

Flourishing Organisational Citizenship Behaviour through Job Characteristics

Bhupendra Jung Shahi,
Rewan Kumar Dahal*, Bhanu Bhakta Sharma
Nepal Commerce Campus, Tribhuvan University, Nepal

*Corresponding Author

Article History

Received 31 Aug 2022
Reviewed 15 Sept 2022
Revised 28 Oct 2022
Plagiarism Checked 1
Nov 2022
Revised 28 Dec 2022
Accepted 10 Dec 2022

Keywords

job characteristics,
organisational citizenship
behaviour, OCB-I,
OCB-O, Overall OCB

Journal of Business and
Social Sciences Research
(ISSN: 2542-2812).
Vol VII, No. 2,
December 2022

Abstract

Researchers' contributions in identifying predictors of organisational citizenship behaviours are appreciable, and still, contextual study of job characteristics as an antecedent of enhancing employees' citizenship behaviours will be valuable for the banking and insurance sectors. This study is an endeavour to investigate the way of association and influence of perceived job characteristics on organisational citizenship behaviours (OCBs). Cross-sectional survey data were obtained from 221 employees involved in varying natures of jobs in the Nepalese Banking and Insurance industry. Correlation analysis revealed the positive association of perceived job characteristics with organisational citizenship behaviours. Similarly, the regression analysis suggested that perceived overall job characteristics positively and significantly predicted organisational citizenship behaviours (OCB-I, OCB-O, and overall OCB). The study is expected to add value to job design considerations for flourishing citizenship behaviours from the context of the Nepalese banking and insurance sectors.

INTRODOUCTION AND STUDY OBJECTIVES

Nepalese commercial banks are at the stage of change and transformation

through advanced technology-based services, competitive services, mergers and acquisitions, and service diversification. In this scenario, managers' challenges are enhancing employees'

¹ Shahi is Assistant Professor and PhD scholar at Tribhuvan University. His email ID is bhupendras@ncc.edu.np

² Dr. Dahal is Assistant Professor, and can be contacted at rewan.dahal@ncc.edu.np

³ Sharma is Assistant Professor and PhD scholar at Tribhuvan University. His email ID is bhanu@ncc.edu.np

organisational citizenship behaviours (OCBs) to achieve creativity, innovativeness, and organisational effectiveness. To ensure organisational effectiveness and efficiency, organisations need employees' cooperation, benevolence, self-sacrifice, and extra efforts (Yilmaz & Tasdan, 2009). OCB consists of extra-role behaviours such as cooperating with co-workers, arriving at the workplace early and leaving late, assisting others, using organisational resources with care and promoting optimism inside an organisation (Turnispeed & Rassuli, 2005). OCB is not defined in any contract and is not even expected by the average employee, yet it is organisationally desirable because it aids in resource transformation, adaptability, and innovation, all of which help to boost the organisation's efficiency (Turnipseed & Murkison, 1996).

OCB literature and empirical studies indicate several job factors, individual, organisation, and environment-related predictors of OCBs; however, this study considers job characteristics as a predictor of OCBs. Hackman and Oldham (1976) state that individuals who perform well-designed jobs characterised by task identity, skill variety, autonomy, task significance, and feedback they experience psychological states of job significance, accountability, and knowledge of the job outcomes, which ultimately result in job satisfaction, motivation and work performance. Employees reciprocate their citizenship behaviours when they are assigned an enriched job rather than a routine and monotonous task because the satisfying and motivating nature of the job

stimulates employees to support other people in the organisation.

Employees representing a joint family, collectivism, and cooperative societal culture can be a rich source for exploring citizenship behaviour in Nepalese banking and insurance sector industries. In the Nepalese context, only a few studies (Gautam et al., 2005; Chhetri, 2017; Shrestha, 2019; Subedi, & Sthapit, 2020; Niraula & Chamlagai, 2020; Shrestha, 2020) have been conducted on OCB. Gautam et al. (2005) found affective and normative commitment as strong predictors of altruism and compliance citizenship behaviours among employees of commercial banks, Nepal Telecommunication, and Nepal Television. Uniform results were found by the study of Shrestha (2019) conducted on the same sample organisations. Both studies uncovered employees in the insurance industry. However, after the restoration of democracy (1990) in Nepal, banking and insurance sectors are well developed and have extensive experience in HRM practices. Including such sectors in study would make it more feasible to generalise the results on one hand. Similarly, on the other hand, both studies were limited only to the altruism and compliance OCB dimensions, whereas the rest of the dimensions are also equally worthwhile to investigate. Chhetri (2017) studied manufacturing, banks, financial, and IT sectors and reported that perceived organisational support and person-organisation fit influence OCB, where employee engagement mediates the influence. Niroula and Chamlagai (2020) elucidated that the employees

working in government, private, and foreign joint venture Nepalese banks have satisfactory levels of citizenship behaviours. Further, they found females with higher education engage more in extra-role behaviours than male employees, whereas designation and experience do not influence citizenship behaviour. [Subedi and Sthapit \(2020\)](#) examined the association between HRM practices and organisational citizenship behaviour (OCB) in Nepalese commercial banks and found no significant variation between overall OCBs of managers of both foreign joint venture and private commercial banks. As per the study ([Subedi & Sthapit 2020](#)), the HR practices (viz., organisational climate and HR training and development) have a significantly positive relationship with OCB, while employee empowerment has a negative impact on OCB. Out of the four HR practices considered for the study, HR training and development was found to be the strongest predictor of OCB. Likewise, [Shrestha and Subedi \(2020\)](#) reported that local teachers contribute to citizenship behaviours in schools.

All of these studies uncovered the job attributes as potential enhancers of OCB. Thus, in this absence in the Nepalese context, this study can be rational for investigating how employees perceive their assigned job characteristics, to what extent they are involved in citizenship behaviours, and the influences of job characteristics perception on citizenship behaviours.

Organisational citizenship behaviours are not only the interest of scholars, but

practising executives are equally paying their eager zeal to know the contributing factors to employees' organisational citizenship behaviours; that's why those factors can be best fitted to soft and hard HRM practices for organisational excellence. Literature and few studies from the western context also suggest that core job characteristic leads to organisational citizenship behaviour. Findings from the western context may not be generalised to the Nepalese context. To the best knowledge of the researchers, the potential association between job attributes and organisational citizenship behaviour remains to be tested in the context of Nepalese. Hence, the study is designed to dig out whether; would employees' perceived job characteristics influence their organisational citizenship behaviours in the Nepalese banking and insurance sectors. Specific focuses of the study are to examine: 1) levels of perceived overall job characteristics and 2) the influence of perceived overall job characteristics on organisational citizenship behaviours beneficial to an individual (OCB-I) as well as an organisation (OCB-O).

REVIEW OF LITERATURE

Organisational Citizenship Behaviour: The foundation of the OCB concept may be traced back to [Barnard \(1968\)](#), who stated that employees should be eager to contribute to a cooperative system to achieve organisational objectives. Hawthorne's experiment with [Roethlisberger and Dickson \(1939\)](#) concluded that the existence of an informal organisation is a prerequisite for effective

collaboration that facilitates the operation of the formal organisation. Katz (1964) and Katz and Kahn (1966) noticed that constructive and cooperative behaviours outside the typical job requirements are crucial to an organisation's performance. Organ (1988) defined OCB as the discretionary behaviour of an individual that is neither directly nor openly recognised by the formal reward system. OCB is an extra-role (beyond assigned tasks) behaviour based on assisting co-workers or demonstrating concerns for the organisation (Finkelstein & Penner, 2004). Discretionary behaviour is a matter of choice, and such behaviour can maximise the productivity, efficiency (Organ, 1988), creativity, and innovativeness of both the employee and the organisation.

OCB is a multi-dimensional construct that includes altruism, civic virtue, courtesy, sportsmanship, and conscientiousness behaviours (Bateman & Organ, 1983; Organ, 1988a; Smith et al., 1983). As per Pare and Tremblay (2000), altruistic behaviours like assisting a co-worker who has been absent from work, assisting those with heavy workloads, being aware of how one's behaviour affects others' jobs, and helping and support to new employees are all obvious signs of an employee's concern for their workplace. Taking an active role in the political affairs of the organisation by attending meetings, keeping track of its progress, and offering suggestions are all examples of civic virtue. Courtesy denotes supportive behaviour that helps others to build interpersonal relationships, such as providing prior notice of the work

schedule to someone who is in need or consulting others before taking decisions and actions that could have an impact on them (Organ, 1990). Sportsmanship is the ability of employees to endure minor issues at the workplace without raising their voices (Organ, 1988). Conscientious employees accept and follow the organisation's rules, regulations, and procedures. Conscientious behaviour is discretionary conduct that goes way beyond the minimum roles required by the organisation (Law et al., 2005).

Nearly 30 different types of citizenship behaviours have been recommended by various studies (Podsakoff et al., 2000). Again, there is a larger likelihood of an increase in OCB dimensions in varying contexts of studies. Williams and Anderson (1991) simplified the studies on OCB dimensions by condensing the multiple dimensions into two broad dimensions: OCB-I and OCB-O, which made it possible to encapsulate varying dimensions either in OCB-I or OCB-O, conceptualising the behaviours oriented to individuals or organisations, respectively. The dimension OCB-I indicates the pattern of behaviours that first benefit individuals and subsequently assist the organisation. The behaviours that directly contribute to the effective functioning of an organisation are referred to as OCB-O. For instance, putting in extra time and effort to improve organisational performance is connected to OCB-O. OCB-I includes altruism and courtesy behaviours that can be subsumed into OCB-I, whereas civic virtue, sportsmanship, and conscientiousness behaviours within

OCB-O (William & Anderson, 1991). Other researchers have also considered Williams and Anderson's categorisation of OCBs in their studies. LePine et al. (2002) and Hoffman et al. (2007) followed William and Anderson's dimensions by integrating Organ's (1988) five OCB dimensions into OCB-I and OCB-O. This study also followed the William and Anderson's (1991) OCB dimensions.

Nepal has its own societal culture of collectivism, cooperation, multi-tribes, multi-religions with harmony and tolerance to each other, and joint family culture. For thirty years of democratic and federalism practices, traditional social discriminations have been transforming to inclusive and equality. In perspective of social cognitive theory (Bandura, 1986, 1999) these Nepalese social factors are external stimulators for cognition and mimic of higher citizenship behaviours than individualistic cultural context. Organisational culture of challenging jobs (Gautam & Basnet, 2020), innovative and respect for people culture (Upadhaya et al. , 2018), technology based interdependent jobs, both team work and individual job structures, participative management is in practice in Nepalese Banking and Insurance sectors which favour to exhibit extra-role behaviours.

Early research regarding the antecedents of OCB focused on employee attitudes and dispositions, personality characteristics, leadership behaviours, perception of fairness (Podsakoff et al. , 2000), task characteristics (Todd & Kent, 2006), job satisfaction (Organ & Ryan,

1995), organisational characteristics (Wang et al. , 2005), and organisational commitment (Gautam et al., 2005) but job characteristics in terms of skill variety, task significance, autonomy, task identity, and feedback have less-researched in different country context. To the best knowledge of researchers, none of the study has tested the relationship between job characteristics and OCB in the Nepalese context. Therefore, this study adds evidence to the literature of job characteristics and OCB association because structure of job, perception on it and levels of citizenship behaviours may vary across cross-culture.

Job Characteristics

Authors have developed various theories and models of work or job design under classical, socio-technical, and behavioural approaches. For predicting citizenship behaviours, this study considered the core job attributes suggested by Hackman and Oldham (1980) in Job Characteristic Theory.

The Job Characteristics Model (JCM) suggests job characteristics, psychological states that serve as motivators, and work results. The JCM was created by Hackman and Oldham (1980) on the idea that workers who perform jobs characterised with task significance, task identity, skill variety, autonomy, and feedback experience three psychological states meaningful job, responsible for work outcomes, and sense of work results which in turn affect both personal and job outcomes. These three psychological states play the role of intrinsic motivators of work outcomes

as general job satisfaction, personal growth satisfaction, work effectiveness, and minimal absenteeism. Additionally, the model suggests that the association between job features and work outcomes is moderated by skill and knowledge, growth needs strength, and context satisfaction.

Job Characteristics and OCB Association

Employees' interaction with enriched jobs featured with core job characteristics influences the perception and work attitudes of employees, which in turn may lead to OCB. Job attributes, task identity, skill variety, and task significance enhance the employees' intrinsic motivation for the meaningfulness of the job and make them realise the importance of contextual interdependency for rationalising meaningful work that ultimately stimulates them to perform voluntary extra-role behaviours too. Job autonomy creates a sense of responsibility, and feedback on the job provides the knowledge of outcomes of own performance. Both feelings of responsibility and knowing outcomes are intrinsic motivators of contributing extra-role behaviours without expecting extra financial rewards.

Social exchange theory (Konovsky & Pugh, 1994) and psychological control theory (Robinson & Morrison, 1995) support the interconnection of job characteristics and OCB association. The reciprocity rule of these theories orients that workers reciprocate OCB when they experience satisfaction and motivation with their job. Individuals

experience autonomy, identity, and multiple skill development during job performance; they reciprocate the extra-role behaviours in the organisation.

Extant conceptual literature supports the potential association between job characteristics and employee behaviours. Although, varied results from early studies conducted in different countries and organisational contexts insist on further contextual study. Chen and Chiu (2009) observed a significant relationship between job scope and OCB using a single-dimensional measure of OCB. Krishnan et al. (2010) revealed that task significance, task variety, and task autonomy all contribute to OCB. These findings agree with those of Farh et al. (1990); Drago and Garvey (1998), and Cappelli and Rogovsky (1998). However, the findings of Krishnan et al. (2010) contradict those of Su and Hsiao (2005), who found an insignificant relationship between job autonomy with OCB. Singh, et al. (2019) observed that task autonomy, skill variety, feedback, and task significance were all positive predictors of citizenship behaviours in the Indian banking context, but task identity was not. Similarly, in Zampetakis (2022) study, job autonomy, task significance, and task feedback are all OCB.

Task significance and job identity have a positive influence on three OCB dimensions: conscientiousness, altruism, and sportsmanship (Samuel & Aubrey, 2006). Similarly, job feedback and OCB were positively related, according to Namm (2003). Podsakoff

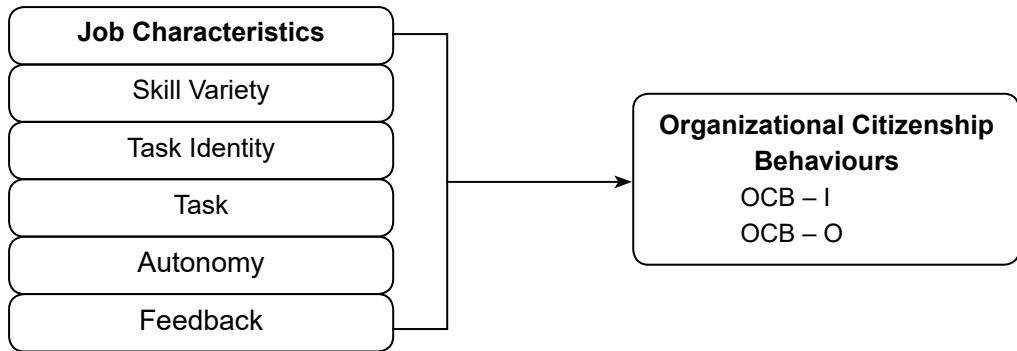


Figure 1 . *Theoretical Framework*

et al. (1993) reported that task feedback positively correlated with altruism and conscientiousness. Task feedback was found to be positively related to civic virtue by Podsakoff et al. (1996). Based on reviewed literature following hypotheses have been proposed:

- H1: Perceived overall job characteristic positively associates with individually beneficial forms of citizenship behaviours (OCB-I).
- H2: There is a positive association between job perception and organisationally beneficial forms of citizenship behaviours (OCB-O).
- H3: Perception of overall job attributes positively associates with overall citizenship behaviours (overall OCB).

Theoretical Framework

This study is confined to testing the association between job characteristics and OCBs. For that purpose, core job characteristics: task identity, skill variety, task significance, autonomy, and feedback, as referred to by Oldham and

Hackman (1980), have been proposed as potential predictors of OCBs. Based on William and Anderson's (1991) broad categorisation of OCB dimensions, OCB-I and OCB-O have been considered dependent variables of the study. Altruism and courtesy behaviours are included in OCB – I, and sportsmanship, civic virtue, and conscientiousness behaviours are included in the OCB – O dimension. The empirical support for including Organ's five dimensions of OCB within OCB-I and OCB-O arrives from the studies of LePine et al. (2002) and Hoffman et al. (2007). Literature regarding the conceptual relationship between constructs and their theoretical and empirical supports has been extensively reviewed in earlier subheadings. Based on the reviewed literature, the following theoretical framework has been proposed for an empirical test in this study.

RESEARCH METHODS

Research Design

Descriptive research design has been used to analyse employees' level of perceived job characteristics and the status of their citizenship behaviours,

and causal relationship research design has been used to analyse the influence of perceived job characteristics on organisational citizenship behaviours. Cross-sectional data were collected through a close-ended survey questionnaire. The survey was conducted on different ages, gender, tenure, and positions of employees working in Nepalese banking and Insurance sector organisations. Correlation, simple, and multiple regression analysis techniques have been used to test the hypothesised relationship of OCBs with predicting variables of perceived job characteristics.

Population and Sample

Till mid-July 2022, a total of 26 commercial banks, 19 life insurance, and 20 non-life insurance organisations are in operation. All these organisations were considered as the population of the study. A total of 26 commercial banks were grouped into eight strata, and each stratum contains banks that were established within the range of 10 years beginning from 1930 AD. No commercial banks were established within the strata of 1941 to 1950 AD, 1951 to 1960, and 1971 to 1980. Out of rest five strata, Nepal Bank Ltd. from the first stratum (1930 to 1940), Rastria Banijya Bank and Agriculture Development Bank from the fourth stratum (1960 to 1970), Standard Chartered Bank from the sixth stratum (1980 to 1990), Nepal SBI Bank and Everest Bank Ltd. out of the seventh stratum (1990 to 2000), and Global IME Bank Ltd. and Mega Bank Ltd. from the eighth stratum (2001 to 2013) were selected as sample banks by using

judgmental and convenient sampling method rather than using a statistical method for the intent of reducing non-response rate. These sample banks also represent government, joint venture, and privately-owned banks. Similarly, two life insurance (Prime Life Insurance and National Life insurance) and two non-life insurances (Lumbini General Insurance and Rashtriya Beema Sansthan) were selected as sample insurance corporations. Corporate maturity or tenure, ownership structure, and board structure differentiate the management practices and influence performance (Aho, 2009; Ogabo et al., 2021; Fauzi & Locke, 2012; Phung & Mishra 2016). Therefore, multiple tenures, ownership structure, and nature of banking and insurance industries were selected as a sample to capture the varying job design practices and citizenship behaviours. Altogether 280 questionnaires were distributed to employees of various ages, gender, tenure, and position working in the sample banks and insurance organisations, but only 221 (79%) responses returned from respondents were found to be usable.

Respondent Profile

Out of 221 respondents, 149 (67.4%) male and 72 (32.6%) female respondents participated in the study whereas married and unmarried female respondents were 40(55.56%) and 32(44.44%), respectively. Similarly, 105 (47.51%) respondents from the age group of 20 to 30 year, 71 (32.13%) from 30 to 40 years of age, 34(15.38%) from 40 to 50 years, and 11(5%) from above 50 years of age

were responded on survey. In terms of designation, 23 (10.41%) managers, 128 (57.92%) officers, and 70(31.67%) non-officers returned their responses. Similarly, in terms of academic profile 7(3.17%) Intermediate, 71(32.13%) Bachelor, 141(63.80%) Masters, and 2(0.9%) M. Phil. Degree holders contributed their opinion on the survey.

Variables Operationalisation

Respondents' perceptions of job characteristics and levels of agreement on OCBs were measured on a 6-point Likert – type scale. The rating scale was designed as 1 = "strongly disagree" and 6 = "strongly agree". Fifteen item statements developed by [Oldham and Hackman \(1980\)](#) were administered to measure the perception of job characteristics. For instance, "My job requires me to do many different things, using several different skills and talents." By adding the rated scores of all 15 items, the aggregate measure of a job in terms of overall characteristics was also obtained.

A 20-item instrument developed by [Podsakoff et al. \(1990\)](#) was used to measure OCBs based on Organ's (1988) five-dimensional taxonomy. Again, items concerning altruism and courtesy behaviours were administered to measure the OCB-I dimension, based on [Andersons and Williams \(1991\)](#) two-dimensional approach and considering the recommendations made by [LePine et al. \(2002\)](#) and [Blair et al. \(2007\)](#). Similarly, civic virtue, conscientiousness, and sportsmanship behaviours were included in OCB-O dimension. For instance, "I help others who have heavy

workloads." Both alternatives (English and Nepalese version) instruments were administered to respondents as per their preference. Instruments were administered after getting approval from a panel of experts and reliable results of alternative or equivalent stability tests of both instruments. Means and variations ($m_1 = 5.009$, $m_2 = 5.016$, $v_1 = 0.110$, & $v_2 = 0.118$) of item scores of both instruments were measured separately and found to be more similar, indicating that both English and Nepalese version instruments were consistent and stable in producing the same results across respondents in the context of Nepalese Banking and Insurance sectors.

Reliability and Validity

Negatively phrased item scores were reversely coded in data entry. Chronbach's coefficient alpha of overall job characteristics (0.944), OCB – I (0.910), and OCB – O (0.927) were found highly reliable. Out of 20 items of OCBs, 5 respective items of courtesy, sportsmanship, and conscientious: cr4, sp2, sp3, cn1, and cn2 have been eliminated from exploratory factor analysis due to cross-loadings. Out of the remaining 15 items, 4 items of civic virtue (cv1, cv2, cv3, cv4), 2 items of sportsmanship (sp1, sp4) and 2 items of conscientious (cn3, cn4) were loaded within factor 1. Civic virtue, sportsmanship, and conscientious citizenship behaviours are oriented toward organisational benefits. Hence, factor_1 provides evidence for the validity of broad dimension OCB-O as a theorised construct in literature. Similarly, the remaining 7 items concerning altruism (al1, al2, al3, al4) and courtesy (cr1,

Table 1
Mean of Job Characteristics Perception and Citizenship Behaviours (N = 221)

Job Characteristics	Mean	Std. deviation
Skill Variety	5.01	0.725
Task Identity	5.00	0.733
Task Significance	4.99	0.735
Job Autonomy	4.82	0.792
Feedback	4.79	0.748
Overall job characteristics	4.92	0.747
OCB-I	5.35	0.65
OCB-O	5.13	0.71
Overall OCB	5.24	0.68

Note. From researchers' survey 2022

cr2, cr3) behaviours were found to be loaded within factor_2, which supports labeling the factor as OCB-I. Hence, the statistical evidence ensures the validity of theorised construct of OCB that contains two broad dimensions: OCB_I and OCB_O. Convergent validity test results (OCB – I and OCB – O : MSA = 0.879 and 0.898 > 0.60; loadings = 0.749 to 0.847 and 0.707 to 0.85 > 0.70; variance extracted= 0.63 and 0.59 > 0.5 respectively) and discriminant validity test results i.e. correlation coefficients between OCB-I and OCB-O, factor 1 and OCB-I, and factor 2 and OCB-O all ranged significantly between 0 to 1 which suggest that both OCB-I and OCB-O are distinct but sub-constructs of broad OCB construct in Nepalese context too.

DATA RESULTS AND DISCUSSION

Status of Perceived Job Characteristics and OCBs

Employees' perceptions of their job characteristics and agreements on

organisational citizenship behaviours were measured on a 6-point Likert scale. Table 1 revealed that employees of the banking and insurance sectors perceive (m = 4.92, s.d. = 0.74) their jobs as designed with careful integration of skill variety, task identity, task significance, job autonomy, and feedback system. Similarly, they have been involved in moderate levels (m = 5.24, s.d. = 0.68) of citizenship behaviours beneficial to individuals and organisations.

Relationship between Perceived Job Characteristics and OCBs

Pearson's bivariate correlation was performed to observe evidence of direction and strength of the relationship of organisational citizenship behaviours with predicting variable perceived overall job characteristics.

Table 2 revealed that employees' citizenship behaviours oriented to individuals, beneficial to the organisation, and aggregate behaviours were positively and strongly correlated with

Table 2.
Correlation among Sets of Variables

	OCB_I	OCB_O	Overall_OCB	Overall JC
OCB_I	1			
OCB_O	.653**	1		
Overall_OCB	.891**	.925**	1	
Overall JC	.661**	.721**	.763**	1

** Correlation is significant at the 0.01 level (2-tailed).

Note. From researchers' survey 2022

their perceived overall job characteristics. Higher correlations of OCB-I and OCB-O with Overall OCB (0.891, 0.925) should not be considered as an indication of multicollinearity since OCB-I and OCB-O both are sub-variables of the same construct OCB and Overall OCB is the summation of both variables and these set of dependent variables are used separately on subsequent regression models.

Influence of Perceived Job Characteristics on Organisational Citizenship Behaviours

Three regression equations were used to test the hypothesised (H1, H2, and H3) direct relationship that perceived overall job characteristics are positively associated with: a) OCB-I, b) OCB-O, and c) overall OCB by regressing each of the dependent variables: OCB-I, OCB-O, and overall OCB on OJC separately. Visual observations: Histogram, N-P plot, and Scatter plot showed that the assumptions of normality and homoscedasticity were not violated for each model. Estimated regression models were found to be a good fit since F-test results were found to be statistically significant for all three models. Similarly, significant p-values

(0.000 < 0.01) of t-tests of each model indicated that regression coefficients were sufficiently interpretable. Considering the aggregate concept of job characteristics, all scores of five job characteristics items were summed up and labelled the variable as Overall Job Characteristics (OJC) which represents the respondents' overall perception regarding the five characteristics of their job.

According to regression results in model – I, the single independent variable perceived overall job characteristics accounts for approximately 44 percent of the total variation in organisational citizenship behaviours beneficial to the individual. There is a positive and significant ($\beta = 0.29$, $p = 0.000 < 0.01$) effect of employees' perceived job characteristics on their citizenship behaviours beneficial to individuals. The estimated effect on OCB-I concerning OJC is 0.29, which means that single feature enrichment on the job brings 29 times improvements in employees' citizenship behaviours beneficial to individuals.

According to the regression results in the model – II, perceived overall job

Table 3
Regression Results

Models	Variables	α	β	t	p-value	F	R ²	Adj. R ²
I	OCB-I (Cons.)	16.064						
	OJC		0.29	13.038	.000	169.994**	0.437	0.434
II	OCB-O (Cons.)	13.286						
	OJC		0.378	15.404	.000	237.285**	0.52	0.518
III	Overall OCB (Cons.)	304.37						
	OJC	0.668	17.446	.000	304.374**	0.582	0.58	

*OJC predictor variable, **. Correlation is significant at the 0.01 level (2-tailed).*
Note. From researchers' survey 2022

characteristics explain 52 percent of the total variation in organisational citizenship behaviours beneficial to the organisation. Organisational citizenship behaviours dedicated to the organisation are positively related to overall job characteristics. Similarly, the estimated effect of perceived overall job characteristics on citizenship behaviours beneficial to the organisation is statistically significant ($R^2 = 0.378$, $t = 15.404$, $p = 0.000 < 0.01$), which means when the single feature of job characteristic is enriched, OCB-O will be improved around 38 times.

According to the regression results in model – III, employees' perceived aggregate job characteristics account for 58.2 percent of the total variation in overall citizenship behaviours. There was a positive relationship between employees' perceived overall job attributes and their overall citizenship behaviours. Similarly, the estimated effect of perceived overall job characteristics on overall OCB was statistically significant ($R^2 = 0.668$, $t = 17.446$, $p = 0.000 < 0.01$), which means when a single feature of

job characteristics is enriched, overall organisational citizenship behaviours will be improved around 67 times.

Hence, considering the results of three separate regression models, hypotheses 1, 2, and 3 perceived overall job characteristics are positively associated with: a) OCB – I, b) OCB – O, and c) Overall OCB are supported.

Discussion: Employees' perception of their overall job characteristics triggers them to exhibit organisational citizenship behaviours, which was proposed with the theoretical support of Social Exchange Theory (Konovsky & Pugh, 1994), Psychological Control theory (Robinson & Morrison, 1995), Job Characteristics Theory (Hackman & Oldham, 1980), and empirical literature. This study found that perceived OJC positively and significantly affects citizenship behaviours: OCB-I, OCB-O, and overall OCB. The established relationship between OJC and OCBs, in this study, supported Hackman and Oldham's (1980) theoretical claims that employees' interactions with

their job characteristics affect their psychological states of experienced meaningfulness, responsibility for the outcome, and knowledge of outcomes which in turn lead to personal and job performance outcomes. According to Farh et al. (1990), an employee can perceive the contextual importance of the job and recognise the connections among his or her co-workers in terms of interdependence when performing tasks that are intrinsically motivating.

The study's findings are in line with those of earlier empirical studies, as Chen and Chiu (2009) measurement of OCB using a single-dimensional instrument, which found a significant correlation between job scope and OCB; task significance and job identity positively impact three dimensions of altruism, conscientiousness, and sportsmanship (Todd & Kent, 2006); jobs with high scope resulted in the engagement in OCB (Ozturk, 2010); three job characteristics – task autonomy, task variety, and task significance lead to OCB (Krishnan et al., 2010); and a positive relationship of task feedback with altruism, and conscientiousness (Podsakoff et al., 1993). Employees become self-inspired to reciprocate citizenship behaviours as a consequence of understanding meaningfulness, responsibility, and interdependencies on the job.

CONCLUSION AND IMPLICATIONS

In this study, the hypothesis that job characteristics positively influence employees' organisational citizenship behaviours was tested and confirmed.

Consequently, it can be concluded that a person who performs a job that is designed to have task identity, skill variety, autonomy, task significance, and feedback experiences intrinsic satisfaction and motivation through a sense of responsibility, the meaningfulness of the work, knowledge of the work outcomes and realisation of interdependency which ultimately urge the person to reciprocate citizenship behaviours that are beneficial to individuals as well as the organisation.

Employees' organisational citizenship behaviours today are significantly recognised as a means to achieve organisational innovativeness, effectiveness, and competitive advantages. Practicing executives can enhance citizenship behaviours as a culture in an organisation through HRM practices. Based on this study's results, managers can integrate multiple, identified, and significant or complete sets of tasks, autonomy, and feedback system when designing individual and teamwork. Employees get the chance to develop and use a variety of skills, create a sense of performing the complete job from beginning to end, feel that they are performing a significant job influencing other's life too, experience responsibility, and gain knowledge of performance results. Multiple tasks can be combined into one job, natural work units can be formed, creative expression can be encouraged, client relationships can be built, and feedback channels can be built. These are all potential ways to enrich jobs to encourage organisational citizenship behaviours.

The study validated the perceived OJC as a positive and significant predictor of organisational citizenship behaviours in the context of Nepalese banking and insurance service industries by testing the theoretical proposition of the relationship and effect of job characteristics on organisational citizenship behaviours. OCB literature and various empirical studies suggest several potential predictors, such as organisational justice, organisational support, leadership behaviours, organisational characteristics, individual characteristics such as personalities, and cultural context. These potential antecedents of OCB can be considered in a further study which may be more worthwhile. OCB literature suggests that organisational effectiveness can be achieved through OCBs. Hence, further research needs to study the relationship and effects of OCB on organisational effectiveness in terms of profit, return on investment, customer satisfaction and retention, product and service quality, etc.

LIMITATIONS OF THE STUDY

In this study, cross-sectional data were collected at a single point in time. The findings of the study can be viewed as associations among variables at a specific time. This study was carried out mostly in the head offices of banking and insurance service sector organisations located in the capital city Kathmandu. Potential variations in Job perception and citizenship behaviours among employees working in branch offices scattered in various territories and other heterogeneous nature organisations were uncovered in the study. Respondents' self-reported data used in this study may reflect the common method bias in results to some extent. While the effects of demographics are controlled, the strength of associations among predictor OJC and dependent variable OCB may be affected. Therefore, further research may take into account demographics as moderating factors in the relationship.

Funding

Authors declared that they had received no funding for this research work.

Conflict of interest

Authors claimed to have no conflict of interest in their research work.

REFERENCES

- Aho, M. (2009). *A capability maturity model for corporate performance management: An empirical study in large Finnish manufacturing companies* [Conference paper]. A Research Forum to Understand Business in Knowledge Society, Jyväskylä, Finland. <https://www.researchgate.net/publication/237480755>
- Anderson, S. E., & Williams, L. J. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601-617.
- Bandura, A. (1986). *Social foundations of thought and action*. Prentice Hall.
- Bandura, A. (1999). Social cognitive theory of personality. In L. A. Pervin & O. P. John (Eds.), *Handbook of personality: Theory and research* (pp. 154–196). Guilford Press. <https://psycnet.apa.org/record/1999-04371-006>

- Barnard, C. I. (1968). *The functions of the executive*. Harvard University Press.
- Bateman, T. S., & Organ, D. W. (1983). Job satisfaction and the good soldier: The relationship between effect and employee citizenship. *Academy of Management Journal*, 26, 587-595. <https://doi.org/10.2307/255908>
- Blair, C. A., Hoffman, B. J., Meriac, J. P., & Woehr, D. J. (2007). Expanding the criterion domain? A quantitative review of OCB literature. *Journal of Applied Psychology*, 92(2), 555-566. <https://psycnet.apa.org/doi/10.1037/0021-9010.92.2.555>
- Cappelli, P., & Rogovsky, N. (1998). Employee involvement and organizational citizenship: Implications for labor law reform and lean production. *Industrial and Labor Relations Review*, 51, 633-653. <https://doi.org/10.2307/2525012>
- Chen, C. C., & Chiu, S. F. (2009). The mediating role of job involvement in the relationship between job characteristics and organizational citizenship behavior. *Journal of Social Psychology*, 149(4), 474-94. <https://doi.org/10.3200/SOCP.149.4.474-494>
- Chhetri, S. B. (2017). Predictors and outcomes of employee engagement: Emperical study of Nepali employees. *Journal of Business and Management Research*, 2(1), 14-32. <http://dx.doi.org/103126/jbmr.v2i1-2.18149>
- Drago, R., & Garvey, G. (1998). Incentives for helping on the job: Theory and evidence. *Journal of Labor Economics*, 16(1), 1-25. <https://doi.org/10.1086/209880>
- Fauzi, F., & Locke, S. (2012). Board structure, ownership structure and firm performance: A study of New Zealand listed firms. *Asian Academy of Management Journal of Accounting of Finance*, 8(2), 43-67. <https://hdl.handle.net/10289/7793>
- Farh, J. L., Podsakoff, P.M., & Organ, D. W. (1990). Accounting for organizational citizenship behavior: Leader fairness and task scope versus satisfaction. *Journal of Management*, 76(4), 705-721.
- Finkelstein, M. A., & Penner, L. A. (2004). Predicting organizational citizenship behavior: Integrating the functional and role identity approaches. *Social Behavior and Personality*, 32(4), 383-398. <https://psycnet.apa.org/doi/10.2224/sbp.2004.32.4.383>
- Gautam, D. K., & Basnet, D. (2021). Organizational culture for training transfer: The mediating role of motivation. *International Journal of Organizational Analysis*, 29(3), 769-787. <https://doi.org/10.1108/IJOA-04-2020-2147>
- Gautam, T., Dick, R. V., Wagner, U., Upadhyay, N., & Davis, A. J. (2005). Organizational citizenship behaviour and organizational commitment in Nepal. *Asian Journal of Social Psychology*, 8(3), 336-345. <http://dx.doi.org/10.1111/j.1467-839X.2005.00172X>
- Hackman J.R., & Oldham, G.R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250-279. [https://doi.org/10.1016/0030-5073\(76\)90016-7](https://doi.org/10.1016/0030-5073(76)90016-7)
- Hackman J.R., & Oldham, G.R. (1980). *Work redesign*. Addison-Wesley.
- Hoffman, B. J., Blair, C. A., Meriac, J. P., & Woehr, D. J. (2007). Expanding the criterion domain? A quantitative review of OCB literature. *Journal of Applied Psychology*, 92(2), 555-566. <https://psycnet.apa.org/doi/10.1037/0021-9010.92.2.555>
- Katz, D. (1964). The motivational basis of organizational behavior. *Behavioral Science*, 9(2), 131-146. <http://doi.org/10.1002/BS.3830090206>
- Katz, D., & Kahn, R. L. (1966). *The social psychology of organizations*. Wiley.
- Konovsky, M. A., & Pugh, S. D. (1994). Citizenship behavior and social exchange. *Academy of Management Journal*, 37(3), 656-69. <https://doi.org/10.5465/256704>
- Krishnan, R., Omar, R., & Ismail, I. R. (2010). Job satisfaction as a potential mediator between motivational job characteristics and organizational citizenship behavior: Evidence from Malaysia. *Journal of Information Technology and Economic Development*, 1(1), 86-110.

- Law, S. K., Wong, C., & Chen, X. Z. (2005). The construct of organizational citizenship behavior: Should we analyze after we have conceptualized? In D. L. Turnipseed (Ed.), *Handbook of organizational citizenship behavior* (47–65). Nova Science Publishers.
- LePine, J.A., Erez, A., & Johnson, D. E. (2002). The nature and dimensionality of organizational citizenship behavior: A critical review and meta-analysis. *Journal of Applied Psychology*, 87(1), 52-65. <https://psycnet.apa.org/doi/10.1037/0021-9010.87.1.52>
- Namm, S. (2003). *The job characteristics organizational citizenship behavior relationship: A test of competing models* [Unpublished doctoral dissertation, Temple University, Philadelphia].
- Niroula, K. B., Chamlagai, G. P. (2020). Status of organization citizen behaviour (OCB) in Nepalese commercial Banks. *Dristikon: A Multidisciplinary Journal*, 10(1), 143-156. <https://doi.org/10.3126/dristikon.v10i1.34552>
- Ogabo, B., Ogar, G., & Nuipoko, T (2021). Ownership structure and firm performance: The role of managerial and institutional ownership: Evidence from UK. *American Journal of Industrial and Business Management*, 11(07), 859-886. <http://dx.doi.org/10.4236/ajibm.2021.117053>
- Ogar, & Nuipoko (2021). Ownership structure and firm performance: The role of managerial and institutional ownership: Evidence from UK. *American Journal of Industrial and Business Management*, 11(7), 859-886. <http://dx.doi.org/10.4236/ajibm.2021.117053>
- Oldham, G.R., & Hackman, J.R., (1980). *Work redesign*. Reading, MA: Addison-Wesley Publishing Company Inc.
- Organ, D. W. (1988a). *Organizational citizenship behavior: The good soldier syndrome*. Lexington Books.
- Organ, D. W. (1990). The motivational basis of organizational citizenship behavior. *Research in Organizational Behavior*, 12, 43-72.
- Organ, D. W., Podsakoff, P. M., & MacKenzie, S. B. (2006). *Organizational citizenship behavior: Its nature, antecedents, and consequences*. Sage.
- Ozturk, F. (2010). *Determinants of organizational behaviors among knowledge workers: The role of job characteristics, job satisfaction, and organizational commitment*. <http://etd.lib.metu.edu.tr/upload/12612296/index.pdf>.
- Pare, G., & Tremblay, M. (2000). *The measurement and antecedents of turnover intentions among IT professionals*, Montreal. CIRANO Scientific Series.
- Phung, D. N., & Mishra, A. V. (2016). Ownership structure and firm performance: Evidence from Vietnamese listed firms. *American Economic Papers*, 55(1), 1-98.
- Podsakoff, P. M., MacKenzie, S. B., Moorman, R. H., & Fetter, R. (1990). Transformational leader behaviors and their effects on followers' trust in leader, satisfaction, and organizational citizenship behaviors. *Leadership Quarterly*, 1(2), 107-142.
- Podsakoff, P. M., MacKenzie, S. B., Paine, J. B., & Bachrach, D. G. (2000). Organizational citizenship behaviors: A critical review of the theoretical and empirical literature and suggestions for future research. *Journal of Management*, 26(3), 513-563.
- Podsakoff, P. M., Niehoff, B. P., MacKenzie, S. B., & Williams, M. L. (1993). Do leadership behaviors really substitute for leadership? An empirical investigation of Kerr and Jermier's situational leadership model. *Organizational Behavior and Human Decision Processes*, 54(1), 1-44. <https://psycnet.apa.org/doi/10.1006/obhd.1993.1001>

- Podsakoff, P. M., MacKenzie, S. B., & Bommer, W. H. (1996a). A meta-analysis of the relationships between Kerr and Jermier's substitutes for leadership and employee job attitudes, role perceptions, and performance. *Journal of Applied Psychology, 81*(40), 380-399. <https://psycnet.apa.org/doi/10.1037/0021-9010.81.4.380>
- Robinson, S. L., & Morrison, E. W. (1995). Psychological contracts and OCB: The effects of unfulfilled obligations on civic virtue behavior. *Journal of Organizational Behavior, 16*, 289-298.
- Roethlisberger, F. J., & Dickson, W. J. (1939). *Management and the worker*. Wiley Science.
- Samuel, Y., & Aubrey, K. (2006). Direct and indirect effects of task characteristics on organizational citizenship behaviour. *North American Journal of Psychology, 8*(2), 253- 268.
- Shrestha, M., & Subedi, D. (2020). Organizational citizenship behaviour among Teachers of Nepal: Did locale contribute it's in School settings? *American Journal of Economics and Business Management, 3*(1), 1-23. Doi:10.31150/ajebm.Vol3.Iss1.92
- Shrestha, P. (2019). Employee commitment and organizational citizenship behavior in Nepal. *American International Journal of Business Management, 2*(1),86-90. <https://www.ajibm.com/wp-content/uploads/2019/12/L2128690.pdf>
- Singh, G.; Kumar, S.; & Ahlawat, P. (2019). Job characteristics and organizational citizenship behavior: A study of private banks employees. *International Journal of Computer Science & Management Studies, 40*(1), 18-25.
- Smith, C. A., Organ, D. W., & Near, J. P. (1983). Organizational citizenship behavior: Its nature and antecedents. *Journal of Applied Psychology, 68*, 653-663.
- Su, F., & Hsiao, L. (2005). Relationship between job characteristics and organizational citizenship behavior; The mediational role of job satisfaction. *Social Behavior and Personality, 33*(6), 523-540.
- Subedi, R., & Sthapit, A. (2020 January). Association between human resource management practices and organisational citizenship behaviour in Nepalese commercial banks, *Indian Journal of Commerce and Management Studies, 11*(1); 32-45. DOI: <http://dx.doi.org/10.18843/ijcms/v11i1/04>
- Todd, S. Y., & Kent, A. (2006). Direct and indirect effects of task characteristics on organizational citizenship behavior. *North American Journal of Psychology, 8*(2), 253-268. <https://www.researchgate.net/profile/Sam-Todd-3/publication/279600380>
- Turnipseed, D., & Murkinson, G. (1996). Organizational citizenship behavior: An examination of the influence of the workplace. *Leadership and Organizational Development Journal, 17*, 42-47.
- Turnipseed, D. L., & Rassuli, A. (2005). Performance perceptions of organizational citizenship behaviors at work: A bi-level study among managers and employees. *British Journal of Management, 16*(3), p.231-244. <https://doi.org/10.1111/j.1467-8551.2005.00456.x>
- Upadhaya, B., Rahat Munir, R., Blount, Y., & Su, S. (2018). Does organizational culture mediate the CSR – strategy relationship? Evidence from a developing country, Nepal. *Journal of Business Research, 91*, 108-122. <https://doi.org/10.1016/j.jbusres.2018.05.042>
- Wang, H.; Law, K. S., Hackett, R. D.; Wang, D. X. & Chen, Z. X. (2005). Leader-member exchange as a mediator of the relationship between transformational leadership and followers' performance and organizational citizenship behaviors. *Academy of Management Journal, 48*(3), 420-432.

- Williams, L. J., & Anderson, S. E. (1991). Job satisfaction and organizational commitment as predictors of organizational citizenship and in-role behaviors. *Journal of Management*, 17(3), 601-617.
- Yilmaz, K., & Tasdan, M. (2009). Organizational citizenship and organizational justice in Turkish primary schools. *Journal of Educational Administration*, 47(1), 108-126. <https://doi.org/10.1108/09578230910928106>
- Yilmaz, K. (2013). *The relationship between primary school teachers' job satisfaction levels and organizational citizenship behaviors*. http://www.ajesi.anadolu.edu.tr/articles/AJESI_2_2/AJESI_2_2_Article_1.pdf.
- Zampetakis, L. A. (2022). Core job characteristics and change-oriented organization citizenship behavior: What can a manager do on a day-to-day basis? *The International Journal of Human Resource Management*, 33 (14), <https://doi.org/10.1080/09585192.2022.2108719>