



**THE EFFECT OF JOB DESIGN ON ORGANIZATIONAL CITIZENSHIP
BEHAVIOR: A STUDY OF SOME CONSTRUCTION FIRMS IN
RIVERS STATE.**

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Abstract

This research work revealed that job design is a sine qua-non for the development of organizational citizenship behaviour, especially in the construction firms in Rivers Sate. It follows there from that when construction firms embark on designing the depth of employee's job, they develop a helping attitude in the organization. Also, when a construction firm embarks on proper designing of their job breadth such that every employee knows exactly the extent of his work he ought to cover, it allows him to feel fulfilled in the job he's doing and this will enhance his development of organizational citizenship behaviour in the organization. Furthermore, an employee will feel or develop a sense of development within himself if the organization makes his work very significant to his actualization of set goals and development.

Key words: ORGANIZATIONAL, CITIZENSHIP BEHAVIOUR, AND JOB SATISFACTION

INTRODUCTION

1.1 Background of the Study

Many researchers and practitioners believe that organizational citizenship behaviour (OCB) is associated with individuals and organizational performance that is gathering in the management and marketing literature. It is observable fact that organizational citizenship behaviour (OCB) reduces the need for monitoring and time consuming for scheduling and problem solving and make organizational practices more effective (Lee & Allen, 2002). However, it is emphasized that team and organizational effectiveness, and job satisfaction typically depends on the levels of organizational citizenship behaviour (OCB). Although, it is suggested that job characteristics may affect organizational citizenship behaviour through employee's perception because of the motivating potential inherent in job characteristics.

However, these relationship have been well supported theoretically, but there is minimal empirical evidence (Lambert S.J. 2006). Organizational Citizenship behaviour is a reflection of the employee's commitment to their organization and encourage teamwork, promotes employee-management communication, develops organizational environment, and reduces employees' mistakes rate (Ubeku, 1975).

Job design is the process of work engagement (or arrangement) aimed at reducing or overcoming job dissatisfaction and employee alienation arising from repetitive and much mechanism task.

Job design as management tools plays vital role in the organizations improvement, job satisfaction, supervisor support, job involvement, and organizational justice and also have significant influence on the workers' citizenship

behaviours. Also, Erturts (1998) declared that relations between job design, organizational justice and organizational citizenship behaviour (OCB) have a complete intermediary role. In fact, organizational citizenship behaviour (OCB) can affect the function of labour forces in constructions firms in Rivers State (Construction work journal, of Construction Workers Association of Nigeria (CWAN) 2009: 2nd Edition).

Job design has to do with deciding the contents of a job, fixing the duties and responsibilities of the job, the methods of doing the job and relationship between the job holder (Manager) and his superior, subordinates and colleagues. It gives information about the qualification required for doing the job, reward (financial and non-financial benefits) for doing the job (Barksdale K. 2001, 51 (2)). Job design is very important function in staffing. If the jobs are properly designed, then highly efficient managers will join the organization. They will be motivated to improve the productivity and profitability of the organization. However, if the jobs are designed badly, then it will result in absenteeism, high labour turnover, conflict, and other labour problems. However, based on the foregoing it is expected that jobs should be properly designed and laid-out in the construction firms and the work environment should encourage or motivate workers to bring out their best (Werner J.L. Res. 201, 145). Job design should not only be the determining factor in the development of organizational citizenship behaviour but each effort put by the workers which are not covered in the normal scheme of work hence, the concept of organizational citizenship behaviour should be, in a way, referenced and encouraged (Organ DW 1990).

A well defined job will make the job interesting and satisfying for employee, the result is increased performance and productivity. If a job fails to appear

compelling or interesting and leads to employee dissatisfaction, it means the job has to be redesigned based upon feedback.

1.2 Statement Of Problems

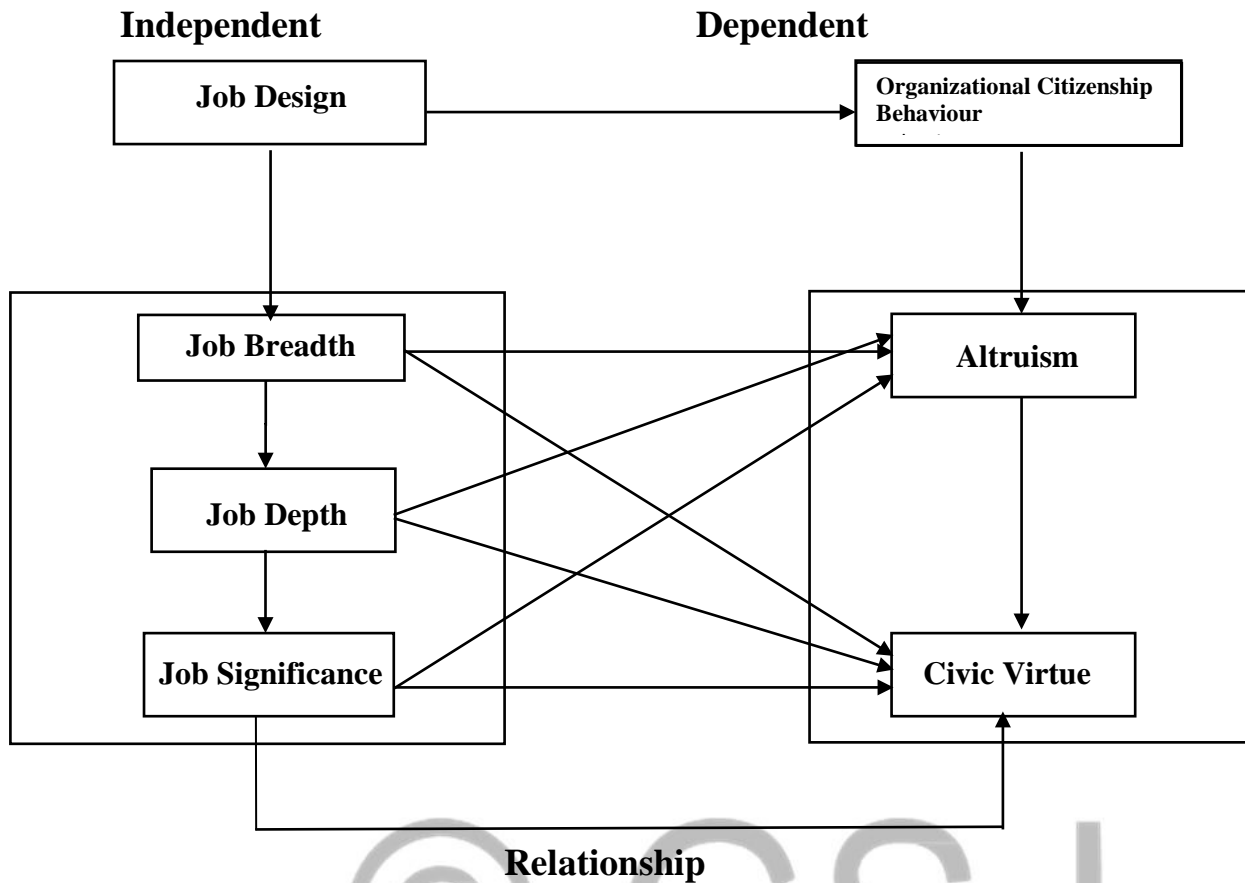
Van dyne (1995) asserts, “although, construction workers solicit for better and well designed and laid out job and environment to be able to function very well and develop proper organizational citizenship behaviour, most companies are yet to realize the relevance of designed job adequately” .There are clearly many alternative designs for any given job. For this reason, an understanding of what the job design is supposed to achieve is particularly important. To this end, it is observed that construction firms in Rivers State do not take into cognizance the nature of jobs they undertake before considering how to design their job and the working environment. Batemen, T.S and Organ, DW (1995) observed thus; “Laudable as the role of job design in organizational citizenship behaviour (OCB) may be, its applicability, especially in the construction firms in Rivers State has always been written, discussed and debated in respect of its application”. Rather than resolving the problem, the writings, discussions and debates end up in advantageous divergent views leaving employees still in dilemma as to its applicability and feasibility.

Organizations who have unsuccessfully tried it usually blame their failure on a number of difficulties and weakness associated with it, the resultant problem therefore is that some constructions firms who are though aware of the importance and advantages of job design in organizational citizenship behaviour are afraid of giving it a trial, even though they attempt, they do so with great apprehension because of being associated with failure. Jobs must be designed according to the requirements of the company or firm. We cannot use the same job design for all organizations and this is a

mistake normally made by our employers which ends up causing stress and frustration, hence not able to create any form of organizational citizenship behaviour. The scope of the job should be proper, if the scope is narrow (less), then the job will not be challenging and this will not give opportunity for development. Likewise, if the scope is very wide, then the job will not be handled properly, and will cause stress, frustration and loss of control. This is typical of the construction firms in Rivers State and this cannot encourage proper development of OCB.

Constructions firms in Rivers State do not take into account the fact that people have different likes and dislike. Some people like to work alone while some people prefer to work in groups. Some people want to do only planning and decision making while others like to implement these plans and decisions. So, individual likes and dislikes must be sort or considered while designing jobs in Rivers State and this has affected the development of organizational citizenship behaviour (OCB). It is in an attempt to solve the problems that this project seeks to research into the role of job design in organizational citizenship behaviour using construction firms in Rivers State as a point of reference.

1.3 CONCEPTUAL FRAMEWORK



1.4 Purpose Of The Study

- i. To evaluate how job breadth enhances altruism.
- ii. To identify to what extent job depth can increase an employee's development of civic virtue.
- iii. To assess how task significance helps achieve self-development.
- iv. It is also the aim of the study to ascertain how task significance helps to develop civic virtue.
- v. To examine the impact of job-based feedback, the willingness of employees to assist a coworker (altruism).

1.5 Research Questions

- i. To what extent does job breadth affect Altruism?

- ii. What impact does job significance have on civic virtue
- iii. How does job depth increase an employee's development of altruistic behaviour?
- iv. What input does job significance have on employee's development of altruism?
- v. How does job-based feedback increase the willingness of employees to assist a coworker (altruism)?

1.6 Research Hypothesis

- Ho₁: There is no positive relationship between job breadth and altruism.
- Ho₂: There is no positive correlation between job depth and development of civic virtue.
- Ho₃: There exists no significant relationship between job significance and altruism.

1.7 Significance Of The Study

This research is considered useful because of its contribution in the following areas.

It will be useful to management or employer because as an employer performs a job design, it clearly defines to him every aspect of the job and becomes the foundation to the job itself.

Additionally, the job design is just as essential as it informs the employer all aspect of how the job is to be done. Also it will help employees conscientiously follow branch regulations and procedures, meet their task earlier than was required and returned request for information promptly. Furthermore, it will benefit management and members of Nigerian union of

construction workers for more successful application of the concept. Management consultants of construction works who may use it as a guide in introducing the concept to their client organization will use it intensely. Future researchers or writers on the topic will also find it useful as a reference material.

1.8 Scope Of The Study

This research study is designed to cover some construction firms in Rivers State. Also the study is designed to concentrate on job design and how it can enhance the development of Organizational Citizenship Behaviour (OCB) in construction companies in Port Harcourt.

1.9 Limitations Of The Study

The following limitations affect to some extent, the data worked with as well as the accuracy of the information and conclusions contained therein:

1. The respondents were contacted by questionnaire. It is therefore possible that this information-collection process, although is convenient for the prevalent research, might have introduced bias into the final results of the research.
2. Many other constraints that influence the development of employees' organizational citizenship behaviour may not have been included in this research. Therefore, it might not be accurate to state absolute conclusions regarding global role played by job design in organization citizenship behaviour in construction firms.

Other limitations include:

- i. Limited finance at the employer's disposal.

- ii. Time constraint.
- iii. Difficulty in reaching some chapters due to their geographical spread.
However, efforts were successful made at generating as much as possible necessary information for meaningful and reliable organization.
- iv. The unco-operative attitude of some of the officials and employees especially the highly ranked ones due to pressure of work.
- v. Limited access to some high management personnel due to the Covid-19 restrictions.

1.10 Definition Of Key Terms

Organizational Citizenship Behaviour: This is defined as a form of employee that although not critical to the task or job but serve to facilitate organizational functioning.

Job Satisfaction: This is the feeling of fulfillment arising from the job that one does.

Job Design: This is defined as the act of deciding the full contents of a job in terms of its duties and responsibility.

Autonomy: This is the degree of control a worker has over the performance of his task and assignment.

Civic Virtue: Is defined as a behaviour that demonstrates a responsible concern for the image and wellbeing of the organization.

Altruism: This is a helping behaviour of an employee, towards his fellow employees.

Skill Variety: The amount of different skills that are required or are used to perform a job.

Task Identity: This is defined as a characteristic of accomplishment which enables the employee to see the end product from the beginning.

Task Significance: This is defined as how important a job is to the end product and what they were able to contribute to the team.

Effect: A change which is as a result or consequence of an action or other cause. To cause something to happen or to bring about change.

LITERATURE REVIEW

INTRODUCTION

This chapter explores the relevant job design and Organizational Citizenship Behaviour (OCB) literature to lay the foundation for this study. The general question under investigation is ‘what is the relationship between job design and Organizational Citizenship Behaviour?’

2.1 Theoretical Framework

The concept of OCB from social exchange theory that describes the conditions under which people feel obligated to reciprocate then they feel benefited from some other persons, or some entity’s action. When employees feel they have been well engaging in OCB (Coyle-shapiro, Kessler and Purcell, 2004). Specifically, employees who perceive fairness in the organization have most likely engaged in OCB (Jepper and Tailor, 2003). Benneth (1997) found also that employees in more cohesive groups display more of certain types of organizational citizenship behaviour than would have been predicted by their job satisfaction and/or organizational commitment. Job satisfaction was more

strongly related to organizational citizenship behaviour in the more cohesive groups. They concluded that group cohesiveness affected the amount of OCB displayed in work groups as well as the relationship between affective reactions to work and OCB. Emotional Intelligence (EI) becomes a stronger predictor of task performance and OCB directed to organizational (OCBO) as cognitive intelligence decreases. Employees with low cognitive intelligence performs task correctly and engage in OCB directed to organizational frequently if they are emotionally intelligent (Cote and Miners, 2006). In the place EI focuses on two (2) aspects: self-mastery job capabilities such as confidence, initiative, trustworthiness and achievement drive that contribute to outstanding performance and relationship-skills such as empathy, political awareness, leverage diversity, team capabilities and leadership that result in affective organization, as an emotional intelligent employee can maintain healthy relationship with other co-workers, developing EI may develop good citizens for the organization (Coleman, 19995).

The study examines a model of clear leadership and relationship building between job design by the organization and employees. The purpose of this study is to explore the nature of exchanges between the organization and the employees to and to examine their relative impact on OCB. Social exchange theory, also called the communication theory of exchange, suggests that human beings makes social decisions based on perceived cost of benefits. The theory uses economic such as benefit, gain, cost and payment to describe social situations.

According to this theory, people make decisions based on their individual satisfaction within the relationship – employer and employee. The

social exchange theory is considered by many psychologists to be highly individual, i.e., it assumes that the individual as all human social interactions based on his or her personal gain. This supposition denies the existence of true altruism, and suggests that all decisions are made from a self-serving motivation, even generosity.

2.2 Concept Definition: Job Design

The concept of job design means to the contents of a job. It fixes the duties and responsibilities of the job, the methods of doing the job and the relationships between the job holder and his superiors, subordinates and colleagues (kalyan, 2011). Job design also gives information about the qualifications required for doing the job and the reward for doing the job. While designing the job, the needs of the organization and the needs of the individuals must be balanced. The needs of the organization include high productivity, quality of work etc, while the needs of the individual employee include job satisfaction, sense of fulfillment, self development etc. That is, they want the job to be interesting and challenging. Jobs must not be made highly specialized because they lead to boredom.

Proper Scope Of Job

The scope of the Job should be proper. If the scope is narrow (less), then the job will not be challenging. It will not give an opportunity for development. The employee will not get satisfaction after completing an easy job. If the scope of the job is very wide, then the employee will not be able to handle it properly. This will cause stress, frustration and loss of control. Therefore, scope of the job must be balanced and proper.

Full-Time Challenges Of The Job

The job should be so challenging that it takes up the full-time and effort of the employee. So, the service of the employee must be fully utilized. He will use this time to interfere in the work of others.

Organization Requirements

Jobs must be designed according to the requirements of the organization. The same job design cannot be used for all organizations.

Individual Likes And Dislikes

People have different likes and dislikes. Some people like to work alone while some like to work in groups. Some people want to do only planning and decision making while others like to implement these plans and decision. So, individual likes and dislikes must be considered while designing the job.

Organizational Structure

Organizational structure also affects the job design. Individual job must fit into the organizational structure.

Technology

The level of technology used by the organization also affects the job design. An organization having a high level of technology will have different job designs compared to an organization having a low level of technology.

Ergonomics

Ergonomics is concerned with designing and shaping jobs to fit the physical abilities and characteristics of individuals so that they can perform their jobs effectively. Ergonomics helps employers to design jobs in such a way that worker's physical abilities and job demands are balanced.

Challenges To Effective Job Design

The job analysis process often faces challenges from both the employers and the employee due to their fear and ignorance of its purpose and implications. Another challenge for the effectiveness of the job analysis is the human tendency to overstate the positive aspects and understand the negative aspect of the job.

Organizational Citizenship Behaviour (Ocb)

Originally, Organ (1988) defined OCB as any acts that are discretionary – and not explicitly or directly recognized by the formal system of performance management that tends to enhance the functioning of performance of the organizational. More recently, however, Organ (1997) refined this definition, conceptualizing OCB as any form of performance of core task. In addition, this definition overcomes the complication that many organizations now strive to reward such behaviours. Organization Citizenship Behaviour (OCB) is discretionally employees activity that is not part of the job description and which tends to promote the organization. This behaviour is not a part of the official system of rewards and compensation perceived sense of satisfaction and fulfillment on the job he's performing.

Some common traits observed in OCB include good sportsmanship, active involvement in all professional and social company activities, and general acceptance of the rules and culture of the organization. An employee who practices OCB will typically be an exceptionally strong team player who maintain good will among co-workers and keeps the spirit of others upbeat. Another strong element of OCB is personal imitative. A worker with good OCB will often be able to take charge of a situation with little direction. This

kind of employees typically an innate understanding of what needs to be done in order to promote organizational goals. Employees who practice OCB tend to be strong ambassadors to the company brand as well.

Determinants Of Organizational Citizenship Behaviour

The most comprehensive summary of all findings about the determinants of OCB have emerged from meta-analysis. That is, several authors have been undertaken to explore the antecedents of OCB; Dala, 2005; Hackett, Farh, Song & Lapierre, 2003 etc.

Procedural Justice And Leadership Environment

Unsurprisingly, when employees perceive the procedure of their organization as fair and just, they're more inclined to engage in OCB. Interestingly, if leaders empower employees to develop their skills and expertise, this relationship between procedure justifies employees to reach decision independently, this relationship between procedural justice and OCB diminishes (Van Dijke, De Cremer, Mayer, & Vanquaquebeke, 2012). To clarify, according to both the group value model (Lind & Tyler, 1988) and the relationship model of authority (Tyler & Lind, 1992), people are very attuned to signals and information that indicates whether or not they are valued in the organization. (Tyler & Smith, 1999). If they are treated fairly, they feel they are valued but perceived as low in status. Consequently, they do not feel as loyal to their organization. That is, they do not want to engage in any form of discretionary acts to enhance this organization, diminishing the incidence of Organizational Citizenship Behaviour (Tyler, 1999). The influence of servant leadership on employee behavior and attitude has gained momentum since the

past decade. Research shows that servant leadership influences organizational commitment, performance, job satisfaction, team and organizational citizenship behavior.

Job Satisfaction

OCB is positively related to job satisfaction. Nevertheless, the precise relationship differs between affective and cognitive job satisfaction. In particular, researchers sometimes distinguish affective and cognitive such as “my job fulfills my expectations, represents cognitive job satisfaction. This shows that OCB was more strongly elected to genitive, rather than job satisfaction. Nevertheless, as Lee & Allen (2002) showed, distinct forms of OCB do not relate to the same measure of job satisfaction. Presumably, positive feeling motivates OCB directed at individuals. In contrast, the explicit belief that helpful acts might be reciprocated could motivate OCB directed at organizations.

PERCEPTION OF ORGANIZATIONAL POLITICS

Some organization are perceived as especially political that is, employees fell they need to outperform, and even undermine, their colleagues to be promoted and valued. They feel that recognition and rewards are not related to merit but to the capacity of individuals to influence other people, often by resorting to threats and pleasure. Yet, as Hsiung, Lin and Lin (2012) showed, this perception of original politics does not always diminish the incidence of OCB. Instead, the perception of original politics evokes some beliefs and attitudes that promote OCB. This also evokes some beliefs and attitudes that impede OCB. Specially, the perception of original politics

reinforces the belief and recognition may be unfair, dependent on arbitrary considerations rather than contributions at work. Individuals do not feel they can readily shape their environment, diminishing their sense of control and evoking negative emotions.

Remuneration

Another determinant of discretionary behaviour might be levels of pay. That is, many organizations offer pay that exceeds the level of remuneration that are expected in the market 3 motivations interception this competitive pay (Akerlof and Yeilen, (1986; and Milkorich, 1990). First, many managers assume that employees will devote more efforts into their work-striving to refrain from leaving prematurely (Shapiro and Stigliz, 1984). Second, most effective and proficient employees are able to choose to organizes to which they will apply. And thus choose only companies that offer the best conditions. Third, managers assume that competitive pay might encourage discretionary effort (Akerlof, 1982).Indeed, several studies have shown that competitive pay might be related to those discretionary acts. Subramony, Norton (2008), for example, showed that shared perceptions of competitive pay across employees were negatively related to customer satisfaction.

Employee Withdrawal

OCB tends to be negatively related both to intensions to leave the organization and actual departures (Chen, 2005). Conceivably, the abstention

from OCB might reflect a form of withdrawal, which tends to predict turnover and may be related in absenteeism as well.

Task Significance And Civic Virtue

Civic virtue is characterized by behaviours that indicate an employee's deep concerns and active interest in the life of the organization (Law, Wong and Chen, 2005). In general, this organizational citizenship behaviour dimension represents a macro-level interest in the organization as evidenced by positive involvement in the concerns of the organization. Civic Virtue represents an employee's feeling of being part of the organizational whole in the same way a citizen feels a part of his or her country. An employee displaying civic virtue behaviours embraces the responsibilities of being a citizen of the organization (Podsakoff, Paine, & Bachrach, 2000). This is also a category of members of the organization who actively engage in constructive involvement in policies and government of the organization

RESEARCH METHOD

INTRODUCTION

This chapter deals with the methodology adopted by the research in collecting the data as well as the technique used in analyzing the data to arrive at a reasonable conclusion. The highlights of the chapter will include the following sub-heading:-research design, population of study, sampling procedure, sample size determination, sample size, method of data collection, validity/reliability of instrument, operational measurement of the variables and data analysis technique.

3.1 Research Design

It is the framework for the study that is used as a guide in collecting and analyzing data. This study is on the topic: THE EFFECT OF JOB DESIGN ON ORGANIZATIONAL CITIZENSHIP BEHAVIOR: A STUDY OF SOME CONSTRUCTION FIRMS IN RIVERS STATE. The research design adopted for this study is quasi-experimental research design, because first, it is the most appropriate for the management science, due to the nature of the research and the study elements involved. It is descriptive, where the aim of the research is to generate new facts. This type of design is specially suited to such studies, since description implies natural observation of the characteristics of the research subject without intentional manipulation of the variables of the research. Furthermore, the cross-sectional survey type of quasi-experimental design will be employed. This is used because it enables the researcher to collect data from a cross-section of the population and analyzing in details. This is particularly used when examining the inter-relationships among a

number of variables. Also, this method of research design is adopted because the elements are not under his control.

3.2 Population Of Study

The study population consists of personnel/workers drawn from the sample construction companies in Rivers State which includes.

Construction firms	Population drawn
Rivigo	15
MCC	16
Setraco	17
Tompat Services	15
Dave Global Concept	14
Akota Global Contractors	15
Total	92

Source: Fax Sheet, 2021.

Thus, from the table above, the population of the study was made up of a total of one hundred and thirty (130) personnel.

3.3 Sampling Procedure

The sampling procedure adopted in this study was simple random sampling technique. This is done to give each participant a chance of being selected and to avoid sampling bias. The choice of this procedure is because it yields a representative sample of the whole population. Also, the qualification for consideration is based on the staff strength and qualification.

∴ 92 respondents

Thus, the sample size for this research work as determined was total of ninety two (92) respondents. Therefore, given that six (6) construction firms have been randomly selected for this study, ninety two (92) respondents were randomly drawn from the sampled Construction firms. The sample size chosen was considered an adequate representative of the population of interest.

3.3 Sample Size

In order to ensure that research covered the section of construction firms under investigation as much as possible, six (6) construction firms operating in Rivers State out of the lot was selected and one hundred and twenty workers (120) workers were randomly selected from the six (6) firms. The total sample size is therefore 92 persons drawn from various categories of the companies – management, operators, then casual labourers, etc.

3.4 Method Of Data Collection

The data for this study were collected from both primary and secondary methods. They include questionnaires, oral interviews, library research, and unpublished write up on the effects of job design on organizational citizenship behaviour, text books, observation and issues pertaining to the study. Published materials include bulletins from the industry pertaining to job design and organizational citizenship behaviour. The questionnaire contains structured multiple choice questions with answers from respondents to tick their choice of answers. The questionnaire were delivered by hand to the respondents and retrieved by the same method. However, the questionnaire were issued out to the top workers with different structured questions all pointed to the same

objective-eliciting information from them to aid the research. A total number of 92 questionnaires were given out.

3.4 Validity/Reliability Of Instrument

Validity refers to the capacity of instrument to measure what it was designed to measure, while the liability refers to the consistency with which an instrument measures what it was designed to measure. Like other scientific studies, the study assessed in terms of both validity and reliability and from empirical evidence of this research; it shows that relevant data had been thoroughly explored.

3.5 Operational Measurement Of The Variables

This shows how the dependent and independent variables are measured operationally. The researcher studied two variables. Job design is the independent variable while organizational citizenship behaviour is the dependent variable.

The job design which is the independent variable is operationally measured in terms of the following: Job breadth, job depth and task significance. Organizational citizenship behaviour on the other hand is the dependent variable and is operationally measured in terms of the following: Job satisfaction, employee fulfillment and self-development. Specially, section A of the questionnaire made use of the nominal scale in the classification of the category of the respondents. Section B of the questionnaire design made use of the ordinal scale in the ranking of the observations of respondents to questions related to establishing the relationship between the independent and dependent using a number range of between 1 to 5. The numbers range 1 to 5 respectively

responses as thus; Great (5pts), moderate extent (4pts), considerable extents, (3pts), slight extent (2pts), no extent at all (1pt) respectively.

3.6 Data Analysis Technique

The statistical tools used on the analysis of data are the spearman rank order correlation coefficient and the chi-square. The spearman rank order correlation coefficient is considered appropriate for the analyzing of data while the chi-square is used to determine whether a significant relationship exists between an observed or actual member of objects in each category and an expected number based on the null hypothesis.

The formula for computing the spearman rank order

Correlation coefficient or RHO is given as:

$$RHO = \frac{1 - 6 \sum d^2}{N^3 - N}$$

Where, RHO = rank order correlation coefficient.

$\sum d^2$ = sum of the squared differences in the ranking of the subject on the two variables.

N = number of subjects being ranked.

RHO assumes “any value from -1 to +1 indicating perfect correlation and zero (0) for no correlation or relationship”. Agresti and Agresti (1999:40).

DATA PRESENTATION, ANALYSIS AND DISCUSSION OF FINDINGS

INTRODUCTION

This chapter present and analyze the information correlation from respondents to whom the questionnaire was administered. The chapter will also provide an interpretation of the data presented and analyzed. In fact, this chapter will be discussed under the following headings.

1. Data presentation
2. Data analysis
3. Analysis of the research questions
4. Test of hypothesis

4.1 Data Presentation

In this section we will present the data generated from the field with figures and tables; a total of 92 copies of questionnaires were distributed. The number distributed in each firm and the numbers returned are tabulated in the table below.

TABLE 4.1 Questionnaire Administration/Response Rate

Construction firms	No. of Questionnaire administered	No. of Questionnaire Returned	Percentage (%)
Rivigo	15	15	
MCC	16	15	
Setraco	17	17	
Tompat Services	15	14	
Dave Global concept	14	14	
Akotam Global Contractors	15	15	
	92	90	98%

Source: Fax Sheet, 2021

The response rate on the above table 4.1 shows that a total of 92 questionnaires were administered to the respondents and 90 was duly completed and returned. This shows a 98% response rate.

4.2 Data Analysis

In this section of research work, it is very important to analyze both research questions and research hypothesis that was stated in chapter one. We can start by analyzing the five research questions one after the other. Our analysis of the study variables will be based on 90 copies of the questionnaire that were completed. The respondents were asked to rank their responses in the form below.

Job design	Organizational citizenship behavior
Consistently 5	Strongly agree 5
Often 4	Agree 4
Sometimes 3	Sometimes Agree/Sometimes Disagree 3
Rarely 2	Disagree 2
Never 1	Strongly Disagree 1

Source: Fax sheet, 2021

Analysis Of The Research Questions

This section will seek to provide answers to the research questions indicated in section 1.5 in chapter 1. The relevant data will be extracted from the responses to the questionnaire as related to the various research questions.

Research Question One: *To what extent does job breadth affects altruism*

TABLE 4.2: Job Breadth and Altruism

Responses	No. of Respondents	Percentage (%)
Very high extent	30	33
High extent	40	44
Moderate extent	13	15
Low extent	5	6
Very low extent	4	2
Total	90	100%

Source: Field study 2021

From the above responses collected from the various respondents, of the 90 persons to the questionnaire 33% agreed that the extent to which job breadth affect altruism is very high. 44% agreed that the affect is high while 15% of the respondents agreed that the effect is moderate. 6% and 2% of the respondents agreed that the effect is low and very low respectively. Therefore, it can be conclude from the above data job breadth has a strong positive and significant effect on altruism.

Research Question Two: What impact does job significance has on civic virtue?

TABLE 4.3: Job Significance and Civic Virtue

Response	No. of Respondents	Percentage (%)
Positive	50	56
Negative	30	33
No impact	6	7
Indifference	4	4
Total	90	100%

Source: Field study, 2021

From the above responses collected from the various respondents, of the 90 persons who respond to the questionnaire 56% responded positive, 33% responded negative. Also 7% said it has no impact while 4% were indifferent. Therefore, it can be concluded from the above data that job significance performs an important and significant role in employee development of Civic Virtue.

Research Question Three: How does job depth increase employees' development of altruistic behaviour?

TABLE 4.4: Job depth and altruism

Response	No. of Respondents	Percentage (%)
Positive	58	64
Negative	24	27
No impact	5	6
Indifference	3	3
Total	90	100%

Source: Field study, 2021

From the above responses collected from the various respondents, of the 90 persons who respond to the questionnaire 64% responded positive, 27% responded negative. Also 6% said it has no impact while 3% remain

indifferent. Therefore, it can be concluded from the above that is a significant relationship between job depth and altruism.

Research Question Four: To what extent does job significance enhance altruism?

TABLE 4.5: Job Significance and altruism

Response	No. of Respondents	Percentage (%)
Very high extent	48	53
High extent	30	33
Moderate	7	8
Low extent	4	4
Very low extent	1	2
Total	90	100%

Source: Field study, 2021

From the above responses collected from the various respondents, of the 90 persons who respond to the questionnaire 53% responded that the effect is very high while 33% said is high. Also 8% of the respondents said the effect is moderate while 4% said low and 2% said it is very low. Therefore, it can be concluded from the above data job significance affect altruism.

Research Question Five: How does job-based feedback increase the willingness of employees to assist a co-worker (altruism)?

TABLE 4.6: Job-based Feedback and altruism

Response	No. of Respondents	Percentage (%)
Consistently	53	59
Often	20	22
Sometimes	9	10
Rarely	5	6
Never	3	3
Total	90	100%

Source: Field study, 2021

From the above responses collected from the various respondents, of the 90 persons who respond to the questionnaire 59% said it was consistent while

22% said it was often. 10% said sometimes while 6% said rare and 3% said never. Therefore, it can be concluded from the above data that there is a significant relationship between jobs based feedback and willingness of an employee to assist a co-worker (altruism).

4.3 Testing Of Hypothesis

In this section, the three (3) null hypotheses formulated in section 1.6 of chapter one will be tested using the spearman rank other correlation coefficient (a nonparametric Z-test statistic. The hypotheses to be tested are based on the response to the questions in the (OS) questionnaires. The aim of this is to establish a basis on which to make a conclusive statement on our research findings.

Test of HO1

HO₁: There is no significant relationship between job breadth and altruism.

HI₁: There is a positive and significant relationship between job breadth and altruism.

Test Statistics: Spearman's rank correlation coefficient

(Rho). This is given by the formula.

$$\text{Rho} = 1 - \frac{6 \sum d^2}{N^3 - N}$$

Where,

$\sum d^2$ = Sum of the squared differences in the ranking of the subject on the two Variables.

N = Number of subjects being ranked level of significance: 0.05

Degree of freedom: $v = n - 1$

Decision Rule: Here, we would apply the z-test. The z-test is given by the formular.

$$Z = r_s \sqrt{n - 1}$$

R_s = correlation coefficient

n = number of subjects under study

Decision: if the calculated value of the z-test is greater than the tabulated value (critical z), we reject the null hypotheses (HO) and accept the alternate hypotheses (HI). The test statistic will be computed based on the respondents to the questions 1 (Maintenance Management) and 2 (organizational survival) of the questionnaire.

Table 4.7: Job Breadth and Altruism.

S/No	Job Breadth (x)	Rx	Altruism (x)	Ry	D(Rx-Ry)	D ²
1	5	3.5	9	5	-1.5	2.25
2	6	5	5	4	1	1
3	5	3.5	4	3	0.5	0.25
4	3	2	2	2	0	0
5	1	1	0	1	0	0
Total					0	3.5

Source: Field study, 2021

$$r_s = 1 - \frac{6 \sum d^2}{N^3 - N}$$

Where $\sum d^2 = 3.5$

$$N = 5$$

$$r_s = 1 - \frac{6(3.5)}{5^3 - 5}$$

$$r_s = 1 - \frac{21}{125 - 5}$$

$$r_s = 1 - \frac{21}{120}$$

$$z = 1 - \sqrt{n - 1}$$

$$= 0.825 \sqrt{5 - 1}$$

$$= .825 \sqrt{4}$$

$$\Rightarrow 0.825 \times 2 = 1.65$$

$$Z = 1.65$$

At 0.05 (95%) level of significance, the value of z tabulated or gotten from the statistic table is 0.900.

$$Z_{\text{tab}} = 0.900$$

$$Z_{\text{calc}} = 1.65$$

Since the calculate value of Z is greater than the tabulated value,, the null hypotheses will be rejected and the alternative hypotheses accepted. Rejecting the null hypotheses implies that there is a positive and significant relation between job breadth and altruism.

TEST OF HO₂

HO₂: There is no significant relationship between job depth and civic virtue.

HI₂: There is a positive and significant relationship between job depth and civic virtue.

Test Statistics: Spearman’s rank correlation coefficient

(Rho). This is given by the formula.

$$\text{Rho} = 1 - \frac{6 \sum d^2}{N^3 - N}$$

Where,

$\sum d^2$ = Sum of the squared differences in the ranking of the subject on the two variables.

N = Number of subjects being ranked

level of significance: 0.05

Degree of freedom: $v = n - 1$

$$V = 5 - 1 = 4$$

Decision Rule: Here, we would apply the z-test. The z-test is given by the formula.

$$Z = rs\sqrt{n - 1}$$

rs = correlation coefficient

n = number of subjects under study

Decision: if the calculated value of the z-test is greater than the tabulated value (critical z), we reject the null hypotheses (HO) and accept the alternate hypotheses.

Table 4.8: Job Depth and Civic Virtue.

S/No	Job Breadth (x)	Rx	Altruism (x)	Ry	D(Rx-Ry)	D ²
1	9	5	10	5	0	0
2	7	4	6	4	0	0
3	4	3	2	2.5	0.5	0.25
4	0	1.5	2	2.5	-1	1
5	0	1.5	0	1	0.5	0.25
Total					0	1.5

Source: Field study, 2021

$$rs = 1 - \frac{6\sum d^2}{N^3 - N}$$

Where $\sum d^2 = 1.5$

$$N = 5$$

$$rs = 1 - \frac{6(1.5)}{5^3 - 5}$$

$$rs = 1 - \frac{21}{125 - 5}$$

$$rs = 1 - \frac{9}{120}$$

$$rs = 1 - 0.075$$

$$= 0.925$$

$$r_s = 0.925, n = 5$$

$$z = 0.925 \sqrt{5 - 1}$$

$$= 0.925 \sqrt{4}$$

$$z = 0.925 \times 2$$

$$Z = 1.85$$

At 0.05 (95%) level of significance, the value of z tabulated or gotten from the statistic table is 0.900.

$$Z_{\text{tab}} = 0.900$$

$$Z_{\text{calc}} = 1.85$$

Since the calculate value of Z is greater than the tabulated value, the null hypotheses will be rejected and the alternative hypotheses accepted. Rejecting the null hypotheses implies that there is a positive and significant relation between job depth and civic virtue.

TEST OF HO₃

HO₃: There is no significant relationship between job significance and altruism.

HI₃: There is a significant relationship between job significance and altruism.

Test Statistics: Spearman's rank correlation coefficient (Rho). This is given by the formula:

$$\text{Rho} = 1 - \frac{6 \sum d^2}{N^3 - N}$$

Where,

$\sum d^2$ = Sum of the squared differences in the ranking of the subject on the two Variables.

N = Number of subjects being ranked

Level of significance: 0.05

Degree of freedom: $v = n - 1$

Decision Rule: Here, we would apply the z-test. The z-test is given by the formular.

$$Z = r_s \sqrt{n - 1}$$

r_s = correlation coefficient

n = number of subjects under study

Decision: if the calculated value of the z-test is greater than the tabulated value (critical z), we reject the null hypotheses (HO) and accept the alternate hypotheses (HI).

Table 4.9: Job Significance and Altruism.

S/No	Job Breadth (x)	Rx	Altruism (x)	Ry	D(Rx-Ry)	D ²
1	5	3.5	7	4	-0.5	2.25
2	6	5	8	5	0	-
3	5	3.5	3	3	0.5	0.25
4	2	1.5	2	2	-0.5	0.25
5	2	1.5	0	1	0.5	0.25
Total					0	1.5

Source: Field study, 2021

$$r_s = 1 - \frac{6 \sum d^2}{N^3 - N}$$

Where $\sum d^2 = 1$

$$N = 5$$

$$r_s = 1 - \frac{6(1)}{5^3 - 5}$$

$$r_s = 1 - \frac{9}{120}$$

$$r_s = 1 - 0.05$$

$$= 0.95$$

$$z = rs\sqrt{n - 1}$$

$$z = 0.95\sqrt{5 - 1}$$

$$= 0.95 \sqrt{4}$$

$$Z = 0.95 \times 2$$

$$Z = 1.9$$

At 0.05 (95%) level of significance, the value of z tabulated or gotten from the statistic table is 0.900.

$$Z_{tab} = 0.900$$

$$Z_{calc} = 1.9$$

Since the calculate value of Z is greater than the tabulated value, the null hypotheses will be rejected and the alternative hypotheses accepted. Rejecting the null hypotheses implies that there is a positive and significant relation between job significance and altruism.

4.4 Summary Of Test Results

HO₁: There is no positive and significant relationship between job breadth and altruism. This hypothesis was rejected and the alternate hypothesis accepted which implies that there is a positive and significant relationship between job breadth and altruism.

HO₂: There is no positive relationship between job depth and employee development of civic virtue. This hypothesis was rejected and the alternate hypothesis accepted which indicates that there is a positive and significant relationship between job depth and civic virtue.

HO₃: There is no correlation between job significance and altruism. This hypothesis was rejected and the alternate hypothesis accepted indicating that there is a positive correlation between job significance and altruism.

Decision

The first research question sort to examine to what extent job breadth can enhance the willingness of employees to assist co-workers. Data from the study revealed that when job breadth is properly determined, employees will be willing to assist co-workers thereby increasing citizenship behaviour. Also, data from the study revealed that when the job depth is properly determine and recognized employees feel fulfilled and embarks on organization citizenship behaviour. Furthermore, data gathered revealed that when job are satisfying employees feel self developed hence, they develop organizational citizenship behaviour as a show of self development. Finally the on-going reveals that job design is a tool or the development of organizational citizenship behaviour in construction industry.

DISCUSSION, CONCLUSION AND RECOMMENDATIONS

INTRODUCTION

In the previous chapter, the data collected was analyzed and discussed. In this chapter, the findings will be summarized; conclusions will be drawn from the findings and appropriate recommendations made.

5.1 Summary Of Findings

The summary of findings was excerpts from the responses of the respondents to the various questions administered in the questionnaire which

were relevant to the achievement of the objectives. This research work revealed that job design is a sinequa-non for the development of organizational citizenship behaviour, especially in the construction firms in Rivers State. It follows therefore that when construction firms embark on designing the depth of employee's job, they develop a helping attitude in the organization. Also, when a construction firm embarks on proper designing of their job breadth such that every employee knows exactly the extent of his work he ought to cover, it allows him to feel fulfilled in the job he's doing and this will enhance his development of organizational citizenship behaviour in the organization. The results of the hypothesis were summarized as follows:

The first, second and third hypotheses were tested with spearman rank correlation coefficient (Rho). The null hypotheses were all rejected. In deciding whether to accept or reject the null hypothesis, the calculated z-value is compared with the critical z-value at confidence level of 0.05 (95%).

The rejection of the first hypothesis means that there is a significant relationship between job breadth and altruism. The rejection of the second hypothesis means also that there is a positive and significant between job depth and employee fulfillment. Likewise, the rejection of the third hypothesis signifies that there is a significant relationship between job significance and self-development.

5.2 Conclusion

Based on the summary of findings, the following conclusions were made;

Job breadth which is associated with the acquisition of the level of experience and employee wanted in a job, it serves as an encouragement to teach or assist other employee in the organization. It also encourages an employee self-development knowing that the level of experience he needed in the job has been achieved. Furthermore, when employee has a quality amount of discretion in the work he does, he feels fulfilled. It is therefore this fulfillment of the employee in the job that he does that makes him develop the level of organizational citizenship behaviour that he does. The current study also posits that how developed an employee is in himself is dependent of how significant his joy is. Finally, the willingness of an employee to assist a co-worker (altruism) is the dependent on the level of feedback in which the job is based.

5.3 Recommendations

Based on the conclusions, the following recommendations are made;

- Construction firms in Rivers State should be abreast of the principles of designing an employee's job to know the amount of discretion he can apply in his job.
- Construction firms among other firm should appreciate the importance of performance measurement in its appreciation for the development of proper citizenship behaviour.

5.4 Suggestion For Further Studies

Based on our findings, our analysis and our recognition of limitations, we suggest that further studies be carried out in the area of differentiating two dimensions of OCB according to their objectives individual and organizational.

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