

IMPACT OF JOB DESIGN ON EMPLOYEE'S ORGANIZATIONAL CITIZENSHIP BEHAVIOR AND COUNTERPRODUCTIVE WORK BEHAVIOR IN THE BANKING SECTOR OF FAISALABAD

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Abstract

Some factors other than higher salaries, compensation benefits and conducive workplace seem to have strong impact on employee's performance i.e. organization citizenship behavior and counterproductive work behavior. Purpose of this study is to examine the impact of job design elements i.e. job enlargement, job enrichment and job rotation on employee's organizational citizenship behavior and counterproductive work behavior in the banking sector of Faisalabad and extent to which this relationship is mediated by motivation. Data was collected from 170 frontline managers of banks. After analysis of data, it was found that there is a positive and significant relationship between job enlargement, job enrichment on OCB while negative and significant relationship between job rotation and OCB. Negative and significant relationship between job enlargement and CWB, negative but insignificant relationship between job enrichment and CWB while positive and significant relationship was found between the job rotation and CWB. Motivation was partially mediating the relationship between job enlargement, enrichment, rotation and organizational citizenship behavior, while motivation was partially mediating the relationship between job rotation and counterproductive work behavior. This study enhances the existing literature of job design and contributes to research by finding how job design influences the OCB & CWB.

Keywords: Job Enlargement, Job Enrichment, Job Rotation, Motivation, Organizational Citizenship Behavior, Counterproductive Work Behavior.

1. Introduction

Job design is work arrangement or re arrangement aimed at reducing and overcoming job dissatisfaction and employee alienation arising from repetitive tasks. Job design related applications started to take shapes with scientific management approach in 1990s. Fredrick Taylor is a well-known theorist about the job design, he wrote the principle of scientific management. He believed that job design identifies the duties, tasks and responsibilities of a job to be accomplished. Aim of job design is to encourage the job satisfaction and performance by changing the contents and process of a specific job so that employee may avoid from boredom (Taylor, 2004). It is assumed that pay is the most significant factor at work to motivate employees. But many studies indicate that job design is the major influence on worker motivation. Therefore, management must consider how to design a job which has influence on employee motivation and performance. Three typologies of job design i.e. job enrichment; job enlargement and job rotation have a significant relationship with workplace productivity. So managers should strive to understand that how the jobs are

designed (Siruri & Muathe, 2014). Immense competition and increase in cost of production is becoming the reason of downsizing, lay off and restructuring so the employees of the organizations have to do a lot of work than before because now additional work is added to their duties in the form of job enlargement, enrichment and rotation (Sverke & Hellgren, 2001). Well-designed jobs help in accomplishment of two important goals: gaining the desired work done in a timely and effective manner, and motivating and challenging employees. If a job is appropriately well designed, it is beneficial both for business and workforce. A poorly designed job leads to a failure in getting the work on time and in a competent manner. It also discourages and unsatisfied employees from their job. Even if the employees are competent, efficient and productive, they get disappointed, disillusioned and frustrated by poorly designed jobs (Borman, 2004). There is a need to build a conducive environment that is not only suitable for organizational performance but also for the people working in it because they are the assets of an organization. Management uses various job design approaches, which allow the management to achieve their desired outcome through employee motivation and satisfaction. Management focuses on the aspects of the job that are fit to organizational goals. Thus, while designing the job design they need to decide that what is needed from the job and from the employees (Garg & Rastogi, 2006). Job design contains three main elements i.e. Job Enrichment, Job Enlargement and Job Rotation.

Job Enlargement: Job enlargement means increasing the scope of a job through expanding the range of duties and responsibilities. Instead of an employee repeating the same steps on each product, they perform different tasks on one singular item. Top management always thinks that the competitive advantage is always the result of many departments in the organization. For this reason, almost all the organizations, to cope with upcoming challenges are trending towards hiring the multi skilled employees to complete the several kinds of tasks effectively. It is believed that the routine work activities create boredom and lack of motivation, for this reason job enlargement is used as a tool for reducing the boredom at workplace and increasing the motivation of employees and their job satisfaction. After analyzing the collected data from 534 respondents of government's organizations through descriptive statistics and correlation analysis the job enlargement is negatively associated with the motivation, job satisfaction and organizational commitment in the government sector of Pakistan. Employees whose jobs are enlarges they become unsatisfied and their previous performance also began to fall (Raza & Nawaz, 2011). Job enlargement makes the employees feel that the organization owns them and consider them an important part of the organization so their performance increases. It showed that the performance increases by enhancing the satisfaction level and this satisfaction is enhanced by enlarging their jobs by introducing variety of skills in them and giving them a sense of ownership in the organization (Saleem *et al.*, 2012). Work life balance is very important factor for business sustainability because after attaining the work life balance, workers become satisfied and perform well on their job. Job enlargement and job enrichment are two important practices of job design to motivate the employees and to create satisfaction level in employees which is helpful in attaining work life balance and business sustainability (Sushil, 2014). Job enlargement has a positive effect on the employee's motivation because employees perceived that certain rewards will be granted to them for putting forth high level of efforts so they try their best to perform well in the organization on the assigned additional tasks. Performance of the employees is reinforced when it is accompanied with some kind of rewards.

Job Enrichment: Job enrichment increases self-actualization, self-control and self-respect of the workers which leads to increase their performance (Saleem *et al.*, 2012). Education is the most important determinant of resistance in job enrichment. More youthful employees were nonresistance to job enrichment while the old employees were reluctant to accept the job enrichment (Collins & Raubolt, 1975). Job enrichment develops an approach in the mind of employees to discover the meaning of work of them, aspiration in work and form of satisfaction. (McLean & Sims, 1978). Job enrichment enhances the motivation level and employees performance on work and it also cause to increase the propensity of employees to achieve the goals (Dost & Khan, 2012). Study was conducted to solve the problem of demotivated marketing executives of banking sector in Nigeria. Sample was collected from 180 marketing executives and t-test was performed on this data and the results showed that authority, control, responsibility and variety in job related tasks evoked motivation in demotivated marketing executives working the banking sector of Nigeria and the employees motivated such way are in a better position to perform (Uduji, 2013). There is a significant relationship between the job enrichment, enlargement and work life balance which increases the employee's performance and this increase in employee's performance leads to business sustainability in the competitive world.

On the other hand it is also helpful in increasing the work life balance of employees which is very important for the employees to have appropriate time for recreational activities with their families (Sushil, 2014).

Job Rotation: Job rotation is an approach where an individual is moved through a schedule of assignments, designed to give him a wider range of exposure and increase his skill set. Job rotation definitely helps the organizations to be more competitive because employees are motivated and having number of skills to perform all kind of tasks which increase their performance. By using this tool, the talent pool that a company possesses, increases and the employees can move from strength to strength, creating a win-win situation for themselves and the firm. (Ortega, 2001) argued that job rotation as compared to specialization can enhance the organizational learning in the circumstances when employees have little information about the tasks to be performed. Job rotation provides the employees with the chances to gain new skills and master the new ways of performing the tasks and adopting the new procedures. This lead the employees to be more motivated and satisfied and committed to their duties because they feel that the management trusts them and care about reducing the boredom and increasing the interest of employees. After elimination of boredom and becoming the work more interesting and challenges, employees tends to perform well at their assigned tasks (Naqvi *et al.*, 2013). Job rotation has a positive effect on the employee's motivation because employees perceived that certain rewards will be granted to them for performing well on new assigned tasks so they try their best to perform well in the organization by learning new skills and implement these skills while performing the assigned task. It increases their performance and also enhances the organizational productivity. Management should focus while designing the jobs that the job design should be accompanied with motivation and some rewards for employees (Onimole, 2015).

Motivation: Motive is need or desire that causes a person to act. Motivate in turns means to provide with a motive and the motivation is defines as act or process of motivating. Thus motivation is defines as act a process to provide motive that cause a person to take some actions. In most cases, motivation comes from some needs that lead to behavior which results in some types of rewards which are intrinsic rewards and extrinsic rewards." (Shanks & Dore, 2007) Motivation is result of a psychological process that tends the individuals to goal oriented and to make effective efforts (Mitchell, 1982). It is also supported by numerous researches that performance is influenced by the motivational climate which enhances the employee's and organizational productivity (Brown & Leigh, 1996). Motivation refers to the forces that drive a person towards a certain path of action. Motivation is the initiation, direction, intensity and persistence of behavior. There are two basic elements of motivation, i) Cash Rewards, and ii) non-cash rewards. Cash rewards include the pay scale and compensation that the person receives for doing his task at the workplace. Non-Cash rewards include factors that other than monetary terms e.g. Job Enlargement, Job Enrichment and Job Rotation which keep the worker interested and make him/her, feel a part of the company at all times (Daft, 2006). Performance of the organizations is influenced by many factors, in which motivation is one of the most important factors. Employee's working in the organizations are found to be motivated by intrinsic or extrinsic rewards so if the employees of the firm are more motivated then as a result performance of the firm also increases (Ahmad *et al.*, 2012). Motivation is most important element for all the organizations to attain achievement whether these are public or private. Because motivated employees perform well leading to increase the organizational productivity and achievements of targets. Organizations which are not concentrating on motivating the employees are not in a position to enhance the productivity and to achieve the organizations goals. To sustain in the competitive world motivation of the employees is an important factor (Chintallo & Mahadeo, 2013).

Organizational Citizenship Behaviour: Murphy says: "the performance is a synonym of behavior and it is a set of behavior to achieve the organizational goals". View of performance as behavior is becoming more and more attractive (Qureshi *et al.*, 2010; Yasir *et al.*, 2013). Performance behavior is divided into 02 categories, one kind is such behavior which is directly related to outputs, results and to the objectives of organization which are clearly defined, can be observed and measured. Other kind of performance behavior is not clearly defined in the organization rewards and punishment system, but it has an indirect impact on organizational performance which is called organizational citizenship behavior. It was found that OCBs are positively associated to unit performance and satisfaction of customer (Podsakoff *et al.*, 2009). The importance of discretionary behaviors i.e. counterproductive work behaviors and organizational citizenship behaviors have increased so high so the relationship between these two factors was checked in the Pakistan's geographical context and it was found that there is a negative relationship

between them (ullah Bukhari & Ali, 2009). It has also been observed by the researchers that the relationships between the employees guaranty the organization’s health. Hence by enhancing organizational citizenship behaviors and reducing counterproductive work behaviors, health of the organization can be achieved (Frost & Koys, 2011). High employee retention, job satisfaction and low absenteeism have positive consequences of organizational citizenship behavior and work family conflict and role overload were found as negative consequences of OCB (Dash & Pradhan, 2013). Organizational citizenship behavior can be triggered in employees by giving them respect and acceptance (Peyrat-Guillard & Glinska-Newes, 2014).

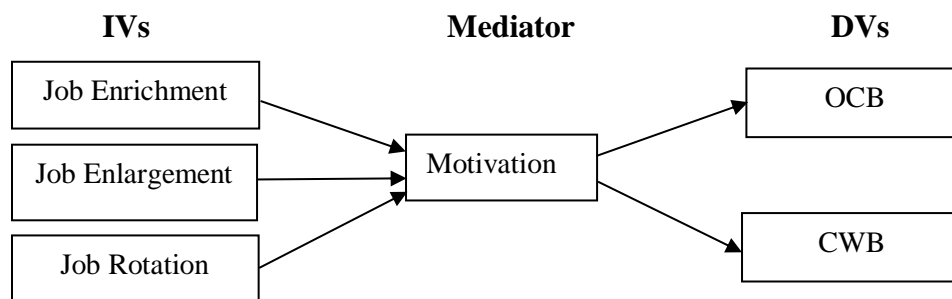
Counterproductive Work Behavior: Employee’s behavior that goes against the legitimate interests of an organization is called counterproductive work behavior. These behaviors are harmful for the organization and even for the people who are working in this organization. Counterproductive work behaviors are becoming constant and costly threats for organizations (Yasir *et al.*, 2016). There are two types of costs involved in such type of behaviors: i) Financial Costs which includes productivity loss, law suits and compensation, reputation ii) Social Costs which includes Job dissatisfaction, mental and physical injuries. Driving force behind counter productive work behavior may be lack of training and education, employee personality and life changes and some other factors. Such behavior can be controlled by implementing the HR strategies while recruiting the employee through screening their integrity and personality. Such types of problems can be avoided by establishing and providing the organizational justice and balancing perception of fairness amongst all the employees. Employee’s behaviour is very important for the success of firms in the current era. Management should focus on finding the reason behind the job stress of the employees and must implement the strategies to remove the stress of the employees (Aftab & Javeed, 2012). Data collected from 304 respondents working in Britain was analysed by using the statistical techniques and it was found that conflict and bullying have significant impact on the counter productive work behaviour of the (Boddy, 2014). Organizations which have motivated employees are successful as their employees outperform the unsatisfied employees of other organizations. Unsatisfied employees are more likely to engage in counterproductive work behaviour i.e. breaking rules, taking long breaks and working slowly etc. Management should focus on curtailing these behaviours in the organization to maintain and improve the performance of employees and improve the motivation level of employees in order to overcome the issues arise due to the counter productive work behaviours of the employees (Bratu, 2015).

Today’s world of hyper competition is turning the corporate business into a jungle where there is survival of the fittest and only the fittest. This means that all resources should be used optimally to supersede the competition and excel in all the directions.

1.2. Research Objectives

- To investigate the impact of job design on organizational citizenship behavior.
- To discover the effect of job design on counterproductive work behavior.
- To investigate the mediating role of motivation between job design and organizational citizenship behavior.
- To investigate the mediating role of motivation between job design and counterproductive work behavior.

1.3. Conceptual Framework



1.4. Hypotheses

- H1:** Job enlargement is significantly associated with organizational citizenship behaviour.
- H2:** Job enrichment is significantly associated with organizational citizenship behaviour.
- H3:** Job rotation is significantly associated with organizational citizenship behaviour.
- H4:** Job enlargement is significantly associated with counterproductive work behaviour.
- H5:** Job enrichment is significantly associated with counterproductive work behaviour.
- H6:** Job rotation is significantly associated with counterproductive work behaviour.
- H7:** Motivation mediates the relationship between job enlargement and organizational citizenship behaviour.
- H8:** Relationship between job enrichment and organizational citizenship behaviour is mediated by motivation.
- H9:** Motivation mediates the relationship between job rotation and organizational citizenship behaviour.
- H10:** Relationship between job enlargement and counterproductive work behaviour is mediated by motivation.
- H11:** Motivation mediates the relationship between job enrichment and counterproductive work behaviour.
- H12:** Relationship between job rotation and counterproductive work behaviour is mediated by motivation.

2. Methodology

2.1. Participants

The participation population for the study comprised of different banks of Faisalabad (Pakistan). Participants of the study were frontline managers of the banks. Total distributed questionnaire among the individuals were 200, out of which 170 responses were received. The high turnover of almost 85% is attributed to the involvement of respondent. The unit of analysis was the individuals who responses to the survey.

2.2. Measures

In our survey, responses were rated on the Likert Scale format, with answers rating from 1 to 5 (1 = Strongly Disagree and 5 = Strongly Agree). To measure the organizational citizenship behavior (OCB), we used OCB measure developed by Podsakoff (2006). Scale developed by Bennett & Robinson (2002) were used to measure the CWB. Motivation was measured by using the scale of Mckinsey (2002). Job enlargement, job enrichment and job rotation were measured by using the scale used by Ali Muhammad (2004), Venith & Indradevi (2015) and Kokala & Gomathi (2015) respectively. These scales were modified according to the objectives of the study. Respondents were assured of confidentiality to guarantee the fairness of responses. Respondents were also provided with full explanation of the questionnaire.

2.3. Methodology

Following the collection of data, all the data received in the form of individuals responses was punched and a set of analyses were applied i.e. Correlation, regression analysis and sobel test etc to investigate the hypothesis by using the SPSS (version 21.0).

3. Results

We use the linear regression model to analyze the simple effect with the help of SPSS, micro program “process”. Steps suggested by Muller, Judd and Yzerbyt were followed in order to test the hypothesis (Muller *et al.*, 2005). Multivariate two level model No. 4 sobel test was used for testing the hypothesis with the exploratory variables (X), motivation as mediator (M) while OCB & CWB as Dependent Variable (Y).

In the second row of table No. 04 in appendix, it is shown that direct effect of job enlargement on the organizational citizenship behavior is significant and positive with the value of 0.587, $p < .01$ (H1 accepted). Indirect effect of job enlargement on the organizational citizenship behavior is also significant with the values of 0.146, $p < .01$. On introducing the motivation as mediator, higher value of total effect (0.732, $p > .01$) than direct effect and increase in the significance level showed that motivation has partially mediated the relationship of job enlargement and organizational citizenship behavior which furnishes support for acceptance of H7.

Third row of above table shows that direct effect of job enrichment on the organizational citizenship behavior is significant and positive with the value of 0.632, $p < .01$ (H2 accepted). Indirect effect of job enrichment on the organizational citizenship behavior is also significant with the values of 0.423, $p < .01$. On introducing the motivation as mediator, higher value of total effect (1.055, $p < .01$) than direct effect and increase in the significance level indicated that motivation was partially mediating the relationship of job enrichment and organizational citizenship behavior. It provides support for acceptance of H8.

In the fourth row of above table, it is shown that direct effect of job rotation on organizational citizenship behavior is significant but negative with the value of -0.229, $p < .01$ (H3 accepted). Indirect effect of job rotation on the organizational citizenship behavior is also significant with the values of 0.615, $p < .01$. On introducing the motivation as mediator, higher value of total effect (0.386, $p > .01$) than direct effect and increase in the significance level showed that relationship of job rotation and organizational citizenship behavior has turned positive from negative i.e. 0.615, $p < .01$ which indicates that motivation is partially mediating the relationship of job rotation and organizational citizenship behavior providing support for acceptance of H9.

Last row of above table shows that direct effect of job rotation on counterproductive work behavior is significant but positive with the value of 0.835, $p < .01$ (H6 accepted). Indirect effect of job rotation on the counterproductive work behavior is negative but significant with the value of -0.528, $p < .01$. On introducing the motivation as mediator, lower value of total effect (0.307, $p > .01$) and decrease in the significance level showed that motivation has partially mediated the relationship of job rotation and counterproductive work behavior which provides support for acceptance of H12.

4.1 Analyses of Simple Effect of Job Enlargement, Job Enrichment & CWB.

In order to test the hypothesis No. 4 & 5 it revealed that there was a significant relationship between job enlargement and CWB (H4 accepted) while insignificant relation was found between the job enrichment and CWB (H5 rejected). To find the mediating effect of motivation in hypothesis No.10 & 11, multivariate two levels model 4 Sobel test was used with the exploratory variables job enlargement and job enrichment (X), motivation as mediator (M) and counterproductive work behavior as Dependent Variable (Y).

It was observed that in the case of job enlargement and counterproductive work behavior, value of PYM was insignificant with the value of 0.204, $p > .05$. Because to this, value of indirect effect PYM.PMX was also insignificant with the value of 0.113 hence there was found no mediation between the job enlargement and counterproductive work behavior. Similarly in the case of job enrichment and counterproductive work behavior, value of PYM was insignificant with the value of -0.145, $p > .05$. Hence indirect effect PYM.PMX was also insignificant with the value of -0.166. Change in R^2 also indicted no change in the strength of model after introducing the motivation as mediator which indicated no mediation between the job enrichment and counterproductive work behavior and provided support for rejection of H10 & H11.

4. Discussion

The objective of the study was to analyze the impact of job enlargement, job enrichment and of job rotation on the organizational citizenship behavior and counterproductive work behaviors of the frontline managers working

in the banking sector of Faisalabad. Mediating effect of motivation on these relations was also tested in this study. Data were collected from the banks across the Faisalabad. After analyzing the collected data through statistical techniques, impact of job design in the context of job enlargement, enrichment and job rotation was examined on the organizational citizenship behavior and counterproductive work behavior. In the case of organizational citizenship behavior, value of R^2 showed the strength of model is 77.2%. It implies that 77.2% variance is shared by these independent variables in the dependent variable i.e. OCB. It was also observed that job enlargement and job enrichment were positively and significantly associated with the OCB with the values of 0.587 and 0.632 respectively at $p < 0.01$ while the job rotation was found significant but having negative impact on the OCB with the value of -0.229 at $p < 0.05$. Hence H1, H2 and H3 were accepted (Table No. 02 in appendix).

When these three independent variables were examined for their relationship with counterproductive work behavior, value of R^2 showed that the strength of model is 16.8%. It implies that 16.8% variance is shared by job enlargement, enrichment and rotation in the dependent variable i.e. CWB. It was also observed that job enlargement was negatively and significantly associated with the CWB with the values of -0.564 at $p < 0.01$. Job enrichment was found insignificant having negative relationship with Counterproductive work behavior with the value of -0.216. Job rotation was having positive relationship with CWB with the value of 0.835, $p < 0.01$. Hence H4 and H6 were accepted while H5 was rejected (Table No. 03 in appendix).

Mediation effect of the motivation was also checked one by one on OCB and CWB. It was found that in case of job enlargement, motivation partially mediated the relation between job enlargement and OCB. In case of job enrichment motivation was also found partially mediating the relationship. When this relation is checked with job rotation, it is revealed that motivation has also partially mediated the relation between job rotation and organizational citizenship behavior. When the mediation effect was checked for CWB, it was observed that there were no mediation in the relationships of job enlargement and job enrichment, while the motivation partially mediated the relationship of job rotation and counterproductive work behavior. Hence H7, H8, H9 and H12 were accepted while H10 & H11 were rejected.

It was observed that job enlargement was positively and significantly associated with the organizational citizenship behavior with the value of 0.587. After introducing the motivation as mediator, this value was increased from 0.587 to 0.732. Job enrichment was significantly and positively associated with organizational citizenship behavior with the value of 0.632 but the mediator i.e. motivation has increased this value from 0.632 to 1.055. Job enlargement and job enrichment have positive and significant relation with OCB. Increase in organizational citizenship behavior causes employee's job satisfaction. As a result, CWB decrease and they began to perform well which helps in achieving the organizational goals.

Job rotation was found to be significantly and negatively associated with organizational citizenship behavior. But after introducing the motivation as mediator, this negative value was turned positive from negative which showed the partial mediation of motivation. Job enrichment is vertical increase in the duties. It means that the employees are assigned duties to perform which are meant for higher posts. Insignificance of job enrichment can be due to enriching the jobs of such persons who have not the caliber, skills and abilities to handle the enriched job or it is also possible that the respondents who have responded to job enrichment statements have never faced enrichment in their jobs and their responses can be result of biasness. Job rotation was significantly and positively associated with counterproductive work behavior with the value of 0.835 and the this relation was also partially mediated by the motivation and motivation decreases the CWB from 0.835 to 0.307 while in cases of job enlargement and job enrichment there were no mediation.

Findings revealed that employees take job enlargement and job enrichment as source of removal of boredom, repetitive tasks. Due to charging additional tasks, their jobs become interesting and challenging. Employees take additional task as opportunity to increase their skill and abilities and also consider it helpful in improving their growth opportunities. As a result organization citizenship behavior increases and counterproductive work behavior decreases. While in the case of job rotation, it was observed that job rotation was negatively associated with OCB and positively

associated with CWB which showed that employees do not like job rotation but when they were motivated by the management their negative respond to job rotation turned into positive.

In job rotation people are rotated from department to department for performance of different types of jobs in order to learn and improve their skills and abilities and to perform on behalf of others in contingencies and to reduce the hiring cost of new employees. Purpose of the job rotation is to improve the skills of employees but sometimes employees become demotivated and dissatisfied with their job. Resultantly, their organizational citizenship behavior decreases and counterproductive work behaviors increases. Negative effect of job rotation on the OCB and positive effect of job rotation on the CWB can be due to the reasons that employees become dissatisfied due to continuous move from their basic job to perform other jobs in the same organization.

On the other hand, there are number of banking employees having degrees other than MBA or M.Com (concerned with the fields of accounts and finance) so lack of background knowledge become the reason of negatively impact of job rotation on organizational citizenship behavior and positive impact on counterproductive work behaviors which is in confirmation of "Ortega" that job rotation indeed can enhance the learning abilities of the employees in an organization but there must be a little information about the perform to be assigned otherwise employees think that to shift to new job sometimes gives them stress (Ortega, 2001).

According to best of my knowledge and resources, there is no literature available about the impact of job enlargement, job enrichment and job rotation on the organizational citizenship behavior and counterproductive work behaviors. This study has explored this relationship and contributed towards the literature by examining and finding the impact of job enlargement, job enrichment and job rotation on the organizational citizenship behavior and counterproductive work behavior. Findings of this study are also in confirmation of social exchange theory that when employees feel that their organization is caring for their personal growth, advancement and development in performance of their tasks, they feel satisfied and happy with the organization. This way they reciprocate by demonstrating positive attitude and behavior which benefits the organization to achieve the organizational goals.

5. Conclusion

To explain and provide the valuable insight to the studies of job enlargement, job enrichment and job rotation, we have achieved our objectives by investigating the impact of job enlargement, enrichment and rotation on OCB and CWB and how the motivation mediates these relationship. There is no previous official statistics available for the elements of job design i.e. job enlargement, job enrichment and job rotation with mediating effect of motivation on the organizational citizenship behavior and counterproductive work behavior. This study mainly focuses on the job enlargement, job enrichment, job rotation, OCB & CWB. Results revealed positive and significant relationship between job enlargement and of job enrichment on the OCB while negative and significant relationship of job rotation on the OCB. It was also revealed that there is a negative and significant relationship between job enlargement and CWB, negative but insignificant relationship between job enrichment and CWB while positive and significant relationship between the job rotation and CWB. On the other hand, motivation partially mediates the relationship between job enlargement, job enrichment, job rotation and organizational citizenship behavior, respectively. There were no mediation between job enlargement, job enrichment and counterproductive work behavior, respectively while motivation was found partially mediating the relationship between job rotation and counterproductive work behavior.

6. Limitations

No research is a 100% perfect. This research involves studying human behavior and we all know that behavior varies from person to person because there are different thought processes in each of us. It is quite possible a factor that motivates one person cannot motivate the other person. This survey was questionnaire based and responses were taken from the different types of people from different backgrounds working in banks. It was difficult

to work out a certain pattern of study. Some questions also led the respondents to bias, which might be because, some people think of certain questions in a personal manner and start concealing or overstating information. Limited sample size is also limitation of this study so the finding cannot show the true and fair picture for all the employees working in the banking sector of Pakistan. Sample was taken from the banks of Faisalabad so this study cannot be generalized for all the banks of Pakistan. Banking environment being so busy these days, it was hard to find people who wanted to devote their time sincerely in helping this research.

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APPENDIX

Table No. 01: Correlation Matrix

Sr. No.	Correlation	1	2	3	4	5	6
1	Job Enlargement	1					
2	Job Rotation	.394**	1				
3	Job Enrichment	.560**	.585**	1			
4	Motivation	.612**	.534**	.550**	1		
5	OCB	.632**	.342**	.545**	.631**	1	
6	CWB	-.304**	.155*	-.154*	-.153*	-.297**	1

**p < 0.01 *p<0.05

Table No. 02: Regression Analysis of Organizational Citizenship Behavior

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.881	.776	.772	.30045

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Job Enlargement	.594	.048	.704	12.415	.000
Job Rotation	-.100	.051	-.089	-1.951	.053
Job Enrichment	.371	.091	.262	4.068	.000

Table No. 03: Regression Analysis of Counterproductive Work Behavior

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.428	.183	.168	1.00877

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
Job Enlargement	-.597	.161	-.403	-3.716	.000
Job Rotation	.677	.172	.341	3.929	.000
Job Enrichment	-.118	.306	-.047	-.386	.700

Table No. 04: Analyses of Simple Effect for OCB & CWB

Dependent variable	Mediator	Independent	P _{MX}	P _{YM}	Direct effects (P _{YX})	Indirect effects (P _{YM} P _{MX})	Total effects (P _{YX} + P _{YM} P _{MX})
OCB	Motivation	Job Enlargement	0.555 (.000)	0.262 (0.000)	0.587 (.010)	0.146**	0.732**
OCB	Motivation	Job Enrichment	1.145 (.000)	0.369 (.000)	0.632 (.012)	0.423**	1.055**
OCB	Motivation	Job Rotation	0.682 (.000)	0.903(.000)	-0.229 (.003)	0.615**	0.386**
CWB	Motivation	Job Rotation	0.681 (.000)	-0.774 (.000)	0.835 (.000)	-0.528**	0.307*

N= 170 * P< .05 **P< .01

Where P_{MX} refers to paths from independent variable to the mediator (motivation) and P_{YM} refers to paths from the mediator to the outcome variable. P_{YX} is the path from X (independent variable) to Y (dependent variable) which is called direct effect of independent variable on the dependent variable. P_{YM}.P_{MX} indicates indirect effect while P_{YX} +P_{YM}.P_{MX} is total effect of X (independent variable) on Y (dependent variable) in the presence of mediator (motivation).