



## Job Characteristics and Employees' Organizational Citizenship Behavior in Healthcare Sector of Pakistan

Muhammad Asad Ullah  
Institute of Business Administration  
Gomal University, Dera Ismail Khan  
Pakistan  
Email: [asampa@gmail.com](mailto:asampa@gmail.com)

Summayyah Khattak  
Clinical Psychologist, Population and  
Welfare Department, Government of  
Khyber Pakhtunkhwa  
Email: [summayyahkhattak8@gmail.com](mailto:summayyahkhattak8@gmail.com)

Syeda Kiran Rubab Naqvi  
Kashmir Policy Research Institute  
Muzaffarabad, Azad Jammu and Kashmir  
Email: [kiran.rubab17@gmail.com](mailto:kiran.rubab17@gmail.com)

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### ABSTRACT:

We tested job characteristics model (JCM) of Hackman & Oldham (1976) in predicting the organizational citizenship behavior of healthcare sector employees in Pakistan. A cross-sectional design was employed by collected data from the 183 healthcare employees working at three tertiary healthcare centers in twin cities of Rawalpindi and Islamabad. The results of study reported that all the five job characteristics of JCM of Hackman & Oldham (1976) predicted organizational citizenship behavior of healthcare sector employees in Pakistan. The study also presents implications for the theory and practice along with directions for future research. The results of the study could be generalized in other field since data is collected from the health sector however, it is suggested that the study could be replicated with a relatively larger sample size to obtain a larger picture of the relationship between employees; job characteristics and citizenship behavior in Pakistan healthcare institutions.

**Keywords:** Job Characteristics, Organizational Citizenship Behavior, Healthcare Sector, Cross-sectional Study, Pakistan

## Introduction

Grant, Fried, Parker, & Frese (2010) reported that recent decades have seen enormous inclination of the researchers concerning advances of job design's theory and practice. This field has a broader scope thus has important place for the commencement of new plans, organizational restructuring, and altering the target market and above all; to augment the employee inter alia the organizational performance (Dietl & Kombeiz, 2021; Eom & Yang, 2014; Grant *et al.*, 2010; Morgeson, Medsker, & Campion, 2006). Job characteristics model of Hackman & Oldham (1976) aims of the five principal job characteristics that yield three psychological conditions in employees and these psychological conditions eventually result in definite outcomes that are useful to the individual and organization. These outcomes are higher level of satisfaction with the job, increased performance at work, commitment and lower level of absenteeism (Hackman & Oldham, 1976). Desired outcomes can only be achieved if a job contains all these characteristics (Lawler, Hackman, & Kaufman, 1973). They found that job characteristics and outcomes relations were mediated by psychological states. JCM was summarized by Motivating Potential Score (MPS) and expressed it mathematically as under:-

$$\text{MPS} = (\text{Skill Variety} + \text{Task Identity} + \text{Task Significance}) / 3 (\text{Autonomy} \times \text{Feedback})$$

MPS is an index which shows that presence of these job characteristics will internally motivate an employee (Hackman *et al.*, 1975). Here it is quite clear that autonomy and feedback have greater importance on MPS as compared to experienced meaningfulness. A low score on any of the two characteristics will result in reduced MPS of a job. However, Hackman & Oldham (1976) suggest that only high growth need strength (GNS) cause the MPS to work. GNS is an individual's desire for personal achievement, growth and learning (Dietl & Kombeiz, 2021). Studies on job design theory suggest that well defined jobs having stronger Growth Need Strength (GNS) and high at motivational potential may result in better work outcomes such as organizational citizenship behavior of employees (Zampetakis, 2022 & Yan; Tang & Hao, 2021). These studies further suggest that workforce engaged in healthcare sector is least productive and motivated and lacks OCB (Zampetakis, 2022). The reasons for low productivity, lack of motivation and lack of OCB among healthcare employees are that regardless of robust Growth Need Strength (GNS), healthcare jobs is because of poor structured since they are also low at motivational potential (Dietl & Kombeiz, 2021). Hence there is dire need to redesign the jobs in healthcare sector (Casu *et al.*, 2021; Das & Mohanty, 2021). Ling & Loo (2013) advised to incorporate job characteristics like job autonomy and task significance to produce better outcomes from healthcare employees. Irrespective of the instrumentality of core job characteristics of Hackman & Oldham (1976), no study directly examined the effect of these characteristics on organizational citizenship behavior of healthcare employees (Das & Mohanty, 2021; Asadullah *et al.*, 2020). We tested the ability of Job Characteristics Model (JCM) of Hackman & Oldham (1976) to predict organizational citizenship behavior of healthcare employees.

## Literature Review

### Skill Variety and OCB

Skill Variety is the degree to which the job requires a number of different activities in carrying out the work, which involve the use of a number of different skills and talents of the jobholder." Hackman & Oldham (1976) suggest that challenging and broader tasks create interest and engage the workers. They feel such jobs are more challenging and hence they show better performance by accepting such challenges. Han *et al.* (2019) found that skill variety positively affect the performance of employees. They further found a positive relationship task variety and organizational citizenship behavior. Morgeson *et al.* (2005) are of the view that job with broader roles motivates the employees to show better performance. They opine that this broader role also motivate the employees to express behaviors that are beyond the defined role. Hence it can be asserted that;

H<sub>1</sub>: Skill variety is the predictor of organizational citizenship behavior.

### Task Identity and OCB

Task Identity is the degree to which the job requires completion of a whole and identifiable piece of work i.e., doing a job from beginning to end with a visible outcome (Han *et al.*, 2019). Task identity motivates the employees to work beyond their defined role and promotes display of employees' OCB. The sense of accomplishment and recognition among the employees fosters the display of employees' OCB. Studies have reported strong positive relationship between task identity and organizational citizenship behavior of employees (Eom & Yang, 2014). Hence, it may be hypothesized that;

*H<sub>2</sub>: Task identity has significant positive impact on organizational citizenship behavior.*

### Task Significance and OCB

Task Significance is the degree to which the work has a substantial impact on the lives of other people, whether in the immediate organization or in the external environment (Das & Mohanty, 2021). Alshihabat & Atan (2020) found a positive relationship between task significance and organizational citizenship behavior. Workers in jobs that have a significant outcome on the physical or psychological well-being of others are likely to experience greater satisfaction in their employment (Oldham & Hackman, 2010). People with jobs that have a significant effect on the well-being of others felt greater meaningfulness in the work performed better (Alshihabat & Atan, 2020; Morgeson & Humphrey, 2006). Hence it can be hypothesized that

*H<sub>3</sub>: Task significance has significant positive impact on organizational citizenship behavior.*

### Job Autonomy and OCB

Oldham & Hackman (2005) defined job autonomy as “the degree to which the work is structured to provide the employee with substantial freedom, independence, and discretion in scheduling the work and in determining the procedures to be used in carrying it out.” Lawler *et al.* (1973) found that job autonomy positively affect the performance of employees. It has been found that task autonomy positively affects the organizational citizenship behavior of the employees (Yan, Tang & Hao, 2021). Han *et al.* (2019) opine that that by giving more autonomy to employees produce positive effects on their level of OCB. Autonomy leads to positive psychological states, such as meaningfulness and responsibility which, in turn, lead to higher prosocial behavior (Alshihabat & Atan, 2020). Hence, it can be hypothesized that;

*H<sub>4</sub>: Job Autonomy has significant positive impact on organizational citizenship behavior.*

### Feedback and OCB

Feedback is the degree to which an employee obtains clear picture regarding his/her performance (Oldham & Hackman, 2005). Having clear information about the job performance, positively affects the organizational citizenship behavior of the employees (Zampetakis, 2022). When employees are offered positive and actionable feedback on their performance, they may feel recognition which fosters their pro-social behavior (Yan, Tang & Hao, 2021). Hence, it can be hypothesized that;

*H<sub>5</sub>: Feedback has significant positive impact on organizational citizenship behavior*

### Method

Respondents of this longitudinal study included 183 healthcare professionals that include medical officers, nursing professionals, and paramedical staffs. The healthcare professionals include randomly selected 47 medical officers, 63

nursing professionals, and 73 paramedical staff members of three tertiary healthcare centers operating in twin cities of Rawalpindi and Islamabad.

**Instrument**

A combined questionnaire measuring the principal job characteristics and employees’ OCB was employed to seek the responses from the study respondents. Responses were rated at 5 point Likert Scale ranging from 1=Strongly Agree to 5=Strongly Disagree. The scale was administered through enumerators, the response rate was about 93%.

**Job characteristics**

All the five Job characteristics were measured by a scale of Hunter (2006) with 15 items. Internal reliabilities of skill variety (3 items), task identity (3 items), feedback (3 items), autonomy (3 items) and task significance (3 items) were 0.88, 0.88, 0.86, 0.84 and 0.83 respectively. Sample items include (i) My work is important for the lives or well-being of other people, (ii) My job provides a lot of variety and (iii) My job lets me to do pretty much what I want on my job.

**Employees’ OCB**

Employees’ OCB was measured using 16 items scale developed by Podsakoff *et al.* (2000). Internal reliability for organizational citizenship behavior scale was found 0.83. Sample items include (i) I do not take unnecessary time off work and (ii) My attendance at work is above the norm.

**Findings**

Data were analyzed through SPSS Hayes’ Process Macro and AMOS 21 that included model measurement, correlation matrix and multiple regression analysis.

**Table 1**  
*Model Measurement*

Construct	Item	Outer Loading	Cronbach’s Alpha	Mean	CR	AVE
Job Characteristics	SV1	.76	0.93	4.35	0.961	0.64
	SV2	.78				
	SV3	.75				
	TI1	.74				
	TI2	.71				
	TI3	.72				
	FB1	.76				
	FB2	.71				
	FB3	.67				
	JA1	.74				
	JA2	.62				
	JA3	.75				
	TS1	.76				
	TS2	.77				
	TS3	.76				
Organizational Citizenship Behavior	OCB1	.73	0.95	4.01	0.93	0.78
	OCB2	.67				

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OCB3	.76
OCB4	.73
OCB5	.75
OCB6	.76
OCB7	.67
OCB8	.75
OCB9	.69
OCB10	.72
OCB11	.73
OCB12	.74
OCB13	.67
OCB14	.73
OCB15	.71
OCB16	.78

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**Model Measurement**

Table 1 shows measurement model examined through convergent and discriminant validity. At first stage, convergent validity was measured through confirmatory factor analysis (CFA) that included factor loading, Cronbach’s alpha (CA) reliability, composite reliability (CR) as well as average variance extracted (AVE). It is evident that values of CA, CR, and AVE are higher than 0.7, 0.7, and 0.5 fulfilling the conditions of CFA and demonstrating convergent validity. At second stage, discriminant validity was evaluated by Fornell and Larcker method by comparing the correlations among variables and AVE of all the hypotheses. Table 2 shows that square root of AVE for all constructs was above the correlation values that shows acceptable discriminant validity.

**Table 2**

*Descriptive and Correlation Matrix*

	Mean	SD	SV	TI	FB	JA	TS	OCB
SV	3.2403	0.8849	(.82)					
TI	3.3415	0.8344	.558**	(.80)				
FB	3.1359	0.9301	.406**	.610**	(.93)			
JA	2.3157	0.9519	.506**	.490**	.471**	(.95)		
TS	3.1643	0.8183	.521**	.443**	.529**	.514**	(.94)	
OCB	2.5034	0.8813	.613**	.531**	.624**	.394**	.522**	(.91)

It is evident at table 2 that OCB has positive relationship with skill variety ( $r=.613^{**}$ ), task identity ( $r= .531^{**}$ ), feedback ( $r= .624^{**}$ ), job autonomy ( $r= .394^{**}$ ) and task significance ( $r= .522^{**}$ ). This confirms the all the hypotheses (H1 to H5) of the study.

**Linear Regression Analysis**

We tested direct effect of five core job characteristics on OCB of employees following Hayes’ Process Macro. It was examined separately for both the independent variables to test their direct effect on dependent variable.

**Table 3***Results of Structural Model*

Hypothesis	Path Coefficient	t-value	P-value	Study Results
SV ----> OCB	0.143	2.805	0.003	Supported
TI ----> OCB	0.131	1.451	0.001	Supported
FB ----> OCB	0.311	3.327	0.000	Supported
JA ----> OCB	0.232	2.581	0.002	Supported
TS ----> OCB	0.127	2.8656	0.004	Supported

Table 3 shows that skill variety has significant positive effect on OCB of employees ( $\beta = 0.143$ ,  $P < 0.05$ ) Hence, the first hypothesis of the study is confirmed. Similarly, task identity has significant positive effect on OCB of employees ( $\beta = 0.131$ ,  $P < 0.05$ ) thus, the second hypothesis of the study is confirmed. Further, feedback has significant positive effect on OCB of employees ( $\beta = 0.311$ ,  $P < 0.05$ ). Therefore, the third hypothesis of the study is confirmed. Job autonomy has significant positive effect on OCB of employees ( $\beta = 0.232$ ,  $P < 0.05$ ) Hence, the fourth hypothesis of the study is confirmed. Finally, task significance has significant positive effect on OCB of employees ( $\beta = 0.127$ ,  $P < 0.05$ ) thus, the fifth hypothesis of the study is confirmed.

## Discussion and Conclusion

Based on the job characteristics theory of Oldham & Hackman (2005), we offer insights regarding the effects of core job characteristics on OCB of healthcare employees. The results of Pearson's correlation and linear regression revealed that all the five job characteristics of JCM of Oldham & Hackman (2005) have positive effect on OCB of healthcare employees. Our study reported that skill variety enhances OCB of healthcare employees. These findings are consistent with the findings of the studies of Zampetakis (2022), Dietl & Kombeiz (2021) and Morgeson *et al.* (2005). Similarly, we found that task identity included in broader job family of healthcare employees resulted in extended display of OCB of healthcare employees in Pakistan. These findings are similar to the findings of Dietl & Kombeiz (2021) and Eom & Yang (2014) who reported that task identity motivates the employees to work beyond their defined role and promotes display of employees' OCB. We also found that task significance is strong predictor of employees' OCB. We found support from Zampetakis (2022) and Ong *et al.* (2018) for our findings. They reported that workers in jobs that have a significant outcome on the physical or psychological well-being of others are likely to experience greater satisfaction in their employment and display OCB. Our study reported that feedback helps the employees identify their strengths and weakness at work which make them feel worthwhile in the organization. This in turn fosters employees' display of OCB. These findings are consistent with the findings of the study of Zampetakis (2022) and Yan, Tang & Hao (2021) who reported that having clear information about the job performance, positively affects the organizational citizenship behavior of the employees. Finally, the study reported that job autonomy is strong predictor of healthcare employees' OCB. These findings are consistent with the findings of Asadullah *et al.* (2020) and Marić *et al.* (2019). They reported that job autonomy predicts employees' OCB at workplace.

## Conclusion

Based on the job characteristics theory of Oldham & Hackman (2005), it has been proved that core job characteristics predict the organizational citizenship behavior of healthcare employees in Pakistan. The study suggests that there is dire need to redesign the jobs of healthcare employees to cultivate OCB among them. When included in job description of healthcare employees, the five job characteristics of JCM of Oldham & Hackman (2005) significantly predicted organizational citizenship behavior of healthcare employees.

## Implications

The study has implications for human resource professionals as well as organizational development managers especially those working in healthcare sector. Since the study reported that the five job characteristics of JCM of

Oldham & Hackman (2005) significantly predicted organizational citizenship behavior of healthcare employees, human resource professionals may redesign the job profiles of their healthcare employees by including these job characteristics. Further, organizational development managers may also develop training programs for human resource professionals for the redesign of healthcare employees' jobs.

### Limitations and Directions for Further Research

This study has certain limitations like other studies. The results of the study could be generalized in other field since data is collected from the health sector however, it is suggested that the study could be replicated with a relatively larger sample size to obtain a larger picture of the relationship between employees; job characteristics and citizenship behavior in Pakistan healthcare institutions. The study was delimited to three tertiary healthcare centers operating in twin cities of Rawalpindi and Islamabad. Second, the study only examined the direct impact of core job characteristics on OCB of healthcare employees. However, OCB is product of social exchange. Future researchers may employ social exchange theory by investigating mediating or moderating variables as exchange mechanism between job characteristics and OCB of employees.

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