ASSIGNMENT OF RESPONSIBILITY AND WORK BEHAVIOUR IN MANUFACTURING ORGANISATIONS IN NORTH CENTRAL, NIGERIA

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ABSTRACT: Many manufacturing organisations face significant challenges related to the assignment of responsibility and its impact on work behaviour. These issues persist despite the critical role that clear responsibility delineation plays in enhancing productivity and employee satisfaction. This study examines how responsibility assignment influences work behaviour in North Central Nigeria's manufacturing sector, providing insights into autonomy's role in enhancing employee engagement and performance. A diverse sample of employees and management staff participated in the study. The theoretical foundation for this research is the Job Characteristics Theory. A cross-sectional descriptive survey was conducted to gather responses from employees focusing on how the assignment of responsibility influences workplace behaviour. Data were analysed using descriptive statistics, such as; frequency percentages and distribution tables, and inferential statistics, specifically chi-square tests, to examine the relationships between dependent and independent variables. The results indicate that proper delegation of responsibilities positively impacts work behaviour by enhancing employees' feelings of ownership, accountability, and engagement. Additionally, the findings show that unfavourable working conditions will likely lead to a decline in job performance. Implications for management include the need for structured responsibility frameworks, regular feedback mechanisms, and cultural sensitivity in the design and implementation of responsibility assignments. This study shows that the role of assignment of responsibility and work behaviour is essential for organisational prosperity. It ends with recommendations for organisations to provide sufficient autonomy and assign responsibilities that stimulate job performance.

Keywords: Assignment of Responsibility, Work Behaviour, Manufacturing Organisations, Employees

INTRODUCTION

The assignment of responsibility within organisations is a critical factor influencing employee behaviour, performance, and overall organisational success. In manufacturing organisations, where efficiency and productivity are paramount, how responsibilities are allocated can significantly impact work outcomes (Wren & Bedeian, 2023; Somu et al., 2020). This study explores the relationship between the assignment of responsibility and work behaviour within selected manufacturing organisations in North Central Nigeria, a region characterised by its growing industrial base and diverse workforce.

In the ever-changing landscape of manufacturing firms, the delegation of duties holds significant importance in shaping employee conduct. In the industrial hub of Nigeria, where the sector is rapidly expanding, understanding the connection between assigning responsibilities and worker behaviour is essential for organisational prosperity. This correlation impacts output levels, job performance, and overall organisational effectiveness (Rehman, Yong & Choong, 2021; Kutu & Olajide, 2020).

North Central Nigeria plays a crucial role in the growth of the country's economy, serving as a pivotal centre for manufacturing. This region encompasses a wide range of industries, including food processing, textiles, cement, and chemical production, all contribute substantially to the nation's economic development. The success of these industries relies heavily on a well-organised workforce, where a clear definition of roles and responsibilities is paramount. Managing human resources in this region is further complicated by the socio-economic landscape, characterised by a unique blend of traditional values and modern industrial practices. This blend adds a layer of complexity to human resource management in the region (Kayode, 2023; Onoriode, & Samuel, 2023).

The allocation of duties involves specifying tasks, outlining roles, and establishing expectations for employees. In manufacturing settings, this process is crucial for operational effectiveness and achieving organisational goals. Properly assigned responsibilities lead to improved work behaviour by fostering a sense of ownership, accountability, and motivation among employees. Conversely, poorly managed responsibility assignments result in confusion, low morale, and reduced productivity (Kamble, Gunasekaran & Dhone, 2020). Work behaviour refers to actions and attitudes exhibited by employees in the workplace. In manufacturing organisations, this includes adherence to safety protocols, cooperation with team members, efficiency in task completion, and proactive problem-solving. (Onoriode, & Samuel, 2023; Belbin & Brown, 2022). Factors such as the assignment of responsibility and employee autonomy significantly influence work behaviour. In the context of North Central Nigeria, cultural norms and socio-economic conditions further shape these behaviours, making it essential for management to adopt tailored strategies for responsibility assignment (Kayode, 2023; Stankevičiūtė, Staniškienė & Ramanauskaitė, 2021). This comprehensive examination elucidates the critical role of responsibility assignment in shaping work behaviour and driving organisational success in Nigeria's manufacturing sector.

This study aims to investigate the relationship between responsibility assignment and work behaviour in manufacturing organisations, drawing on Job Characteristics Theory as its framework.

Conceptual Issues

Assignment of responsibility and work behaviour are the concepts clarified in this study. Understanding the assignment of responsibility within an organisation requires recognising that there are various ways to conceptualise this process. In the same vein, different factors are considered during conceptualisation, depending on the context and needs of the organisation.

Assignment of Responsibility: Assignment of responsibility from a formal perspective is conceptualized as the official delegation of duties through formal mechanisms such as job descriptions, organisational charts, and written directives. In this concept, responsibilities are outlined in official documents, ensuring that employees understand their specific roles and expectations (Karneli, 2023; Kutu & Olajide, 2020). However, Burdin and Kato, (2021) and Siruri and Cheche, (2021) conceptualise the assignment of responsibility from a responsibility perspective as verbal agreements, social norms, and unwritten expectations within the organisation. This approach is often used in dynamic environments where flexibility is needed, relying on interpersonal relationships and trust. Similarly, through delegation, the assignment of responsibility is conceptualised as tasks involving a superior assigning to subordinates and granting them the authority to complete these tasks. This method empowers employees, promotes skill development, and improves efficiency by distributing workload (Karneli, 2023; Striler, Shoss & Jex, 2021). Generally, assignment of responsibility is conceptualised as how tasks are assigned to a group or team responsible for achieving a specific goal or completing a task. This approach ensures mutual accountability and leverages the strengths and skills of each team member (Sengupta & Sengupta, 2022; Rehman, Yong & Choong, 2021). From an authority-based perspective, assignments of responsibility mean basing tasks on hierarchical authority, with tasks delegated according to the organisational structure. This ensures that responsibilities align with the level of authority, allowing for clear lines of command and control (Karneli, 2023; Somu et al., 2020). Competency-based perspective conceptualizes the assignment of responsibility as how responsibility is assigned based on the skills, knowledge, and competencies of employees. This is done by aligning tasks with employee strengths, through which organisations maximise efficiency and effectiveness (Striler, Shoss & Jex, 2021; Somu et al., 2020). Through these different conceptualisations, organisations can better understand how to structure roles and tasks to enhance productivity, employee satisfaction, and overall organisational success, as responsibilities are outlined in official documents, ensuring that employees understand their specific roles and expectations.

Work Behaviour: Similarly, work behaviour can be conceptualised in various ways. Each perspective focuses on different aspects of employee actions and attitudes in the workplace. From a task performance angle, work behaviour is the execution of duties and responsibilities directly related to an employee's job role. This concept focuses on the quality, efficiency, and effectiveness of task completion (Oldham, 2024; Muwardi et al., 2020). Organisational Citizenship Behaviour (OCB), conceptualises work behaviour as voluntary actions that contribute to the organisation beyond formal job requirements (self-motivated actions). It encompasses helping colleagues, being proactive, and showing initiative (Karneli, 2023; Belbin & Brown, 2022). Work behaviour viewed through leadership behaviour, refers to actions by employees that inspire, motivate, and guide others. This is not limited to formal leaders alone; as any employee with a leadership role exhibits this behaviour. Similarly, conceptualising work behaviour through compliance behaviour is the adherence to organisational policies, procedures, and standards. This ensures that employees follow rules and guidelines to maintain order and consistency (Oldham, 2024; Ahmodu-Tijani & Adnan, 2020). From a dependability perspective, work behaviour is the reliability and trustworthiness of an employee in fulfilling job-related duties. This ensures that tasks are completed consistently and on time (Stanescu, Zbuchea & Pinzaru, 2021; Balducci et al., 2021). From an interpersonal perspective, work behaviour is conceptualized as how employees interact

with colleagues, supervisors, and customers. It encompasses communication, cooperation, and conflict-resolution skills. An example is an employee who effectively collaborates with team members in resolving conflicts or differences among worrying members in their organisational settings (Stanescu, Zbuchea & Pinzaru, 2021; Balducci et al., 2021). Through the lens of work ethic, work behaviour is a set of values centred on the importance of diligence, responsibility, and dedication to work. It reflects employee's attitude towards their job and their commitment to performing well (Rehman, Yong & Choong, 2021; Muwardi et al., 2020).

From a job satisfaction perspective, work behaviour is influenced by the level of contentment employees feel about their work, which can affect their performance and overall behaviour. This impacts retention rates, productivity, and workplace morale (Stanescu, Zbuchea & Pinzaru, 2021). By understanding these different conceptualizations of work behaviour, organisations can better tailor their management strategies to enhance productivity, employee satisfaction, and overall organisational success.

LITERATURE REVIEW

Assignment of Responsibility and Work Behavior:

The way responsibilities are assigned within an organisation plays a crucial role in influencing employee behaviour and performance. This process involves assigning tasks, duties, and accountability to individuals based on their roles, skills, and the organisation's objectives (Karneli, 2023; Sengupta & Sengupta, 2022). Effective allocation is essential for achieving organisational goals, as it directly influences employee motivation, job satisfaction, and overall productivity (Kutu & Olajide, 2020; Onoriode & Samuel, 2023).

Assignment of responsibility, which involves delegating tasks, duties, and roles to individuals or groups, is a fundamental aspect of organisational management. It determines how work is distributed, coordinated, and executed to achieve organisational goals effectively (Karneli, 2023; Onoriode & Samuel, 2023). The primary aim is to ensure that tasks necessary for meeting organisational objectives are delegated to those with the appropriate skills, knowledge, and resources. Effective assignment clarifies expectations, reduces duplication of efforts, and enhances overall productivity and efficiency within the organisation (Karneli, 2023; Rehman, Yong, & Choong, 2021).

Work behaviour includes the actions, attitudes, and conduct patterns employees exhibit in the workplace. It is shaped by various factors such as individual characteristics, organisational culture, leadership styles, job design, and the social and psychological environment within the workplace. These elements are vital for organisational leaders and managers, as they directly influence productivity, which is the primary goal of any organisation. Similarly, it boosts workers' morale, and job satisfaction, which serve as drivers of overall organisational effectiveness (Muwardi et al., 2020; Ahmodu-Tijani & Adnan, 2020).

There are different types of work behaviour in organisational settings. One of such is task performance which encompasses the core responsibilities and duties that employees are expected

to perform as part of their job roles. It includes activities such as completing assignments, meeting deadlines, and achieving predefined goals. However, Organisational Citizenship Behaviour (OCB) refers to voluntary actions that support the smooth operation of an organisation but are not formally compensated. Examples include helping colleagues, volunteering for additional tasks, and actively participating in organisational activities beyond one's job description. In another dimension, Counterproductive Work Behavior (CWB) are actions that detract people from organisational goals. These include behaviours like absenteeism, tardiness, workplace deviance, and even sabotage (Stanescu et al., 2021; Balducci et al., 2021).

Factors influencing work behaviour include individual characteristics, such as personality traits, attitudes, motivation levels, skills, and past experiences. Organisational factors also have a substantial impact, with aspects such as organisational culture, leadership style, reward systems, job design, and communication channels significantly shaping employee behaviour. For instance, a supportive and empowering organisational culture may encourage higher levels of Organisational Citizenship Behavior (OCB). Additionally, social factors, including interactions with colleagues, supervisors, and other stakeholders, shape work behaviour. Positive relationships and effective teamwork foster cooperation and reduce instances of Counterproductive Work Behavior (CWB), while negative relationships and ineffective teamwork result in disunity and breed instances of (CWB; Stanescu et al., 2021; Ahmodu-Tijani & Adnan, 2020).

Measurement and management tools for organisational progress include performance appraisals, which involve regular evaluations to assess task performance and identify areas for improvement. Providing constructive feedback and support is crucial for enhancing performance. Similarly, investing in training programs that enhance skills and knowledge positively impacts both task performance and OCB. Effective leadership and communication, promoting a clear vision, support, and a positive work environment, can inspire desired work behaviours among employees (Stanescu, Zbuchea & Pinzaru, 2021; Ahmodu-Tijani & Adnan, 2020).

Theoretical Framework

Job Characteristics Theory: Job Characteristics Theory (JCT), developed by Richard Hackman and Greg Oldham in the 1970s, posits that job design significantly impacts employee motivation, performance, and satisfaction. The theory identifies five core job characteristics that influence three critical psychological states, which in turn affect various personal and work outcomes. These characteristics are skill variety, task identity, task significance, autonomy, and feedback (Oldham, 2024; Oldham, 2018). Skill variety is the degree to which a job requires a range of different activities involving various skills and talents. When responsibilities are assigned in a manner that necessitates the use of multiple skills, employees are likely to find their jobs more engaging and fulfilling. For instance, a manufacturing worker tasked with both operating machinery and conducting quality checks experiences higher skill variety compared to one performing repetitive tasks. This can lead to increased job satisfaction and better performance, as employees feel more competent and less bored in their roles (Siruri & Cheche, 2021). To this theory, task identity refers to the degree to which a job requires the completion of a whole and identifiable piece of work. Assigning responsibilities that allow employees to see a project or task through from start to finish enhances task identity. In a manufacturing setting, this might involve assigning a team to oversee

the entire production process of a specific product. This creates a sense of ownership and pride in their work, which boosts motivation and commitment to quality (Oldham, 2024). Task significance is the extent to which a job has a substantial impact on the lives or work of other people. Communicating the importance and impact of assigned responsibilities can elevate task significance. For example, explaining how an employee's role in maintaining machinery ensures the safety and efficiency of the production line. Understanding the broader impact of their work can increase employees' motivation and their willingness to go above and beyond (Oldham, 2024; Siruri & Cheche, 2021). Autonomy is the degree to which a job provides substantial freedom, liberty, and discretion to the individual in scheduling the work and determining the procedures to be used. Granting employee autonomy in how they carry out their responsibilities can significantly enhance their sense of responsibility and empowerment. In a manufacturing environment, this involves allowing workers to develop their methods for improving workflow efficiency or solving on-the-job issues, thereby leading to job satisfaction, innovation, and proactive behaviour (Oldham, 2024; Dyah et al., 2021). Feedback is the medium through which individuals' performance on work activities required by the organisation is disseminated back to employees directly with clear information about the effectiveness of their performance on their job. This is inevitable, because providing regular and clear feedback on performance is crucial in manufacturing organisations, as it helps employees to understand how they are performing, and where they can improve, leading to continuous performance enhancement and personal growth. However, this involves real-time data on production metrics or periodic performance reviews (Dyah et al., 2021; Oldham, 2018).

Three psychological states influence these core characteristics: Feeling that the job has meaning and significance. Feeling personally accountable and responsible for the results of the work. Lastly, understanding how well one performs on the job (Oldham, 2024). These psychological states lead to several positive outcomes, including high internal work motivation, high-quality work performance, high satisfaction with the work, and low absenteeism and turnover. By focusing on these aspects, organisations can foster a more motivated, satisfied, and productive workforce, ultimately leading to better organisational outcomes (Oldham, 2018).

However, while Job characteristic theory gives valuable insights into designing how to motivate workers in their jobs, limitation lies in over-reliance on how employees perceive job characteristics which may not accurately reflect actual job conditions.

Without mincing words, the benefits of assignment of responsibility and work behaviour in organisational settings cannot be over-emphasised. However, other studies highlight the potential challenges as: over-responsibility and stress of employees. They argued that when responsibility levels over-suit workers' capacities, this leads to a decline in job satisfaction and an increase in turnover; In some cases, employees may resist accountability systems, as they view it as a punitive measure rather than what can propel the organisation to achieve developmental goals. This directly or indirectly weakens the production capacity of the organisation. Similarly, in poorly managed organisations, responsibility for assignment causes conflicts and inefficiencies because of role ambiguity which reduces employees' engagement, which results in unexpectedly lower productivity. (Belbin & Brown, 2022; Striler, Shoss & Jex, 2021).

Research Methodology

Research Design: This study employed a cross-sectional descriptive survey to gather responses from employees of three selected manufacturing organisations in Nigeria, and aimed to understand how the assignment of responsibility affects worker behaviour in the workplace. Data was collected and analysed to achieve this objective.

The Population of the Study: The survey conducted by the researcher in 2023 encompassed three manufacturing organisations: Obajana Cement, Kogi State; Kam Wire, Kwara State; and OFL Marbles, Nasarawa State, with a total population of 27,500 employees.

Sample Size and Sampling Procedure: From the total population of 27,500, a sample size of 414 was determined using the Taro Yamane method. The sampling procedure was multi-stage. Purposive sampling was employed to select specific organisations from various manufacturing entities that align most closely with the objectives of this study. Although, purposeful sampling has the limitation that manifests in its potential bias, however, its advantage as non-probability sampling characterised by the use of judgment and deliberate effort to obtain representative samples by including presumable typical areas and groups in the sample was tapped in his study. This leads to valuable data that is directly relevant to the study's objectives. Bowlers' Proportionate allocation formula was used to determine the questionnaire administered to respondents, and In-depth interviews were conducted among the participants in the selected organisations.

Instrumentation: The study utilised both quantitative and qualitative instruments. Through quantitative, a questionnaire was administered to 414 participants, with 403 responses returned. Qualitatively, for In-depth interviews, 10 participants, 8 participants, and 5 participants were from Obajana Cement, Kam Wire, and OFL Marble and Granites, respectively. These interviews aimed to gain deeper insights into the effects of job security on workers' behaviour in the workplace.

Method of Data Analysis: The data generated from the administered and returned questionnaire was coded and analysed using descriptive statistics such as tables, frequencies and percentages to demonstrate the response that was obtained from the respondents. Chi-square tests were employed for easy computation and to analyse if the expected data is due to chance or if it is due to the relationships between dependent and independent variables to address the research question of this study, and hypotheses tested at a 0.005 level of significance.

FINDINGS AND RESULTS

Respondents' Level of Assignment of Responsibilities and Freedom

Respondents were asked about the level of assignment of responsibilities, specifically whether they had enough freedom and liberty to work and operate in their companies. The question aimed to determine if their companies provided sufficient space and autonomy on the job. The results showed that 5.46% (22 respondents), and 10.92% (44 respondents) indicated very adequate and adequate to this option respectively, while 44.66% (180 respondents) and 24.81% (100

respondents) indicated very inadequate and inadequate respectively. Only 14.14% (57 respondents) were undecided.

Table 1: Frequency Distribution of the Respondents on whether they Enjoy Enough Responsibilities (Freedom and Liberty) in the Workplace

Response	Frequency	Percentage (%)
Very adequate	22	5.46
Adequate	44	10.92
Undecided	57	14.14
Inadequate	100	24.81
Very inadequate	180	44.66
Total	403	100

Source: Researcher's Field Survey, 2023

In-depth Interview Result

The results from the qualitative analysis revealed almost similar studies. For instance, a participant expressed that:

> We lack any freedom and liberty here and are completely controlled by management. They dictate our tasks, and we have no say in key decisions. The environment is autocratic, leaving us to follow orders without question. My ideas often go unshared due to the lack of a platform for discussion with management. I dislike working under these conditions but have no alternative job. Our representatives are untrustworthy and selfish. The organisation could have progressed further if it considered our opinions and ideas.

Similarly, a participant expressed that:

> Employees feel unheard in this organisation due to its top-down leadership structure. Despite my tenure of over ten years, management has never sought my input on advancing the organisation. They perceive us as lacking ideas and impact. I've demonstrated my capabilities through the value I've added, expecting recognition from the company. However, no accolades have been given. Workers thrive when recognised, appreciated, and given autonomy at work, which boosts motivation.

The analysis reveals from both quantitative and qualitative perspectives that employees in the chosen organisations lack sufficient autonomy. Management makes key decisions without significant input from workers. Moreover, employees do not have adequate responsibilities, potentially impacting their job commitment, satisfaction, and performance negatively. This lack of liberty, freedom, and responsibilities may have resulted in adverse work behaviour from workers, which could undermine organisational overall performance.

Responses of Respondents on Job Performance

This subsection presents quantitative results regarding job performance levels. According to the findings, 10.92% (44 respondents) rated their job performance as very high, while 5.46% (22 respondents) rated it as high. Additionally, 16.62% (80 respondents) were undecided about their job performance. Conversely, 24.57% (99 respondents) felt their job performance was low, and 39.21% (158 respondents) indicated it was very low. These results suggest that approximately 65% of respondents believed their job performance is affected whenever the organisation fails to improve on their needs.

Table 2: Frequency Distribution of the Respondents on the Level of Job Performance

Response	Frequency	Percentage (%)
Very high	44	10.92
High	22	5.46
Undecided	80	16.62
Low	99	24.57
Very low	158	39.21
Total	**403**	**100**

Source: Researcher's Field Survey, 2023

In-depth Interview Result

Qualitative analysis revealed almost similar results. For instance, a participant stressed that:

> Despite the impact of working conditions and various factors on our performance, I am exerting considerable effort because this organisation is privately owned. The fear of job loss motivates me to give my best despite challenging circumstances. Although I am unhappy, maintaining my job necessitates putting forth substantial effort. If alternatives were available, I would consider leaving this job.

Another participant expressed that:

> My job performance is determined by the nature of the machinery provided by the organisation. If we are provided with good machinery and enabling working conditions, our job performance is likely to improve. The truth is that while we have enough machinery, our working conditions are bad. We are not happy here at all. The organisation is not treating us well. We are just here doing the job because we don't have any means. If I get a better job today, I will leave. I am just doing this job to keep body and soul together as well as to meet our daily and family needs.

From the above quantitative and qualitative analyses, it is clear that the job performance of the workers remains intact even though the working conditions are not encouraging and favourable. According to them, they are just working because they do not have any other alternatives. If they

do not perform their jobs well, they are likely to lose their jobs since the organisations are private. They have a limited voice to demand improvements in their working conditions. However, the likelihood of a decline in the job performance of workers is high if their working conditions are not favourable.

Test of Relationship between Assignment of Responsibilities and the Level of Job Performance among Workers

Table 1 and Table 2 were cross-tabulated to explore the correlation between the assignment of responsibilities and job performance levels among these workers. From this table, several descriptive and statistical insights were derived. The analysis reveals a significant relationship between the assignment of responsibilities and job performance levels (χ^2 = 98.95, df = 16, p < 0.05). Specifically, the calculated Chi-square value of 98.95 exceeds the critical value of 26.296 at a significance level of 0.05 and with 16 degrees of freedom.

Table 3: Relationship between Assignment of Responsibilities and Level of Performance

Assignment of Responsibility	Level of Performance					
	Very high	**High**	**Undecided**	**Low**	**Very low**	**Total**
Very adequate	3	1	2	6	10	**22**
Adequate	8	4	3	13	16	**44**
Undecided	11	5	15	9	17	**57**
Inadequate	7	5	22	20	46	**100**
Very inadequate	15	7	38	51	69	**180**
Total	**44**	**22**	**80**	**99**	**158**	**403**

X^2 (calculated value) = 98.95; df = 16; X^2 (critical value) = 26.296; Significance = 0.03; Pearson's R = 0.73

Pearson's Product Moment Correlation Coefficient of 0.73 indicates a positive relationship between the assignment of responsibilities and performance levels reported by selected workers. This suggests that as responsibilities increase, job performance also tends to increase. This finding aligns with the descriptive data shown in Tables 1 and 2. Employees who are entrusted with tasks that enable them to enhance their skills and career prospects are more likely to demonstrate higher job performance.

DISCUSSION AND FINDINGS

From the theoretical findings (Job Characteristics Theory), it was revealed that the five core dimensions of this theory shapes employees' experiences and determine their job outcomes. Skill variety births diverse skills and abilities which reduces monotony of work, thereby enhancing workers' engagement (Oldham, 2024; Striler, Shoss & Jex, 2021). Skill identity makes workers to identify with piece of work requires for completing a whole production cycle of a product which makes employees more accomplished. While task significance showcases the impact of a job on

others or the organisation (Belbin & Brown, 2022). This contributes to product quality, makes job more meaningful, and influence workers commitment. Similarly, from this findings, it was revealed that assigning responsibility to workers fosters ownership and intrinsic motivation, especially in environments emphasising innovation and efficiency (Striler, Shoss & Jex, 2021). Lastly, Provision of clear information about job performance, such as real-time performance dashboards or supervisor reviews, guide workers to improve their productivity and quality of work (Oldham, 2024; Belbin & Brown, 2022).

The findings from respondents' level of assignment of responsibilities and freedom revealed that 69.47 per cent of the respondents did not have adequate freedom and liberty in their organisations. This indicates that workers lack autonomy. Decision-making is centralised as they hardly participate in decision-making processes. It could be deduced that lack of liberty and freedom of workers may lead to negative work behaviour. This agrees with existing studies that when workers are given freedom and liberty to act according to their job specifications, it leads to job satisfaction, which is one of the measures of work behaviour (Sengupta and Sengupta, 2022; Burdin & Kato 2021). For example, Burdin and Kato (2021) reported that workers who are given enough responsibilities are more likely to show positive work behaviour. This is because giving them enough responsibilities implies that they are recognised by management who are convinced about their skills and potential. Consequently, they are ready to give their best. In the same vein, the study of Burdin and Kato (2021) revealed that the level of freedom and liberty that the workers enjoy determines their level of commitment as well as their work behaviour to the organisation.

Similarly, findings from respondents on job performance showed that the possibility of reduced job performance is high with poor and unfavourable working conditions. Low and very low job performance indicates negative work behaviour. Workers who work in enabling and favourable conditions are more likely to improve the quality and quantity of jobs performed, the accuracy and speed with which the work is performed and the overall effectiveness in performing the task. In most organisations, job performance determines promotion, rewards, giving responsibilities, freedom and liberty. Existing studies revealed that job performance is likely to be reduced when the work conditions are unfavourable, as favourable work conditions are correlated with job performance (Muwardi et al., 2020). This finding is also related to that of Balducci, et al. (2021) who found out that when workers are satisfied, they can perform better in their jobs. Furthermore, the findings also correspond with Somu et al. (2020) and Kutu and Olajide, (2020) findings, who found out that job performance depends on how the organisations rate their worker's personalities.

Findings from this study however show that workers in the selected organisations are not enjoying enough freedom, as key decisions are made by the management with little or no input from workers. Also, workers do not enjoy enough responsibilities, which in one way or another negatively affects their job commitments, satisfaction and performance. It is therefore deduced from this study that lack of liberty, freedom and responsibilities leads to negative work behaviour which is counter-productive to organisational performance.

The implication for both theory and practice as discussed in this study revealed that the core dimensions in assignment of responsibility and work behaviour lead to: workers experiencing meaningfulness of work; experienced responsibility for outcomes and; knowledge of actual results

of work activities. These contribute to increased job satisfaction, motivation, and better performance, which are critical for achieving organisational goals in manufacturing settings. This is because giving workers enough responsibilities implies that they are recognised by management who are convinced about their skills and potential However, lack of liberty and freedom of workers may lead to negative work behaviour, as job performance is likely to be reduced when the work conditions are unfavourable, as favourable work conditions are correlated with job performance.

Conclusion

The assignment of responsibility in manufacturing organisations in Nigeria is a critical factor in shaping employees' work behaviour and organisational outcomes. This study provides an overview of the topic, highlighting key concepts, research findings, and the relevance of the study context. The theoretical framework reveals that aligning job characteristics with the principles of Job Characteristics Theory such as enhancing skill variety, task identity, task significance, autonomy, and feedback—positively influences employees' psychological states and work outcomes. This alignment fosters a sense of ownership, accountability, and motivation among employees. Field findings indicate that implications for management include the need for structured responsibility frameworks, regular feedback mechanisms, and cultural sensitivity in the design and implementation of responsibility assignments, as many workers feel excluded from decision-making processes. Additionally, the findings show that unfavourable working conditions lead to a decline in job performance. The study also revealed that delegating responsibilities positively influences work behaviour and fosters a sense of ownership among employees, accountability, and engagement. However, when the working conditions are not favourable enough, employees feel they have no alternative. They, therefore, continue to perform their jobs to avoid losing them, given the private nature of the organisations and their limited voice in demanding improvements. Nevertheless, job performance is likely to decline if working conditions fail to improve. Efforts and policies should, therefore, be put in place by the government to ensure a conducive environment for private workers for them to have a sustainable working environment that could cater for their needs both now and later in life.

Recommendations

i.   Since without sufficient freedom and responsibility, job performance may suffer. Organisations should provide employees with enough freedom and assign responsibilities that stimulate job performance. Responsibilities that enhance skills and advance careers should be prioritised.

ii.   Organisations should customize their strategies to align with the local work culture and organisational context as these are essential for optimizing employee behaviour and performance.

iii.   Alignment fosters a sense of ownership, accountability, and motivation among employees. Organisations should align job characteristics with the principles of Job characteristics theory, such as enhancing skill variety, task identity, task significance, autonomy, and feedback, to positively influence employees' psychological states and work outcomes.

iv.   Governments and policymakers should acknowledge the significant role of private organisations. Policies should be established to provide financial support, create enabling

environments, and incentivize for workers participation in private owned organisations. This will help to address the problem of future fear of employees during retirement or unforeseen contingencies.

Suggestion for Further Studies

As shown in this study, there has been considerable research on the topic of assignment of responsibility, especially as a predictor of work behavior in organisational settings. Although, this research work covers North-centre zone of Nigeria, this reveals other zones which future researchers could make substantial contributions towards this subject matter.

  i.   Extension of the study to other regions that has not yet covered in this study.
 ii.   A longitudinal studies or comparisons across different industries.
iii.   Future researchers may still consider alternative theories, as an ideal framework to explain assignment of responsibility and work behaviour.

With respect to these possible topics, different results may be expected in different zones for various reasons to enrich our knowledge about the phenomenon of assignment of responsibility and work behaviour.

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