

JOB ENRICHMENT AND ORGANIZATIONAL CITIZENSHIP BEHAVIOUR OF BREWING FIRMS IN SOUTH EAST, NIGERIA

OBIAKOR, Ugochukwu Jude

Federal Polytechnic, Oko

ugochukwu.obiakor@federalpolyoko.edu.ng

OKEKE, Chidimma Odira

Chukwuemeka Odumegwu Ojukwu University, Igbariam Campus

oc.okeke@coou.edu.ng

chidiodira@gmail.com

UDODIUGWU, Micheal Ikenna

Chukwuemeka Odumegwu Ojukwu University, Igbariam Campus

udodiugwu@gmail.com

OBIAKOR, Juliet Ngozi

Federal Polytechnic, Oko

meetobiakorjuliet@gmail.com

Abstract

This research focuses on organizational citizenship behaviour and job enrichment in brewing firms in South-East Nigeria. Examining the link between organizational citizenship behaviour and job enrichment is the study's main goal. The specific goals were to investigate the connections between employees' diversity of employees' involvement in decision-making and sportsmanship, employees' growth and civic virtue, employees' autonomy and courtesy. The Two-Factor Theory (Motivator and Hygiene Factors) and Social Exchange Theory were the theories that were embraced. The study used a descriptive survey research design approach. The study's population consisted of 2131 workers from five breweries in South-East Nigeria. The sample size was set at 326 using the Cochran formula (1963). A five-point Likert-style survey was used to gather the data. The hypotheses were tested using Spearman's correlation coefficient, and the level of significance between the independent and dependent variables was ascertained using the one sample test model which was made feasible with the help of IBM SPSS version 25. The study found a strong positive association between job enrichment and organizational citizenship behaviour.

Keywords: Job Enrichment, Organizational Citizenship Behaviour, Growth, Civic virtue, Decision making, Sportsmanship, Autonomy, Courtesy.

Introduction

Employees play a critical role in every organization's success. They are the engine that drives an organization's achievement of its stated goals through their effectiveness and increased attention to high productivity and profit maximization (Davoudi and Mehdi, 2013). As a result, organizations are able to persist and survive in the face of an unpredictably volatile global market, threats from rivals, and advancements in technology. According to Verlinden (2022), every employee should practice organizational citizenship because it has great advantages for both the workforce and the company. Since this is the case, it is crucial to screen individuals for "Organizational Citizenship Behavior (OCB) potentials" during the recruiting and selection process (Nur Huda, Nawangsari, and Sutawidjaya, 2021). However, the aforementioned employee's behavior has various workplace repercussions. However, a behavioral inclination such as organizational citizenship conduct by a worker towards a colleague can prevent what is purportedly a service failure (Patel, 2016), which can be produced by the inability of a disturbed or troubled colleague to fill such a gap by a helping behavior (Tamunomiebi and Onah, 2019).

In light of this, enrichment happens when a company places an increased workload on employees with the intention of making that person's employment more fascinating, fulfilling, and difficult (Neyshabor, 2013).

1.1 Statement of the Problem

Job enrichment has evolved into a fundamental strategy used by management to inspire staff members and boost productivity and organizational development. The basic goal of job enrichment is to increase the importance, significance, responsibility, and interest of the work (Mac-Ozigbo and Daniel, 2020).

Ricky, William, Robert, and Jack (2022) stated that among the companies that have used the employment enrichment strategy in the United States of America are AT&T, Texas Instruments, IBM, and General Foods. They claim that this strategy also has drawbacks. For instance, it is necessary to examine work systems prior to enrichment, but this seldom occurs, and managers hardly ever inquire about employee preferences when enhancing tasks. Ineffective performance on enriched positions is likely to be caused by a lack of self-assurance, a fear of failing, or a mistrust of management's motives. Additionally, some employees find their occupations monotonous and regular, while others even enjoy them since they are gratifying. Companies that employ job enrichment strategies may incur additional costs, such as retraining charges.

According to Marta, Supartha, Dewi, and Wibawa (2021), employees are frequently left out of the job enrichment scheme implementation process and carried along as a result. This causes dissatisfaction, which is a major factor in why employees leave an organization (Karami, Farokhzadian, and Foroughameri, 2017). According to Nzewi, Chiekezie, Ekene, Raphael, and Ebuka (2017), because of the firms' subpar work enrichment procedures, employees in the investigated brewing enterprises appear bored, worn out, lack engagement, and lack autonomy. As a result, job enrichment (JE) can be assessed through employees' involvement in decision-making, growth, and autonomy, while organizational citizenship behavior (OCB) will be assessed through employees' civic virtues such as good sportsmanship, and courtesy. It is within the framework of these presumptions that the study investigates the impact of organizational citizenship behavior on job enrichment in beer enterprises in South East, Nigeria.

1.2. Objectives of the Study

The main objective is to examine the relationship between job enrichment and organizational citizenship behavior of the employees of brewing firms in South East Nigeria. The specific objectives are to:

- i. Determine the relationship between employees' participation in decision making and employees' sportsmanship.
- ii. Assess the relationship between employees' growth and employees' civic virtue.
- iii. Ascertain the relationship between employees' autonomy and employees' courtesy.

1.3 Research Questions

- i To what degree does employees' participation in decision making relate with employees' sportsmanship?
- ii To what magnitude does employees' growth relate to employees' civic virtue?
- iii How is the relationship between employees' autonomy and employees' courtesy?

1.4 Statement of Hypotheses

The following null hypotheses for the study were developed in accordance with the given aims and research questions.

H₀₁: Employees' participation in decision making has no significant relationship with employees' sportsmanship.

H₀₂: Employees' growth has no significant relationship with employees' civic virtue.

H₀₃: Employees' autonomy has no significant relationship with employees' courtesy.

2.0 REVIEW OF RELATED LITERATURE

2.1 Conceptual Review

2.1.1 Job Enrichment

The idea of job enrichment has developed into a crucial management tool for raising employee enthusiasm and enhancing organizational performance. It happens when an employer, through development and intensification, adds extra work to the job(s) of an employee(s) in an effort to make it more exciting and important while also raising the level of difficulty and responsibility of the position. By increasing the amount of responsibility and the variety of skills required for the work, jobs are enhanced to motivate people. According to Mac-Ozigbo and Daniel (2020), job enrichment is a technique for designing jobs that is effective in fostering employee initiative, autonomy, and high-caliber performance. According to Ojo, Amadi, and Mbaka (2022), job enrichment is a motivational program used to develop jobs. It involves increasing the organizational role of the individual by giving him additional duties to perform as well as more opportunities to plan, organize, evaluate, and make decisions pertaining to his work.

The process of job enrichment, according to Shaik (2020), considers the enrichment of the entire task that the employee is confronted with as a mechanism that has two areas that overlap each other: the subsystem of the employee and the job and the subsystem of the worker and organization. The main goal of work enrichment is to improve the bond between the person and the position. The single feature of the employee-job interaction is the primary focus of job enrichment. The employee's relationship with his or her employment is a critical component of the employee's relationship with the organization.

2.1.1.a Employees' Participation in Decision Making

Decisions are concepts that are put into action and can have a positive or negative effect since they are made in the face of risk and uncertainty. According to Ezeanolue and Ezeanyim (2020), the decision-making process heavily depends on the decision-maker's knowledge, experience, abilities, attitudes, and values. Employee participation refers to the direct involvement or engagement of employees in the application of ideas, expertise, and efforts in solving organizational challenges and accomplishing its goals or objectives.

2.1.1.b Employees' Growth

Employee growth is the ongoing process by which employees work to become better professionals. It is about establishing objectives that influence their work pathways. It seeks to follow the workers' ongoing development as professionals. It is an expansion of their capacity as employees who can strive for and beyond their immediate, medium-term, and long-term objectives. The necessity of keeping in mind that reaching professional goals entails personal growth cannot be overstated (Fabyo Villegas, 2023).

2.1.1.c Employees' Autonomy

A team that is trusted and given the freedom to approach tasks however they see fit is more likely to be engaged. When a job gives a person a significant amount of flexibility, independence, and discretion over how to schedule their time and carry out their tasks, it is said to be autonomous. According to Robbins, Judge, Millet, and Waters (2008), it is essential to instilling a sense of accountability in workers. According to Nzewi et al. (2017), job autonomy increases employee commitment to completing the duties assigned to them by the organization.

2.1.2 Organizational Citizenship Behaviour

Organizational Citizenship Behaviors (OCBs) are individual actions that are optional, not immediately or openly acknowledged by the formal incentive system, and that collectively support the efficient operation of the organization (Organ, 2013). Despite the fact that numerous studies in this area have been conducted, debates about the correct criteria of OCB activation persist. This is partly due to the focus on interactions between OCB and other constructs in most OCB research, as opposed to carefully selecting the construct's core. The fact that supervisors cannot demand that their subordinates impose them on the performance of OCB is one of the distinctive characteristics, though. Employees similarly do not anticipate receiving a formal award for these expressions of gratitude. However, as indicated in (Organ, 2014), managers monitor OCB on a regular basis and recognize it when it is displayed by their staff members in the form of preferential treatment, performance reviews, prizes, etc. One other thing deserves special mention, especially for Organ's (2013) groundbreaking work on OCB. These actions are always driven by internal motivation, which comes from within and is sustained by the person's need for a sense of identification, efficiency, and accomplishment. Organ (2013) stated that OCB is distinct from related categories created by organizational researchers, such as organizational commitment. While OCB and organizational commitment have been experimentally linked, it is important to note that OCB refers to a specific category of employee behavior, whereas organizational commitment is primarily based on positions as activated in the organizational commitment questionnaire (Mowday, Steers, and Porter, 1979), and it is measured by looking into employees' observations. Organ made a special contribution by identifying a class of employee job behavior that can be achieved in his relationship with functional satisfaction between other variables successfully by looking into significant behaviors practically at work associated with functional positions of an employee. Furthermore, according to Graham & Van Dyne

(2006), OCB refers to actions that go above and beyond what is expected of them in their current roles while still benefiting the business.

2.1.2.a. Employees' Sportsmanship

According to Nyarieko, Namusonge, and Iravo (2017), who concurred with Organ, Podsakoff and MacKenzie (2006), good sportsmanship is demonstrated by employees who are prepared to refrain from complaining about insignificant issues and actively work to set a good example for others. Additionally, some research have suggested that sportsmanship represents the willingness to stick with the team through challenges or challenging circumstances (Coleman and Borman, 2000). Employees exhibit citizenship behaviors for a variety of valid reasons. According to Organ *et al* (2006), OCBs support group and organizational functioning because they can boost output by assisting new coworkers, assisting coworkers in meeting deadlines helps to free up resources (like more time available to carry out tasks), and they can build social capital (better communication and stronger networks facilitate accurate information transfer and improve efficiency).

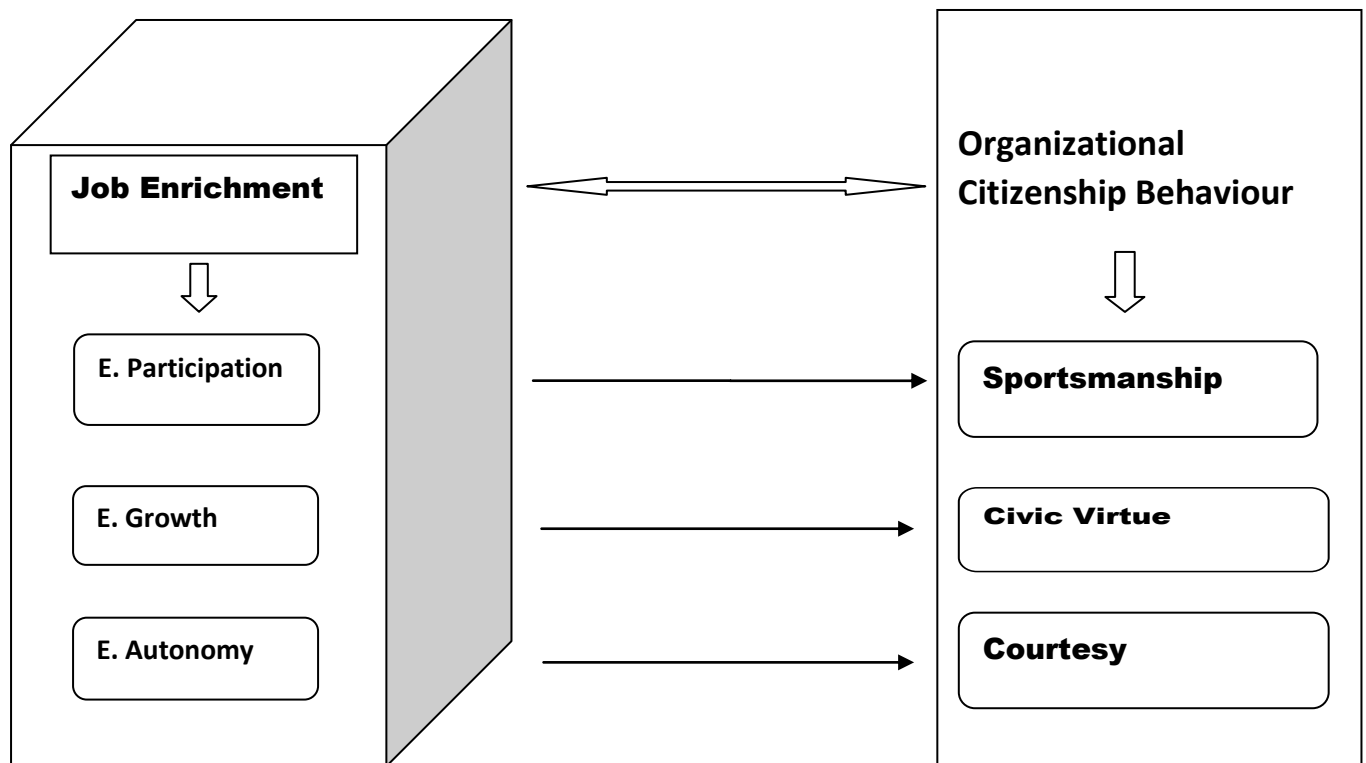
2.1.2.b. Employees' Civic Virtue

McDermott (2020) defines civic virtue as "human characteristics related to the successful operation of the civil and political order or the preservation of its values and principles." It also refers to the qualities of a good participant in a governance system. According to Sara (2022), civic virtue is morality or a norm of virtuous conduct in regard to a citizen's role in society. Voting, volunteering, starting a reading club, or attending PTA meetings are all examples of civic virtue. According to Inglis (2019), civic virtue aids in the understanding of one's relationships to and obligations toward one's community. An informed citizen with civic virtue is a public asset in many ways.

2.1.2.c. Employees' Courtesy

Respect and decency are things that people and organizations alike can let slide. Both at home and at work, problems frequently arise that deter or hinder people from consistently exhibiting these values (Pang, Pang, and Shamuganathan, 2016). For example, when homes and businesses have financial difficulties, the stress of the circumstance can influence people's and employees' behavior to the point where socially acceptable norms are compromised. You'll notice the connection between a person's private life at home and public life at work as you look at respect and courtesy in the workplace (Pang, 2015).

Figure 1: Conceptual Framework



2.2 Theoretical Framework

2.2.1 Two-Factor Theory

According to the two-factor theory, also known as Herzberg's motivation-hygiene theory and the dual-factor theory, certain workplace characteristics contribute to job satisfaction, while another set of circumstances, all of which function independently of one another, contribute to job dissatisfaction. It was developed by Frederick Herzberg, an American psychologist (Herzberg, Mausner, and Snyderman, 1959). According to Herzberg, people are not content when their lower-order labour criteria, such as a living income or secure and comfortable working conditions, are provided. Due to the expanding significance of engineers' and accountants' fields in the business world, Herzberg selected to interview 203 of them in the Pittsburgh area and collect data for the two-factor theory (Shujahat, Ali, Nawaz, Durst, and Kianto 2018). Two-factor theory distinguishes between, Motivators and hygiene Factors in this angle:

Motivators The intrinsic conditions of the job itself, such as recognition, autonomy, achievement, or personal growth, are what lead to positive satisfaction (e.g., challenging work, recognition for one's accomplishments, responsibility, commitment, opportunity to do something meaningful, participation in decision-making, sense of importance to an organization) (Schultz and Schultz, 2010).

Hygiene factors (For example, status, job stability, compensation, perks, working conditions, paid insurance, and vacations) that do not increase motivation or provide positive satisfaction, but their absence causes unhappiness nonetheless. In this context, the term "hygiene" refers to maintenance-related elements. Extrinsic factors are those that are not directly related to the work itself, such as corporate policy, management styles, or pay and salaries. As per Khalifa and Truong (2010). Herzberg frequently referred to hygiene considerations as "KITA"

factors, which stands for "kick in the ass" and refers to the practice of using rewards or the prospect of punishment to persuade someone to do something.

2.2.2. Social Exchange Theory

The individual exhibiting the organizational citizenship behavior has been seen. However, researchers are becoming aware of the potential of looking at the relationship between the actor and the recipient(s) of the behavior in order to predict interpersonal citizenship behavior (i.e., behavior directed toward other employees rather than toward the organization) (Bolino, Turnley, and Niehoff, 2004). The amount to which person X assists person Y depends on much more than just person X's preferences and responses to the work setting, according to Dalal (2005); Podsakoff, MacKenzie, Paine, and Bachrach (2000). In particular, it's crucial to take into account relational characteristics like the positivity or negativity of the relationship between person X and person Y, how frequently and how long they've interacted, whether they're connected by more than one kind of relationship (like a coworker, friend, or neighbor), and the extent to which they have friends in common (Rotundo and Sackett, 2002).

2.3. Empirical Review

Al-Ahmadi and Mahran (2022) examined organizational citizenship behavior from the perspective of nurses, evaluated work satisfaction, and determined the relationship between organizational citizenship behavior and job satisfaction. The two biggest government hospitals in Medina City, Saudi Arabia, underwent a quantitative cross-sectional correlational analysis. To find 315 nurses, a convenience sampling strategy was used. Using an electronic self-reporting questionnaire, the study collected data on sociodemographic traits, organizational citizenship behavior, and nurse work satisfaction. Between overall organizational citizenship behavior and nurses' overall job satisfaction, a statistically significant positive link existed.

Alsaedi Omar (2022) did a study on organizational citizenship in terms of gender and seniority on employees at Sabha University in order to examine the level of organizational citizenship behavior in relation to the variables of gender and seniority. A five-factor OCB model was used to assess the study's validity. Using a combination of description and inferential statistics, the researcher used a descriptive survey design with a sample size of 294 personnel from the university administration headquarters. According to the findings, seniority and gender have no statistically significant effects on how organizational citizenship behavior is practiced.

Choudhary (2016) investigate the qualities of a work that support job enrichment initiatives in organizations and how job enrichment affects employee retention. The five fundamental job characteristics—skill variety, task identity, task significance, autonomy, and job feedback—were extensively scrutinized. In order to examine the independent variables, the researcher used a conceptualization approach. The study found that job enrichment increased responsibility while also giving employees a lot of independence. Certain employees have a hunger for authority and responsibility. Employee needs are met by job enrichment.

3.0 Methodology

For this study, a descriptive survey design approach will be used. A descriptive survey research technique combines quantitative and qualitative data to provide accurate and relevant information to a researcher. South-eastern Nigeria served as the study's geographic focus. The brewing companies in the five states in that region—Abia, Anambra, Ebonyi,

Enugu, and Imo State—are located in the research area. The population of the study is made up of two thousand one hundred and thirty-one (2,131) employees in the five (5) operational brewing companies in the South eastern region of Nigeria, and these companies include International Brewery Plc (Intafact Beverages Ltd) Onitsha, Anambra State, Nigerian Brewery Plc (Ama Beverage) Ngwo, Enugu state, Golden Guinea Brewery, Umuahia Abia State, Guinness Brewery, Aba, Abia state, and Nigerian Brewery Plc, Awo-Omamma, Imo state.

Table 3.1 Populations of Brewery Companies in South East

S/n	Names id Companies	Address/State	No of Employee	Date Updated
1	Guinness Brewery	Aba, Abia state	380	June 2022
2	Golden Guinea Brewery	Umuahia Abia	350	August 2022
3	International Brewery Plc	Onitsha, Anambra	485	June 2022
4	Nigerian Brewery Plc	Ngwo, Enugu state	460	June 2022
5	Nigerian Brewery Plc	Awo-Omamma, Imo state.	456	June 2022
Total			2131	

Source: *Personnel Units/Human Resource Offices*

Using the Cochran formula (1963), the sample size was obtained. The formula is however given thus:

$$\text{Equation 1} \dots\dots\dots n_o = Z^2 pq / e^2$$

$$\text{Equation 2} \dots\dots\dots n = \frac{n_o}{1 + \frac{(n_o - 1)}{N}}$$

Where n_o is given as sample proportion

Z is given as the critical value (1.96²)

p is given as an estimated proportion of an attribute

q is constant at 1-p

e is given as the margin of error

Therefore, to solve for Equation 1:

$$n_o = Z^2 pq / e^2$$

$$n_o = 1.96^2 \times .5 \times .5 / .05^2$$

$$n_o = 3.8412 \times .5 \times .5 / 0.0025$$

$$n_o = 0.9603 / 0.0025$$

$$n_o = 384$$

In order to determine the sample size from a given population of 2131, we will therefore substitute the value of 384 as n_o in Equation 2

$$\text{Hence: } n = \frac{n_o}{1 + \frac{(n_o - 1)}{N}}$$

$$n = \frac{384}{1 + \frac{(384 - 1)}{2131}}$$

$$n = \frac{384}{1 + \frac{(383)}{2131}}$$

$$n = \frac{384}{1.1797} = 326 \text{ Employees}$$

The method for collection of data is done by using a likert style questionnaire, structured on a five point scale of 5 - Strongly Agree (SA), 4 - Agree (A), 3 - Undecided (U), 2 - Disagree (D), and 1 - Strongly Disagree (SD). The Guttman Spill-Half dependability approach is used to guarantee consistency of the structured instrument.

4.0 Presentation and analysis Of Data

The data that were obtained from the field of survey were analyzed using statistical tools such as charts, simple percentage, frequency tables. Spearman correlation analysis all contained in SPSS version 25 was used to test the formulated hypotheses.

4.1 Distributions of Questionnaire

Table 4.1.1 Distribution of Questionnaire

s/n	Options	No of Respondents	Percentage %
1	Issued Questionnaire	326	100%
2	Returned Questionnaire	318	97.5%
3	Fully Completed Questionnaire	312	95.7%
4	Questionnaire not fully completed	6	1.84%
5	Missing Questionnaire	8	2.45%

Source: Field Survey, 2023

4.2.1 Research Question One

To what degree does employees' participation in decision making relate with employees' sportsmanship?

Table 4.2.1 Descriptive Statistics

Items on Research Questions 2	N	SA	A	U	D	SD	Percentage%
EPDM-1: Employee involvement in the decision-making process shows that their opinion is valued and trusted	312	215 68.9%	50 16%	7 2.24%	23 7.37%	13 4.16%	312 100%
EPDM-2: Emphasis on including employees in decision-making means more collaboration among leaders and staff at all levels	312	266 96.79 %	6 1.92 %	0 0%	3 0.96%	1 0.32%	312 100%
ES-1: Good sportsmanship in organization is when an employee converts those challenges at workforce to yield more successful result	312	266 85.25 %	40 12.8 %	1 0.3%	2 0.64%	3 0.96%	312 100%
ES-2: Organizational Sportsmanship advocates for fairness, equity, empathy, and really being able to see things from employee's perspective	312	256 82%	50 16%	3 0.96%	2 0.64%	1 0.3%	312 100%
Valid N (listwise)	312						

Source: Researcher's computation using SPSS version 25, 2023

Note: (SA=Strongly Agree, A=Agree, U=Undecided, D=Strongly Disagree and SD=Strongly Disagree)

4.2.2 Research Question Two

To what magnitude does employees' growth relate with employees' civic virtue?

Table 4.2.2 Descriptive Statistics

Items on Research Questions 3	N	SA	A	U	D	SD	Percentage%
EG-1: The essence of pursuing growth is to build a workplace where every employee is empowered to do their best work through learning and growing in their careers.	312	222 71.15 %	47 15.06 %	21 6.73%	12 3.84%	10 3.2%	312 100%
EG-2: A growth mindset can increase employee engagement and inspire employees to own their performance as they constantly seek to improve their skills	312	247 79.16 %	45 14.42 %	6 1.92%	4 1.25%	10 3.20%	312 100%
ECV-1: Civic virtue is a type of organizational citizenship behaviour that creates a sense of belongingness within the organization	312	281 90.06 %	11 3.52 %	1 0.3%	10 3.20%	9 2.88%	312 100%
ECV-2: Admitting to mistakes and accepting errors in judgments are some of the attributes of an employee with a good civic virtue	312	290 92.94 %	2 0.64 %	5 1.6%	8 2.56%	5 1.6%	312 100%
Valid N (listwise)	312						

Source: *Researcher's computation using SPSS version 25, 2023*

Note: (SA=Strongly Agree, A=Agree, U=Undecided, D=Strongly Disagree and SD=Strongly Disagree)

4.2.3 Research Question Three

How significant is the relationship between employees' autonomy and employees' courtesy?

Table 4.2.3 Descriptive Statistics

Items on Research Questions 4	N	SA	A	U	D	SD	Percentage %
EA-1: Autonomy at work refers to how much freedom employees have to do their jobs	312	271 86.85 %	11 3.52 %	5 1.6%	20 6.4%	5 1.6%	312 100%
EA-2: Organizations that give employees the autonomy to choose their ideal way of working will result in a more flexible, more motivated, and higher performing workforce	312	285 91.3%	7 2.24 %	3 0.96%	7 2.24%	10 3.20%	312 100%
ECST-1: As courtesy, many employers honor workers with long tenure as a sign of appreciation for years of dedication and hard work	312	293 93.9%	9 2.88 %	0 0%	7 2.24	3 0.96%	312 100%
ECST-2: Being courteous demonstrates that you as an individual, and those with whom you interact, have intrinsic value, by virtue of being a human being	312	249 79.8%	23 7.37 %	27 8.65%	4 1.28%	9 2.88%	312 100%
Valid N (listwise)	312						

Source: *Researcher's computation using SPSS version 25, 2023*

Note: (SA=Strongly Agree, A=Agree, U=Undecided, D=Strongly Disagree and SD=Strongly Disagree)

4.3 Test of Hypotheses

4.3.1 Model 2 $EPDM = \beta_0 + \beta_1 SPRTM + \mu$ - - - - $-H_{01}$

Hypothesis One: Employees' participation in decision making has no significant relationship with employees' sportsmanship.

Table 4.3.1a		Correlations		
			Employee participation	Employee Sportsmanship
Spearman's rho	Employee Participation	Correlation Coefficient	1.000	.751**
		Sig. (2-tailed)	.	.000
		N	312	312
	Employee Sportsmanship	Correlation Coefficient	.751**	1.000
		Sig. (2-tailed)	.000	.
		N	312	312

** . Correlation is significant at the 0.05 level (2-tailed).

Source: Researcher's computation using SPSS version 25, 2023

Table 4.3.1a showed the relationship between the independent variable Employee participation in decision making-EPDM and the dependent variable Employee sportsmanship-ESPRTM. At a 0.05 level of significant, two tailed test, 95% confidence level interval ranging between 4.1006 and 4.3289 at both the upper bound and lower bound. The spearman rho coefficient shows a High positive correlation value of $r = 0.751^{**}$.

Table 4.3.1b One-Sample Test						
EPDM: <> ESPRTM	Test Value = 0					
	T	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Employee Participation	72.646	311	.000	4.21474	4.1006	4.3289
Employee Sportsmanship	65.278	311	.000	4.16667	4.0411	4.2923
Actual value	68.962		.000			

Source: Researcher's computation using SPSS version 25, 2023

Table 4.3.1b showed a reconfirmation of the spearman correlation result, but on a one sample test tool. The t-value on the one sample test indicated a value of 68.962 respectively which confirms the acceptance values of the tool implored.

Decision Rule: Accept the null hypothesis if the P-value is greater than 0.05, otherwise, reject.

Decision: Since the T-value on the one sample test table was given at 68.952 while the P-value was obtained at 0.000** at 95% confidence interval of the difference, which is less than the critical value at 0.05, this study reveals that Employee participation has a positive significant relationship with employees' sportsmanship of the employees of brewing firms in South East Nigeria.

4.3.2 Model EGRT= $\beta_0 + \beta_1 CV + \mu$ - - - - $-H_{02}$

Hypothesis Two: Employees' growth has no significant relationship with employees' civic virtue.

Table 4.3.2a			Correlations	
			Growth	Civic Virtue
Spearman's rho	Growth	Correlation Coefficient	1.000	.864**
		Sig. (2-tailed)	.	.000
		N	312	312
	Civic Virtue	Correlation Coefficient	.864**	1.000
		Sig. (2-tailed)	.000	.
		N	312	312

** . Correlation is significant at the 0.05 level (2-tailed).

Source: *Researcher's computation using SPSS version 25, 2023*

Table 4.3.2a showed the relationship between the independent variable Employee growth-EGRT and the dependent variable Employee civic virtue-ECV. At a 0.05 level of significant, two tailed test, 95% confidence level interval ranging between 4.0195 and 4.2562 at both the upper bound and lower bound. The spearman rho coefficient shows a High positive correlation value of $r = 0.864^{**}$.

Table 4.3.2b		One-Sample Test				
		Test Value = 0				
					95% Confidence Interval of the Difference	
EGRT: <> ECV		T	Df	Sig. (2-tailed)	Mean Difference	
Growth		68.791	311	.000	4.13782	4.0195 4.2562
Civic virtue		71.150	311	.000	4.20833	4.0920 4.3247
Actual value		69.971		.000		

Source: *Researcher's computation using SPSS version 25, 2023*

Table 4.3.2b showed a reconfirmation of the spearman correlation result, but on a one sample test tool. The t-value on the one sample test indicated a value of 69.971 respectively that confirms the acceptance values of the correlation result.

Decision Rule: Accept the null hypothesis if the P-value is greater than 0.05, otherwise, reject.

Decision: Since the T-value on the one sample test table was given at 69.971 while the P-value was obtained at 0.000** at 95% confidence interval of the difference, which is less than the critical value at 0.05, this study reveals that Employee growth has a positive significant relationship with employees' civic virtue of the employees of brewing firms in South East Nigeria.

4.3.3 Model= $\beta_0 + \beta_1 \text{COTS} + \mu$ - - - - - -Ho_3
Hypothesis Three: Employees' autonomy has no significant relationship with employees' courtesy.

Table 4.3.3a			Correlations	
			Autonomy	Courtesy,
Spearman's rho	Autonomy	Correlation Coefficient	1.000	.795**
		Sig. (2-tailed)	.	.000
		N	312	312
	Courtesy	Correlation Coefficient	.795**	1.000
		Sig. (2-tailed)	.000	.
		N	312	312

**. Correlation is significant at the 0.05 level (2-tailed).

Source: Researcher's computation using SPSS version 25, 2023

Table 4.3.3a showed the relationship between the independent variable Employee autonomy-EAUT and the dependent variable Employee courtesy-ECOTS. At a 0.05 level of significant, two tailed test, 95% confidence level interval ranging between 4.2167 and 4.4179 at both the upper bound and lower bound. The spearman rho coefficient shows a High positive correlation value of $r = 0.795^{**}$.

Table 4.3.3b		One-Sample Test				
EAUT: <> ECOTS	Test Value = 0					
	t	Df	Sig. (2-tailed)	Mean Difference	95% Confidence Interval of the Difference	
					Lower	Upper
Autonomy	84.452	311	.000	4.31731	4.2167	4.4179
Courtesy	77.181	311	.000	4.23718	4.1292	4.3452
Actual value	80.817		.000			

Source: Researcher's computation using SPSS version 25, 2023

Table 4.3.3b showed a reconfirmation of the spearman correlation result, but on a one sample test tool. The t-value on the one sample test indicated a value of 80.817 respectively that confirms the acceptance values of the correlation result.

Decision Rule: Accept the null hypothesis if the P-value is greater than 0.05, otherwise, reject.

Decision: Since the T-value on the one sample test table was given at 80.817 while the P-value was obtained at 0.000** at 95% confidence interval of the difference, which is less than the critical value at 0.05, this study reveals that Employee autonomy has a positive significant relationship with employees' courtesy of brewing firms in South East Nigeria.

4.4 Discussion of Findings

The first hypothesis tested the relationship between employees' participation in decisions making (EPDM) and employees' sportsmanship (ESPRTM). Where EPDM is a function of Job enrichment and ESPRTM is a function of Organization citizenship behavior. Thus, the result of the test showed positive significant relationship of RPDM and ESPRTM at a high positive spearman correlation rho coefficient 0.751 and one sample text of 0.000 significant

value which is within the acceptable p-value. The implication of this result is that inclusion of employees in decision that affects them in the brewing firms will help bring out the best sportsmanship attitude which is geared towards a better organizational performance. The result of this test conforms with the findings of Al-Ahmadi and Mahran (2022) which proved that employee participation in decision making has a greater significance on OCB.

The hypothesis two sought to test the relationship between employees' growth (EGRT) and employees' civic virtue (ECV). Where EGRT is a function of job enrichment and ECV is a function of OCB. The result from the test revealed a significant value of 0.000 on both the spearman correlation and one sample test. The implication of this result which shows a high positive correlation of 0.864 means that employees' growth in the brewing firms is dependent on how much civic virtue they demonstrate amongst one another. The findings of Devi and kamraj (2022): Kyuyun (2022) also revealed a positive relationship between employee growth and job satisfaction.

The relationship between employees' autonomy (EAUT) and employees' courtesy (ECOTS) was tested on the three hypotheses. Where EAUT is a function of Job enrichment while ECOTS is a function of OCB. The result of the fourth hypothesis indicated a positive significant relationship between employees' autonomy and employees' commitment at 0.000** at 95% confidence interval of the difference. The implication of this result having a high positive correlation coefficient of 0.795 is that the employee will be more committed to the organization if they feel free to determine the procedure or method in achieving the goal of the firms. However, the finding of this study agrees with the findings of Sisodia & Das, (2008) which revealed that autonomy at work and courtesy of employees **correlated significantly**.

5.1 Conclusion

Sequel to the findings above, the study shows that there is a positive and significant relationship between job enrichment and organizational citizenship behavior of brewing firms in South east, Nigeria.

5.2 Recommendations

Following the outcome of the analysis, the following recommendations were offered for the concerned authorities:

1. Management of brewing firms should ensure that employees are carried along in policies that affect their social and organizational wellbeing, by involving them through their representatives in development of organizational policies.
2. Management of brewing firms should train and develop their employees so as to encourage employee growth which will in turn create an avenue for employee civic virtue.
3. Politeness in an employee can be extended to other employees in the brewing firms. However, an employee who has been encouraged by the management of the brewing firms by allowing him/her to take charge of a task assigned will exhibit an act courtesy. So, this study encourages management to allow their employee some sense of autonomy while discharging their responsibilities at the workplace.

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