



Job Design and Organizational Citizenship Behaviour in Selected Financial Institutions in Makurdi Metropolis, Benue State.

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Abstract

The purpose of this study was to examine the effect of job design on organizational citizenship behavior (OCB) in selected financial institutions in Makurdi metropolis. The study examined how job autonomy, skill variety, task identity, task significance, and job feedback affect organizational citizenship behavior. The survey research design was utilized in conducting the research. Meanwhile, 252 respondents from selected financial institutions in Makurdi metropolis participated, and 231 valid responses were received. Data were collected via questionnaires with the test of hypotheses done using multiple regression analysis, with the aid of Statistical Package for Social Sciences (SPSS 23). The results revealed that organizational citizenship behavior is significantly affected by job design attributes including autonomy, skill variety, job feedback and task significance. However, task identity had a negative but insignificant effect on OCB. It was recommended, among other things, that managers ensure that their employees have sufficient autonomy at work. Moreover, managers should ensure that employees receive appropriate and timely feedback about their performance.

Keywords: Job design, Organizational Citizenship Behaviour, job autonomy, task identity, skill variety, job feedback, task significance.

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1. Introduction

Regardless of whether they are public or private, every organization relies on its employees for survival. Organizations can be successful by having their employees perform certain duties or tasks. Those duties or tasks are in accordance with the governing principles and procedures of such an organization. It is increasingly critical for organizations to find strategies to improve productivity and incorporate modern business requirements into their traditional working practices (Hernauss, Aleksic & Maric, 2012; Tufail, Bashir & Shoukat, 2017).

There has been a rethinking of work design from a broader perspective due to the pressure on quality, service, speed, costs, and innovation. To ensure employees' timely and adequate task performance, job descriptions and job roles must be designed so as to give them reasonable time and guidance on what they are supposed to do (Raihan, 2020; Tufail, Bashir & Shoukat, 2017; Sev & Muktar, 2018). Employees' skills, abilities, and the organizational situation need to be taken into consideration when assigning tasks. Therefore, job design plays a crucial role in building employee confidence, which results in positive work habits, citizenship behavior, and satisfactory outcomes. Consequently, organizations value extra-role behavior from their employees since it contributes to their performance and survival.

Changing business environments, advancing technology, and changing customer demands have driven intense competition in the financial sector. These changes have prompted many financial institutions to redesign employee roles. In addition, the volatile nature of the financial sector has led series of downsizing exercises in order to cut cost and remain competitive. As employees are retrenched, the survivors are often left with a heavy workload. As a result, survivors in the industry are usually required to perform a considerably higher amount of work than before. In such circumstances, employees are faced with multiples roles which can lead to conflict, which can affect employee wellbeing and performance (Khalid & Naeem, 2013; Veličkovska, 2017; Al-Badarin & Al-ZZam, Saber, 2017).

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Indeed, well-designed jobs can provide employees with incentives to engage in productive work behaviours such as organizational citizenship behavior (OCB). In recent years, researchers have become interested in studying OCB due to the positive effects it has on work outcomes, including organizational performance. In spite of this, Nigerian researchers have not paid sufficient attention to the factors contributing to OCB. In this study, we examine the role that job design plays in fostering organizational citizenship in selected deposit money banks in Makurdi.

Research Objectives

The main objective of this study is to examine the effect of job design on OCB in selected financial institutions in Makurdi metropolis. The specific objectives include:

1. To examine the effect of job autonomy on OCB.
2. To determine the effect of skill variety on OCB.
3. To ascertain the effect of task identity on OCB.
4. To examine the effect of task significance on OCB.
5. To examine the effect of job feedback on OCB.

Research Hypotheses

This study developed five hypotheses based on the research objectives. We formulated hypotheses based on a priori expectations instead of null hypotheses, even though it is not uncommon for researchers to formulate hypotheses in null form. Drawing from theory and empirical research, we expect OCB to be significantly affected by job design. The hypotheses are presented below.

H1: There is a significant effect of job autonomy on organizational citizenship behaviour.

H2: There is a significant effect of skill variety on organizational citizenship behaviour.

H3: There is a significant effect of task identity on organizational citizenship behaviour.

H4: There is a significant effect of task significance on organizational citizenship behaviour.

H5: There is a significant effect of job feedback on organizational citizenship behaviour.



2. Literature Review

Job Design

Job design involves altering the contents of jobs performed by employees so that they are satisfied and have the most effective performance possible. Tufail, Bashir, and Shoukat (2017) define job design as a work arrangement or reorganization that reduces or overcomes employee alienation resulting from repetitive duties. According to Daniels, Gedikli, Watson, Semkina and Vaughn (2017), job design consists of making certain the employee understands what the job entails. Taylor (2007) defines job design as detailed written instructions on how to accomplish a specific task. In these definitions, job design is the process of modifying employees' tasks or work to give them a wide range of responsibilities, based on their abilities and skills. In this study, Hackman and Odham's (1976) job characteristics model (JCM) is used for studying job design. This model emphasizes that workers should not only enjoy their jobs, but also feel that their work is meaningful and worthwhile (Choudhary, 2016).

The JCM has been useful in studying job design throughout the years (Sev & Muktar, 2018; Choudhary, 2016; Raihan, 2020; Ayandele & Nnamseh, 2014). The model has five characteristics: autonomy in the job, variety in skill set, task identity, task significance, and feedback on the job. Job autonomy is generally defined as an individual's ability to determine his or her own schedule of work and how to accomplish it. Although most employees are happy to work within the confines of an organization (Ozigbo & Daniel, 2020; Raihan, 2020; Choudhary, 2016; Park, 2017), they also want a certain degree of freedom. Providing employees with freedom of choice in their work



will motivate them to go beyond job specifications (extra-role performance). Skill variety determines the extent to which employees utilize multiple skills to perform a wide range of tasks (Sev & Muktar, 2018; Raihan, 2020; Park, 2017). A job with high variety of skills provides employees with a higher sense of competence, relieves monotony caused by repetitive tasks, and provides a heightened sense of challenge (Ozigbo & Daniel, 2020).

Essentially, task identity refers to the degree to which a job requires completing a whole and recognizable piece of work- from the beginning to the end.

It is difficult for employees to identify any finished product when they work on a piece of the whole (Ozigbo & Daniel, 2020; Choudhary, 2016). In contrast, a task is identifiable when it is designed to produce a full product or a recognizable component of a product. A task's significance is measured by how much it impacts others, whether they are inside or outside the organization (Ngari, Kilika & Muathe, 2018; Sev & Muktar, 2018; Onimole, 2015). Job feedback is the information or report employees receive on how well they have performed a task (Onimole, 2015; Abuzaid, 2020). The most effective feedback is balanced, regardless of whether it is positive or negative.

Organizational Citizenship Behaviour (OCB)

OCB is viewed as the positive attitude employees have towards their organizations. OCB results in high productivity and a feeling of ownership among employees. OCB is voluntary behaviour that extends beyond the traditional roles and responsibilities of employees to enhance organizational effectiveness. (Dinka, 2018; Siruri & Cheche, 2021; Organ, 1990). It has been established that OCB has a greater effect on organizational efficiency than is formalized in organizational rules and regulations (Organ, Podsakoff & MacKenzie, 2006). Further, OCB increases employee job satisfaction, which reduces absenteeism and turnover (Organ, 1988; Moras & Kashyap, 2021).



Bateman and Organ (1983) proposed five dimensions for measuring organizational citizenship behaviour, which include altruism, the ability to help, courtesy, conscientiousness, involvement, and sportsmanship (Pradhan, Jena & Kumari, 2016; Dinka, 2018). However, other scholars view OCB holistically as a unidimensional construct (Podsakoff, Organ and MacKenzie 2006) and we align with this view in the current research.

Job Design and Organizational Citizenship Behaviour

Job design is one of the best ways to optimize employee performance. A job design that is effective determines how much an employee participates in his tasks and assignments. A well-designed job will involve employees in work-related activities, which will lead to improved work outcomes (Bates, 2004). It has been established that employee performance is substantially influenced by job design in a study by Zareen, Razzaq, and Mujtaba (2013). Talented people are attracted, motivated, and retained through job design, particularly when the work is repetitive or boring. Employees who are a major asset to the company must have fulfilled jobs in order to perform at their peak. (Choudhary, 2016; Siruri & Cheche, 2021).

Several scholars have examined the effect of job design on OCB in various organizational settings, using different measures of job design and OCB. This study utilized the job characteristics model developed by Hackman and Oldham (1976) that included five job characteristics: job autonomy, skill variety, task identity, task significance, and job feedback. Our study will examine how organizational citizenship behaviors are affected by these job characteristics. Hackman and Oldham (1976, p.258) defined job autonomy as “the degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out”. Essentially, employees have the freedom to determine when and how they perform tasks. Although this is the case, the employee cannot do whatever he wants. Freedom to perform their jobs is essential for employees to feel appreciated and valued. According to Hackman & Oldham (1976; 1984), employees are personally responsible for achieving work outcomes. In addition to being committed to their jobs, employees who enjoy



freedom and responsibility are achievement-oriented. They enjoy challenging tasks because they feel accomplished after completing them. Employees can be granted autonomy if they possess the necessary skills, abilities, and competences. Since they want to be acknowledged and appreciated, these employees can perform above and beyond their formal duties. This assertion is supported by Ozigbo and Daniel (2020), Raihan (2020), Sev and Muktar (2018), Kamani (2020), and Adiarani (2019). Consequently, as stated earlier, *there is a significant effect of job autonomy on OCB (H1)*.

Skill variety is an aspect of job characteristics which ensures that employees are assigned tasks that are aligned with their skills, even if there are different activities involved in the task. Therefore, employees must be versatile in order to enjoy their work. A job requiring several skills of an employee may be perceived as being of immense personal significance even if in reality, it is of limited significance or importance (Hackman and Oldham, 1984; Saud, 2021; Karim & Rahman, 2020). Employees with a diverse skill set will find their work meaningful when their jobs demand a variety of skills. Such employees may go above and beyond helping their coworkers, especially when they see their own jobs not utilizing their skills (Hackman and Oldham, 1984; Ozigbo & Daniel, 2020; Raihan, 2020; Organ, 1990; Organ, Podsakoff & MacKenzie, 2006; Moras & Kashyap, 2021). Thus, *there is a significant effect of skill variety on OCB (H2)*.

Another job design dimension as identified by Hackman and Oldham (1976, p.257) is task identity which they defined as “the degree to which the job requires completion of a “whole” and identifiable piece of work; that is, doing a job from beginning to end with a visible outcome”. Employees want to be recognized for their participation in successfully completing tasks, so they seek to take glory for their accomplishments (Zareen, Razzaq & Mujtaba, 2013; Raihan. 2020; Kamani, 2020; Adiarani, 2019). Employees who find their job meaningful because they are responsible for carrying out such jobs from beginning to end will show more extra-role behavior than employees who only perform a small part of the job, especially when rewards are given for successful completion of that task. (Obodo, Okonkwo & Aboh, 2019; Choudhary, 2016; Hackman & Oldham, 1976; Dinka, 2018; Siruri & Cheche, 2021; Organ, 1990). This implies that *there is a significant effect of task identity on OCB (H3)*.



Task significance explains the impact one's job has on the lives of others, whether it is within or outside the organization. When an employee's job has an effect on other people, they tend to exhibit more extra-role behavior than when their jobs do not significantly affect the lives of others since they are always conscious of how their jobs impact them. This assertion is supported by Abuzaid (2020); Abuzaid (2019); Tang and Do (2019); Sev and Muktar (2018); Maric, Hernaus, Vujcic and Cerne (2017). Hence, *there is a significant effect of task significance on OCB (H4).*

The final dimension of the job characteristics model is job feedback, which entails getting information about the effectiveness of one's performance (Hackman & Oldham, 1976). Providing employees with feedback about their performance has a great effect on their behavior, especially when it is positive and includes appreciation, recognition, and monetary incentives. Employees can receive verbal feedback from management or other employees, as well as from the job itself (Hackman & Oldham, 1976; Obodo, Okonkwo & Aboh, 2019; Choudhary, 2016; Behluli, Qerimi, Borisov, & Hajdari, 2020). Positive and sufficient feedback motivates employees to perform beyond their formal job requirements. By enhancing such employees' enjoyment of their work, absenteeism, turnover, and boredom are reduced, thus enhancing the overall performance of the organization (Sev & Muktar, 2018; Dinka, 2018; Siruri & Cheche, 2021; Organ, 1990; Organ, 1988; Etim, Goddymkpa, Madubuike & Charlie, 2021). Consequently, we hypothesize that *there is a significant effect of job feedback on OCB (H5).*

3. Research Methodology

This study utilized the survey research design. The study focused on financial institutions in Makurdi metropolis. However, within these financial institutions, we narrowed down to only deposit money banks since they are the main players in the Nigerian financial sector. This means that other types of financial institutions such as microfinance banks and development financial institutions, among others were excluded from the study. Accordingly, participants in the study were drawn from seven deposit money banks in Makurdi metropolis to assess the effect of job

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design on OCB. Among the financial institutions are First Bank, Guaranty Trust Bank, Access Bank, Union Bank, UBA, First City Monument Bank, and Zenith Bank. The population of the study consisted of 252 employees of the seven banks. The study sample size was determined using a census approach. In other words, 252 respondents comprise the study's sample size. Self-completion questionnaires were administered to participants in the selected banks for data collection.

In order to measure job design, Hackman and Oldham's (1976) JCM questionnaire was adapted. Meanwhile, Podsakoff, Organ, and MacKenzie's (2006) questionnaire was adapted to measure OCB. For each of the scales, response items ranged from 1 (strongly disagree) to 5 (strongly agree). The reliability of all measures was above the recommended threshold, with Cronbach alphas ranging from 0.78 to 0.83. Since the study's aim was to determine how job design affects OCB, the multiple regression analysis was used for data analysis.

4. Data Analysis and Results

As earlier stated, 252 questionnaires were administered to the respondents. Out of this number, 231 were duly completed and returned, representing a return rate of 91.7%. This is considered satisfactory for the research. Based on demographic variables, most respondents were male (64.9%), and most of them were between the ages of 20-25 years old (37.7%). Furthermore, the majority of respondents (51.5%) had a degree or equivalent as their highest qualification. Meanwhile, most of the respondents had job experience of 9 years or less (42.9%). Finally, the majority of respondents were non-managerial employees (66.2%).

A summary of the results of hypotheses testing using regression analysis is provided in Table 1.

Table 1. Regression Results

Variable	β	SE	t	p-value
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Job Autonomy	.213	.142	4.864	.000
Skill variety	.451	.208	9.062	.000
Task identity	-.114	.257	-1.412	.159
Task significance	-.443	.379	-.443	.000
Job feedback	1.013	.140	20.972	.000
$R^2 = .598$				

Dependent variable= OCB; N =231.

In Table 1, we summarize the results of the model between job design and OCB. The coefficient of determination (R^2) = .598 explained how much of the total variation in the dependent variable (OCB) was explained by job design variables (job autonomy, skill variety, task identity, task significance, and job feedback). This indicates that 59.8% of the variation in OCB in our sample was caused by independent variables, while the remaining 40.2% ($100-R^2$) was caused by other variables that were not considered.

Based upon the results of the first hypothesis (H1), the study affirmed that job autonomy had a positive and significant effect on OCB with $\beta_1 = .213$, $t(4.864)$, $p < .05$. By implication, a unit change in job autonomy would translate to a significant increase in OCB by 21.3%. Similarly, the study found a significant effect of skill variety on OCB in the second hypothesis (H2), $\beta_2 = .451$, $t(9.062)$, $p < .05$. The results entail that there will be a 45.1% increase in OCB when skill variety changes by 1 unit. Furthermore, the results showed that task identity had an insignificant effect on OCB in hypothesis three (H3); $\beta_3 = -.114$, $t(-1.412)$, $p > .05$. This means a unit increase in task identity would result in an insignificant decrease in organizational citizenship behaviour by 11.4%. In



testing hypothesis four (H4), the study found that task significance had a negative effect and significant effect on OCB; $\beta_4 = -.443$, $t (-4.315)$, $p < .05$. This implies that when task significance changes by 1 unit, it will translate to a significant decrease in OCB by 44.3%. Finally, the results supported hypothesis five (H5) that job feedback had a positive and significant effect on OCB; $\beta_5 = .316$, $t (6.972)$, $p < .05$. The finding implies that a unit change in job feedback would bring about a significant increase in organizational citizenship behaviour by 31.6%.

5. Discussion and Conclusion

This study investigated the effect of job design on OCB in selected financial institutions in Makurdi metropolis. The findings of the study align with several studies such as Sev and Muktar (2018); Ozigbo and Daniel (2020); Raihan (2020); Ahmed (2018); Gichuki and Mujuri (2018); Tufail, Bashir and Shoukat (2017); and Maric, Hernaus, Vujcic and Cerne (2017) among others. First of all, our study found a positive effect of job autonomy on OCB. This implies that when employees have the freedom to perform their tasks, they become motivated. This in turn increases their level of OCB. This finding resonates with the findings of previous research that have examined the effect of job design on OCB (Sev & Muktar, 2020; Gichuki & Mujuri, 2018; Tufail, Bashir & Shoukat, 2017). Also, in line with previous studies, the research found a positive effect of skill variety on OCB. This suggests that tasks that allow employees to use a variety of skills can give employees a sense of fulfilment. This can enable them to demonstrate positive workplace attitudes in the form of OCB. A rather counterintuitive finding from this research is the negative but insignificant effect of task identity on OCB. This finding contradicts previous studies as well as the tenets of the job characteristics model. This finding might be explained by the fact that the majority of tasks performed by bank employees are highly structured. Therefore, employees may engage in bits of work without having a picture of the entire task. Indeed, Hackman and Oldham (1976) allude to the fact that employees may find work less meaningful if they are engaged in only a small part of the work.



In terms of the effect of task significance on OCB, we found a significant but negative effect of task significance on OCB. The implication of this is that task significance negatively affects OCB. This means that instead of contributing positively to OCB, task significance causes a decrease in the OCB of employees in the selected banks under investigation. Again, this is a counterintuitive finding and might indicate that employees of the selected banks do not place a premium on how their jobs impact others. It might also mean that since bank employees engage in fragmented pieces of work without task identity as reported earlier, the immediate significance of their work on others may not be readily visible to them. Nevertheless, these counterintuitive findings present opportunities for further research in this area. Finally, and expectedly, we found a significant positive effect of job feedback on OCB. This conforms with other previous research and suggests that employees of selected banks value feedback and this motivates them to engage in extra-role behaviours.

We therefore conclude that job autonomy, skill variety, and job feedback contribute positively to OCB. In contrast, task identity has no significant effect on OCB. It is also concluded that task significance has a significant negative effect on OCB. Theoretically, this study contributes to the stock of knowledge on job design and OCB by validating the job characteristics model in the Nigerian financial industry. In the context of our study, it is evident that not all the components of job design have been found to contribute positively to OCB.

Drawing upon the findings of this study, we recommend that managers ensure employees have sufficient autonomy in the jobs they perform. Employees who are given autonomy feel more accomplished and are recognized for their efforts. As a result, employees will be motivated to engage in OCB. This will positively affect the organization's drive to accomplish predetermined goals and objectives. Additionally, managers should ensure that employees receive adequate and timely feedback regarding their performance standards at work. It is imperative to communicate feedback to employees in order to help them make changes where necessary, in order to enhance their performance. Furthermore, the management of the selected financial institutions should design jobs in a manner that will allow employees to use a wide range of skills to perform their



jobs. By maximizing employees' skills in their jobs, they become more productive, which affects their feelings about their co-workers and organizations. As a result of such positive feelings about the workplace, productive work behavior such as OCB can be increased. Finally, it is important for researchers to extend this body of work to other sectors.

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