

JOB DESIGN AND EMPLOYEE RESPONSIVENESS IN ORGANISATIONS

JONAH, Charles Tambari

Department of Management, Faculty of Management Sciences,
University of Port Harcourt, Rivers State, Nigeria
E-mail for Correspondence: charles.jonah@uniport.edu.ng

JONAH, Emem Tambari

Doctoral Candidate, Department of Marketing,
Faculty of Management Sciences, University of Port Harcourt, Rivers State, Nigeria.

Abstract

This study examines the relationship between job design and employee responsiveness in organizational settings, with a focus on three core dimensions of job design: job autonomy, skill variety, and feedback mechanism, and three measures of employee responsiveness: proactive decision-making, adaptability, and accuracy. Job design is recognized as a strategic approach to structuring work that motivates employees, enhances performance, and improves organizational effectiveness. Drawing on the Job Characteristics Theory (Hackman & Oldham, 1976) and Social Exchange Theory (Blau, 1964), the study conceptualizes how job design influences employee behaviors and responsiveness outcomes. A comprehensive review of relevant literature, both theoretical and empirical, revealed that employees with higher levels of autonomy, access to diverse tasks, and timely performance feedback are more likely to demonstrate proactive decision-making, adapt effectively to changing work demands, and perform tasks with high accuracy. Empirical studies conducted support these relationships and indicate that well-designed jobs contribute significantly to improved employee performance, engagement, and organizational success. The findings underscore the importance of integrating job design principles into human resource management practices to foster a responsive and competent workforce. Based on the review, the study recommends that organizations enhance employee autonomy, diversify job tasks, implement structured feedback mechanisms, and continuously monitor job design effectiveness to strengthen employee responsiveness and organizational productivity.

Keywords: Job autonomy. Skill variety. Feedback mechanism. Proactive Decision making. Adaptability. Accuracy.

Introduction

In the contemporary organizational environment, characterized by rapid technological change, intense competition, and increasing stakeholder expectations, organizations are under growing pressure to enhance employee responsiveness in order to achieve sustained performance and service excellence. Employee responsiveness defined as the degree to which employees promptly, accurately, and proactively respond to work demands, customer needs, and organizational changes has become a critical determinant of organizational effectiveness across both public and private sector institutions (Schneider & Bowen, 2019). One of the most influential internal mechanisms through which organizations can foster employee responsiveness is job design. Job design refers to the systematic

structuring of job roles, tasks, responsibilities, and work relationships in a manner that aligns organizational goals with employees' abilities, motivation, and psychological needs (Ramadhan, Prasetya, & Hutahayan, 2025). Historically, job design emerged from classical management theories that emphasized task specialization, efficiency, and standardization, as seen in Taylor's scientific management approach. While this approach improved productivity, it often neglected human and behavioral aspects of work, resulting in employee dissatisfaction, rigidity, and low adaptability (Daft, 2018). Modern organizations have since shifted toward more human-centered job design approaches that emphasize autonomy, task variety, skill utilization, and meaningfulness of work. This shift recognizes that employees are not merely passive executors of tasks but active contributors whose responsiveness significantly influences organizational outcomes (Hackman & Oldham, 1976).

Employee responsiveness has gained prominence due to increasing service orientation, digitalization, and dynamic customer expectations. In service-driven economies, particularly in sectors such as healthcare, education, banking, and public administration, employees are expected to respond swiftly to client needs, adapt to policy changes, and handle multiple responsibilities efficiently (Fletcher et al., 2026). Poor employee responsiveness often manifests in delayed service delivery, inefficiency, errors, and reduced customer satisfaction, which can ultimately damage organizational reputation and performance (Song, Ruan, & Park, 2019). Consequently, organizations are increasingly exploring structural and behavioral factors such as job design that can enhance employees' willingness and capacity to respond effectively. Job design plays a central role in shaping employees' attitudes, behaviors, and performance by influencing motivation, job satisfaction, and psychological engagement. According to the Job Characteristics Theory, core job dimensions skill variety, task identity, task significance, autonomy, and feedback enhance critical psychological states that lead to positive work outcomes such as higher motivation, improved performance, and greater responsiveness (Hackman & Oldham, 1976). When jobs are designed to provide employees with autonomy and clear feedback, employees tend to feel a greater sense of ownership and accountability, which in turn encourages prompt and proactive responses to work-related issues (Grant & Parker, 2009).

From a behavioral perspective, job design also influences employee responsiveness through its impact on work engagement. Engaged employees are more attentive, energetic, and emotionally connected to their work, making them more likely to respond quickly and effectively to job demands (Bakker, & Oerlemans, 2016). Job designs that encourage participation, learning opportunities, and meaningful interaction foster higher engagement levels, which translate into improved responsiveness and service quality. This relationship underscores the importance of aligning job structures with employees' psychological and professional needs.

Statement of the Problem

Despite the growing emphasis on responsiveness, many organizations particularly in the public and service sectors continue to experience persistent challenges such as delayed service delivery, slow decision-making, low adaptability to change, and poor employee initiative. These challenges raise serious concerns about the underlying organizational and structural factors influencing employee responsiveness. One major organizational issue contributing to poor employee responsiveness is ineffective job design. In many organizations, jobs are poorly structured, characterized by excessive

task repetition, limited autonomy, role ambiguity, and inadequate feedback mechanisms (Robbins & Judge, 2020). Such job designs often restrict employees' discretion and creativity, thereby limiting their capacity and motivation to respond effectively to emerging work demands. When employees are unclear about their roles or lack authority to make timely decisions, responsiveness is compromised, resulting in inefficiency and reduced service quality (Parker et al., 2017). In developing economies such as Nigeria, the problem of ineffective job design is particularly pronounced. Many public and private sector organizations still operate with rigid bureaucratic structures and outdated job descriptions that fail to reflect contemporary work realities (Etuk, & Alah, 2025). These rigid job structures often emphasize compliance over initiative and routine over flexibility, leading to slow response times and poor adaptation to environmental changes. Consequently, employees may exhibit apathy, withdrawal behaviors, and minimal responsiveness to organizational and customer needs. Furthermore, increasing workload pressures and technological changes have intensified the demand for employee responsiveness without corresponding improvements in job design. Employees are frequently expected to multitask, adopt new technologies, and meet higher performance standards, yet their jobs remain narrowly defined with limited support, feedback, and decision-making authority (Bakker & Demerouti, 2017). This mismatch between job demands and job resources often results in work stress, burnout, and reduced responsiveness, further undermining organizational effectiveness.

Despite the theoretical relevance of job design in shaping employee behavior, empirical studies have largely focused on outcomes such as job satisfaction, organizational commitment, and general performance, with relatively little attention given to employee responsiveness as a distinct behavioral outcome (Parker, 2014). This current study attempts to make some propositions based on established theoretical and empirical evidences.

Objectives of the Study

The general objective of this study was to examine the relationship between job design and employee responsiveness in organizations. The specific objectives were to:

- i. Examine the effect of job autonomy on employees' practice of decision-making in the workplace.
- ii. Assess the relationship between job autonomy and employee adaptability to changing job demands and work situations.
- iii. Determine the influence of job autonomy on the accuracy of employees' task performance.
- iv. Investigate the effect of skill variety on employees' practice of decision-making in organizational settings.
- v. Evaluate the relationship between skill variety and employee adaptability in responding to diverse and dynamic work requirements.
- vi. Examine the influence of skill variety on the accuracy of employees' work outcomes.
- vii. Assess the effect of feedback mechanism on employees' practice of decision-making in the execution of assigned duties.
- viii. Examine the relationship between feedback mechanism and employee adaptability in correcting errors and responding to work challenges.
- ix. Determine the influence of feedback mechanism on the accuracy of employees' performance in the workplace.

Literature Review Conceptual Framework

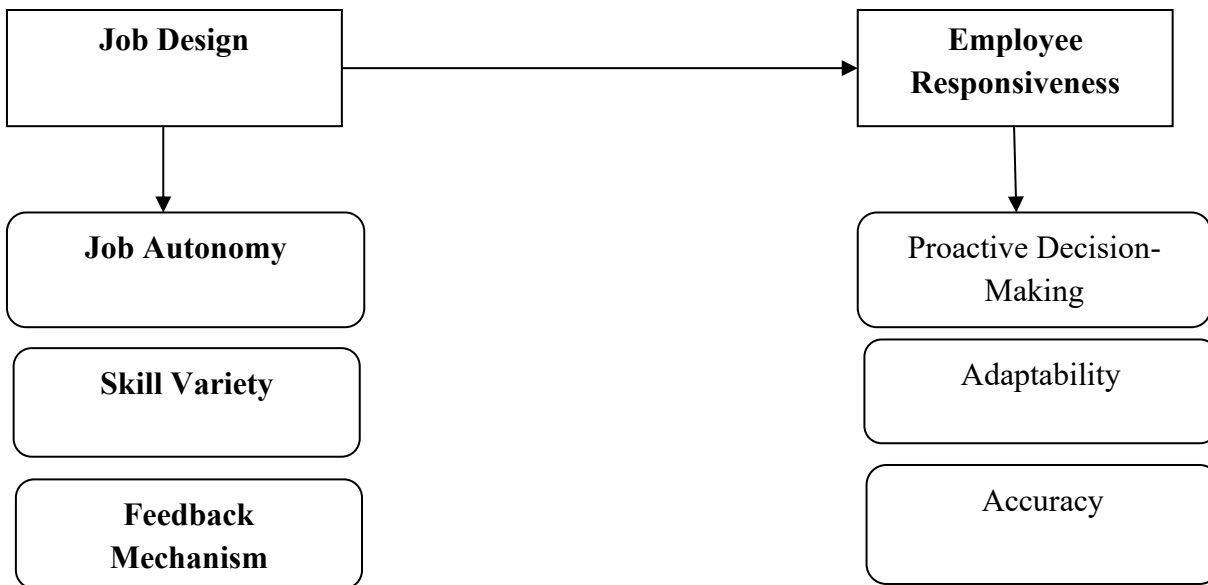


Figure: Conceptual Framework of Job design and Employee Responsiveness

Source: Hackman & Oldham (1976); Grant & Parker (2009). Robbins & Judge (2020);

Conceptual Review

Job Design

Job design is a fundamental concept in organizational and human resource management that focuses on the systematic structuring, organization, and coordination of tasks, responsibilities, duties, and relationships that make up a job. It involves determining what tasks are to be performed, how they are to be performed, and the extent of authority and responsibility allocated to the job holder (Armstrong, 2020). Job design seeks to align organizational objectives with employee capabilities, motivation, and well-being, thereby enhancing both individual and organizational performance. From a classical management perspective, job design was primarily concerned with efficiency and productivity through task specialization and division of labor, as advocated by Taylor's scientific management theory. While this approach improved output, it often resulted in monotonous work, reduced autonomy, and low employee motivation (Daft, 2018). Contemporary views of job design have evolved to incorporate behavioral and psychological considerations, recognizing that employees' perceptions of their jobs significantly influence their attitudes, behaviors, and performance outcomes (Robbins & Judge, 2020). Job design has been widely conceptualized through the Job Characteristics Model (JCM) developed by Hackman and Oldham (1976), which identifies five core job dimensions: skill variety, task identity, task significance, autonomy, and feedback that influence critical psychological states and work outcomes. According to this model, jobs that are enriched with autonomy, meaningful tasks, and performance feedback foster higher levels of motivation, satisfaction, and effectiveness. This theoretical framework remains one of the most influential explanations of how job structure affects employee behavior and performance.

Job Autonomy: Job autonomy refers to the extent to which a job provides an employee with freedom, independence, and discretion in scheduling work, making decisions, and determining the procedures to be used in carrying out assigned tasks. It reflects the degree of control employees have over how, when, and in what manner their work is performed (Hackman & Oldham, 1976). Job autonomy is a core dimension of effective job design and is widely recognized as a critical factor influencing employee motivation, performance, and responsiveness. Job autonomy also involves decision-making authority and flexibility in work methods. Employees with high levels of autonomy are empowered to choose the most appropriate strategies for accomplishing tasks without excessive supervision or rigid procedural constraints (Robbins & Judge, 2020). This empowerment enables employees to respond quickly to changing situations, reduce delays caused by hierarchical approval processes, and improve efficiency in task execution. In modern organizational settings, job autonomy has become increasingly important due to the complexity and dynamism of work environments. Employees are often required to handle multiple responsibilities, adapt to technological changes, and meet diverse stakeholder expectations. Autonomy allows employees to adjust their actions in real time, making informed decisions that align with organizational objectives (Parker et al., 2017). As a result, job autonomy is strongly associated with employee responsiveness, adaptability, and accuracy in task performance.

Feedback Mechanism: Feedback mechanism refers to the extent to which a job or work system provides employees with clear, timely, and useful information regarding the effectiveness of their performance. It enables employees to understand how well they are performing their tasks and whether their actions align with organizational standards and expectations (Hackman & Oldham, 1976). As a core dimension of job design, feedback mechanism plays a vital role in shaping employee behavior, learning, and responsiveness in the workplace. Feedback mechanisms can take various forms, including supervisor feedback, peer feedback, customer feedback, and system-generated feedback such as performance dashboards and appraisal reports. Regardless of the source, effective feedback must be specific, timely, and relevant to employees' job roles in order to positively influence behavior (Kluger & DeNisi, 1996). Delayed or ambiguous feedback, on the other hand, limits employees' ability to correct mistakes and respond accurately to work demands. In organizational settings, feedback mechanisms are essential for enhancing employee accuracy and decision-making. Employees who receive continuous feedback are more likely to correct errors quickly, improve work quality, and make informed decisions in subsequent tasks (London, 2015). This continuous learning process improves responsiveness by ensuring that employees respond appropriately and efficiently to performance expectations. Feedback mechanism also supports adaptability in dynamic work environments.

Skill Variety: Skill variety refers to the extent to which a job requires an employee to use a range of different skills, competencies, and talents in performing work tasks, rather than relying on repetitive or narrowly defined activities. It reflects the degree to which a job engages multiple abilities such as cognitive, technical, interpersonal, and problem-solving skills (Hackman & Oldham, 1976). Skill variety is a core dimension of job design and plays a significant role in shaping employee motivation, learning, and responsiveness. According to the Job Characteristics Model, jobs with high skill variety are more likely to be experienced as meaningful, as employees perceive that their work involves the application

of diverse capabilities and contributes to worthwhile outcomes (Hackman & Oldham, 1976). When employees are required to perform different types of tasks, they are more engaged and attentive, which enhances their capacity to respond effectively to varying work demands. Skill variety also enhances employees' adaptability and flexibility in the workplace. Employees who develop multiple skills through diverse job tasks are better equipped to handle changes in job requirements, unexpected challenges, and dynamic work environments (Parker et al., 2017). This adaptability is especially important in modern organizations where employees are expected to multitask, collaborate across functions, and adjust quickly to technological and procedural changes.

Employee Responsiveness

Employee responsiveness refers to the capacity to reconfigure or modify systems and processes to match and effectively addressing the gaps or needs an organization (Butler & Riveria, 2020). Kelleher and Miller (2006) defined responsiveness as "an organization's willingness to respond promptly to customer inquiries and complaint." Stromer-Galley (2000) described responsiveness as "when the receiver takes on the role of the sender and replies in some way to the original message source" Responsiveness is the attainment of quality of service, this plays pivotal role in surpassing customer's expectation, it is the willingness and preparedness of employees to offer service by taking into consideration timeliness of services (Butler & Riveria, 2020; Kumar & Charles, 2010). Responsiveness in this regard is that act of being ready and disposed to offer services in a timely manner to clients in a bid to meet or surpass their expectation by utilizing information obtained from the market.

Proactive Decision-Making: Meaning: Proactive decision-making refers to an employee's deliberate and anticipatory approach to identifying potential problems, opportunities, and work demands and taking timely actions before issues escalate or instructions are explicitly given. It involves initiative, forward-thinking, and independent judgment aimed at improving work processes, preventing errors, and enhancing organizational outcomes (Grant & Ashford, 2008). Unlike reactive decision-making, which focuses on responding after problems occur, proactive decision-making emphasizes early intervention, planning, and preventive action. Proactive decision-making is viewed as a critical component of employee responsiveness and effectiveness. Employees who engage in proactive decision-making do not wait for directives from supervisors; rather, they actively scan their work environment, anticipate changes, and make informed decisions that align with organizational goals (Crant, 2000). This behavior reflects a sense of ownership and responsibility toward one's role and the organization, often resulting in faster problem resolution and improved service delivery. Proactive decision-making is closely associated with autonomy and empowerment in job roles.

Adaptability: Adaptability refers to an individual's capacity to adjust, respond, and remain effective in the face of changing work conditions, demands, or environments (Pulakos et al., 2000). It reflects an employee's ability to modify behavior, skills, or approaches in response to new information, unexpected challenges, technological changes, or evolving organizational priorities. Adaptability is considered a critical behavioral outcome in modern workplaces, where dynamic work environments, global competition, and continuous technological advancements require employees to be flexible and

responsive (Griffin et al., 2007). In organizational behavior literature, adaptability is closely associated with resilience, learning agility, and cognitive flexibility. Employees with high adaptability can recognize changes early, evaluate alternative strategies, and implement effective solutions to meet work objectives (Harrison, 2017). This capacity ensures that employees remain productive and maintain service quality even under uncertain or volatile conditions, making adaptability a key dimension of employee responsiveness. Adaptability is also linked to job design elements such as skill variety, autonomy, and feedback mechanisms. Jobs that expose employees to multiple tasks and provide decision-making discretion encourage them to develop flexible problem-solving approaches, enabling them to adjust their actions when challenges arise (Parker et al., 2017). Similarly, timely feedback helps employees learn from errors and make necessary adjustments, further strengthening adaptive behavior

Accuracy: Accuracy refers to the degree to which an employee performs tasks correctly, precisely, and in accordance with established standards, procedures, or expectations (Robbins & Judge, 2020). It reflects the employee's ability to minimize errors, maintain consistency, and produce reliable outcomes in their work. In organizational behavior, accuracy is a critical measure of employee responsiveness, as it ensures that work is completed efficiently, objectives are met, and organizational resources are not wasted due to mistakes or rework. Accuracy is closely related to job design and feedback mechanisms. Jobs that provide clear role definitions, standard procedures, and regular performance feedback enable employees to understand expectations and perform tasks correctly (Hackman & Oldham, 1976). Feedback allows employees to identify mistakes, adjust their performance, and maintain high levels of precision, thereby enhancing both individual and organizational effectiveness (Kluger & DeNisi, 1996). In addition, accuracy is influenced by skill variety and autonomy. Employees who are trained to perform a variety of tasks and given the discretion to make decisions tend to develop a better understanding of processes, which reduces the likelihood of errors (Grant & Parker, 2009). Autonomy empowers employees to take corrective actions when deviations occur, improving the overall quality and reliability of task performance.

Theoretical Review

The Job Characteristics Theory, developed by Hackman and Oldham (1976), is one of the most widely applied frameworks in understanding how job design influences employee behavior and performance. The theory posits that certain core job dimensions skill variety, task identity, task significance, autonomy, and feedback affect critical psychological states, which in turn drive outcomes such as motivation, satisfaction, and work performance. In the context of employee responsiveness, JCT suggests that jobs designed with high autonomy and feedback enable employees to make proactive decisions, adapt to changing demands, and perform tasks accurately. For example, when employees have control over their work methods (autonomy) and receive timely feedback, they are better equipped to identify problems early, adjust their actions, and respond efficiently to work requirements. Similarly, the inclusion of skill variety enhances engagement and cognitive flexibility, fostering adaptability in dynamic work environments. The JCT provides a robust theoretical basis for examining how the structural characteristics of a job can enhance employee responsiveness by motivating

individuals to take initiative, correct errors, and respond to organizational challenges effectively (Hackman & Oldham, 1976; Parker et al., 2017).

Empirical Review

Several empirical studies have examined the relationship between job design and employee behaviors such as responsiveness, adaptability, and proactive decision-making. Hackman and Oldham (1976) conducted one of the earliest empirical examinations using a survey methodology among 658 employees across 62 work groups in the United States. They measured core job characteristics—including skill variety, autonomy, and feedback using structured questionnaires and analyzed their relationship with outcomes such as job satisfaction, internal motivation, and performance. Their findings revealed that employees in jobs with higher autonomy, skill variety, and feedback exhibited greater initiative, accuracy, and engagement, which can be interpreted as enhanced responsiveness to work demands. The study provided a foundational empirical link between job design and positive work behaviors.

Parker, Wall, and Cordery (2001) explored the influence of job design on adaptive performance using a mixed-method approach that combined questionnaires and semi-structured interviews with 250 employees in a multinational manufacturing firm. The study measured skill variety, decision-making discretion, and feedback frequency as independent variables, while adaptive behavior and responsiveness were the dependent variables. The findings indicated that employees with higher autonomy and varied job responsibilities demonstrated significantly greater adaptability and responsiveness to changing operational demands. The authors concluded that well-structured jobs that allow discretion and provide varied experiences enable employees to respond effectively to environmental changes and task complexities.

Similarly, Grant and Parker (2009) conducted a quantitative study using surveys administered to 312 employees in service organizations in Australia. The study examined the impact of job autonomy, skill variety, and feedback mechanisms on proactive behavior, including decision-making and initiative. Using multiple regression analysis, the findings showed that job autonomy had the strongest effect on proactive decision-making, followed by skill variety and feedback. Employees who experienced higher levels of autonomy were more likely to anticipate problems, take initiative, and respond promptly to work challenges, while feedback and skill variety reinforced accuracy and adaptability.

Adebayo and Ogunyomi (2019) investigated the influence of job design on employee responsiveness in public sector organizations using a survey research design with 220 civil servants as respondents. They employed structured questionnaires to measure job autonomy, feedback, and skill variety and analyzed the data using Pearson correlation and regression analysis. The study revealed that all three job design dimensions had significant positive relationships with employee responsiveness, with autonomy and feedback showing the strongest effects. The authors concluded that poorly designed jobs with low autonomy and limited feedback impede timely decision-making, reduce adaptability, and increase errors in public service delivery.

Additionally, Bakker and Demerouti (2017) conducted a cross-sectional study on 280 employees in healthcare institutions, examining how job resources—including autonomy, skill variety, and feedback—affect adaptive and accurate performance. Using structural equation modeling, the findings

indicated that employees with enriched jobs exhibited higher levels of responsiveness, demonstrated by accurate task completion, flexibility in handling new challenges, and proactive decision-making. The study emphasized that job design serves as a critical organizational lever for improving employee behavioral outcomes, particularly in environments with high workload and changing demands.

Job Autonomy and Employee Responsiveness Measures

Employees with high levels of autonomy have the discretion to make decisions about how to execute tasks, schedule work, and choose appropriate methods, which directly influences their proactive decision-making (Hackman & Oldham, 1976). When employees can independently determine their actions, they are more likely to anticipate problems, take initiative, and implement solutions without waiting for instructions (Grant & Parker, 2009). In addition, job autonomy enhances adaptability, as employees with decision-making freedom are better equipped to adjust to changing job demands, organizational priorities, and environmental uncertainties (Parker et al., 2017). Autonomy also contributes to accuracy in task performance, because empowered employees can correct mistakes in real time and apply their judgment to maintain work quality (Bakker & Demerouti, 2017). Empirical studies consistently show that autonomy positively correlates with proactive behavior, flexible responses, and precise task execution across diverse organizational settings (Adebayo & Ogunyomi, 2019; Grant & Parker, 2009). However, the following propositions were examined.

P1: Job autonomy has significant effect on employees' practice of decision-making in the workplace.

P2: Job autonomy has significant relationship with employee adaptability to changing job demands.

P3: Job autonomy has significant influence on the accuracy of employees' task performance.

Skill Variety and Employee Responsiveness Measures

Skill variety, which refers to the degree to which a job requires multiple skills and abilities, significantly influences all three measures of employee responsiveness. First, skill variety enhances proactive decision-making because employees exposed to diverse tasks develop broader knowledge and cognitive flexibility, enabling them to identify opportunities and make informed decisions independently (Hackman & Oldham, 1976; Parker et al., 2017). Second, skill variety promotes adaptability, as employees with multi-faceted skill sets can easily adjust their behaviors and strategies when encountering new challenges or unexpected changes in job requirements (Robbins & Judge, 2020). Finally, skill variety positively affects accuracy, since employees who engage in diverse tasks gain a better understanding of organizational processes and can execute tasks with greater precision and fewer errors (Grant & Parker, 2009). Empirical evidence from both developed and developing countries demonstrates that jobs with high skill variety increase employees' responsiveness and overall effectiveness (Bakker & Demerouti, 2017; Adebayo & Ogunyomi, 2019). However, the following propositions were examined.

P4: Skill variety has significant effect on employees' practice of decision-making in organizational settings.

P5: Skill variety has significant relationship with employee adaptability in the workplace.

P6: Skill variety has significant influence on the accuracy of employees' work outcomes.

Feedback Mechanism and Employee Responsiveness Measures

Feedback mechanism, which provides employees with timely and constructive information about their performance, is critical for improving responsiveness across all three measures. Regarding proactive decision-making, feedback allows employees to assess the outcomes of their actions, identify gaps, and make adjustments proactively, rather than waiting for problems to escalate (Kluger & DeNisi, 1996). For adaptability, feedback helps employees understand changing expectations, learn from mistakes, and modify their approaches to meet new challenges effectively (Ashford et al., 2003). Feedback also enhances accuracy, as employees can correct errors, refine methods, and align their performance with organizational standards (Hackman & Oldham, 1976). Studies consistently indicate that feedback-rich environments result in higher task precision, greater flexibility in responses, and improved proactive behavior among employees (Bakker & Demerouti, 2017; Parker et al., 2017). However, the following propositions were examined.

P7: Feedback mechanism has significant effect on employees' practice of decision-making in the execution of assigned duties.

P8: Feedback mechanism has significant relationship with employee adaptability to work challenges.

P9: Feedback mechanism has significant influence on the accuracy of employees' performance in the workplace.

Conclusion

Based on the conceptual and empirical review, it can be concluded that job design significantly influences employee responsiveness. Job autonomy provides employees with the freedom to make decisions, solve problems, and adapt strategies to meet organizational goals, thereby promoting proactive behavior. Skill variety equips employees with a range of competencies, which enhances adaptability and enables accurate task performance across diverse responsibilities. Feedback mechanisms offer guidance and performance information that helps employees correct errors, improve decision-making, and maintain high levels of accuracy. Collectively, these dimensions of job design create work environments that empower employees to respond efficiently and effectively to dynamic organizational demands. Therefore, organizations that invest in thoughtful job design are more likely to cultivate a workforce capable of meeting performance expectations, handling changes, and contributing positively to overall organizational success.

Recommendations

- i. Organizations should empower employees by granting greater decision-making discretion and flexibility in how tasks are performed. This will encourage proactive decision-making and improve responsiveness to emerging work challenges.
- ii. Managers should implement strategies such as job rotation, cross-training, and skill development programs to increase the range of tasks employees perform. This will enhance adaptability and ensure employees can handle diverse responsibilities effectively.
- iii. Organizations should establish structured and timely feedback systems that provide employees with clear information about their performance. Constructive feedback supports accuracy, continuous learning, and proactive adjustment of behaviors.

References

1. Armstrong, M., & Taylor, S. (2023). *Human resource management: Practice and theory* (5th ed.). London, UK: Kogan Page.
2. Ashford, S. J., Blatt, R., & Vandewalle, D. (2003). Reflections on the looking glass: A review of research on feedback-seeking behavior in organizations. *Journal of Management*, 29(6), 773–799.
3. Bakker, A. B., & Oerlemans, W. G. (2016). Momentary work happiness as a function of enduring burnout and work engagement. *The Journal of psychology*, 150(6), 755-778.
4. Bakker, A. B., & Demerouti, E. (2017). Job demands–resources theory: Taking stock and looking forward. *Journal of Occupational Health Psychology*, 22(3), 273–285.
5. Butler, J., & Rivera, J. (2020). Employee responsiveness and organizational performance: A review. *Journal of Business Research*, 112, 248-256.
6. Blau, P. M. (1964). *Exchange and power in social life*. New York, NY: Wiley.
7. Butler, M., & Rivera, K. (2020). Seven key actions business can take to mitigate the effects of COVID-19. UK: PWC.
8. Crant, J. M. (2000). Proactive behavior in organizations. *Journal of Management*, 26(3), 435–462.
9. Cropanzano, R., & Mitchell, M. S. (2005). Social exchange theory: An interdisciplinary review. *Journal of Management*, 31(6), 874–900.
10. Daft, R. L. (2018). *Management* (13th ed.). Boston, MA: Cengage Learning.
11. Deci, E. L., & Ryan, R. M. (2000). The "what" and "why" of goal pursuits: Human needs and the self-determination of behavior. *Psychological Inquiry*, 11(4), 227–268.
12. Etuk, I. U., & Alah, E. U. (2025). Job Design and Employee Performance In Commercial Banks In Cross River State. *Nnadiabube Journal of Social Sciences*, 6(2), 24-50.
13. Fletcher, G., Fenton, A., Lord, J., & Griffiths, M. (2026). The role of social capital in SMEs for polycrisis management. *Technological Forecasting and Social Change*, 223, 124419.
14. Frese, M., & Fay, D. (2001). Personal initiative: An active performance concept for work in the 21st century. *Research in Organizational Behavior*, 23, 133–187.
15. Grant, A. M., & Ashford, S. J. (2008). The dynamics of proactivity at work. *Research in Organizational Behavior*, 28, 3–34.
16. Grant, A. M., & Parker, S. K. (2009). Redesigning work design theories: The rise of relational and proactive perspectives. *Academy of Management Annals*, 3(1), 317–375.
17. Griffin, M. A., Parker, S. K., & Mason, C. M. (2007). Leader vision and the development of adaptive and proactive performance: A longitudinal study. *Journal of Applied Psychology*, 92(3), 634–647.
18. Hackman, R., Lawler, E., & Oldham, G. (2015). Job characteristics theory. In *Organizational behavior 1* (pp. 75-93). Routledge.
19. Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16(2), 250–279.
20. Harrison, D. A. (2017). Adaptive performance. In A. E. Abele & B. R. Schmid (Eds.), *The Cambridge handbook of workplace performance* (pp. 210–232). Cambridge, UK: Cambridge University Press.
21. Kelleher, T., & Miller, B. M. (2006). Organizational blogs and the human voice: Relational strategies and relational outcomes. *Journal of computer-mediated communication*, 11(2), 395-414.

22. Kumar, M., & Charles, V. (2010). Evaluation of major factors in delivery of service quality of retail banks. *Journal of internal reliability and quality management*, 25(2), 210-245.
23. Kluger, A. N., & DeNisi, A. (1996). The effects of feedback interventions on performance: A historical review, a meta-analysis, and a preliminary feedback intervention theory. *Psychological Bulletin*, 119(2), 254-284.
24. London, M. (2015). *The power of feedback: Giving, seeking, and using feedback for performance improvement*. New York, NY: Routledge.
25. Parker, S. K., Wall, T. D., & Cordery, J. (2017). Future work design research and practice: Towards an integrative framework. *Journal of Organizational Behavior*, 38(3), 339-362.
26. Pulakos, E. D., Arad, S., Donovan, M. A., & Plamondon, K. E. (2000). Adaptability in the workplace: Development of a taxonomy of adaptive performance. *Journal of Applied Psychology*, 85(4), 612-624.
27. Ramadhan, D. F., Prasetya, A., & Hutahayan, B. (2025). The Influence of Work Motivation and Competence on Employee Performance Through Employee Engagement. *Profit: Jurnal Admistrasi Bisnis*, 19(2), 18-38.
28. Robbins, S. P., & Judge, T. A. (2020). *Organizational behavior* (18th ed.). Harlow, UK: Pearson Education
29. Schneider, B., & Bowen, D. E. (2019). Perspectives on the organizational context of frontlines: a commentary. *Journal of Service Research*, 22(1), 3-7.
30. Song, H., Ruan, W., & Park, Y. (2019). Effects of service quality, corporate image, and customer trust on the corporate reputation of airlines. *Sustainability*, 11(12), 3302.