'll endure instead of flourish. One component without anyone else's input will get you mostly, however, every one of the four are important to make a culture of flourishing.

According to Smithikrai (2007), employee conscientious behaviour and job success are positively correlated because conscientious people tend to work diligently toward their objectives. These workers are obligated to feel that their labor has a specific purpose, and as a result, they have a stronger psychological commitment to their profession. (Li, Lin & Chen, 2007). They control their work behaviour successfully (Wallace & Chen, 2006). According to Judge and Ilies (2002), people's motivation to get along and be productive, as well as their success at work, are all influenced by their conscientiousness. People who score well on

conscientiousness are able to work or produce in ways that are mutually beneficial and can do more work more quickly.

We plan to research the association between employee conscientious behaviour and team vitality of life insurance enterprises in Bayelsa State in light of the paucity of literature on this topic.

## Problem Statement

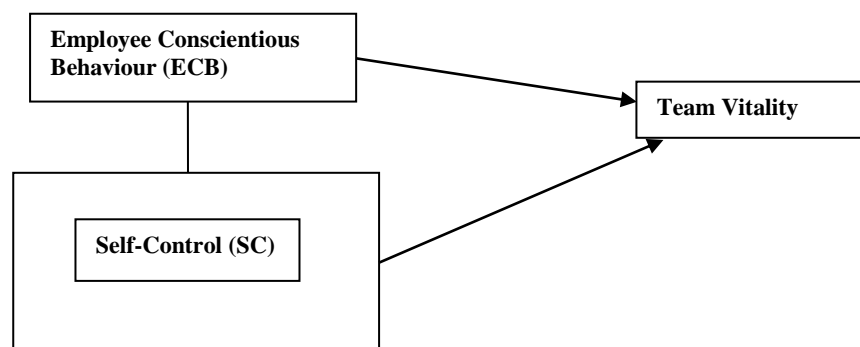
According to Porath (2016), emphasizing an employee's skills helps foster a sense of accomplishment and drive. Based on a Gallup Study, only 31% of workers with managers who focused on their defects were totally involved in their work, as opposed to 67% of those whose managers did so. According to IBM's Work Trends study, which included more than 19,000 employees from 26 countries and across many different companies, employees who receive recognition have commitment levels that are nearly three times higher than those who do not.

Porath (2016), further states that organizations fail because they ignore to consider which of their team members' positive contributions one currently take for granted. Organizations/employers need to make a list furthermore, begin getting out colleagues for their qualities once they see them in real life then endeavour to get individuals at it at the time. The more explicit you are, the better.

The potential influence of the company will increase as more people pay attention to what is important to them. Only a select few are inclined to privately congratulate others, while the majority prefer to bask in the glory of a group. Start scheduling one-on-one sessions if you don't tend to criticize much in general. Explain to everyone what they should start, stop, and continue doing. For each of these prompts, see if you can provide a list of a few specific actions. In a meeting, you might ask one employee to start speaking up and expressing their ideas. If they don't, you could ask them to stop being a basic if the production process is going poorly. They deserve your praise for their innovative plan ideas and efforts in employee training. Make sure the employee understands how much the company values their efforts and how much they are desired to continue in this manner.

The objective of this study is to understand the connection between teamwork and employee conscientious behaviour in life insurance companies operating in Yenagoa, Bayelsa State.

## Conceptual Framework



**Source: Researcher's Conceptualization; Dimension of Employee Conscientious Behaviour (Self-Control) from Roberts, Lejuez, Krueger, Richards, and Hill (2012), while Indicators of Team Vitality is gotten from Ryan and Frederick (1997).**

**Figure 1:** Conceptual Framework of the correlation between Employee Conscientious Behaviour and Team Vitality of Life Insurance Firms in Yenagoa, Bayelsa State.

#### **Goals and Objectives for the study**

This study's objective is to assess the connection between team vitality and employee conscientious behavior at life insurance companies in Yenagoa, Bayelsa State. Specifically, the following objective is hereby stated:

- ❖ To investigate how self-control affects the vitality of teams in life insurance companies in Yenagoa, Bayelsa State.

## **Literature Review**

### **Theoretical Foundation**

#### **Self-Determination Theory (SDT)**

This study was built on the Self-Determination Theory (SDT), a motivational theory on human motivation and personality potential that is increasingly used in the field of health (Teixeira, Carraca, Markland, Silva & Ryan, 2012; Vertuyf, Patrick, Vansteenkiste, Teixeira, 2012; Williams, Patrick, Niemiec, Ryan, Deci & Lavigne, 2011; Hagger, Lonsdale, Hein, 2012). More precisely, the Organismic Integration Theory (Deci & Ryan, 2000), a sub-theory of the SDT, was applied in this investigation. People's motivations for engaging in behaviours that promote their health might vary greatly, according to the Organismic Integration Theory. According to this theory, an intrinsic motivation is a model of self-sufficient direction, whereas a motivation depicts a circumstance in which people are not motivated to show a particular behaviour. Four distinct types of inspiration ("administrative styles") are identified between these two boundaries. The four administrative styles of external, introjected, differentiated, and coordinated direction can be categorized along a continuum. According to Pelletier, Fortier, Vallerand, and Briere (2001), the primary regulatory style, external regulation, defines motivation that happens when action is managed by external methods, such as rewards and penalties, and is driven by a desire or force to conform (Calvo, Cervello, Jimenez, Iglesias & Murcia, 2010). In order to prevent shame, humiliation, and self-doubt, and/or performing the behaviour because one "must" or "has to," is known as imposing the behaviour but not recognizing it as one's own (Ntoumanis, 2005). Both internal and external regulations are portrayed as regulated modes of motivation. In contrast, self-sufficient kinds of motivation include recognized regulation and integrated regulation. The phrase "identified regulation" refers to the acceptance of the behaviour's judgment as personally significant; the activity is valued and actively selected. Behaviour that is congruent with widely embraced qualities, aims, and desires that are already inherently a part of oneself is referred to as integrated regulation (Ryan & Deci, 2000).

### **Concept of Employee Conscientious Behaviour**

Conscientious persons are motivated to engage in additional effort (Podsakoff, MacKenzie, Paine & Bacharach, 2000), demonstrate higher levels of objective coordinated conduct, and work inspiration (Judge & Lilies, 2002). They will also generally perform well in positions with little structure (e.g., Barrick & Mount, 1993). Because of their assignment focus, accomplishment introduction, and propensity to impose more structure on their workplaces, people higher in good faith can be counted on to lock in performance management teamwork behaviours like setting team goals, coordinating tasks with other team members, and tracking progress toward the accomplishment of team objectives. People with higher moral standards tend to be "responsible, conscientious, persevering, orderly, cautious, planful, hardworking, and achievement-oriented" (Mount & Barrick, 1995).

Employee conscientious behaviour stresses goal achievement even when it is task-based. An employee understands the significance of accomplishing a goal and puts forth ferocious patient, and unrelenting hard work (Burch & Anderson, 2004) to get fulfillment in carrying out her duty competently. Low conscientiousness on the other hand advocates that the employee makes an effort to fulfill just urgent requests, does not consider future outcomes, lacking an intellect of objectives, incorrectly observe rules or measures, and ineffectively completes tasks (Wallace & Vodanovich, 2003).

### **Self-Control**

Regarding discretion, which has been defined as "the limit with respect to modifying one's own reactions, particularly to carry them into line with benchmarks, such as standards, qualities, ethics, and social desires, and to help the search for long-term objectives," one of the more obvious associations is present (Baumeister, Vohs, & Tice, 2007). Since factors arranged in oneself and character writing usually fail to portray the undertones of identity qualities, poise is frequently regarded independently of the Big Five and uprightness. All things considered, the definition and the combination of factors used to assess self-control are surprisingly similar to the one used to describe uprightness (Tangney, Baumeister & Boone, 2004).

As was already said, using a comparative definition of the attribute, identity therapists frequently describe self-control as a crucial component of dependability. In addition, the aforementioned definition of self-control contains a significant amount of content that is not directly related to the self-control characteristic of conscientiousness but yet unquestionably encompasses the other features. For instance, the customariness element of conscientiousness is becoming increasingly linked with the focus on characteristics, ethics, and social standards. When analyzing surveys that measure self-control, the relationship to other factors becomes much more obvious. For illustration, one clear point (Tangney et al., 2004) comprises a few characteristics regarded as "exemplary" markers of dependability, for example "I am slow, trustworthy and consistently timely". As a matter of fact, it may be essential that these be regularly employed to

assess qualities of good faith, such as initiative, duty, and reliability. Self-control has to be regarded as existing in the realm of conscientiousness in this way, as it is typically imagined and estimated.

## Concept of Team Vitality

Employees rarely develop independently. In fact, some psychologists have made a strong case that social interaction is the only thing that may help employees advance professionally. Employees, however, attempt not to feel the need to learn alongside others in official training or improvement programs because they can design their own chances in acquiring knowledge, skills, and abilities that will propel them forward. If employees make creating amazing relationships a priority, they will have more control over their learning at work (Dutton & Heaphy, 2016). Connections with other people that foster a sense of mutual regard, similarity, and necessity are of high quality. No matter how briefly you are connected, positive respect is the sentiment that someone believes the best in you. Mutuality implies that we experience another person's attentiveness and receptivity. Finally, vitality describes the increased feeling of energy we have when we are really connected to another person. It is as if we are coming to life at that moment.

According to Vermoolen (2019), vital organizations are healthy at present as well as have the built-in ability to remain solid over the long haul. Much the same as sound individuals they perform better, are progressively impervious to issues, and get well quickly when an issue happens. The imperativeness must be shown to encourage associations to survey their vitality rate and enhance this, guaranteeing they stay sound after some time. The model incorporates knowledge components of exercises, authority, organizational structures, development stages, and development issues. It separates itself from different models, not in view of the learning components it comprises of, these are for the most part surely understood, nevertheless the relations between these components.

## Review of Empirical Studies

Since groups are now used and perceived in more associations, management scientists have investigated for key individual and team-level characteristics affect team effectiveness as well as conditions under which group structures contribute to organizational performance (Ilgen, Hollenbeck, Johnson & Jundt, 2005). Teams are also increasingly understood to be multi-dimensional phenomena (Klein & Kozlowski, 2000). A multilayered perspective of teams acknowledges, that team members may have a "bottom-up" influence on team-level operations (Barrick, Stewart, Neubert & Mount, 1998). On the other hand, organizational and situational factors may have a "top-down" impact on team-level and individual-level processes and behaviour. Examples of these influences include reward structures and leadership atmosphere (Chen & Bliese, 2002).

Numerous studies have demonstrated that, especially when undertaking relationship is high, groups with abnormally high

levels of aggregate sufficiency outperform groups with low levels of aggregate viability (Gully et al., 2002; Stajkovic et al., 2009). Between high and poor efficiency groups, there are a number of differences. Collective efficacy, in the words of Bandura (1997), "influences the type of future (individuals) look to accomplish, how they manage their resources, the plans and methodologies they build, how much effort they put into their group effort, their resilience when aggregate endeavours fail to create rapid outcomes or experience persuasive restriction, and their powerlessness to discouragement." So, traditional motivational factors like direction, effort, and persistence are linked to collective efficacy.

We drew on prior research in self-determination theory to address psychological issues that may be connected to variances in vitality (Deci & Ryan, 1985, 1991). According to this hypothesis, humans have an innate tendency to increase their capacity through voluntary action as well as intrinsic motivation. It has been demonstrated that vitality is linked to self-actualization, self-determination, mental health, and self-esteem in a variety of samples, lending validity to this broad statement. Sheldon et al (1996) 's studies looked at the connections between general feelings of vitality and personality dispositions toward positive and negative effect, as well as with the Big Five traits, and they discovered that vitality related independently to both positive and negative effect in predicted directions.

## Methodology

When conducting quasi-experimental research, the researcher has no control over the various plan elements (Baridam, 2001). This correlational study, which uses a quasi-experimental methodology, examines the link between team vitality and employee conscientious behavior. The population for this study consisted of fifteen (15) participants from each of the five (5) selected life insurance firms in Yenagoa, totaling seventy-five (75) top and middle level management staff. Participants in referent positions that supplied the needed data for this study are the target population since they are at the organizational level and are in referent roles. The population estimate for every company is founded on a deliberate estimate of its managerial team, which is derived from each company's administrative departments.

The Taro Yamane sampling formula, which is as follows, was used to determine a sample size of 63 based on an estimated target population of 75 top and medium level employees from the sampled life insurance firms in Yenagoa, Nigeria:

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

Where n = sample size; N = population; e = level of precision  
Therefore, the actual calculation for the sample size of the study is given as follows:

$$n = \frac{75}{1 + 75(0.05)^2}$$

Hence, n = 63

The cross-sectional survey approach was used to acquire the primary data for the study, and a standardized questionnaire



was given to employees who agreed to participate through administrative managers, supervisors, and/or heads of department or unit in the organizations. This study's empirical data was therefore analyzed using Spearman's rank order correlation coefficient. The Spearman's rank order correlation

coefficient was utilized to ascertain the strength of the association between two variables measured on an ordinal scale. This device is used to evaluate the proposed bivariate connections.

## Result and Discussions

### Hypotheses One (1)

**Table 1:** Spearman's correlation of Self-Control (SC) and Team Vitality (TV)

			SC	TV
Spearman's rho	SC	Correlation Coefficient	1.000	.843
		Sig. (2-tailed)	.	.000
		N	63	63
	TV	Correlation Coefficient	.843	1.000
		Sig. (2-tailed)	.000	.
		N	63	63

**Source:** Data output, 2019

The evidence shows a strong correlation between self-control, a quality of diligent employee conscientious behaviour, and team vitality. In light of the outcome, we can deduce:

**Self-Control (SC) and Team Vitality (TV):** The outcomes of the study disclose that there is a strong connection between self-control and team vitality. This is as the rho value = .843 and level of significance where  $P = 0.000$  indicate a substantial level of association between both variables; hence based on the decision rule of  $P < 0.05$  for the tests, the null hypothesis is hereby rejected and the alternate is acknowledged, according to which there is a weighty link amongst self-control and team vitality.

## Discussions

Hypotheses One which shows from the results that a significant link ensued between self-control as a dimension of employee conscientious behaviour and team vitality is corroborated with the study of Muraven, Gagne & Rosman (2008). In their article on supporting self-control: Autonomy Support from 2008, Muraven, Gagne, and Rosman abstracted imperativeness as a dynamic impression of wellbeing and hypothesized that experiencing self-control stress is linked to poorer dimensions of vitality. As a result, these reduced vitality dimensions are linked to worse self-control abilities. This is common with the study that suggests that recharging people's reserves of self-control can help mitigate the effects of depletion (Tice et al., 2007). The regenerate element, operating over subjective vitality, may be the tool that explains why trying to exercise self-control leads to less discretion in this way.

Employees who attempted self-control under controlling pressure performed worse than those who attempted self-control without pressure and those who did not attempt self-control at all during a subsequent restraint test. Evidently, trying to exercise self-control in a controlling environment is

more demanding. There was no correlation between the poor self-control performance and temperament, excitement, assurance, or inspiration. Instead, it seems that having to fight the urge to try to exercise self-control is more difficult.

Additionally, it supports research by Muraven et al. (2002), who showed a coordinated relationship between the use of self-control quality and effort, as well as research by Moller, Deci, and Ryan (2006), who discovered a similar finding for autonomous versus regulated decision-making. Due to the effects of independence on team vitality, autonomous aid may result in better performance on the ensuing self-control test than managed inspiration. A regulated orientation lowers essentialness, interest, enjoyment, and other positive feelings, according to studies (Nix et al., 1999). Therefore, those who are attempting self-control for controlled purposes may have less vitality than those who are doing so for autonomous purposes. Reduced team vitality may reduce the level of people-accessible self-control quality.

## Conclusion

The results show that the differentiation in self-control performance was mostly influenced by members' feelings of team vitality and fascination when attempting control, rather than tension, inspiration, enjoyment of the exploratory attempts, efforts, or performance on the underlying work. These results support a body of studies showing a relationship between self-control and team/employee vitality. The results demonstrate that self-control used for controlled reason results to less successful performance on the discretion test that follows than self-control used for independent reasons.

## Recommendations

The study recommends as follows;

- i. Managers should form a working group with individuals from different departments to view educational seminars or enroll in online courses over lunch or after work. Encourage each other to learn by offering assistance and helpful provocation. For instance, watch a series of TED presentations that inspire and instruct on effective strategies for stress reduction to develop your capacity for managing pressure.
- ii. We suggest a self-guided training program for a team or workgroup and assign responsibility for organizing and directing the course's many components. It will be successful because of staff participation in its design and execution; not only will the course be repeated in a year, but it will also create new opportunities for staff-led learning.
- iii. Managers should actively work to improve the caliber of connections inside any group or task force that their employees are currently a part of. Inspire group members to ask for and give assistance to one another.
- iv. In order to learn and grasp how work is done with "fresh eyes," employees should engage in a shared experience with high-quality connections. Try to put yourself in your clients' shoes, for instance. In order to revamp its crucial service delivery system, Theda Care, a five-hospital system in Appleton, Wisconsin, did precisely this by having a team of employees check themselves into the hospital as patients. These suggested modifications have significantly increased safety, effectiveness, and efficiency.

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