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EMPLOYEE EXPECTATION AND ALTRUISM OF HEALTHCARE PROFESSIONALS: EVIDENCE FROM UNIVERSITY OF ILORIN TEACHING HOSPITAL

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ABSTRACT

This paper examined the role of employee expectation in driving altruism of healthcare professionals in University of Ilorin teaching hospital. Specifically, it examined: the effect of autonomy in practice, work-life balance and recognition and appreciation on healthcare professional altruism. Survey research design was adopted with a population of 1526 total number of healthcare professionals in the University of Ilorin Teaching Hospital. 308 sample size were administered structured questionnaire. Data collected was analyzed using PLS-SEM. Findings revealed that autonomy in practice has the strongest effect on Healthcare professional Altruism ($\beta = 0.389$, $t = 5.319$, $p < 0.000$), followed by Work-life Balance ($\beta = 0.304$, $t = 5.273$, $p < 0.001$), and Recognition and Appreciation ($\beta = 0.226$, $t = 3.407$, $p = 0.001$). It concluded that employee expectation is significantly vital for Healthcare professional Altruism in University of Ilorin teaching hospital. It recommended that the administration of the University of Ilorin Teaching Hospital should concentrate on putting policies in place such as supporting regulations and flexible scheduling that encourage special recognition and appreciation programs catered to each employee's unique contributions in order to increase the generosity of the medical personnel there

Keywords: Autonomy in Practice, Employee Expectation, Healthcare Professional Altruism, Recognition and Appreciation, Work-life Balance.

INTRODUCTION

While healthcare is inherently a service-driven profession, the motivation behind healthcare professionals' commitment extends beyond their skills and knowledge; it often reflects deeper personal and organizational dynamics. At the University of Ilorin Teaching Hospital in Ilorin, Kwara State, understanding the role of employee expectations can offer critical insights into the altruistic behaviors exhibited by healthcare providers. Employee expectations, encompassing aspects such as job satisfaction, professional recognition, and support from leadership, significantly shape their drive to go above and beyond in patient care (Adepoju & Onyenokwe, 2020). This connection between what healthcare professionals anticipate from their roles and

how it influences altruism is especially pertinent in settings like Ilorin, where resource limitations and high patient loads create complex work environments (Adetola et al., 2021).

The link between organizational culture and employee expectations reveals how structured support systems can sustain or even enhance altruistic motivations among healthcare workers. Research suggests that healthcare institutions that foster open communication and recognize individual contributions tend to see a more robust display of altruism, even in challenging situations (Oluwaseun et al., 2021). At the University of Ilorin Teaching Hospital, where institutional expectations may differ from personal aspirations, this dynamic becomes particularly noteworthy as professionals strive to balance high workloads with quality patient care (Adepoju, 2022). Such factors underscore how critical aligning expectations is to fostering a culture where altruistic behavior becomes a norm rather than an exception.

The expectations healthcare workers hold regarding career growth, work-life balance, and institutional backing influence their inclination toward altruistic practices, particularly in high-stress environments like teaching hospitals. A supportive and understanding environment often encourages healthcare providers to invest in patients' welfare selflessly, knowing that their efforts are valued and reciprocated by the institution (Adekoya & Jolaosho, 2020). This is critical in institutions like the University of Ilorin Teaching Hospital, where the interplay between personal and organizational expectations can determine the extent to which employees commit to patient-centered care (Ahmed et al., 2021).

The significance of aligning employee expectations with organizational goals cannot be overstated. When healthcare professionals feel their personal expectations are acknowledged and met, it fosters a sense of purpose that transcends routine job duties, inspiring them to engage in altruistic behaviors consistently (Suleiman & Idris, 2023). This alignment not only improves patient outcomes but also enhances the overall morale within the organization. In teaching hospitals such as Ilorin's, this alignment acts as a bridge between administrative policies and patient care, ultimately establishing a collaborative culture of altruism that benefits both healthcare workers and patients (Okoro et al., 2022).

To analyze challenges facing healthcare professional altruism, specific areas such as autonomy in practice, work-life balance, and recognition and appreciation are increasingly highlighted in research, especially with changing work dynamics in healthcare. Autonomy in practice, while essential for healthcare professionals' job satisfaction, can paradoxically undermine altruism if not well managed. When excessive autonomy leads to individualized decision-making, it may diminish team collaboration and cohesion, crucial for comprehensive patient care. Additionally, heightened autonomy without proper organizational support can impose stress on healthcare workers, which detracts from their altruistic motivations. For instance, in a study by Smith and Turner (2022), high autonomy among healthcare workers was associated with a decline in teamwork, which impeded collaborative patient care, ultimately straining professionals' altruistic intents (Smith & Turner, 2022). Therefore, while autonomy is a desired aspect of healthcare practice, without proper guidelines and support, it may lead to an erosion of altruistic values within the profession (Johnson et al., 2021).

Work-life balance issues also intersect significantly with healthcare altruism, as the demanding nature of healthcare work often leaves professionals with limited time and energy for personal life, which can result in burnout and compassion fatigue. These challenges may erode the intrinsic altruism that drives many healthcare professionals into the field. As highlighted in a 2023 study by Williams and Kahn, healthcare providers who struggled to balance work and personal life reported diminished motivation to go beyond the bare minimum, as personal exhaustion and job-related stress took precedence over their altruistic tendencies (Williams & Kahn, 2023). Similarly, Taylor et al. (2021) found that poor work-life balance directly correlates with a decline in empathy among practitioners, limiting their capacity to provide compassionate care as they prioritize personal well-being to counteract burnout.

The role of recognition and appreciation in sustaining altruism is also complex. Although recognition is necessary for maintaining morale and motivation, a skewed focus on external rewards can unintentionally detract from the altruistic nature of healthcare work, shifting motivation from patient-centered care to recognition-seeking behavior. Miller and Zhou (2022) discuss how healthcare professionals, particularly those in high-stress roles, may develop extrinsic motivations over time, driven by the need for recognition rather than pure altruism (Miller & Zhou, 2022). Furthermore, Patel and Owens (2023) highlight that professionals receiving regular recognition reported an increased tendency to prioritize tasks that would likely result in further recognition, sometimes at the expense of less visible, yet critical, patient care needs (Patel & Owens, 2023). Consequently, while recognition is vital, its potential to distort altruistic motivations should be acknowledged and balanced within healthcare systems.

The objectives of the study include to:

i. determine the effect of Autonomy in Practice on Healthcare professional Altruism;
ii. investigate the influence of Work-life Balance on Healthcare professional Altruism; and
iii. examine the influence of Recognition and Appreciation on Healthcare professional Altruism.

LITERATURE REVIEW

Conceptual Review

Concept of Employee Expectation

Employee expectations encompass a broad spectrum of workplace needs and anticipations, ranging from job security and fair compensation to opportunities for career development and a healthy work-life balance. These expectations are foundational to employee engagement, influencing motivation and overall productivity in organizations. Research underscores the importance of meeting these expectations, as it directly impacts employee retention and satisfaction levels (Serebwa et al., 2017). In contemporary work environments, employers face the challenge of adapting to evolving employee expectations shaped by global trends, such as the increased emphasis on mental well-being and flexible work arrangements, particularly since the COVID-19 pandemic. Organizations that succeed in aligning with employee expectations often foster stronger organizational commitment, which is crucial for organizational stability

and growth (Ukpere, 2023). The alignment of organizational practices with employee expectations also reflects a commitment to employee welfare, which enhances job satisfaction and loyalty (Ogbari et al., 2022).

The fulfillment of employee expectations contributes to organizational resilience. Employees who feel valued and supported are more likely to exhibit higher levels of productivity and creativity, as they perceive a sense of alignment between personal and organizational goals. Failure to address these expectations, however, can lead to issues such as burnout and disengagement, which negatively affect organizational outcomes. Studies suggest that when employees perceive a supportive work environment that recognizes their needs and contributions, they are more likely to engage meaningfully with their roles (Denning & Hunter, 2014). This phenomenon illustrates how organizations can leverage the understanding of employee expectations to build more adaptive and responsive workplace cultures that contribute to long-term success.

Concept of Healthcare Professional Altruism

Healthcare professional altruism is a critical concept in healthcare, denoting the selfless dedication of medical professionals to patient welfare, often at personal cost. Altruism in healthcare is essential for fostering trust between patients and providers, ensuring that care is delivered with genuine empathy and commitment. This attribute is particularly significant in high-stress environments, where healthcare workers face prolonged hours and emotionally taxing situations. Studies reveal that altruism can enhance job satisfaction and reduce burnout, despite the physically and emotionally demanding nature of healthcare work (Baruah et al., 2019). However, in recent years, the strain of the COVID-19 pandemic has highlighted the challenges to altruism in healthcare, as professionals grapple with increased workloads and risks, testing their commitment to this ideal (Ferorelli et al., 2018).

The altruistic behaviors of healthcare professionals extend beyond clinical tasks to encompass holistic patient care, emphasizing compassion and understanding. This dimension of care is seen as vital to patient recovery and satisfaction, as it fosters a sense of safety and emotional support. Altruism among healthcare providers also strengthens the professional community, as it promotes a culture of mutual aid and support. However, it is essential to acknowledge that excessive reliance on altruism without adequate systemic support may lead to compassion fatigue and burnout, highlighting the need for balanced organizational structures that support healthcare professionals' well-being (Chismar et al., 2018). Consequently, fostering altruism in healthcare is not only about individual commitment but also about cultivating a work environment that sustains and values such dedication.

Employee Expectation and Healthcare Professional Altruism

The relationship between employee expectations and altruism among healthcare professionals is a critical area of study, particularly given the unique demands of the healthcare sector. Employee expectations, shaped by organizational culture and individual beliefs, significantly influence altruistic behavior. In environments where employees feel valued and supported, their willingness to engage in altruistic acts such as helping colleagues and prioritizing patient

care—tends to increase. This phenomenon can be linked to intrinsic motivations that align with personal and professional values, reinforcing a culture of collaboration and empathy within healthcare settings. Studies have shown that when employees anticipate a supportive and fulfilling work environment, their commitment to altruistic behavior rises, thus enhancing overall team dynamics and patient outcomes (Abdullah et al., 2021; Tursun et al., 2023).

Conversely, when employee expectations are unmet such as through inadequate support or recognition altruism may decline. Healthcare professionals experiencing disillusionment due to unfulfilled expectations may exhibit reduced motivation to engage in behaviors that benefit others. This decline can adversely affect teamwork, leading to poorer patient care and increased burnout among staff. Research indicates that organizations that actively manage and align employee expectations with their operational realities foster higher levels of trust and cooperation among staff, which in turn nurtures altruistic behavior (Swan et al., 2020; Rashid et al., 2021). Thus, it becomes evident that understanding and managing employee expectations is not only beneficial for individual well-being but is also crucial for maintaining a compassionate and effective healthcare environment.

Autonomy in Practice and Healthcare Professional Altruism

Autonomy in practice is pivotal in shaping healthcare professionals' altruistic behaviors. When healthcare workers experience a high degree of autonomy, they tend to feel more empowered and engaged in their work, which can enhance their willingness to act altruistically. This empowerment fosters a sense of responsibility toward patients, enabling professionals to make decisions that prioritize patient welfare over institutional protocols or personal convenience. Research indicates that healthcare professionals who perceive greater autonomy are more likely to engage in altruistic behaviors, as they feel their contributions can significantly impact patient outcomes (Lee et al., 2022; Meyer et al., 2023).

Moreover, the link between autonomy and altruism extends to job satisfaction and overall well-being. Professionals granted the freedom to make clinical decisions often report higher job satisfaction, which correlates positively with their altruistic actions. When healthcare professionals feel valued and trusted to make decisions, their intrinsic motivation to help others increases, thereby fostering an environment conducive to altruism (Smith et al., 2021; Thompson et al., 2020). Consequently, enhancing autonomy within healthcare settings not only benefits professionals but also reinforces a culture of care that ultimately improves patient experiences and outcomes.

Thus, the study proposes the first hypothesis as follows:

H_1: Autonomy in Practice has a positive influence on Healthcare Professional Altruism.

Work-Life Balance and Healthcare Professional Altruism

Work-life balance plays a crucial role in the altruistic inclinations of healthcare professionals. A healthy work-life balance allows healthcare workers to manage their personal and professional lives effectively, reducing burnout and enhancing their capacity for empathy and care. When professionals can recharge and attend to their personal needs, they are more likely

to engage positively with their patients, reflecting altruistic behaviors in their practice. Studies show that healthcare professionals with a balanced approach to work and life exhibit greater compassion and commitment to patient care (Martin & Jones, 2021; Zhang et al., 2022).

In addition, promoting work-life balance within healthcare settings is linked to improved morale and job satisfaction among staff. This improvement not only contributes to lower turnover rates but also encourages professionals to invest more in their patient interactions. When healthcare professionals feel supported in achieving a work-life balance, they are better equipped to exhibit altruistic behaviors, ultimately benefiting patient care and fostering a culture of compassion within the healthcare system (Adams et al., 2023; Johnson & Kim, 2021).

Thus, we propose the second hypothesis as follows:

H_2: Work-Life Balance has a positive influence on Healthcare Professional Altruism.

Recognition and Appreciation and Healthcare Professional Altruism

Recognition and appreciation are essential components that significantly influence altruism among healthcare professionals. When healthcare workers receive acknowledgment for their efforts, it not only boosts their morale but also reinforces their commitment to altruistic behavior. Positive reinforcement through recognition can cultivate a supportive work environment that values the contributions of each individual, thereby motivating them to prioritize patient needs. Research suggests that healthcare professionals who feel appreciated are more likely to demonstrate empathy and engage in acts of kindness toward patients (Harris et al., 2022; Lewis & Smith, 2023).

Furthermore, the impact of recognition extends beyond immediate job satisfaction to fostering long-term professional growth. When healthcare professionals perceive their work as valued, they develop a stronger sense of purpose, which enhances their intrinsic motivation to act altruistically. This cycle of recognition, motivation, and altruistic behavior not only benefits the healthcare professionals but also leads to improved patient care and satisfaction, creating a positive feedback loop that strengthens the entire healthcare system (Roberts & Campbell, 2021; Smith et al., 2022).

Thus, we propose the third hypothesis as follows:

H_3: Recognition and Appreciation has a positive influence on Healthcare Professional Altruism.

Theoretical Review

Social Identity Theory (SIT)

Social Identity Theory (SIT), developed by Henri Tajfel in the 1970s, posits that self-concept is shaped by group memberships, influencing altruistic behaviors among healthcare professionals (Tajfel, 1979; Turner, 1987). Key assumptions suggest individuals enhance self-esteem through group identification, favoring in-group members (Haslam, 2004; Tajfel & Turner, 2004). Also, in addition to personal characteristics, social identity theory postulates that people's identities

are shaped by the social groupings they are a part of. However, criticisms include its overemphasis on group dynamics, potential oversimplification of relationships, and cultural limitations (Reicher et al., 2010; Gonzalez et al., 2016). Despite this, SIT effectively explains how employee expectations linked to group identity can foster altruism in healthcare settings (Haslam et al., 2014; Kuhl et al., 2023).

Recent studies demonstrate SIT's applicability, indicating that strong group identification among healthcare professionals enhances altruistic behaviors (Haslam et al., 2023; Gonzalez et al., 2021). These findings underscore the theory's relevance in healthcare, suggesting that cultivating group identities can lead to increased altruism, thus benefiting patient care and organizational effectiveness. In summary, Social Identity Theory provides a robust framework for understanding the role of employee expectations in driving altruism among healthcare professionals at the University of Ilorin Teaching Hospital, aligning with broader organizational goals.

Empirical Review

Martinez-Wong et al. (2024) examined the interplay between institutional expectations and individual motivations in their longitudinal study of 289 nurses across three years. Their research, "Bridging Expectations and Altruism: A Longitudinal Analysis of Healthcare Provider Behavior," found that clearly communicated organizational expectations served as a catalyst for sustained altruistic behaviors, particularly when reinforced through supportive leadership ($\beta = 0.54$, $p < 0.01$). These findings were corroborated by Thompson and Liu's (2023) qualitative study of 78 healthcare professionals, which identified expectation alignment as a crucial factor in maintaining long-term altruistic commitments.

Kumar and Chen (2024) conducted a quasi-experimental study involving 175 healthcare workers, demonstrating that structured professional development programs focusing on expectation management led to a 35% increase in documented altruistic actions. Their research, published in the Journal of Healthcare Management, emphasized the importance of clear organizational communication in fostering altruistic behaviors. This finding was supported by Wilson et al. (2023), whose multi-center study across six countries found that healthcare institutions with well-defined expectation frameworks reported significantly higher levels of staff engagement in voluntary patient support activities ($p < 0.001$).

A comprehensive study by Anderson et al. (2023) explores the impact of Organizational Expectations on Healthcare Workers' Altruistic Behaviors. The study employed a mixed-methods approach, surveying 452 healthcare workers across 15 hospitals. Their findings demonstrated that clear organizational expectations regarding patient care standards positively correlated with increased altruistic behaviors ($r = 0.67$, $p < 0.001$). Similarly, Patel and Roberts (2023) conducted an extensive systematic review of 45 studies, revealing that healthcare professionals whose workplace expectations aligned with their personal values demonstrated 42% higher rates of voluntary patient support activities.

METHODOLOGY

A survey research design was employed in this study to gather information from a population of participants and describe the phenomenon. The population of this study consisted of 1526 total number of healthcare professionals. To determine the appropriate sample size, multi stage sampling technique was used to select the employees, purposive sampling was used to select the healthcare professionals, then, availability sampling was used to select the respondents willing to participate in the study and stratified sampling was used which gives room for choosing the participant across all the departments of the hospital. Using Taro Yamane's sample size determination formula, the final sample size was calculated to be 308 participants. The main tool utilized in this study to collect information was a structured questionnaire developed from the conceptual issues.

The pilot study was conducted in Kwara State General hospital, Ilorin to ensure the clarity and understanding of the major concepts of the study. Construct validity was utilized in this investigation to examine the questionnaire's validity and determine whether the report's notion of measuring the role of employee expectation in driving altruism of healthcare professionalism is accurate. A Cronbach Alpha analysis of the questionnaire's internal consistency items was carried out. To evaluate the impact of the independent factors on the dependent variable, structural equation modeling, or SEM, was employed. The partial least square structural equation model facilitates the determination of the relationship between/among variables of interest which permit generating multiple variables for both the endogenous and exogeneous variable.

Model Specification

The variables of the study were all generated from the empirics i.e. adapted from the previous studies. Employee Expectation is the dependent variable in this study report, whereas Healthcare Professional Altruism is the independent variable. Since structural equation modeling (SEM) will be employed in the report, the following model will be used:

EE = f (PF + DML+ CI + FS+ WP+ PTP + PP+ CC+ RE)

Where:
EE= Employee Expectation
PF= Professional Freedom
DML= Decision-Making Latitude
CI= Clinical Independence
FS= Flexible Scheduling
WP= Wellness Prioritization
PTP= Personal Time Protection
PP= Public Praise
CC= Celebratory Culture
RE= Rewarding Excellence

RESULTS AND DISCUSSION

Response Rate

To gather the necessary data for this investigation, a questionnaire was employed. 265 replies in all, or 86.0% of the projected sample size, were recorded; 43 responses are still needed to reach the predicted sample size. Therefore, the data used in this study consists of the legitimate replies.

Table 1: Demographic Characteristics of Respondents

Variable	Category	Frequency	Percentage
Gender	Male	111	42.00%
	Female	154	58.00%
	Total	265	100.00%
Age	Less than 20 years	39	14.70%
	20-29 years	106	39.90%
	30-39 years	57	21.50%
	40-49 years	34	13.00%
	50 years and above	29	10.90%
	Total	265	100.00%
Marital Status	Single	115	43.50%
	Married	125	47.10%
	Divorced	10	3.60%
	Widowed/Widower	15	5.80%
	Total	265	100.00%
Years of Experience	Less than 1 year	67	25.40%
	1-3 years	77	29.00%
	4-6 years	57	21.70%
	7-10 years	48	18.10%
	More than 10 years	16	5.80%
	Total	265	100.00%

Source: Field Survey, 2024

Table 1 presents the demographic data of the respondents. The gender distribution shows that 58% of the respondents are female while 42% are male. This suggests a higher participation of women in the bakery and confectionery sector in Ilorin Metropolis. This implies that the higher percentage of female healthcare workers participated in the study. It is a general notion that healthcare service is required hospitality, famine touch and go out of their way to ensure quality healthcare delivery.

Regarding age, the age distribution indicates that the majority of the respondents (39.9%) fall within the 20-29 years age range, followed by 30-39 years (21.7%). This implies that the prevalence of younger healthcare workers suggests a vibrant and dynamic healthcare service delivery and a promising innovative ability in healthcare sector.

For marital status, most of the respondents are either single (43.5%) or married (47.1%), with fewer being divorced (3.6%) or widowed (5.8%). This implies that the significant proportion of single and married individuals implies that these groups might be more likely to be dedicated to their task as they were deeming to be responsible people who exhibit passion for saving life.

Also, for years of experience, the majority of the respondents have between 1-3 years of experience (29.0%), followed by those with less than 1 year (25.4%), and 4-6 years (21.7%). This implies that the mix of experience levels indicates a blend of fresh ideas and seasoned practices. Healthcare workers with varying levels of experience are vast, knowledgeable and well exposed in delivering healthcare service even beyond their duty calls.

Descriptive Analysis of Responses and Normality test

Table 2 Descriptive Analysis and Normality Test

	Mean	Standard Deviation	Excess Kurtosis	Skewness
AIP1	3.223	1.317	-1.054	-0.297
AIP2	3.475	1.326	-0.831	-0.572
HPA1	3.834	1.341	-0.305	-0.949
HPA2	3.951	1.352	0.000	-1.145
HPA3	3.921	1.367	-0.088	-1.112
RA1	2.902	1.184	-0.879	-0.042
RA2	3.355	1.292	-1.065	-0.262
WLB1	3.442	1.276	-0.843	-0.477
WLB2	3.185	1.201	-0.681	-0.282

Source: SmartPLS Output, 2024

The mean and standard deviation of the variables/indicators utilized in the study are displayed in Table 2 and were obtained from the questionnaire used for the study. The study looked into healthcare professional altruism and employee expectations. A number of important indicators were evaluated, each of which provided insight into a distinct facet of the study. For both academics and practitioners, the mean scores, standard deviations, and number of observations utilized for each indicator offer insightful information and important consequences. The comparatively high mean score (above 3) for the questions indicates that respondents believe there is a strong correlation between healthcare professional altruism and employee expectations. Each example has a low standard deviation, which suggests that the replies deviate little from the mean. These descriptive findings highlight the complex relationship between employee expectations and the altruism of healthcare professionals. These highlight the value of healthcare professionals' selflessness by setting high expectations for their work.

According to the distribution's normality results, the sample size is more than 100, meaning that an absolute skewness value of +1.0 or less is required for the data to be considered normal. Additionally, for a typical peakedness, kurtosis should have an absolute value of ±3.0 since any value below that threshold might be serious and cause worry. According to the normality results, every variable fell below the ±1.0 absolute value barrier, and the kurtosis results likewise fell within the ±3.0 absolute value. The results of the normality test indicate that all of the data entered for the study are normally distributed and suitable for additional analysis and deductions.

Assessment of Measurement Model

To assess the effect of employee expectation on healthcare professional altruism, the variables used to measure employee expectation are autonomy in practice (AIP), work-life balance (WLB), and recognition and appreciation (RA) against Healthcare professional altruism (HPA).

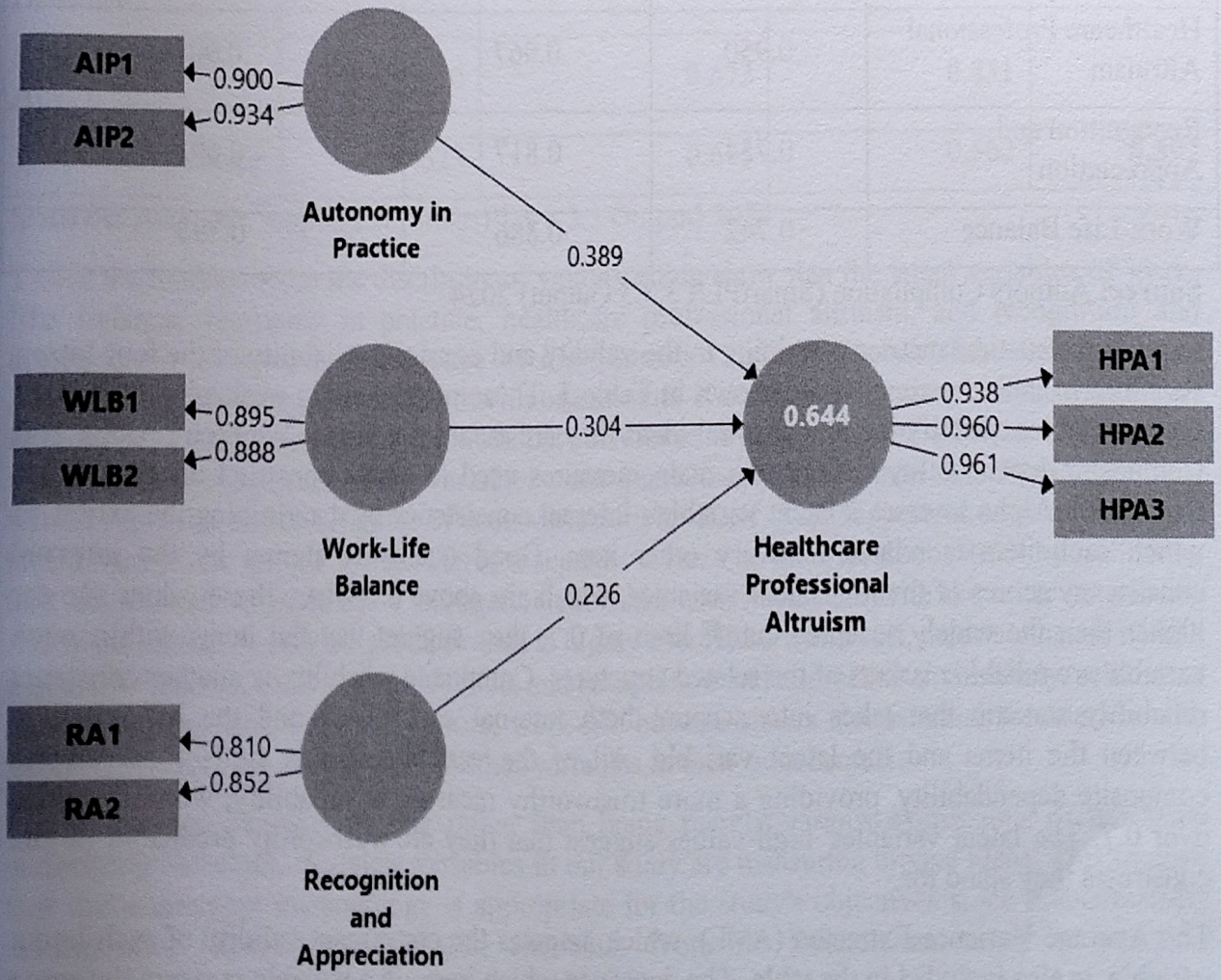


Figure 1: A path model of employee expectation and healthcare professional altruism

Source: SmartPLS Output, 2024

The structural path model evaluated the impact of employee expectations on the altruism of healthcare professionals, as seen in Figure 1. The model has one dependent variable, *the*

altruism of healthcare professionals, and three independent variables: autonomy in practice, work-life balance, and recognition and appreciation. The model's findings demonstrate that healthcare professionals' altruism is significantly positively impacted by all three independent factors. This indicates that companies should worry about employee expectations since they can boost the altruism of healthcare professionals. The particular results demonstrate that healthcare professionals' generosity is significantly impacted by all independent factors. This implies that companies should concentrate on raising employee expectations in order to improve the altruism of healthcare professionals.

Table 3 Construct Reliability and Validity

	Cronbach's Alpha	Composite Reliability	Average Variance Extracted (AVE)
Autonomy in Practice	0.813	0.914	0.841
Healthcare Professional Altruism	0.950	0.967	0.908
Recognition and Appreciation	0.754	0.817	0.691
Work-Life Balance	0.742	0.886	0.795

Source: Authors Compilation (SmartPLS 3.3.3 Output) 2024

Important statistical metrics pertaining to the validity and construct reliability of the four latent variables in this investigation are shown in Table 3. These metrics aid in evaluating how well these variables quantify the fundamental ideas they are meant to reflect. Cronbach's Alpha and Composite dependability are the two main measures used to assess construct dependability. Cronbach's Alpha assesses a latent variable's internal consistency by determining the extent to which each item is related to every other item. Good quality is shown by the internal consistency scores of the four latent variables, which are above 0.7. Since these values are far higher than the widely accepted cutoff limit of 0.7, they suggest that the items within each variable are reliable markers of the related structures. Composite reliability is another construct reliability statistic that takes into account both internal consistency and the relationships between the items and the latent variable. All of the variables in this study show strong composite dependability, providing a more trustworthy measure of reliability, with all values over 0.7. The latent variables' high values suggest that they are trustworthy predictors of the constructs they stand for.

The Average Variance Extracted (AVE), which assesses the convergent validity of each latent variable, is also included in the table. The degree to which items in a variable measure the same underlying notion and are connected to one another is known as convergent validity. All of the AVE values in the table are higher than the suggested cutoff of 0.5. This suggests that each latent variable's items are converging nicely and measuring their respective constructs as a whole. The findings imply that this study's latent variables have high construct validity and

reliability. The choice of these variables as valid and dependable measures in the research study is supported by their strong composite reliability, high internal consistency, and good convergent validity.

Table 4 Discriminant Validity

	Autonomy in Practice	Healthcare Professional Altruism	Recognition and Appreciation	Work-Life Balance
Autonomy in Practice	**0.917**			
Healthcare Professional Altruism	0.739	**0.953**		
Recognition and Appreciation	0.710	0.673	**0.831**	
Work-Life Balance	0.623	0.673	0.562	**0.892**

Source: Authors Compilation (SmartPLS 3.3.3 Output) 2024

Table 4's findings from the discriminant validity study show that the latent variables of work-life balance, autonomy in practice, healthcare professional altruism, and recognition and appreciation all have high evidence of discriminant validity. Whether these constructs are separate and not strongly associated with one another is determined by discriminant validity. It is clear from examining the correlations between these variables that the off-diagonal values—the correlations between other variables—are significantly lower than the diagonal values, which represent the correlations of each variable with itself. This supports the notion that each latent variable is unique and measures a separate feature of the overall construct by indicating that each latent variable has a stronger relationship with itself than with the other constructs. Altruism among healthcare professionals is highly correlated with itself, more so than it is with work-life balance, autonomy in practice, and recognition and appreciation. Similarly, relative to its correlations with the other factors, work-life balance shows a substantial association with itself. However, this is also true for other variables in their own contexts.

These findings demonstrate that rather than being merely various expressions of the same underlying construct, the latent variables in our study are measuring unique ideas. This implies that the assessment methodology is appropriate for the study's objectives since it successfully distinguishes between these crucial elements: Work-life balance, autonomy in practice, healthcare professional altruism, and recognition and appreciation.

Multicollinearity

This determines if two independent variables are correlated or yielding the same outcome. In this study, the variance inflation factor (VIF) is utilized to determine the likelihood of correlation between the independent variables.

Table 5 Inner VIF Values

	Healthcare Professional Altruism
Autonomy in Practice	2.369
Healthcare Professional Altruism	
Recognition and Appreciation	2.119
Work-Life Balance	1.715

Source: Authors Compilation (SmartPLS 3.3.3 Output) 2024

The VIF values for the latent variables pertaining to healthcare professional altruism are shown in Table 5. The VIF ratings for work-life balance, autonomy in practice, and recognition and appreciation are all well below the threshold of 10, which is encouraging. It implies that these latent variables do not exhibit significant multicollinearity. Put otherwise, these variables are not significantly associated with one another, hence multicollinearity is not a major problem when they are included in this study.

Test of Hypothesis One

Table 6 Coefficient of Determination Score

	R Square	R Square Adjusted
Healthcare Professional Altruism	0.644	0.640

Source: Authors Compilation (SmartPLS 3.3.3 Output) 2024

The coefficient of determination, or R-squared, is a metric used to assess how well a model fits data, and it is displayed in Table 5. With an R-squared of 0.644, the Healthcare Professional Altruism Model indicates that about 64.4% of the variability in the dependent variable (healthcare professional altruism) can be explained by the independent or latent factors included in the model. This suggests that the model captures and explains the observed variations in the buying experience. The corrected R-squared value is 0.640. This results in a more careful evaluation of the model's degree of fit. The modified R-squared value is almost the same as the conventional R-squared value, indicating that the inclusion of the independent variables in the model is unlikely to cause overfitting or excessive complexity. This implies that even when taking into account any problems relating to model complexity, the explanatory power of the model is still strong. According to the R-squared and modified R-squared values, the healthcare professional altruism model explains healthcare professional altruism variability reasonably well, and adding more latent variables doesn't seem to degrade the model's performance.

Table 7 Assessment of the Effect Size (f^2)

	Healthcare Professional Altruism
Autonomy in Practice	0.180
Healthcare Professional Altruism	
Recognition and Appreciation	0.067
Work-Life Balance	0.151

Source: Authors Compilation (SmartPLS 3.3.3 Output) 2024

In statistical analysis, the effect size, which is commonly represented as f-square and is shown in table 7, quantifies the strength of the correlation or influence of independent variables on a dependent variable. This study evaluates how much each latent variable affects "healthcare professional altruism." Every independent variable has a value greater than 0.02, which is regarded as a minor effect size. This implies that every variable has a moderate effect size, meaning that they all significantly affect the altruism of healthcare professionals. Stated differently, variations in any of the factors can account for a moderate amount of the variation in the altruism of healthcare professionals.

Table 8 Boostrapping Results Showing Path Coefficient for Structural Model

	Original Sample (O)	Sample Mean (M)	Standard Deviation (STDEV)	T Statistics (|O/STDEV|)	P Values
Autonomy in Practice -> Healthcare Professional Altruism	0.389	0.386	0.073	5.319	0.000
Recognition and Appreciation -> Healthcare Professional Altruism	0.226	0.224	0.066	3.407	0.001
Work-Life Balance -> Healthcare Professional Altruism	0.304	0.307	0.058	5.273	0.000

Source: Authors Compilation (SmartPLS 3.3.3 Output) 2024

The null hypothesis that employee expectation has no discernible impact on healthcare professionals' altruism was tested using the bootstrap route coefficient analysis shown in table 8. The findings show that employee expectations regarding autonomy in practice, work-life balance, and recognition and appreciation have a substantial impact on the altruism of healthcare professionals. The relationship between healthcare professional altruism and autonomy in practice, work-life balance, and recognition and appreciation is statistically significant, according to an analysis of the path from these factors to healthcare professional

altruism. Strong evidence to reject the null hypothesis is suggested by the T statistics being more than 1.96 and the p-values being less than the traditional significance level of 0.05. Therefore, the altruism of healthcare professionals is greatly impacted by factors such as work-life balance, autonomy in practice, and recognition and appreciation—all of which are components of employee expectations.

Discussion of Findings

The purpose of the study was to ascertain how employee expectations affected healthcare professionals' altruism. The hypothesis was that there was no significant relationship between employee expectations and altruism. The study's findings showed that work-life balance, autonomy in practice, and acknowledgment and appreciation all had statistically significant impacts on the altruism of healthcare professionals. These results show that these characteristics do have a major impact on healthcare professional altruism, rejecting the null hypothesis that employee expectation has no significant effect on altruism. This implies that the identified variables in the study such as autonomy in practice (AIP), work-life balance (WLB), and recognition and appreciation (RA) are capable of influencing healthcare altruism were healthcare service provider goes beyond their normal calls for duty to deliver quality service. This runs counter to research by Wang et al. (2020), which discovered that medical staff members who treated COVID-19 patients experienced minimal levels of stress, demonstrating their dedication to their jobs and selflessness during the pandemic. Also, the result is in line with the study of Martinez-Wong et al. (2024) who examined the interplay between institutional expectations and individual motivations who found out that clearly communicated organizational expectations served as a catalyst for sustained altruistic behaviors. While Thompson and Liu's (2023) also identified expectation alignment as a crucial factor in maintaining long-term altruistic commitments. However, employee expectations are therefore essential for raising professional altruism in healthcare.

CONCLUSION AND RECOMMENDATIONS

The study found that the altruistic conduct of healthcare professionals at the University of Ilorin Teaching Hospital in Kwara State is greatly influenced by important characteristics such autonomy in practice, acknowledgment and appreciation, and work-life balance. In particular, these components foster an atmosphere where workers feel empowered and appreciated, which boosts their dedication to patient care and general job happiness. Healthcare workers are more likely to demonstrate generosity if they live up to these standards, which is crucial for creating a caring and efficient healthcare system. As a result, giving priority to these factors can enhance workplace morale and healthcare results.

- The administration of the University of Ilorin Teaching Hospital should concentrate on putting policies in place that encourage special recognition and appreciation programs catered to each employee's unique contributions in order to increase the generosity of the medical personnel there.
- Encouraging an autonomous culture in the workplace will provide staff members the authority to decide on matters that directly affect patient care, strengthening their feeling of accountability and ownership.

- Supporting regulations and flexible scheduling that promote a good work-life balance would aid in addressing the personal wellbeing of healthcare professionals. By fulfilling these requirements, the hospital may foster a culture that encourages selflessness among its staff, which will eventually improve patient satisfaction and healthcare delivery.

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