

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

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

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

$$Z = 1.65$$

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

$$Z_{tab} = 0.900$$

$$Z_{calc} = 1.65$$

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.

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

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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