

## Job Characteristics as Predictors of Work Motivation and Job Satisfaction of Bank Employees

Rabia Hadi and Adnan Adil

Fatima Jinnah Women University, Rawalpindi, Pakistan

The current study investigated job characteristics as predictors of work motivation and job satisfaction in bank managers. A purposive sample of 150 male managers from various banks of Rawalpindi city was drawn. Job diagnostic survey, work preference inventory, and job satisfaction subscale of Michigan organizational assessment questionnaire were used for measuring job characteristics, work motivation, and job satisfaction respectively. Zero order correlation revealed positive and significant relationship among various job characteristics, work motivation, and job satisfaction. Multiple regression analyses revealed that job characteristics constituted significant models for predicting intrinsic motivation, extrinsic motivation, and job satisfaction. Task identity turned out to be the most important positive predictor of job satisfaction and intrinsic motivation whereas extrinsic motivation was only predicted by feedback. The findings have been discussed and suggestions for future studies have been proposed.

**Keywords:** Job characteristics, Work motivation, Job satisfaction.

The concept of job characteristics model focuses on designing a job so that it motivates a person (Droar, 2006). Based it on job diagnostic survey, Hackman, Oldham, Janson, and Purdy (1976) developed this approach. Job characteristics are objective characteristics of jobs, particularly the degree to which jobs are designed so that they enhance the internal work motivation and the job satisfaction of job incumbents (Hackman & Oldham, 1974). The five core job features, which are task significance, task variety, task identity, autonomy and feedback, believed to positively correlate with job satisfaction and performance (Hunter, 2006). Skill variety is ostensible variety and intricacy of skills and talents required by a job to perform it (Buys, Olckers, & Schaap, 2007). Task identity requires from a worker to perform all the tasks necessary to complete the job from beginning to the end of the production process whereas the worker's feeling for his job that it is meaningful for his colleagues and organization

because of its impact upon them is termed as task significance (Hackman & Oldham, 1976). When the job provides its owner the freedom and power to exercise his own authority while taking the decision is the job feature of autonomy (Buys et al., 2007). When employee gets direct and clear information about his performance on his job it is known as feedback characteristic of job (Hunter, 2006).

The job characteristic model predicts that if the aforementioned job features are present in a job, the job incumbent will be more likely to have high internal work motivation, high quality and performance, high satisfaction with the work and low absenteeism and turnover (Gomez-Mejia, Balkin, & Cardy, 2005; Matteson, 2002). Accordingly, the current investigation was undertaken in order to see how various job features in the banking sector of Pakistan might have been influencing the motivation and job satisfaction levels of bank employees.

Luthans (1998) defines work motivation as a process which arouses, directs and maintains behavior and performance. Work motivation has further two main categories namely intrinsic and extrinsic motivation. Intrinsic motivation is the extent to which the employees are self-motivated to perform effectively on their jobs (Hunter, 2006), while extrinsic motivation is a drive to attain goals from external source (Weinstein, Woodruff & Awalt, 2001). Spector and Jex (1991) argued that theory of job characteristics should predict employees' motivation. In the same vein, based on a review of pertinent literature, Juhdi, Samah and Saad (2007) found that job characteristics contribute to motivation, satisfaction and effectiveness.

Job satisfaction is another important outcome produced by job characteristics model. Job satisfaction is defined as the extent to which people like (satisfaction) or dislike (dissatisfaction) their jobs (Spector, 1997). Various studies provide an empirical evidence of the positive relationship between different job characteristics and job satisfaction. For instance, Recognition for good work (i.e., feedback) was found to be an important factor for satisfaction in commercial banks (Matubber & Miah, 2001). A recent study by Yen, Yeh, and Lin (2007) has found that job satisfaction can significantly be enhanced by enriching the job and job characteristics model provides one of the best methods of job enrichment. In the same vein, Hunter (2006) proposed that four job characteristics (task significance, task variety, task identity and feedback) served as significant positive predictors of job satisfaction. In lieu with the aforementioned literature, the present study hypothesized job characteristics as predictors of work motivation and job satisfaction.

### Method

#### **Sample:**

A purposive sample of  $N = 150$  male bank managers was drawn from banks in Rawalpindi city. Managers from different

departments in banks were either unit heads or branch managers. The age range of the sample was 25 to 58 years ( $M = 37.36$ ,  $SD = 9.37$ ). The educational baseline of the sample was graduation. The minimum job experience of the managers was 3 years.

#### **Instruments:**

**Job diagnostic survey (JDS):** Hackamn and Oldham (1976) developed a self report instrument to measure the five core job features of job characteristics model. The questionnaire consists of 23 items, and items were scored on 5 point Likert type scale. The 5 subscales pertaining to 5 job characteristics were scored in accordance with the standard scoring of job diagnostic survey. JDS has been found to be a reliable measure of job characteristics as the alpha coefficient reliability of the scale was reported 0.76 (Abdullah, 2004); the coefficient alpha for the job characteristics ranged from .59 to .78 (Scott, Swortzel, & Taylor, 2005).

**Work Preference Inventory (WPI):** It was developed by Amabile, Hill, Hennessey, and Tighe (1994). It was designed as a distinct, clear measure to assess the individual differences to the extent to which adults perceive themselves to be intrinsically and extrinsically motivated towards what they do (Amabile et al., 1994). WPI contains 30 items which constitute its two primary subscales namely intrinsic motivation and extrinsic motivation. It is scored on a four point Likert type scale format. Item nos. 1, 9, 14, 16, and 22 were reverse scored. High Scores on each sub-scale of WPI suggests that person has high level of corresponding type of motivation and vice versa. Intrinsic and extrinsic motivation evaluated by WPI demonstrates good short-term test-retest reliability (for periods up to 6 months) and good longer term stability (for periods over 6 months and across major life transitions. The test-retest reliability for two primary scales i.e. intrinsic and extrinsic motivation scale was .89 and .80 respectively.

**Job satisfaction subscale:** Job satisfaction was measured by using a three item job satisfaction sub-scale of Michigan Organizational Assessment Questionnaire (Camman, Fichman, Henkins, & Klesh, 1979). It was 6 point Likert scale where high scores indicate higher levels of job satisfaction and vice versa. Internal consistency reliability of this scale is .77 (Cammann et al., 1979) whereas Grandey (2003) have reported even higher alpha reliability coefficient of .93 for the subscale.

**Procedure:**

Managers of various banks in Rawalpindi city were personally contacted by the researcher and explained them about the nature and objectives. Before presenting them the questionnaires of the present study, informed consent of the participants was taken and they signed consent letter. They were assured that their information would not be leaked out. Specific instructions regarding filling of questionnaires were written in the beginning of each questionnaire which clearly directed the respondents as how to fill the

questionnaires. Maximum time of questionnaires administration was 30 minutes and minimum time limit was 20 minutes. They were thanked for their participation in the study.

**Results**

Statistical analyses of the data of the current study revealed a definite pattern of correlations among job characteristics, work motivation, and job satisfaction (see Table 1). All job characteristics were found to be significant and positive correlate of intrinsic motivation. Skill variety, task significance, and task identity were significantly and positively related to job satisfaction. Task identity and feedback were significant and positive correlates of extrinsic motivation.

The multiple regression in Table 2 indicated that the model comprising of job characteristics was statistically significant in predicting job satisfaction  $\{F(5, 144) = 5.90, p < .001\}$ . Skill variety and task identity were significant and positive predictors of job satisfaction whereas feedback was the only negative predictor of the same.

Table 1. **Correlation between Job Characteristics, Work Motivation, and Job Satisfaction (N = 150)**

No	V	M	SD	$\alpha$	1	2	3	4	5	6	7	8
1	SV	3.15	.47	.61	—	.28**	.44***	.43***	.42***	.32***	.17*	-.03
2	TI	3.30	.61	.63	—	—	.14	.46***	.40***	.29***	.38***	.18*
3	TS	3.34	.56	.66	—	—	—	.39***	.37***	.22**	.20*	.04
4	AU	3.228	.64	.69	—	—	—	—	.48***	.11	.22**	.11
5	FB	3.29	.50	.59	—	—	—	—	—	.06	.26**	.20*
6	JS	13.24	3.07	.78	—	—	—	—	—	—	.31***	.19*
7	IM	47.08	4.75	.73	—	—	—	—	—	—	—	.40***
8	EM	44.30	4.53	.75	—	—	—	—	—	—	—	—

\* $p < 0.05$ , \*\* $p < 0.01$ , \*\*\* $p < 0.001$

Note: Please read V as variable, SV as skill variety, TI as task identity, TS as task significance, AU as autonomy, FB as feedback, IM as intrinsic motivation, EM as extrinsic motivation, JS as job satisfaction

**Table 2. Multiple Regression Analysis for Predicting Job Satisfaction (N=150)**

Variables	B	SEB	$\hat{a}$	R <sup>2</sup>	F
Constant	4.83	1.99			
Skill Variety	1.88	0.58	.29**		
Task Identity	1.63	0.44	.33***		
Task Significance	0.93	0.48	.17	.19	6.97***
Autonomy	-0.71	0.46	-.15		
Feedback	-1.13	0.55	-.19*		

\*p<0.05, \*\*p<0.01, \*\*\*p<0.001.

As far as work motivation was concerned, the model comprising of five job characteristics for predicting intrinsic motivation (see Table 3) was again statistically significant { $F(5, 144) = 6.97, p < .001$ }. Task identity was the only significant and positive predictor of intrinsic motivation. In case of extrinsic motivation, the model again turned out to be significant { $F(5, 144) = 2.33, p < .05$ }. Feedback was the only significant and positive predictor of extrinsic motivation.

**Table 3. Multiple Regression Analysis for Predicting Intrinsic Motivation (N = 150)**

Variables	B	SEB	$\hat{a}$	R <sup>2</sup>	F
Constant	32.6	3.13			
Skill Variety	-0.01	0.92	0		
Task Identity	2.6	0.69	.33***		
Task Significance	1.11	0.76	0.13	.17	5.90***
Autonomy	-0.24	0.72	-0.03		
Feedback	0.9	0.88	0.09		

\*\*\*p<0.001.

**Table 4. Multiple Regression Analysis for Predicting Extrinsic Motivation (N = 150)**

Variables	B	SEB	$\hat{a}$	R <sup>2</sup>	F
Constant	39.25	3.15			
Skill Variety	-1.65	0.92	-.17		
Task Identity	1.06	0.69	.14		
Task Significance	0.13	0.76	.02	.08	2.33*
Autonomy	0.12	0.73	.02		
Feedback	1.80	0.88	.20*		

\*p<0.05.

### Discussion

Overall, the results of the present study were in tune with the previous research as the job characteristics were successful in predicting job satisfaction, intrinsic motivation, and extrinsic motivation. The unique

contribution of the current study, however, was that it incorporated both of the affective outcomes proposed by job characteristics model. Task identity was found to be the most important predictor of job satisfaction. The finding is quite justifiable as task identity is the extent to which employees do an entire piece of work (instead of small parts) and can clearly identify the results of their effort (Sims, Szilgyi, & Keller, 1976). This leads to the psychological state of experienced meaningfulness of work which in turn determines one's level of job satisfaction. This finding is harmonious with that of a recent study by Hoonaker, Alexandre, and Pascale (2004) who found job characteristic model as a significant model predicting job satisfaction with task identity explaining the largest amount of variance in job satisfaction. Likewise, Yen-Ju, Yeh, and Lin (2007) found that the more enriched the job, the greater the job satisfaction and less intention to leave the job. Another important finding in this regard pertains to feedback which turned out to be a negative and significant predictor of job satisfaction. This may appear to be contrary to the pertinent literature, but the finding can be explained in terms of the indigenous conception of feedback in Pakistani work milieu. Feedback may be conceived as interference of boss in one's job responsibilities or it may have been conceived in terms of the criticism of boss on one's job performance both of which are more prevalent in our work settings as compared to positive reinforcement and appreciation of subordinate's work.

The success of job characteristics in predicting intrinsic motivation is again an empirically as well as theoretically supported finding (see Table 3). Theory (e.g. Job Characteristics Theory) as well as empirical studies (e.g. Fried & Ferris 1987; Hackman & Oldham 1976) reveals that intrinsic motivation is primarily related to work content variables. Task autonomy again comes out to be the significant predictor. This is in tune with a relatively recent theoretical development in the

field of cognitive psychology i.e., cognitive evaluation theory (CET) assumes the same that people have a psychological need for competence and self-determination (Ryan & Deci 2000). This competence and self-determination can best be achieved when the job is high in task identity as it would not only yield greater sense of responsibility in the job incumbent but also a need for self-development to better cope with his/her job demands. This in turn leads to higher levels of intrinsic motivation as CET asserts that underlying intrinsic motivation are the psychological needs for autonomy and competence.

The job characteristics were also successful in demonstrating a statistically significant predictive model of extrinsic motivation (see Table 4). A closer scrutiny of the results, however, revealed that the job characteristics were only able to explain 8% of the variance on extrinsic motivation in comparison with 17% in case of intrinsic motivation. Furthermore, this model was significant at  $p < .05$  in contrast to the model explaining intrinsic motivation ( $p < .001$ ). This explains that job characteristics are more pertinent in terms of intrinsic motivation as compared to extrinsic motivation as espoused by job characteristics model (Hackman & Oldham 1976). Feedback turned out to be the only significant predictor of extrinsic motivation. The finding can be explained in terms of the nature of job characteristics. The elements of the job that make one's work more challenging and worthwhile primarily determines one's intrinsic work motivation (Jansen, de Jonge, & Bakker, 1999). Skill variety, task identity, task significance, and autonomy are the job characteristics which render one's job more challenging and personally meaningful. Consequently, these factors should leave to intrinsic motivation whereas feedback should be a predictor of extrinsic motivation.

The study has demonstrated the predictive validity of job characteristics in

relation to work motivation and job satisfaction and was consistent with Parker, Wall, and Corderly (2001) review of the literature pertaining to job characteristics model who reported that the collective effects of the core job characteristics on affective responses (satisfaction and motivation) have been largely supported, but those for behavior (i.e. work performance, turnover and absence) less consistently. Second, the more particular features of the model remain unproven. For example, the specified links between the job characteristics and the critical psychological states have not been confirmed. Future research should, therefore, incorporate critical psychological state in predicting behavioral outcomes.

### References

- Abdullah, N. N. (2004). *Job satisfaction in relation to work motivation among sales representatives*. Unpublished masters dissertation, Quaid-e-Azam University, Islamabad.
- Amabile, T.M., Hill, K. G., Hennessey, B. A., & Tighe, E. M. (1994). The Work Preference Inventory: Assessing intrinsic and extrinsic motivational orientations. *Journal of Personality and Social Psychology*, 66, 950-967.
- Buys, M.A., Olckers, C., & Schaap, P. (2007). The construct validity of the revised job diagnostic survey. *South African Journal of Business Management*, 38, 33-40.
- Camman, C., Fichman, M., Henkins, D., & Klesh, J. (1979). *The Michigan Organizational Questionnaire*. Unpublished manuscript, University of Michigan, Ann Arbor.
- Droar, D. (2006). *The Job characteristics model*. Retrieved May 1, 2009, from [http://www.arrod.co.uk/archive/concept\\_job\\_characteristics.php](http://www.arrod.co.uk/archive/concept_job_characteristics.php).
- Fried, Y., & Ferris, G. R. (1987). The validity of the job characteristics model: a review and meta-analysis. *Personnel Psychology*, 40, 287 – 322.
- Gomez-Mejia, R.L., Balkin, B.D., & Cardy L.R. (2005). *Management* (2nd ed.). New York: McGraw-Hill Irwin.

- Grandey, A. A. (2003). When the show must go on: Surface and deep acting as predictors of emotional exhaustion and peer-rated service delivery. *Academy of Management Journal*, 46, 86-96.
- Hackman, J.R. & Oldham, G.R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16, 250-279.
- Hackman, J.R., & Oldham, G.R. (1974). *The job diagnostic survey: an instrument for the diagnosis of jobs and the evaluation of job redesign projects* (Technical Report No. AD0779828). Connecticut, New Haven: Yale University New Haven.
- Hackman, J.R., Oldham, G.R., Janson, R. & Purdy, K. (1975). A new strategy for job enrichment. *California Management Review*, 17, 57-71.
- Hoonakker, P., Alexandre, M., & Pascale, C. (2004). The relation between job characteristics and quality of working life: The role of task identity to explain gender and job type differences. *Human Factors and ergonomics Society Annual Meeting Proceedings, Macroergonomics*, 1571-1575.
- Hunter E.P. (2006). *Viability of the job characteristics model in a team environment: Prediction of job satisfaction and potential moderators*. Unpublished doctoral dissertation. University of North Texas, Texas.
- Jansen, P. M., de Jonge, J., & Bakker, A. B. (1999). Specific determinants of intrinsic work motivation, burnout and turnover intention: a study among nurses. *Journal of Advanced Nursing*, 29, 1360-1369.
- Juhdi, N., Samah, A. J., & Saad, H. S. (2007). Use of technology, job characteristics and work outcomes: A case of UNITAR instructors. *International Review of Business Research Papers*, 3, 184 – 203.
- Luthans, F. (1998). *Organisational behaviour* (8th ed.). Boston: Irwin McGraw-Hill.
- Matteson, I. (2002). *Organizational behavior and management*. (6th ed.). NY: McGraw Hill Irwin.
- Matubber, A.A., & Miah, K.M. (2001). A comparative study of job satisfaction of the Islami Bank and the Conventional Bank employees in Bangladesh. *Journal of Behavioural Sciences*, 12, 19-32.
- Parker, S. K, Wall, T. D., & Corderly, J. L. (2001). Future work design research and practice: Towards an elaborated model of work design. *Journal of Occupational and Organizational Psychology*, 74, 413 – 440.
- Ryan, R., & Deci, E. (2000). Self-Determination theory and the facilitation of intrinsic motivation, social development and well-being. *American Psychologist*, 55, 68-78.
- Scott, M., Swortzel, K. A., & Taylor, W. N. (2005). Extension agents' perceptions of fundamental job characteristics and their level of job satisfaction. *Journal of Southern Agricultural Education Research*, 55, 88-101.
- Sims, H. P., Szilgyi, A. D., & Keller, R. T. (1976). The measurement of job characteristics. *Academy of Management Journal*, 19, 195-212.
- Spector, P.E. (1997). *Job Satisfaction: Application, assessment, causes, and consequences*. Retrieved May 2, 2009, from <http://search.barnesandnoble.com/Job-Satisfaction/Spector-Paul-E/e/9780761989233>.
- Spector, P.E., & Jex, S.M. (1991). Relation of job characteristics from multiple data sources with employees affect, absence, turnover intentions and health. *Journal of Applied Psychology*, 76, 50-51.
- Weinstein, C.E., Woodruff, A.L. & Awalt, C. (2001). *What is internal motivation?* Retrieved May 3, 2009, from [http://www.hhpublishing.com/\\_onlinecourses/study\\_strategies/BSL/motivation/H5.html](http://www.hhpublishing.com/_onlinecourses/study_strategies/BSL/motivation/H5.html)
- Yen-Ju, L. B., Yeh, C.Y., & Lin, H.W. (2007). The influence of job characteristics on job outcomes of pharmacists in hospital, clinic, and community pharmacies. *Journal of Medical System*, 31, 224-229.

Received: September 01, 2009

Revision received: March 12, 2010

Accepted: May 11, 2010

**Rabia Hadi**, Fatima Jinnah Women University, Rawalpindi, Pakistan

**Adnan Adil**, Lecturer, Department of Behavioral Sciences, Fatima Jinnah Women University, Rawalpindi, Pakistan. Email: [livespirit786@yahoo.com](mailto:livespirit786@yahoo.com)