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Relationship between job design characteristics and citizen behavior

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Abstract

The study highlights the importance of Job Design Characteristics and Citizen Behavior through the Intermediate Role of Perceived Organizational Support in the Higher Educational sector of Pakistan. In this study, the researcher used positivism research philosophy. Stratified sampling technique was used, and data were collected through standardized questionnaire all universities of Pakistan. The results showed that perceived organizational support has an intermediating role relationship between job design characteristics and citizen behavior. This is the first study that examines the relationship between job design characteristics and citizen behavior in the Higher Educational sector of Pakistan.

Keywords: job, performance, organizational support.

Relación entre características de diseño de empleo y comportamiento ciudadano

Resumen

El estudio destaca la importancia de las características de diseño del trabajo y el comportamiento de los ciudadanos a través del papel intermedio del apoyo organizativo percibido en el sector de educación superior de Pakistán. En este estudio el investigador utilizó la filosofía

de la investigación del positivismo. Se utilizó la técnica de muestreo estratificado y los datos se recopilaban a través de un cuestionario estandarizado en todas las universidades de Pakistán. Los resultados mostraron que el apoyo organizativo percibido tiene una relación intermedia entre las características de diseño del trabajo y el comportamiento de los ciudadanos. Este es el primer estudio que examina la relación entre las características de diseño del trabajo y el comportamiento de los ciudadanos en el sector de educación superior de Pakistán.

Palabras clave: trabajo, desempeño, soporte organizacional.

1. INTRODUCTION

Organizations have been attempting to diggings out and define the features which can be component of their visualized atmosphere likewise healthier for workers and the control. Worker efficiency holds approved principles with regards to experienced eye-catching and reasonable consequences conferring to the will to execute environments. Ameen et al., (2018) has acknowledged that great executing workers are more pleased while those who are less pleased are a poor entertainer. Hence, they associate employee efficiency with the stage of their fulfillment. Previous studies explored that if pleased workers remain in the company, they donate to organizational efficiency, better services and better implementation of its sources and if they remain disappointed they will do otherwise.

Dinapoli (2019) associate the staff member efficiency with the position of executing an atmosphere where workers should experience studying of principles and capabilities. Therefore, the atmosphere rich with bending chances inclines to prepare the employee to provide

healthier outcomes. Therefore, Asfaw et al., (2015) relates employees' efficiency with the employees' competences of studying and emotive connection with the company and allows that such workers are a more dedicated and great entertainer. Moving further Bozionelos et al., (2011) also features that one of the drivers of employee efficiency is employees' attention about the significance of their job for assisting organizational policy and success. It, therefore, requires that employee efficiency and needed capabilities form the company plan about the workers who will endure with the organization and who will quit on the reasons for strong points of their results.

Employees' durability depends on their valuable outcomes coinciding the organizational goals. According to Bressoux et al., (2009) office buildings are more result focused and employee compassionate when they have a system of handling their employees' efficiency. This energizes the feeling of job protection in their workers. This sort of protection depends on how much they are effective in nearing their goals, and this also requires the participation of their success while they remain in any office.

2. LITERATURE REVIEW

2.1. Job Design

In recent times Javed et al., (2014) carried out a study to examine the influence of job related stress on the "organizational

citizenship behavior” of individuals occupied in banks operations or functioning in Istanbul with the sample size of 268 peoples. The empirical finding of this research revealed there is an important and significant correlation among job design and the organizational citizenship behavior

Another recent study conducted by Velnampy & Aravinthan (2013) to measure the impact of job design on the relationship between job and OCB using 291 questionnaires gathered from employees in private banks at Northern Province of Sri Lanka. The innovation of this study is indicating the OCB are significantly correlated with the components of job stress such as organizational factors, job design, management practices, career development and social stressors except for the physical environment.

2.2. Organizational Support

Ellis et al., (2005) carried out research to investigate the association among job stress and organizational support of employees within the banks of Pakistan. Findings of this research exposed that job stress is negatively associated with organization support. Such as the job stress prevalent in the employees of the numerous organization's increases they become more and more disappointed and de-motivated with an organization which ultimately affect lower the organizational support and increase the chance of employee to leave the organization.

Jamal (2011) carried out a research to investigate the role of organizational support with the association of job stress and job performance between the working of employees in a large level in North American multinational corporation in Malaysia (N=305) and Pakistan (N=325). The results of this study revealed that the organizational commitment moderates 50 percent negative linear relationship between job stress and performance in Malaysia and the Pakistani sample.

Collins & Clark, (2003) carried out research to investigate the influence of job stress on the organizational support of a random, demonstrative sample of coordinators. The empirical results of this study demonstrate that negative correlation will be identified among job stress and affective commitment and negative correlation will be found among continuance commitment and job stress as well as no correlation will be identified among job stress and normative commitment.

Blass & Ferris, (2007) conducted a study to observe the relationship between gender, job satisfaction, “organizational support” and job stress. Their study proposed that there is significant and negative relation between organizational support and job stress, but the result of the study revealed that stress and organizational support failed to provide a significant negative relationship throughout all levels of organizational support, $r = -.04$, $p = .74$; therefore, these results suggest individuals that possess high levels of organizational support are still capable of having high job stress levels.

2.3. Citizenship Behavior

Lin, (2005) conducted an empirical study on modeling the relationship between organizational support its outcomes and antecedent using career stage as a moderator which combines age and tenure to measure career stage. The results of this study indicate the moderating affect of career stage on leadership member exchange and support, whereas citizenship behavior is influence directly by organizational support. Another study conducted by Ahmad & Shahzad, (2011) on the relationship between organizational support and organizational citizenship behavior. The findings of this study point out that employee has a high level of OCB at early and mid career stage rather than at later stage. On the other hand, Olufemi et al., (2013) conducted a study on the banking sector to examine the effect of career stage on the organizational support of employees. The results of this study reveal that significant differences in organizational support across different career stage of employees when the career stage was categorized on the basis of age and their characteristics.

3. METHODOLOGY

The cover letter primarily has attached with the self-administered questionnaire to inform the individual faculty that this survey treated as confidential and would be used for academic purpose. This survey custody with guiding principle and in the event of gathering any possibly detailed confidential data, particularly when

dealing with a job design characteristics and citizenship behavior. Firstly, the researcher has individually dispersed the questionnaire to the respondents and briefly deliberated the objective of the survey. It was the researcher's personal opinion that self-distribution of questionnaires creates a significance of the research in the mind of respondents. Secondly, the researcher has offered a small token gift to respondents as an appreciation of their efforts in completing the survey and time given for it. Thirdly, along with a booklet format printed survey questionnaire and a token gift.

Observance in view the research questions and objective of this research have been implemented "structural equation modeling" (sometimes called path analysis), that is utilized to identify multiple relationships of dependent, independent, mediating and moderating variables. The core objective of choosing a suitable sample size is to achieve SEM condition used for a enlarge sample. The results of this study have been deriving through the SEM method, by using sample 400 respondents.

4. RESULTS ANALYSIS

4.1. Measurement Model

Table 1 shows that all the variables have greater consistency and AVE is and their average variance extracted (AVE) is larger than 0.5 which is a sign of consistency of the measurement model. This

research considered the Alpha value to check out the internal reliability of the data. As per previous study Hair Jr et al., (2016) have been identified the Cronbach Alpha value 0.9-excellent, 0.8-Good, 0.7-acceptable. The alpha value shown in this study has been given in table 1 which has specified that Alpha value greater or equal 0.7 is acceptable.

Table 1: Convergent Validity

Construct	Item	Loadings	Cronbach's Alpha	Composite Reliability	AVE
Job Design Character.	JDC1	0.863507	0.796666	0.864513	0.617992
	JDC2	0.799746			
	JDC3	0.834548			
	JDC4	0.624706			
Citizen Behavior	CB1	0.80007	0.737298	0.831145	0.55405
	CB2	0.77538			
	CB3	0.771338			
	CB4	0.616371			
Employee Performance	EP1	0.90642	0.857768	0.90241	0.656526
	EP2	0.919746			
	EP3	0.919746			
	EP4	0.592394			
	EP5	0.646714			
Org. Support	OS1	0.735678	0.793657	0.864426	0.61544
	OS2	0.82741			
	OS3	0.83720			
	OS4	0.73144			

4.2. Structural Model

This segment deal with structural model and according to Hair et al., (2011) identified that this model deals with variable relationship dependence in the hypothesized model

The fundamental determination of this research concentrated initially on the evaluation of a model for the investigation of direct associations and furthermore test the assumed associations amongst the concepts over the structural model.

Table 2: Direct Hypothesis

NO	Hypothesized Path	Path coefficient	Standard Error (STERR)	T Value	P Value	Decision
	OCB -> JDC	0.16657	0.110907	1.501893	0.067076	Not Supported
	CB -> JDC	0.311595	0.10492	2.969835	0.001607	Supported
	POS -> JDC	0.143708	0.102343	1.404173	0.080639	Not Supported
	EP-> JDC	0.188512	0.097811	1.927321	0.027431	Supported

4.3. Hypothesis Testing

In Table 2 all hypothesized variables have been tested and accepted with supporting t-value which is higher than 1.64 and other variables which value is less than 1.64 were rejected. In this study 2 tested hypothesis has been accepted and 2 were rejected.

Table 3: Discriminant Validity

	COMP	CP	EP	MENT	TR
JDC	0.78549348				
CB	0.414369	0.74431176			
EP	0.321456	0.451268	0.80993827		
OCB	0.065048	0.136447	0.265535	0.78993671	
POS	0.08712	0.270768	0.339595	0.363244	0.78421936

As shown in table 3 to shows the discriminate validity of latent variables, this study began with discriminant validity to assure the external reliability of the latent variables.

5. CONCLUSION AND MANAGERIAL IMPLICATIONS

It has been observed that based on the findings, employee training has a substantial influence on the company's employee's behavior. Appending the workers with an elder or very experts of their own area of interest keep up their capacities and give accuracy to their mix-ups they make in daily exercises. Altogether preparing and tutoring focused work environment urges the representatives to do with responsibility and they turn into the wellspring of proceeding with these performs by conveying them to their new participants, subordinate partners and less qualified gathering or colleagues

5.1. Managerial Implications

The aftereffect of this study gives some valuable and solid signs. Job design has been demonstrated as the genuine wellspring of affecting the fulfillment and duty of the representatives. Alike anyplace else the employees learning by the progression of the period. In any case, super skills can clean their abilities and improve their capacity of winding up more viable expert Particularly they can build the connection with scholarly activity and organization can expand own abilities via persistently going with job design. Furthermore, university faculty work with different behavior and will. They generally coordinate with all without anyone else's input. Consequently, they feel no need for anybody to guide them for running the calling appropriately. In any case, tutoring in itself is especially persuasive in present day working condition.

5.2. Limitations

This research has been focused on scholastic grounds. This research is limited to Pakistan and HEC employees working in different areas of Pakistani universities. A major focus was to test the Relationship Between Job Design Characteristics and Citizen Behavior Through the Intermediate Role of Perceived Organizational Support

5.3. *Future Research and Recommendation*

It may be similarly extended to greater and unique work locations on this area in addition to across the world, as this study brings the extension concerning different places of work and different human abilities growing gear and managerial practices in habitual activities. you can still perform similarly studies to explore the influence of better strategies, advantages and career concern on establishment of academic staff dedication, improving man or woman in addition to shared performance and therefore developing their talents and person to end up best belongings of a group/place of work who're ready to paintings anywhere for any tough project.

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