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**Impact of Job Characteristic on Organization Citizenship Behavior
(A Case Study of Private Banking Sector in Jalalabad Nangrahar)**

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Abstract

This research report was aimed to identify the impact of Job Characteristic on Organization Citizenship Behavior. The aim is specially to find out the factor of job characteristic of private banking sector in Jalalabad. A quantitative research questionnaire was applied to find out the factors which affect the organization citizenship behavior and to know that which factor job characteristic are related to each other. A questionnaire of 120 employees was randomly selected out of 150 which were the operational staff and office staff of the company. Regression analysis was used to test the hypotheses and from which concludes that the factors used for fairness, job stress, work family conflict, autonomy and feedback having the relation with age, gender, income and education of company employees. The finding of this study in more detail, because there are some factors on which still there should be work more on it to provide more accurate results which would be acceptable to everyone. The paper provides that a well executed fairness and feedback factors has always a great impact on organization citizenship behavior.

Keywords: Job characteristics factors, organization citizenship behavior.

1. Introduction

As now a day's employees spend a lot of their time in organizations where they have different relationship and interaction with different people and employees and where they make relation with different people. The basic objective of this research is to check the influence of different works in work place on the behavior of employees. Where organization citizenship behavior is defined as the "the type of performance that supports social environment in which task performance takes place Organ D.W (1988).

Nowadays it is a fact that most of the people have their best friends from their workplace where they spend a lot of their time with them. According to Gallup survey almost 30% of friendship is being made in work place. Those who spend more of their time in the workplace with their friends have a positive impact on work and

results because it's being observed that 51 % of the employees who have best friends in their work place have a best output rather than those who have no friends. Those who have friends and good surroundings in their workplace can have a good time in workplace and work with passion and interest. Secondly, the friendly environment has such an impact on company that they spend another year in the same company rather than those have no friends can quit easily Kwantes CT (2003). People gain a lot of things from in shape of guidance, performance of tasks, handling different issues and to achieving the goals etc. Every employee must work properly when the job is being designed. Job design is an important factor from which the performance of the employee is optimized. It can simply be defined that changing the job and duties of employees to increase their motivation and satisfaction. It is measured easily when the employee is assigned the task and performs well at their duties Basoni (2013). Researchers have recommended a strong relationship between the job design and employees performance. Whenever managers fail to apply the job design phenomena then the organization or company may lead to productivity loss and opportunities because most of the employees are not familiar with their job task and work assigned to them where the employees feel encouragement and dis-satisfaction in work place. When effective job is designed, it brings the employees involvement in achieving tasks and they being well motivated which shows the employees output and performance. Effective job design helps the employees to involve the employees in their work and motivates them to show high performance. In today's competitive world every organization is following new methods to maximize their personnel efficiency. Now there are some other factors which affect the employee's behavior and they have a negative impact on organization performance. Sometime the employees feel dis satisfaction in his work because of his family livings, family problems and job burdens in work place. Some researcher has found that whenever the employees have low family conflicts so he has a high job satisfaction and performance. The family conflict effects the performance of the employee badly because on every single task they have a burden of their family on his mind and his concentration towards the work is low which may lead to a poor performance ,feeling stress and less productive. Now good organization always has relaxing time for his employees and has a loose and friendly environment. Where the employees share their problems with their friends in surroundings and different colleagues Aijanokar M. (2001). Now there are a lot of job factors which affect the employees' behavior such as task identity, job design, family livings, works surrounding etc.

1.2 Problem Statement

Organizational Citizenship Behavior (OCB) is vital for the success of private banks, as it reflects employees' willingness to go beyond formal job duties. In Jalalabad private banking sector, employee engagement and motivation are often affected by job characteristics such as task variety, autonomy, feedback, and skill utilization. However, the relationship between these job characteristics and OCB is not well understood in this context. This study seeks to examine how job characteristics influence employees' organizational citizenship behavior in private banks in Jalalabad, Nangarhar.

1.3 Research Questions

1. What is the relationship between fairness and organization citizenship behavior?
2. What is the relationship between job stress and organization citizenship behavior?

3. What is the relationship between work family conflict and organization citizenship behavior?
4. What is the relationship between autonomy and organization citizenship behavior?
5. What is the relationship between feedback and organization citizenship behavior?

1.4 Research Objectives

1. To determine the relationship between fairness and organization citizenship behavior.
2. To determine the relationship between job stress and organization citizenship behavior.
3. To determine the relationship between work family conflict and organization citizenship behavior.
4. To determine the relationship between autonomy and organization citizenship behavior.
5. To determine the relationship between feedback and organization citizenship behavior.

1.4 Significance of the study

This research paper was important in adding knowledge to the study of organization citizenship behavior. Different studies have been conducted in the field of job characteristic but their impact on organization citizenship behavior was studied in this paper. With this perspective in consideration this research was planned to study the influence of job characteristic on organization citizenship behavior. The study will also educate the management of the organization and the employees at individual level as well

2. Literature Review

Organization citizenship behavior is defined as the “the type of performance that supports social environment in which task performance takes place” It is observed that employee’s commitment is an important factor within organization because it is an indispensable cog in firm’s growth and for motivation which affect the talent and growth. Now in every organization employees adopts some behaviors from their duties and that behavior is define by Mihir Ajganokar as an organization citizenship behavior. This behavior is Significant for the organization growth. Mostly organizations growth is effected from its surroundings factors and commitments with their employees .Researcher explains the factors of job characteristic in research like skill variety, task identity, task significance, autonomy ,feedback and motivation. Whenever the top management decides roles for the employees of organization in that time the employees are not just motivated but also the show preference to the organization citizenship behavior. Every employee is well-known from their tasks and they being well motivated and give wealth to organization growth. The researched main focused was on the relationship between organization citizenship behavior and job characteristics. The aim was to provide the guideline for organization just to implement term of motivation by keeping job characteristics in mind and where researcher shown organization citizenship behavior an important term for the organization. The main terms used in the research were organization citizenship behavior, job characteristic model of motivation, skill variety, task identity, task significance, autonomy and feedback. (Ajganokar, 2001)

Colleagues and the supervisors under which the works to achieve the strength of satisfaction from departments and supervisors and also from the informational system.(Hackman & Oldham, 1976)

According to researcher hospitality employees take their majority of their lives at their own work place. This being observed that friendship between the employees are often take place in the work place and surroundings .the researcher have observed that most of the friendly environment in work place have a positive impact on

organization and on employees himself which helps in increasing communication, respect, securities and self trust between the employees within an organization. Researcher has worked on work broad on the one of the factor of job characteristics which is an important factor for organization to observe and workout on it. Friendship environment makes each and every employee to show their skills and respect for outcome which leads to suitable outcomes for organizations. Now the organization which is rigid and has no positive friendly environment can lead a high rate of turnover because employees need a suitable communication and friendly environment nt beside their tuff duties at their work place. The researcher has shown the direct effect of workplace friendship on hotel employees' attitude towards their job and its direct and in-direct effect on organization citizenship behavior, turnover intention, Absenteeism and task performance.

The workplace friendship defined by the different researchers in their papers. According to Fehr (1996) friendship is a personal relationship of human being which typically providing intimacy and assistance. Song (2005) defines Work friendship that it is different from the other friendships of General types because workplace friendship is totally based on the surrounding where u works for someone and for achieving their goals. Berman et al (2002) define the workplace friendship that "it is nonexclusive voluntary workplace relations which contain the trust between employees, commitments and appreciations of each other on their best work and share their ideas, interest and values"

Function of workplace Friendship: The workplace friendship is more valuable term for organizations and employees. Different researchers have their own views about the function of workplace friendships. Fine (1986) the workplace friendships increase the helping phenomena in organizations and help the individuals to complete their job, and decrease the ratio of mental stress and helps in increasing the source of communication, also increase the cooperation between the employees of organization and energy respectively. Hamilton (2007) workplace friendship increase the mental comfort of employees and decrease their perception of insecure and uncertainty. They also share more information with friends about the related problems with their works.(Lee & OK)

Fairness significantly affected organization citizenship behavior and a more positive mood and behavior is needed before firms conclude. Every employee's needs fairness from their surrounding it is a factor which can destroy the employee's behavior towards job and also it can make an employee more motivated about his work. Fairness and equality in the workplace are important for employee's satisfaction, motivation and organization effectiveness. The researcher findings revealed that employees concept of fairness in a work place can affect their behavior both positively and negatively. One perception of this study is that employees concept of fairness have a more enduring effect ,in keeping in mind their mood and on increasing their burden in works which effect their behavior. However after a close evolution of research the researcher recommended the further research which is needed before any firm result can be make on fair and positive mood and employee's perceived fairness.(Messer & White, 2006)

The impact of job design on Organization citizenship behavior is shown. Job design plays an important role in maximizing the performance. when a job is designed it makes the employees energetic and they do all their best to achieve the organizational goal because the job which they have to perform is clear and designed for them

already .Job design when it is properly designed is having a lot of importance and valued among the researchers for its importance and effectively. The researcher shows the importance of work design in such manner that when a well designed job is made so it's psychologically motivates the employees towards their work and attitude of the employees towards the job is excellent. When such type of employees is there in organization so they are highly productive and loyal with organization. Furthermore the present study proposes a new variable known as "psychological perception" of employees to understand how the employees of organization react or behave towards a job design. Effective job design is measured to involve the employees in their tasks and assignments. Many Researchers have analyzed the relationship of job design and organization citizenship behavior and they have concluded that both have a positive and strong relationship. job design is not a new phenomena it is being discussed a lot and being worked more on job design and organization citizenship behavior but this is not being understood by the managers, which results in decrease of employees performance, decrease in productivity where they facing the opportunity cost and productivity below optimum level. In this research from the survey it is being observed that most of the employees are not happy in their work places because they works or job are not being properly designed and they feel bored in their works. (Memoona Zareen & Razzaq, 2013). The role overload tells us about the situations where employees feel stress and overloaded from too many responsibilities or activities as expected from them in limited resources and limited time. Logically doing the organizational role the organization must have to provide the time and resources to their individuals to perform their duties on time and with accurate results which is better for both organizations and for the employees of that organization. This will lead the employees to work for the organization with more energy and more strength by doing works in home, staying at work after normal organizational hours, working on off days for organization, attending the job related seminars, functions on their personal time and finance. When employees doing such an energetic activities for their work the results of his work will be perfect and satisfactory will complete his work. Welbourne, Johnson and Erez (2001) proposed that every employee in organization contact with two main work roles. The first is called as job-holder and second is organizational-member role. The first is representative of the formally assigned duties and the employees are responsible to fulfill the duties and perform their work which they have to be done. The second one prescribed those employees expectation to be a good organizational citizenship. Moreover, individuals when they are succeeded in full filling both their job-holder and organizational-member roles are likely to be given higher performance appraisal ratings considered more chance of promotions rather than those employees who are either are not choose or they fail to do so.

Work family conflict, Work family conflict is type of family conflict where work roles demands interference with family-role demand. As job holder and organizational member's role are two important roles but researcher have also find out that non concerned roles (i-e spouse, family, leisure) are also the part of overload and tension parts of the employees with his lives/ work connected. Here about the work family conflict the researcher again suggest that the employees do their best for their organization but they are having less time for their family and the energy to have for the family. A good organization citizen are likely to complete their work in work time period and have a good time for their family and a good parent. Now those employees who have low level of

initiative, they have more time for their family and thus likely to face the low level of family conflict. Therefore here in this researcher the researcher recommend that individual initiative is positively associated with family conflict. This researcher finds that women more emphasize their family roles more then as compared to men's. furthermore its being observed in this research that women's as compared to men's have the primary responsibility of understanding and finding the ways to balance family and their employees relation and they take and manage all these responsibility well as compared to men's. Thus it is expected that gender will moderate the relationship between individual initiative and work family conflict. In the end it is expected that relationship between individual initiative and work family conflict will be stronger among women and men.(C.Bolino & H.Turnley, 2005)

There are some behaviors shown in this research which are helpful and social behaviors and that are identified in three components (i) Organizational obedience: the term describe such behavior which identified the need and desirability of simple structure and rules which are accepted for everyone. These behaviors are like rules for submissions, complete tasks and responsibilities regarding organizational resources. (ii) Organizational Loyalty: loyalty to organization is different to the loyalty to its self, to other individuals and organizational units and its expression to its staff to defend values of organization. (iii) Organizational partnerships: the term is used in participation of employees in corporate governance where we attend meetings to share knowledge and point out different points and be aware of current issues. On other side organizational commitment is considered as it serves the strong relationship between the identity of people and their perception in organization. (hasani & baoroujerdi, 2013)

Meyer and Allen (1990) presented a model of organizational commitments and identified three components. (i) Affective Commitment: it indicates the staff's emotional attachments to find out the appointment with the organization and to engage in organizational activities. (ii) Continuous activities: it means the willingness of employee to stay in the organization because of organizational turnover costs and continuous rewards of staying in organizations. (iii) Normative commitment: it includes the personal interest and feeling of employees for staying in the organization.

Results show that it was necessary for organizational commitment inside an organization to improve its performance and organizational commitments which were significantly related with organization citizenship behavior. Where Salehi and Gholtash (2011) in Iran showed that variables of organizational commitment had a positive effect on organization citizenship behavior. The first hypothesis of the research Shows that there is positive and significance relationship between the organizational citizenship behavior and affective commitment of employees and increasing the rate of emotional commitment in employees have a high effect on citizenship behavior which generally improves the citizenship behavior and which results in effectiveness and efficiency of activities in organization. So, it is recommended for the Iranian physical education managers should share and show the main organizational Goal and have a effective communication and co-ordination with the employees, they will have their best in doing and achieving all the organizational goals and objectives in specific time period. Every employee needs a respect from their organizational staffs and if that factor is available every employee must have to be in favor of achieving the organization goals. (Meyer & Allen, 1990).

Overall the researcher recommended that the work family conflict has an important influence on employee's behavior and attitude in all type of organization.(Bragger, Kutcher, & Indovino, 2005). Fiona Jones (2006) Work stress and Health behavior that how job stress effects it. A model is presented which describe the four types of job stress based on different combination of control and demands. E.Thomas (2005) Researcher expressed the family livings of employees and their level of standards which affect his behavior and his job behavior. Employees with poor financial stress effect his behavior in office place.

2.1 Theoretical Framework

Theoretical framework shows that the Organization citizenship depends upon the five factors i-e Fairness, Job stress, Work family conflict, Autonomy, Feedback.In this framework, the organization citizenship behaviour is dependent variable and Job characteristic is independent variable.

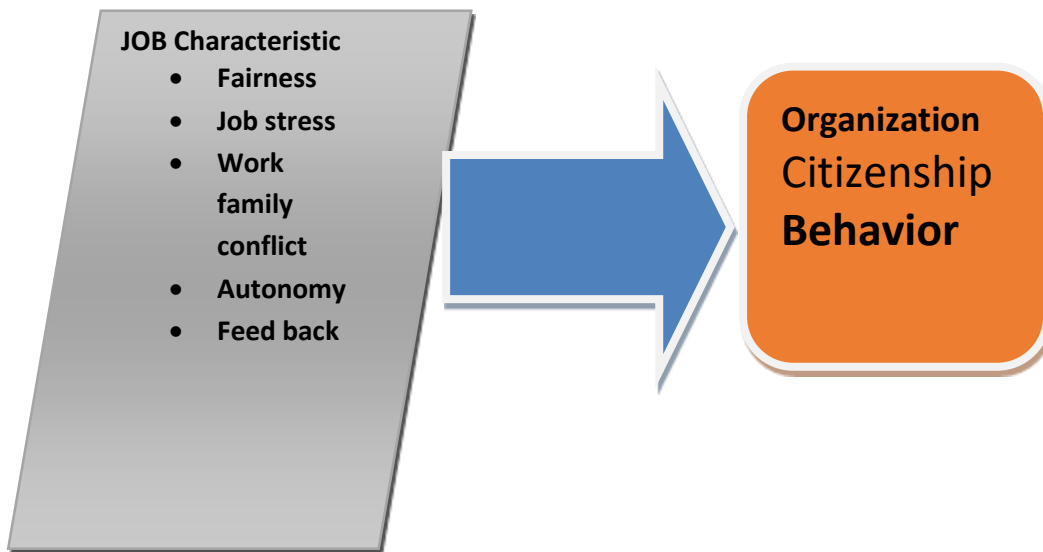


Figure -1: Theoretical Framework

2.2 Research Hypotheses

- H1: There is significant effect of fairness on organization citizenship behavior
- H2: There is significant effect of job stress on organization citizenship behavior.
- H3: There is significant effect of work family conflict on organization citizenship behavior
- H4: There is significant effect of autonomy on organization citizenship behavior.
- H5: There is significant effect of feedback on organization citizenship behavior.

3. Research Methodology

The research methodology is mainly focused on quantitative method and research technique used hereby is the survey method. The quantitative research approach is based upon objectives, measurable reports, and statistical analysis. It is often regarded as a scientific methodology of management sciences research.

3.1 Method of Data Collection

Random sampling technique was used for the selection of samples in this study. Primary data were collected from the respondent within Jalalabad city private banks. This questionnaire has been designed in a compact and understands language to avoid misunderstanding and misinterpretation and make them easy and understandable for the respondent. The questionnaire is composed of questions based upon demographics and others based upon Likert scale.

3.2 Population of the Study

The following study is meant to measure impact of job characteristic on organization citizenship behavior. Population means the totality of individuals from which some sample is drawn. The total population for this study is 150. So 150 is the total population for this research.

3.3 Sample Size

Having the large size of the population and the fact that population is spread all over jalalabad city. Therefore only 120 respondents are selected for study in jalalabad city. 120 questionnaires were distributed among the respondents. Therefore $n=120$.

3.4 Data Analysis Technique

For analyzing the data collected through survey technique appropriate statistical tools were applied. To analyze variables, tables and simple percentages were used. For the analysis of hypothesis, Regression Analysis was used.

4. Data Analysis and Interpretation

4.1 Demographic Analysis In the analysis chapter first we analyze the demographic variables which are below one by one are analyzed. Below table show the demographic variables analysis. Table 4.1 to 4.6 shows the demographic analysis of the study.

Table 4.1 is showing the gender that out of 120 respondents, 119% were male and 1% is female respondents.

Table 3.1 Gender of Respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
Valid Male	119	99.2	99.2	99.2
Female	1	.8	.8	100.0
Total	120	100.0	100.0	

Table 4.2 shows the age that out of the 120 respondents 16% belonged to the age group of 20-30, 75% belonged to age group 31-40, 14% belonged to age group of 41-50 and 15% belonged to age group above 50.

Table 3.2 Age of Respondent

	Frequency	Percent	Valid Percent	Cumulative Percent
20-30	16	13.3	13.3	13.3
30-40	75	62.5	62.5	75.8
Valid 41-50	14	11.7	11.7	87.5
above 50	15	12.5	12.5	100.0
Total	120	100.0	100.0	

Table 4.3 suggests the education level that Intermediate, Graduates and Post Graduates comprised of 51%, 61% and 8% of the respondents respectively

Table 3.3 Education

	Frequency	Percent	Valid Percent	Cumulative Percent
Intermediate	51	42.5	42.5	42.5
Valid Graduate	61	50.8	50.8	93.3
Post Graduate	8	6.7	6.7	100.0
Total	120	100.0	100.0	

Results regarding income shows in table 4.4 in which we ranges 10000-25000, 25000-40000, and 40000-55000 and above 55000. In 10000-25000 the total respondents are 27. In 25000-40000 the total respondents are 70. In 40000-55000 the total respondents are 19. In above 55000 the total respondents are 4.

Table 3.4 Monthly Income

	Frequency	Percent	Valid Percent	Cumulative Percent
10K - 25K	27	22.5	22.5	22.5
25K - 40K	70	58.3	58.3	80.8
Valid 40K - 55K	19	15.8	15.8	96.7
Above 55000	4	3.3	3.3	100.0
Total	120	100.0	100.0	

Table 4.5 shows the work type that out of 120 respondents, 55% were field staff and 65% were office staff.

Table 3.5: Work Type

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Field Staff	55	45.8	45.8	45.8
	Office Staff	65	54.2	54.2	100.0
	Total	120	100.0	100.0	

Table 4.6 shows the marital status that out of 120 respondents, 42% were single and 78% were married

Marital Status

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Single	42	35.0	35.0	35.0
	Married	78	65.0	65.0	100.0
	Total	120	100.0	100.0	

4.2 Reliability Analysis

Reliability analysis is the analysis to check the reliability of the scales and questionnaires. The table shows the reliability of the scales for this study.

Table 1: Scales and their Reliability

Subscales	Cronbach's Alpha Reliability (α)	N of Items
Organization citizenship behavior	.59	5
Fairness	.55	5
Job stress	.70	4
Work family conflict	.72	3
Autonomy	.63	4
Feed back	.63	4

The above table shows that, Cronbach's Alpha is .59, which shows the average internal consistency for scale of organization citizenship behavior. Whereas the reliability of Fairness is .55 which shows the sufficient internal consistency, the reliability of job stress is .70, which is also shows the sufficient internal consistency. The reliability of work family conflict is .72, which shows the average internal consistency. The reliability of autonomy is .63, which shows the sufficient internal consistency. The reliability of feedback is .63, which indicates a high level of internal consistency

4.3 Regression Analysis

Regression analysis is the analysis in which check the dependence of the independent variables on the dependent variable. In this analysis to examine the changes of independent variable how many change will be occur in dependent variable. Below are the regression analysis.

H1: There is significant effect of fairness on organization citizenship behavior.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.343 ^a	.118	.110	.56613

a. Predictors: (Constant), Fairness

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	5.036	1	5.036	15.714	.000 ^b
	Residual	37.819	118	.320		
	Total	42.855	119			

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Fairness

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.446	.259		9.448	.000
	Fairness	.315	.079	.343	3.964	.000

a. Dependent Variable: Organizational Citizenship Behavior

These tables provide us the values of R, R Square and Significant. Model is found statistically significant that $P = 0.000$ which is less than 0.05 (5%), therefore we accept the hypothesis. The first value of R is 0.343, which represents the simple correlation. This means that variables job characteristic and organization citizenship behavior varies together 34.3% of the time. The value of R Square 0.118%, this means that 11.8% of the total variation in the organization citizenship behavior is accounted for by the variation in the job characteristic.

H2: There is significant effect of job stress on organization citizenship behavior.**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.083 ^a	.007	-.001	.60055

a. Predictors: (Constant), Job Stress

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	.297	1	.297	.823	.366 ^b
	Residual	42.559	118	.361		
	Total	42.855	119			

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Job Stress

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.219	.262		12.295	.000
	Job Stress	.062	.068	.083	.907	.366

a. Dependent Variable: Organizational Citizenship Behavior

These tables provide us the values of R, R Square and Significant. Model is found statistically insignificant that $P = 0.366$ which is greater than 0.05 (5%), therefore we do not accept the hypothesis. The first value of R is 0.083, which represents the simple correlation. This means that variables job characteristic and organization citizenship behavior varies together 8.3% of the time. The value of R Square 0.007%, this means that 0.7% of the total variation in the organization citizenship behavior is accounted for by the variation in the job stress.

H3: There is significant effect of work family conflict on organization citizenship behavior.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.158 ^a	.025	.017	.59511

a. Predictors: (Constant), Work Family Conflict

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.065	1	1.065	3.006	.086 ^b
	Residual	41.791	118	.354		
	Total	42.855	119			

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Work Family Conflict

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.024	.252		11.986	.000
	Work Family Conflict	.117	.068	.158	1.734	.086

a. Dependent Variable: Organizational Citizenship Behavior

These tables provide us the values of R, R Square and Significant. Model is found statistically insignificant that $P = 0.086$ which is greater than 0.05 (5%), therefore we do not accept the hypothesis. The first value of R is 0.158, which represents the simple correlation. This means that variables job characteristic and organization citizenship behavior varies together 15.8% of the time. The value of R Square 0.025%, this means that 2.5% of the total variation in the organization citizenship behavior is accounted for by the variation in the work family conflict.

H4: There is significant effect of autonomy on organization citizenship behavior.**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.157 ^a	.025	.016	.59518

a. Predictors: (Constant), Autonomy

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	1.056	1	1.056	2.980	.087 ^b
	Residual	41.800	118	.354		
	Total	42.855	119			

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Autonomy

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.006	.264		11.394	.000
	Autonomy	.126	.073	.157	1.726	.087

a. Dependent Variable: Organizational Citizenship Behavior

These tables provide us the values of R, R Square and Significant. Model is found statistically insignificant that $P = 0.087$ which is greater than 0.05 (5%), therefore we do not accept the hypothesis. The first value of R is 0.157, which represents the simple correlation. This means that variables job characteristic and organization citizenship behavior varies together 15.7% of the time. The value of R Square 0.025%, this means that 2.5% of the total variation in the organization citizenship behavior is accounted for by the variation in the autonomy

H5: There is significant effect of feedback on organization citizenship behavior.**Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.343 ^a	.118	.111	.56598

a. Predictors: (Constant), Feedback

ANOVA^a

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	5.056	1	5.056	15.785	.000 ^b
	Residual	37.799	118	.320		
	Total	42.855	119			

a. Dependent Variable: Organizational Citizenship Behavior

b. Predictors: (Constant), Feedback

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.545	.234		10.887	.000
	Feedback	.289	.073	.343	3.973	.000

a. Dependent Variable: Organizational Citizenship Behavior

These tables provide us the values of R, R Square and Significant. Model is found statistically significant that $P = 0.000$ which is less than 0.05 (5%), therefore we accept the hypothesis. The first value of R is 0.343, which represents the simple correlation. This means that variables job characteristic and organization citizenship behavior varies together 34.3% of the time. The value of R Square 0.118%, this means that 11.8% of the total variation in the organization citizenship behavior is accounted for by the variation in the feedback.

5. Conclusion and Recommendations**5.1 Conclusion**

This study has focused to find out the impact of impact of job characteristic on organization citizenship behavior. Where job characteristic were independent while organization citizenship behavior was dependent variable. It has been concluded from the analysis of this research as the results of the research showed that fairness and feedback had a positive effect on organization citizenship behavior so if the fairness and feedback factor is improved the higher will be the behavior of citizens of the organization and organization need to work and focus

more on job stress, work family conflict and Autonomy to improve organization environment and employees progress.

5.2 Recommendations

- **The fairness and feedback variable of job characteristic has positive relation with organization citizenship behavior which means we should focus more on fairness and feedback which will cause a positive change in behaviors of citizens of that organization.**
- **While job stress, work family conflict and autonomy should be worked more on these factors it will bring a positive change to behavior. The more the focuses on employees the behavior will be improve more.**
- If the private banking sector of jalalabad city focus on the job characteristics the organization citizenship behavior will be improve of the employees and the organization will be achieve their goals effectively.
- Job characteristics if efficiently implemented in the private banks in the jalalabad city the employee commitment will be increased and the organizational citizenship behavior of employees will give the positive effect to the organization.
- After the proper implementation of job characteristics the workers behavior will bring the emotional attachment to the organization.
- If organization implement the job characteristics efficiently in the bank's the employees will received rewards on time then the needs will be fulfill on the time of employees then the behavior of employees will be positive about the organization.

5.3 Limitation of the Study

- Research was limited to private banks in jalalabad city. Especially field and office staffs were observed.
- In most of the data collection cases, respondents were having little information about job characteristic.
- There is a possibility that some respondents might have misunderstood the statements.
- There is chance that some of respondents might have provides wrong information because of their tuff working schedule.
- The data collection just consists of 120 questionnaires only.
- The research just consists on the limited geographic limit of Afghanistan that is jalalabad city.

5.4 Recommendations for Future Research

- Further research will be recommended on public sector of banking
- The further study can be conducted on the production organization.
- The further study will be suggested to the other geographic limit of the country.
- Other job characteristics will be added in the future study

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