

The Effect of Job Enrichment on Organizational Citizenship Behaviors in Jordanian Industrial Companies

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Abstract. This quantitative study investigated the impact of job enrichment on organizational citizenship behaviors (OCB) among 257 employees from 29 public Jordanian industrial companies using a questionnaire survey. PLS were employed to analyze data and test the hypotheses. Results showed job enrichment was positively related to organizational citizenship behaviors, with diversity of skills having the strongest impact. The findings suggest Jordanian companies should leverage job enrichment elements like skills training to improve voluntary behaviors that increase performance. This research provides insights into enhancing work design to elicit extra-role behaviors in Jordanian organizations

Keywords: Job enrichment, Organizational citizenship behavior, Altruism, Civility, loyalty and Sincerity, Jordanian industrial Industrial Companies.

1. Introduction

The industry is considered the main engine for the growth and development of countries, as it is one of the main sources of income for the state and individuals. Therefore, it is necessary for all countries to search how they can improve the industry. Hence, there are many factors that effect the workers in order to perform well and enhance their productivity. One of these variables is job enrichment, which helps to redesign jobs in a way that increases the worker's chances of experiencing a sense of responsibility, achievement, growth, and awareness (Chiara et al., 2017). Job enrichment can add different types of tasks to the routine work, which allows individuals to have more control over their work (Sharma & Kalliath et al., 2018). Moreover, Herzberg argues that to motivate employees to do a good job, jobs must be enriched rather than simplified (Oldham & Hackman, 2010). Therefore, job enrichment may increase employee motivation, which enhance their behaviors. OCB considered a non-specific behavior and is not formally linked to incentive systems and performance evaluation in organizations (Albloush et al, 2021). OCB helps maintain company cohesion and utilize resources to increase the overall productivity of the company and contributes to improving the ability of managers and co-workers to perform their work, by allocating more time to effective planning, scheduling, and problem-solving (Lin, 2008). Ajlouni, Kaur and Alomari (2021) indicated that it is good to apply OCB in public hospitals in Jordanto enhance and improve organizational success. The establishment of OCB among employees is now highly crucial for the improvement of competitiveness (Al Shbaila & Al Shbail, 2020). As can be observed in the OCB literature, a gap is present relating to the studies that explored this variable in the public Jordanian industrial companies. Prior studies on OCB were carried out by private industrial organizational and other sectors. Hence, having the factors impacting OCB among public Jordanian industrial companies in this study, constructive suggestions are hoped to be presented to the management in public Jordanian industrial companies. This would allow these companies to construct the strategies which could assist them in bringing in and keeping their employees in the long term. Few studies were found to investigate factors affecting OCB in public Jordanian industrial companies. Accordingly, the researchers identified the problem of the study through many previous studies, which recommended more investigations the link between job enrichment and OCB (e.g. Al-Zu 'bi, 2011; Boktaia and Youssef, 2018; Kalliath et al., 2018; Muhammad, 2018). In this context, this study aims to identify the effect of job enrichment on OCB in Jordanian industrial companies.

2. Literature Review

2.1. Job enrichment

Job enrichment is one of the most important factors that contribute to improving the individual performance. It also gives greater self-control to the employee and labor control, and thus influences the emotional and motivational systems. Therefore, the job enrichment efforts have proven to be a reliable success, in achieving the goals of institutions (Siruri & SMA, 2014). Job enrichment is also one of the main factors in job design, as anyone can add different types of duties to the routine work (Sharma & Raval, 2016). Job enrichment can lead to improve employees performance and job satisfaction (Asl et al, 2015). From the researcher's point of view, the importance of enrichment through renewing and developing abilities and talents so that creativity begins to be practiced through a sense of its importance, value, and role in the work cycle. Job enrichment also helps success, progress, and increases the satisfaction among superiors within work frameworks.

Job enrichment is designing the job so that it carries within it the elements of freedom, responsibility, and independence, whereby the employee has more opportunities and broader freedom to plan, organize, and perform his/her work, and make decisions without the need for supervision or control (Fawzya, 2017). Also, Job enrichment is including many tasks as possible, and allows the employee to perform it freely as he/she sees fit, and in the sequence he/she chooses (Bernouti, 2008).

Job enrichment aims to enhance employees' performance, develop their skills, and increase their

satisfaction with their jobs. The strategies used to achieve job enrichment are part of human resources management's efforts to support the development and improvement of job performance (Azeez, & Abimbola, 2016). Job enrichment may include many elements (Egbe, 2023), such as, increased work demands, by expanding the set of tasks and responsibilities that employees have to perform. Providing learning opportunities, by providing training and development opportunities, and employees can develop their skills and knowledge and increase their level of job achievement.

2.2. Job enrichment dimensions

2.2.1. Independence

Independence means freedom, initiative, and creativity as well as responsibility. The more independent you are in doing something, the more you are responsible for its quality. Therefore, liberating the individual's will and unleashing his abilities to express, initiate and act responsibly stems from his upbringing of a sense of independence. Accordingly, independence must be a central goal in the work, as the organization should give opportunities for the individual to practice management (Mohammed, 2018). The subject matter of his affairs, whether at the level of his awareness of himself and his physical, social, and psychological surroundings or at the level of the method he chooses for himself in communicating, negotiating, and adapting to this environment and (Kalliath et al., 2018).

Independence in the context of job enrichment refers to an employee's ability to make decisions and take initiatives within the work environment without the need for constant supervision by his manager or supervisor. Autonomy encourages employee empowerment and gives them greater freedom to determine how they perform their tasks and contribute to achieving the organization's goals. Independence fosters creativity and critical thinking, and encourages the development of self-solution and organization skills (Sudhakar, 2012; Kreitner, 2010).

2.2.2. Delegation of Authority

The importance of delegating authority lies in the fact that the manager cannot perform all his job duties even if he has high managerial abilities and skills. The reason for this is that the manager will be preoccupied with other important processes such as thinking, planning, development, and creativity. There is no doubt that a lot of managers are hesitant and unwilling to delegate their job duties for various reasons, for example, loss of authority and authoritarianism, distrust of others, sense of unimportance, feelings of inadequacy and inadequacy, fear of competition, and centralization of work (Chiara et al., 2017).

2.2.3. Diversity of skills

It can be defined as the employee's ability to understand the nature of his/her work, implement own activities and be appropriate to the process of achieving organizational goals, and the requirements and needs of the job. It is also defined as the qualities that the employee must characterize, to carry out administrative functions such as planning, analysis, decision-making, and other important functions. Among these skills employees must acquire, such as communication skills, planning and organizing, and other necessary skills (Vijay & Indradevi, 2015).

Diversity of skills are the extent of the diversity of activities included in the job in a way that requires the occupant to use many of his skills and abilities to accomplish them. It is the degree of skill that the work requires in order to be completed. This is done through the diversity of job activities; it has diverse skills and requires a degree of challenge from the employee, which contributes to making the job valuable and meaningful. The degree of diversity of work tasks thus contributes to an increase in employee job satisfaction. The importance of this dimension is evident in the fact that using one skill to perform the same task repeatedly causes boredom and decreased productivity after a period of time (Robbins & Judge, 2011).

2.3. OCB

OCB is a concept in the field of human resource management and organizational psychology that refers to behavior that goes beyond the basic duties and responsibilities of an employee within an organization. Organizational citizenship behavior relates to positive actions and initiatives that employees take voluntarily to support the organization and their co-workers without the need for direction on the part of the organization's management (Albloush et al, 2020). Organizational citizenship behavior includes assisting co-workers when needed, such as providing advice or assistance in performing tasks. It also includes adherence to the organization's principles and values and a commitment to behaving in a way that reflects the company's reputation positively (Albloush et al, 2021).

According to Arda et al (2017) OCB has many important. OCB provides management with means of interaction between individuals within the organization that leads to an increase in the overall results achieved. OCB given the scarcity of resources in organizations, taking on the additional roles that stem from OCB leads to the possibility of the organization achieving its goals. Also, OCB improves the ability of co-workers and managers to perform their jobs better by giving them sufficient time for effective planning, scheduling, and problem-solving (Albloush et al, 2021; Arda et al, 2017)

2.4. OCB dimensions

2.4.1. Altruism

Altruism relates to providing voluntary assistance to a specific person, taking into account that this assistance is related to a task or problem, and this component reflects the individual's desire to help others, such as superiors, co-workers or even customers (Bouqtaya & Youssef, 2018). Altruism may include the participation of other workers in new ways and methods of work, or the desire to help and educate new workers and prevent work-related problems (Albloush et al, 2020).

2.4.2. Civility

Civility reflects the extent to which the individual contributes to preventing the problems that his/her colleagues may encounter by providing advice, providing the necessary information, and respecting the wishes of other colleagues (Ibrahim and Tahamna, 2015). Civility reflects also, the individual's desire to initiate contact with others before making any decisions that affect their work. The importance of this dimension is clear in cases that require the necessity of coordination between a group of individuals or different work groups and the consequent strengthening of the spirit of construction instead of engaging in unhelpful argumentative discussions (Al-Khasawneh and Shahri, 2018).

2.4.3. Loyalty

Loyalty represents the functional behavior that goes beyond the limits of the commitment officially determined by the organization, and also includes the employee's keenness to maximize the investment of working time and the extent of his/her keenness to abide by the restrictions and labor laws (Al-Zu'bi, 2011). Loyalty is a sense of belonging and commitment to a particular person, group or organization. Loyalty includes fulfilling certain obligations, duties, and covenants and being willing to faithfully support and serve the common interest. Loyalty to the organization can be through employees' personal commitment to their organization. Loyalty to the organization may consist of hard work and commitment to the tasks and responsibilities assigned to the job. Loyalty is an important part of social and professional relationships and can have a significant impact on individuals' behavior and choices. If loyalty is fostered, it can contribute to enhanced trust and sustainability in relationships and operations (Al-Khasawneh and Shahri, 2018).

2.5. Link between Job enrichment and OCB

Job enrichment develops an approach in the minds of employees to discover the meaning of work for them, ambition at work and what constitutes satisfaction (Tufail, Bashir & Shoukat, 2017). Job enrichment enhances the level of motivation and employee performance at work, and also leads to an increase in employees' tendency to achieve goals and enhance employee behavior (Dost & Khan, 2012).

Moreover Zhang (2014) indicated that job involvement is positively related to OCBs. On other hand, a study was conducted in Iran by Davoudi (2013) to examine the relationship between job enrichment and OCB in small and medium enterprises in Iran. The results shows that job enrichment has a significant positive impact on OCB. Almahi and Alazi (2021) pointed out that 73% of the changes in organizational effectiveness in the electricity sector in Sudan can be attributed to the change in the level of job enrichment. The study recommended the need to pay attention to job enrichment as an approach to enhancing organizational effectiveness, in addition to enhancing feedback to workers and giving them more independence in completing job tasks with a clear definition of work and diversifying their skills. Moreover, job enrichment played as mediating role in the relationship between personal support, intellectual role model, expectation of high performance, and OCB (Golparvar, Vakili, & Ashja, 2015). Furthermore, Chiu and Chen (2005) conduct a study to examine the relationship between job characteristics and OCB and clarify the mediating effects of job satisfaction. The results showed that job diversity and job importance had a significant positive relationship with OCB, while job identity, job autonomy, job feedback, and job interdependence were not significantly related to OCB. Moreover, job satisfaction served as a mediating mechanism for the relationship between job diversity, job importance, and OCB. This result suggests that practicing managers should enrich job characteristics and focus more on enhancing employees' intrinsic satisfaction to enhance employees' OCB. Based on the above discussion, we can formulate the following hypotheses:

H1. Job enrichment with its dimensions (independence, delegation of authority, and diversity of skills) has a positive impact on on altruism

H2. Job enrichment with its dimensions (independence, delegation of authority, and diversity of skills) has a positive impact on civility

H3. Job enrichment with its dimensions (independence, delegation of authority, and diversity of skills) has a positive impact on loyalty and sincerity

Figure 1. Show the reserch frameowrk

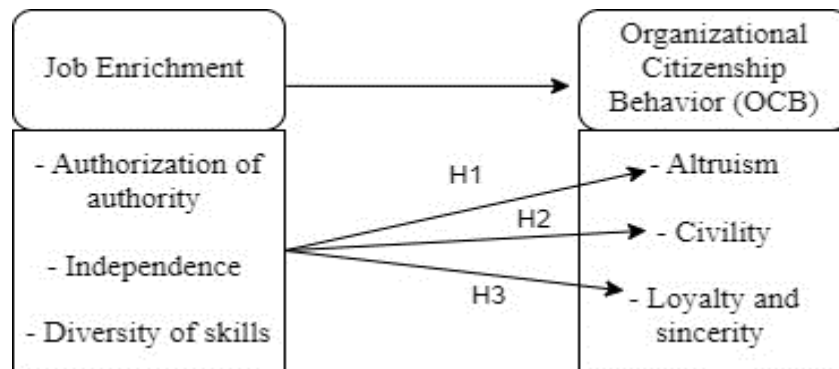


Fig.1 : Reserch frameowrk

3. Methodology

3.1. Proceaders and sampling

To achieve the objectives of the study, the researcher relied on the descriptive analytical approach to analyze and classify data, in order to identify the impact of job enrichment on OCB in Jordanian public industrial companies. The study population consists of 66 Jordanian public industrial companies that are registered in the Ministry of Industry and Trade (Depository Center, 2022). The companies were selected based on the size of the capital more than 10,000,000 JOD; hence, 29 companies were slected. The sampling unit consisted of managers working in the upper and middle management of Jordanian

public industrial companies (the managers, deputies, and department heads). The researchers distribute 264 questionnaire and retrieved 257 questionnaire valid for analysis.

3.2. Measurement

All variables measured in likert five point scale. The dimensions of job enrichment (independent, authorization of authority, and diversity of skills) measured by 5 items for each adapted from Feder (1999) which adapted also from the job diagnostic survey. OCB dimensions (altruism, civility, and loyalty and sincerity) measured by 5 items for each adapted from Podsakoff et al (2000).

3.3. Data analysis

PLS was employed to analyze data and test the hypotheses. Specifically, composite reliability (CR), Average Variance Extracted (AVE), factor loading was used to test the measurement model with values of $(0.60 \geq, 0.50 \geq, \text{ and } 0.50 \geq)$ respectively as indicated by Hair et al (2017). Also, discriminant validity was used to arise when structures are different from each other. Moreover, bootstrapping was used to test the study hypotheses.

4. Results and Discussion

The table 1 showed that the job enrichment mean value was 3.88, with a high rating, and that the highest dimension was diversity of skills which rating was high 4.34. This indicates that the level of practices the job enrichment is high in the public Jordanian industrial companies. Furthermore, the results of the study showed that the value mean of OCB is 4.19 with a high rating. This indicates the interest of the public Jordanian industrial companies of OCB and the level of its implementation and application in a high and sound manner.

Table 1. Descriptive statistic

Variable	Mean	ST.DEV	Significant level
Independent	3.84	0.61	High
Authorization of authority	3.75	0.57	High
Diversity of Skills	4.34	0.47	High
Job enrichment	3.88	0.68	High
Altruism	4.22	0.53	High
Civility	4.24	0.48	High
Loyalty and sincerity	4.10	0.64	High
OCB	4.19	0.85	High

1-2.33(Low), 2.34-3.67 (Moderate), 3.68-5 (High)

4.1. Measurement model

Table 2 and figure 2 show that all variables achieved the value of CR, AVE, and factor loading (all values equal or more than 0.50).

Table 2. Results of CR, AVE, and factor loading

Construct	Items	Factor loading ≥ 0.50	CR ≥ 0.60	AVE ≥ 0.50
Independent	Q1	0.883	0.98	0.64
	Q2	0.894		
	Q3	0.9		
	Q4	0.574		
	Q5	0.701		
Authorization of authority	Q6	0.916	0.97	0.78
	Q7	0.82		
	Q8	0.9		
	Q9	0.892		
	Q10	0.883		
Diversity of skills	Q11	0.799	0.91	0.69
	Q12	0.788		
	Q13	0.884		
	Q14	0.826		
	Q15	0.856		
Altruism	Q16	0.817	0.91	0.67
	Q17	0.875		
	Q18	0.838		
	Q19	0.783		
	Q20	0.778		
Civility	Q21	0.863	0.88	0.60
	Q22	0.68		
	Q23	0.67		
	Q24	0.753		
	Q25	0.88		
Loyalty and sincerity	Q26	0.911	0.94	0.75
	Q27	0.823		
	Q28	0.846		
	Q29	0.895		
	Q30	0.872		

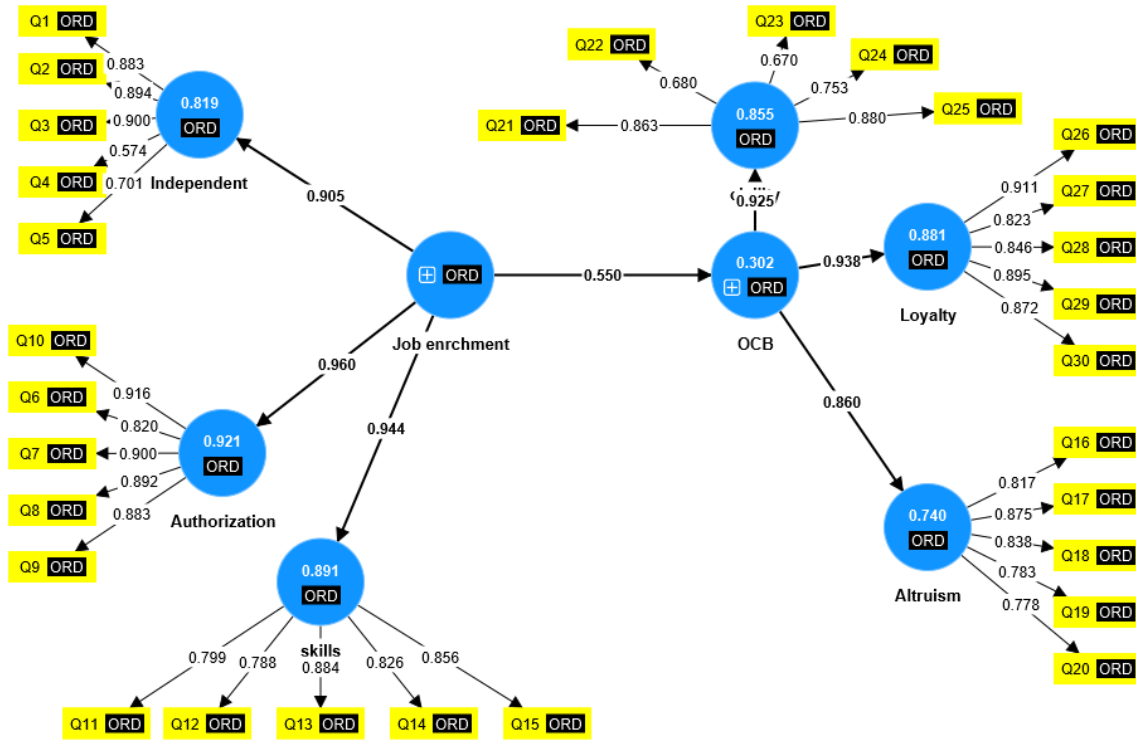


Fig.2: Measurement model

Also, the study tests the discriminant validity as shown in table 3

Table 3. Discriminant validity

	Altruism	Authorization	Independent	Job enrichment	Loyalty	OCB	civility	skills
Altruism	0.819							
Authorization	0.403	0.883						
Independent	0.325	0.801	0.811					
Job enrichment	0.396	0.786	0.905	0.96				
Loyalty	0.691	0.417	0.51	0.498	0.87			
OCB	0.746	0.503	0.503	0.55	0.938	0.86		
civility	0.681	0.548	0.519	0.594	0.839	0.747	0.925	
skills	0.374	0.877	0.768	0.823	0.483	0.538	0.599	0.944

4.2. Structural model

Figure 3 show the R^2 value is 0.365 which mean that 36.5% of the variance of OCB intrpted by job enrichment. Also, table 4 and figure 4 show ($\beta=0.441$, $P\text{-value}=0.00$) which mean the H1 is supported. Altruism refers to the ability of individuals to consider and act for the good of others without considering their own self-interest. Altruism can appear in everyday behaviors such as helping colleagues at work, or providing support to people who need it. Altruism enhances cooperation and team spirit and contributes to building positive relationships in the workplace. The relationship between job enrichment and altruism is that job enrichment can lead to enhancing altruism in the workplace. When employees feel that their roles give them opportunities for growth and development, they may become more willing to support their colleagues and act selflessly. Thus, job enrichment can be a motivating factor for altruism and cooperation in the workplace. Our results in line with Dost and Khan (2012) and

Zhang (2014) studies.

Also, table 4 and figure 4 show ($\beta=0.633$, P-value=0.00) which mean the H2 is supported. Civility refers to the ability to interact effectively, in a courteous manner with colleagues and clients. Polite people usually show respect, cooperation, and concern for others. Civility plays an important role in building positive relationships and promoting understanding in the workplace. Tact also helps maintain privacy and confidentiality, carry out professional work with integrity, refrain from publishing confidential information, and deal honestly with resources, money, and professional information. The relationship between job enrichment, and civility lies in the fact that job enrichment can lead to enhancing civility in the behavior of employees. When employees feel confident and comfortable in an enriching and stimulating work environment, they can be more likely to interact courteously with their colleagues and maintain high civility in their professional tasks. Therefore, job enrichment can contribute to enhancing positive social and professional behavior in the workplace. The results of the current study in line with the results of prior studies (e.g. Davidu, 2013; Zhang, 2014).

As well as, table 4 and figure 4 show ($\beta=0.536$, P-value=0.00) which mean the H3 is supported. Loyalty and sincerity refer to the extent of intense dedication and commitment that employees show towards their employer and organization. Loyal and committed employees work hard to achieve the organization's goals and strive to stay long on the job. Loyalty and sincerity depend on trust in the employer and how satisfied employees are with working conditions and development opportunities. The relationship between job enrichment, Loyalty and sincerity lies in the fact that job enrichment can contribute to increasing the level of Loyalty and sincerity among employees. When employees feel that they have opportunities to develop their skills and improve their performance in the workplace, they usually tend to stay with their employer and organization for longer periods and work harder to achieve the organization's goals. This can lead to building sustainable and productive relationships between employees and employer. The results of our study agreed with the results of (Chiu & Chen, 2005; Zhang, 2014).

Path	Original sample (O)	Sample mean (M)	Standard deviation (STDEV)	T statistics ((O/STDEV))	P values	Decision
H1	0.441	0.448	0.053	8.384	0.00*	Supported
H2	0.633	0.636	0.036	17.652	0.00	Supported
H3	0.536	0.540	0.043	12.607	0.00	Supported

*0.001≤

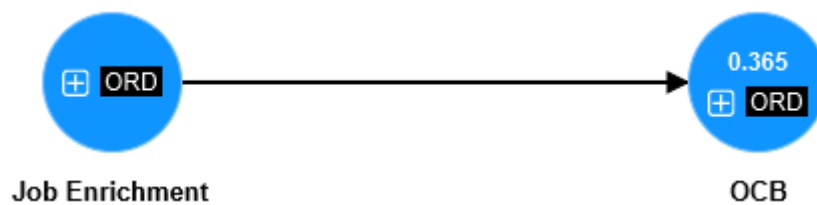


Fig.3: R² result

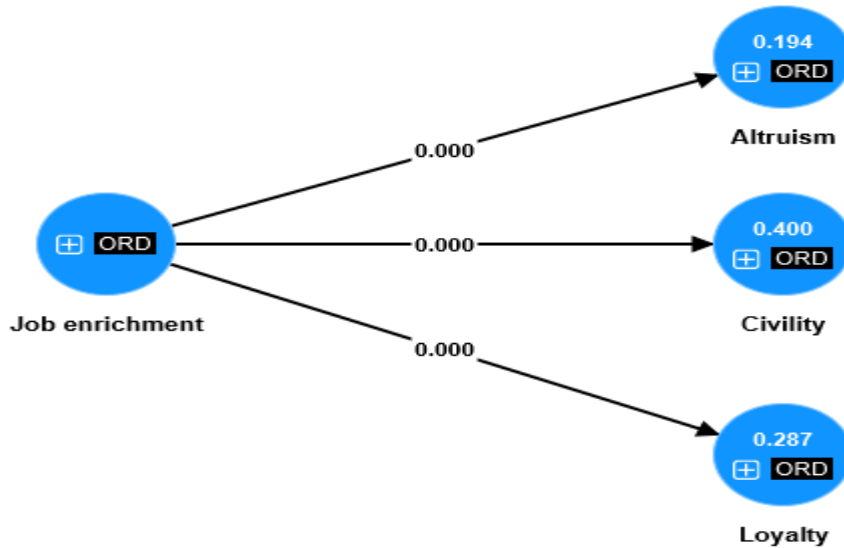


Fig.4: Hypotheses path

6. Conclusion and Future Researches

This study provided empirical evidence that job enrichment has a positive influence on OCB in Jordanian industrial companies. Employees were found to exhibit higher levels of voluntary behaviors like altruism and courtesy when their jobs were enriched through aspects like diversity of skills and autonomy. The findings suggest companies can leverage job redesign to improve extra-role behaviors that enhance organizational performance. To improve OCB through job enrichment, organizations can design exciting and rewarding jobs that provide opportunities for employees to develop their skills and achieve career satisfaction in the short and long term. These posts should be motivating and inspiring so as to encourage positive interaction and participation. Organizations can also improve OCB by providing opportunities for professional development, such as providing training and development programs that help employees develop their skills and increase their ability to achieve superior performance. It is good for organizations to encourage positive interaction, and cooperation among employees by providing an environment that encourages constructive exchange and support of colleagues. Moreover, providing a balance between work and life also contributes to improving employee satisfaction and increasing their level of OCB. Additionally, this study contributes timely insights into promoting organizational citizenship behaviors, but more work is required to deepen understanding of how job design elicits voluntary actions in the Middle Eastern context.

As many studies, the current study has many limitations which may open opportunities future researches. First, the study included just the employees in top and middle management, employees in low level may affect by job enrichment which may enhance their OCB. Future researches have an opportunity include employee in low level with increase the study sample. Second, the current study includes just companies with high capital, future studies may include other companies with middle capital. Third, it's a good opportunity for future studies to apply the study framework on other sector and private sector. Finally, the relationship between job enrichment and OCB may affected by other variables, moderator or mediator, future studies recommended to use organizational culture or organizational justice.

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