

Job characteristics Model and job Satisfaction

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Abstract

The present study investigated a complete relationship between job characteristics as antecedent of job satisfaction in banking sector employees. A constructive sample of 100 employees from different banks of Lahore was used. Job diagnostic survey, Katz and Mennen's Loci work satisfaction, and job satisfaction questionnaire were used for measuring job characteristics, and job satisfaction respectively. Positive and significant relationship among various job characteristics and job satisfaction is easily predictable with the help of Regression Analysis. Linear regression analyses revealed that job characteristics and factors for extrinsic and intrinsic satisfaction has been significantly affecting job satisfaction. Thorough analysis revealed that Task identity is the highly significant and positive predictor of job satisfaction. Intrinsic and extrinsic factors were also used to predict job satisfaction. The results have been discussed separately and suggestions or recommendations for future research have been presented in conclusions

Keywords: Job characteristics, Job Satisfaction, Work motivation

Introduction

It is clear and self-evident that growth of any organization depends heavily on efficient utilization of its human resource. It is a unanimous belief of management practitioners that human resources ignite the efficiency of other resource. Therefore it is necessary for the successful operations of organization that its human resource must be the superb one. This is because organizational employees are totally dependable for the accomplishment of organizational goals and strategic plans. In the light of above discussion it is mandatory for the managers that they should show concern on issues and problems faced by employees in organizations.

It is said by Herzberg that job itself contains certain elements causing motivation. Herzberg (1966) sets a foundational base for the other management practitioners to analyze the effect of influencing

factors on different work outcomes. Previous work on research in job satisfaction sets the evidence that the way that design of jobs counts for outcomes that are significant to both the workers and to employers.

(Campion and Thayer, 1985) jobs can be manifested in such a way that it causes acceleration in production capacity, reducing physical stress, or with an objective on maximize the extent to which they are motivating to the employee.

Job design or Job enlargement theories are considered to be derived from job characteristic theories that were premeditated by Turner and Lawrence (1965) and J.R. Hackam and Oldham the nonexistence of some core job characteristics will lessen the level of job satisfaction and level of internal motivation when an employee's growth need strength is high. But In less developed countries like Pakistan situation is different due to socio economic differences, private sector firms are experiencing dwindling situations and slow growth rate. This research study tried to measure the effect of core job characteristics on the job satisfaction of baking staff that performed more repetitive work. Now we will look at definition of job satisfaction according to different authors and researchers

Job satisfaction can be referred as the amount of fulfillment and happiness that an employee gets from its job. Job satisfactions will the ultimate output of your job when you are sincere with your job and on the other side there will be an opposite situation if you are not in a comfort with your placement.

Job Satisfaction is the widely researched topic that has been thoroughly studied by most of researchers that's why he get so much importance in organizational settings. Latham (1976) come up with a new definition of job satisfaction as when an employee gets appraisal from his job in a positive manner from its immediate boss or others the emotions that develop at that time is referred as job satisfaction. Job satisfaction is the outcome that up to what amount an employee's work is considered as important and meaningful. Mitchell and Lassen, 1987, there is a general consensus that job satisfaction is more deliberately researched topic . While Luthen 1998 suggested important parameters related to job satisfaction.

1. It is only a silent response from an employee to a specific job that can't be tangible but intangible only.
2. It is only a comparison between generated output of a job and your perceptions.
3. It portray behavioral component of a person which are most affectively impacting employee responses towards job characteristics.

Edwin A. Locke's presents his views in "Range of Affect Theory 1976" The most pinching principle in this is presented as " It is most probably the contrast between ones expectations from his job and what in actual his work contains" Previous researches in management literature generate theories which contributed towards satisfaction of an employee and motivational factors in working environment. Judge (2005) Numerous researchers highlighted those views which are giving room or inclined towards concerns of employees with their job and proposed a link between what they are demanding from job and what they are expecting Cranny (1992), proposes that employee is satisfied when its job contains a variety of diverse attributes. Hence it can be deduced that satisfaction of employees describes ones overall touching response to the job and factors attached with work

whereas the underlying depth of job satisfaction comes in contact with relevant aspects of the job and the whole of organizational background.

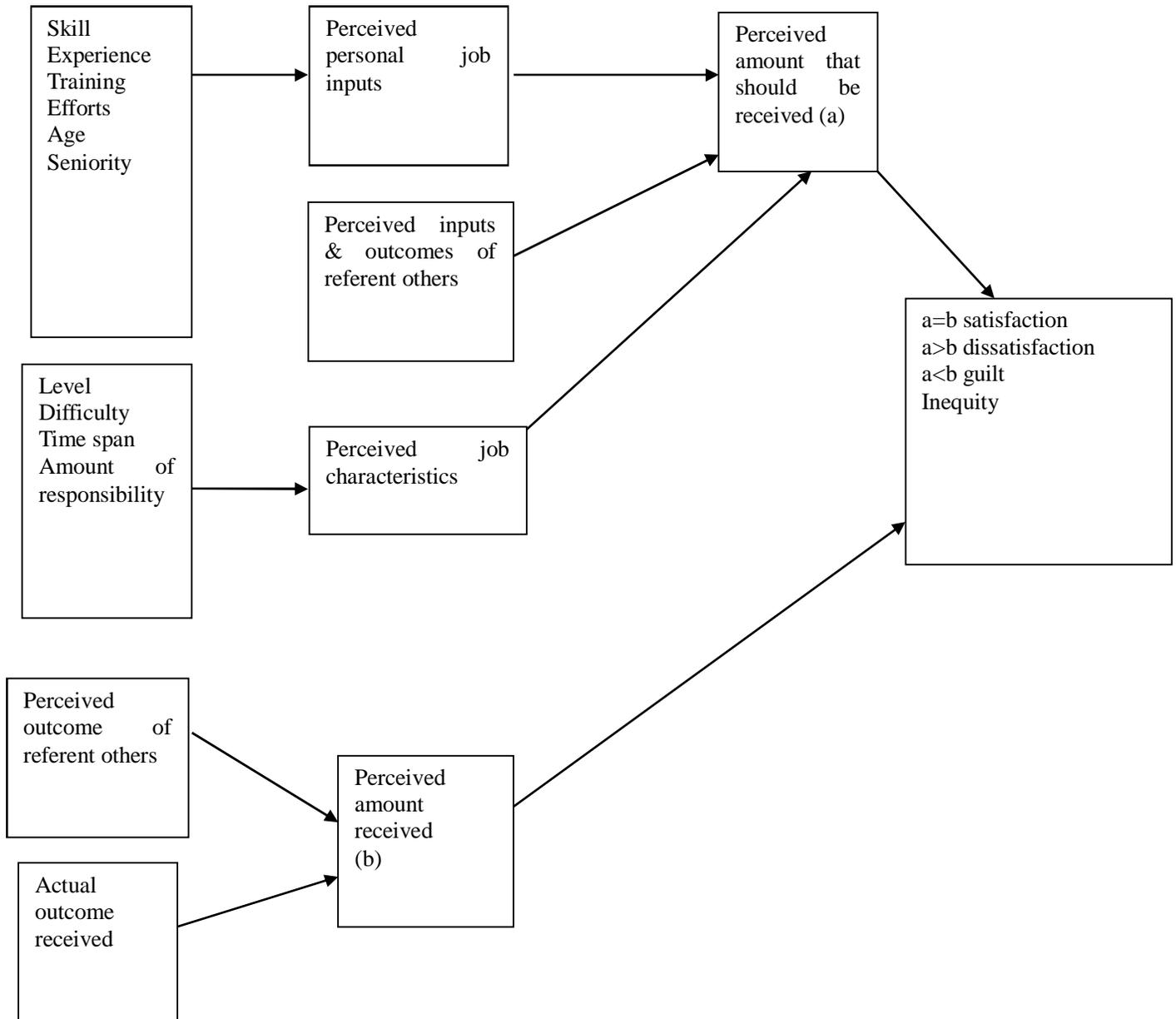
Greasley (2005) emphasize the importance of job satisfaction for an employee by suggesting that it has been the sole thought that is widely in research for a particular reason, and because of its vital importance in the success of organizational performance.

A number of management “gurus” and research scholars gives a stress on the substantial impact of the on mediating role of satisfaction of employee on performance of organization and as much as on customer satisfaction (Chen 2006). On the other side, Makin and cooper (1999) points out three fractions that counts for satisfaction of employee: they are characteristics related to organization, task factors embedded in job, and characteristics at individual level

Extending the work of Rousseau’s Ghaghara 1978 pointed out that the organizational characteristics and the factors in context of job can be attributed as factors in job satisfaction directly related to work, while individual characteristics can be referred as factors other than work factors of job satisfaction.

Many things are required to get satisfaction in life but satisfaction is on part of it. Job is get influenced by the environment and it had an impact on overall job and life satisfaction. There is an model of facet of job satisfaction which will help the reader to create understanding for job satisfaction later on in this study understanding is developed towards job satisfaction and Job characteristics. After three decades have been passed but even no effort have been made for the applicability of this model in Pakistan, my work is concerned with initiation of doing a research on job characteristics and satisfaction of an employee in banking sector of Pakistan

A Schematic diagram of Job Satisfaction



Problem Statement

Job content factors and Job context factors are involved in increasing job satisfaction. It is said that among all these factors job characteristics could be more instrumental than others. Because when work itself is not interesting for an employee then it is tricky to satisfy employees for a long time with monetary rewards only.

Herzberg (1966), Tuner and Lawrence (1965) and Hackamn and Oldham(1978) tried to establish a connection between certain content factors and job satisfaction and employee motivation by doing an analysis of different group of employees. This study attempts to analyze the influence of job characteristics on job satisfaction of banking staff in Lahore. The following statement shows the problem of the study.

To Establish a considerable and positive relationship among characteristics related to job and satisfaction of employees regarding their jobs in the private banking sector in Lahore city?

Significance of the Study

The potential positive relationship between job characteristics and job satisfaction identified many research studies. Identifying real satisfiers of bank staff who perform more routine work has been an important area of investigation. In the view point of (Hoch and Dulebohn 2012) Although some antecedents of job satisfaction such as rewards (Greenberg and Baron,1987), individual characteristics (Bauman,1990), leadership (Wayne, Shore,Bommer & Tetrick, 2002), and organizational Attributes (Rhoades & Eisenberger, 2002) have been thoroughly investigated, On the other hand, Aloysius points out that some of the

studies, Hackham and Oldham, (1976), Panzano & Seffrin,(2003) Lawrence(2001) Samad(2006), Jansen and others(1995), Dore(2005), Hoonakker and others, Cornelißen(2006), Voydanoff(1980), Ünuvar(2006) have studied the impact of job characteristics on job satisfaction. Research exploring job characteristics influences upon job satisfaction in the private banks in Lahore city is needed so as to fill the gap that has not been filled by researchers.

Literature Review**Job Satisfaction**

Several researchers in management science literature uses pole apart approaches in creating a comprehensive and deliberate definition of job satisfaction. Among them the most popular and most worthy definitions about job satisfaction are analyzed in the upcoming text as follows. Later on in the literature review a review of job characteristics is also done and then finally our discussion is funneled towards vibrant relationship among job characteristics and job satisfaction in the views of various authors.

Hoppock, 1935 defined satisfaction of an employee as a “ Amalgamation of set of three factors one is related to human physical appearance, second with human mental model or makeup and the third relates to the external factors which impacts both of the former ones. By fortifying this approach we can say that employee job satisfaction is sensitive to different factors, but apparently it looks like something that is in relation with the “inner” of the employee.

Victor Vroom in his attempt to elaborate job satisfaction stick to the concept of “activity” that an employee performs in the work place. He referred it as something that an employee gets by maintain a solidified relationship with roles and duties which he is doing on his job(Vroom, 1964).

(Spector and santos 1965) It is only people preferences that create satisfaction or vice versa. It’s all about what type of responses are generated or comes back to an employee during execution of his job. So we can deduce that satisfaction or dissatisfaction about a job in any work setting can never be underestimated. Job satisfaction presents a mixture of positive or negative feelings that workers attributed with their work. Job satisfaction represents the extent to which expectations are match the real awards. Spector 1986 says that Job satisfaction is in a close connection with individual’s behavior in the work place (Davis et al.,1985).

The sense of achievement and success that a worker derived from its job is attributed as satisfaction from a job. The key item that brings gratitude, income, back-up, and the accomplishment of other goals that in turn paved the path for a feeling of realization is job satisfaction (Kaliski, 2007).

We can also define job satisfaction as the degree to which a worker is cultivating the rewards out of his or her job, particularly in terms of intrinsic motivation (Statt, 2004).

The word job satisfaction gives an indication towards the mind-set and way of thinking people have about their work. Favorable and unfavorable things attached with the job indicate job satisfaction and job dissatisfaction respectively.(Armstrong,

2006). A total metric of stance and viewpoint that people have about their current job is termed as job satisfaction. Level of Degree of job satisfaction is set in two different extremes.

Employees cling to several attitudes as a whole with their jobs specifically they can have attitudes about various elements of their jobs such as the nature of work they perform, association with colleagues, supervisors or subordinates and the monetary reward they get in return for their jobs (Locke et al., 1976).

Satisfaction from a job is a compound concept which correlates not a unique variable to different people. Job satisfaction apparently to be linked with motivation, but the chemistry of this relationship is vivid. Satisfaction and motivation are two different things. Job satisfaction is found to be more leaning towards attitude. It could also be associated with own feelings of achievement, either we are able to quantify it or not (Mullins, 2005).

Aziri, in 2008 comes to the point that it is sensible to infer that satisfaction resulting from a job is the output of the employees perception about the job that enables the substance and mental needs

Main factor which is accounted for as one of the several factors when we are discussing about competence and value of employees is job satisfaction. The emerging managerial pattern shift insists that employees first should be framed as humans that have their own desires and needs is a crucial pointer for the significance of job satisfaction. When we are critically reviewing job satisfaction we can easily establish a relation that if a employee is happy it is satisfied

employee and a successful employee is a happy employee.

Job satisfaction and Job characteristics

The revolutionary works in Job Characteristics Model is done by Herzberg (1966), Turner and Lawrence (1965), Blood and Hulin (1967) and Hulin and Blood (1968), all of them studied the connection among certain objective attributes of jobs and employees' responses to their work. The finding of these researches used by Hackam and Oldham to develop the theory that the job itself should be crafted in such a way that it comprises essential characteristics required to generate high level of work motivation, fulfillment and performance.

A lot of previous empirical studies inveterate job characteristics has a substantial influence on job satisfaction. Shanthakumary (1998) confirmed well-built constructive correlation between objective job characteristics and job satisfaction among school teachers in Colombo district when their growth need was high.

(Baruch and Winkelmann–Gleed 2002)

(Baruch and Winkelmann–Gleed 2002) aspect of job satisfaction were found to be strongly related to perceived task characteristics.

(Clark, Oswald et al. 1996) confirmed in their study that job characteristics and individual characteristics are related to job satisfaction.

Hadi and Adil (2009) job satisfaction is greatly affected to a degree by job characteristics, his study revealed a definite strong interconnection among job characteristics and job satisfaction.

Voydanoff (1987) explored the bond between apparent job characteristics and overall job satisfaction among employed males and females. The results indicate similar pattern of relationships between both for demonstrating that they need unified job characteristics to be satisfied with their jobs Hackam and Oldham (1976) suggested that a job characteristic, such as skill variety, task identity, autonomy, and feedback brings motivation in employees about their job performance. “In order to create high Job satisfaction all elements of job characteristics must exist in work settings” this was the basic premise of Job characteristic theory also it helpful in reducing employee turnover and absenteeism. Hackam and Oldham (1980) measured how job characteristics flares up employee satisfaction, enthusiasm, and performance.

Skill variety: Buys, Olckers, & Schaap in 2007 finds out that it is the variety and complexity that is apparently seems to be convolution of skill and talent required by a job to execute it..In other words it is the extent up to which a job demands a number of various behaviors in performing the work; it involves the usage of a set of different skills and traits of the person for purposeful accomplishment. For the sake of example, low skill variety dominates when a worker is performing the same tasks cyclically. When such routine and standardized work environments are in a contrast with other job environments that are texted with multivariate tasks that involves many different skills and talents to perform work, then in this scenario significance of skill

variety as job characteristic is signified. Higher the involvement of skills the more meaningful is the job

Task identity is the level up to which a job requires accomplishment of Full and considerable part of work from starting to end that brings a viable outcome (Hackamn & Oldham, 1980). Let's say one company redefines its customer service centers in a manner that when a customer call is received an employee is fully responsible for the all faces of the problem. As a result customer problems are now solved more effectively.

Task significance If the amount of task that an employee is performing has a significant impact on the life of employee and on the lives of others then this is known as task significance. Meaningfulness of a job is more if it is of same importance to others like to the performer for the same reason being. For instance, a employee feels more fulfillments when his work has a major contribution in preventing his company from real threats when he is trained to do so. In the previous example, the customer center employee's task has long lasting impact because it impacts customer considerably.

Autonomy If a employee has freedom, independence in setting up the work and in the selection of procedures with the help of whom he has to carry out his work, then this is known as Autonomy. The greater the autonomy greater will be the feeling of self responsibility. (Narang and Dwivedi 2010) perceived autonomy is among many a single variable that may caused to influence job satisfaction.

Feedback when a worker is getting clear and direct information about the

effectiveness of work activities he is performing regarding his performance then this type of communication is known as Feedback. Feedback is motivating in intrinsic terms because it remind employees about performance of their own and about overall knowledge. (Spreitzer, Kizilos et al. 1997)

Most of the researchers emphasize that efforts to reduce uncertainty seeking feedback proactively legitimizing the acceptability of their performance is a valuable resource both at individual and organizational level.

The basic idea in the research on the impacts of job circumstances on job satisfaction is that the employees on the individual level make a comparison between what they are actually receiving and what really they should get (Jex, 2002). For example, if salary of an employee is 30000 RS and he believes that he is paid less against his services then dissatisfaction comes otherwise in the opposite case he is satisfied. (ÜNÜVAR 2006) "the special assortment of tasks in such a way that execute jobs" could be referred as job design. It has been realized by managers that job design has benchmark significance. The phenomenon of job design is not a matter of one day it evolves over the period of time.

(Kansas 1982) done a contributory work that they have developed operational measures of the job. They development of task attributes and their assumed positive relation with job satisfaction was also their contribution. On the basis of this they also have developed index on task attributes.

(Hirst, Budhwar et al. 2008) analyze systematic relationships of three

factors on a single quantity namely attainment, motivation and job characteristics on job satisfaction among employees of a IT company. The results of analytical study indicate that task identity, professionalism, feedback, autonomy and significance are job characteristics of Information technology company employees. It was also revealed that Job characteristics have a significant impact on job satisfaction of employees and both have a positive correlation in them. It is matter of special interest that either employees work motivation is high or low, those workers which are high on job characteristics have ultimately high job satisfaction. Jobs having embedded features of feedback and autonomy can cause high job satisfaction among employees.

(Zimolong and Elke 2006) pointed out that job characteristics model emphasize on the creation of job so that it motivates a person in performing his task and duties. On the basis of job diagnostic survey Hackham and Oldham developed this approach.

We can inferred it as Job characteristics which are included in jobs are the most objective things to be included in jobs, Specifically the extent to which jobs are structured so that the built-in work motivation and the job satisfaction of job holders can be enhanced (Hackamn& Oldham, 1974). Hunter, 2006 the quantified basic five core job features, these were the same as pointed out by Hackham and Oldham are supposed to be in positive correlation with two other measures one is job satisfaction and the other one is performance.

Locke in 1976 finds out that job

characteristics model gives a prediction that if the abovementioned elements are present in a job then the employee will be more likely to feel high internal work motivation, high quality and performance, high happiness with the work and low non-attendance and turnover(Gomez-Mejia, Balkin, & Cardy, 2005;Matteson, 2002).

Another important outcome produced by job characteristics model is termed as job satisfaction.

Previous studies confirm by supporting the substantiation of the positive relationship between different objective job characteristics and job satisfaction. Matubber & Miah, 2001 for example, acknowledgment for good quality work (feedback) to the employee was found to be an crucial factor for satisfaction in private and commercial banks.

Yen, Yeh, and Lin (2007) has found that job satisfaction can radically be improved by elevating the job characteristics model.

In a similar way lode, Hunter (2006) gives a proposition that four job characteristics (task significance, task variety, task identity and feedback) can be termed as noteworthy and positive determinentials of job satisfaction. In the light of the abovementioned literature, the present study is built on the hypothesized relation between job characteristics as detrimental of work motivation and job satisfaction

Purpose of the Study

The prime objective of this study is to scrutinize a relationship between job satisfaction and linkages with Job characteristics model means in order to

check is there any relation between them causes enhancement in growth and satisfaction, with a minor approach I want to see also that how extrinsic and intrinsic factors for satisfaction are in relation with job satisfaction . In order to carry out this I use job characteristics as independent variables and General satisfaction as dependant variable. This study aims to focus on finding the factors which cause more satisfaction in employees while performing their tasks, so that the job enrichments can be done in order to design their jobs with more simplicity and perfection. This study aims on making jobs of bank employees more interesting so that they are better able to complete their duties more properly and completely. Overall purpose of this study is to design and enrich job of employees in a new way so that they can perform routine work in a more differentiated way.

Independent Measures

This research has used five independent variables collectively known as the job characteristics. These are described in detail as under:

- ✓ Skill Variety
- ✓ Task Identity
- ✓ Task Significance

- ✓ Autonomy
- ✓ Feedback

Dependent Measure

General Satisfaction

This research emphasizes only on the one of the two aspects of job satisfaction: general satisfaction and growth satisfaction. The reason to select this aspect is because it is the most widely aspect of job satisfaction in job characteristics model research. General satisfaction is an aggregate of the overall amount up to which the employee is satisfied and happy with the job (Hackamn & Oldham, 1975).

Hypothesis Development

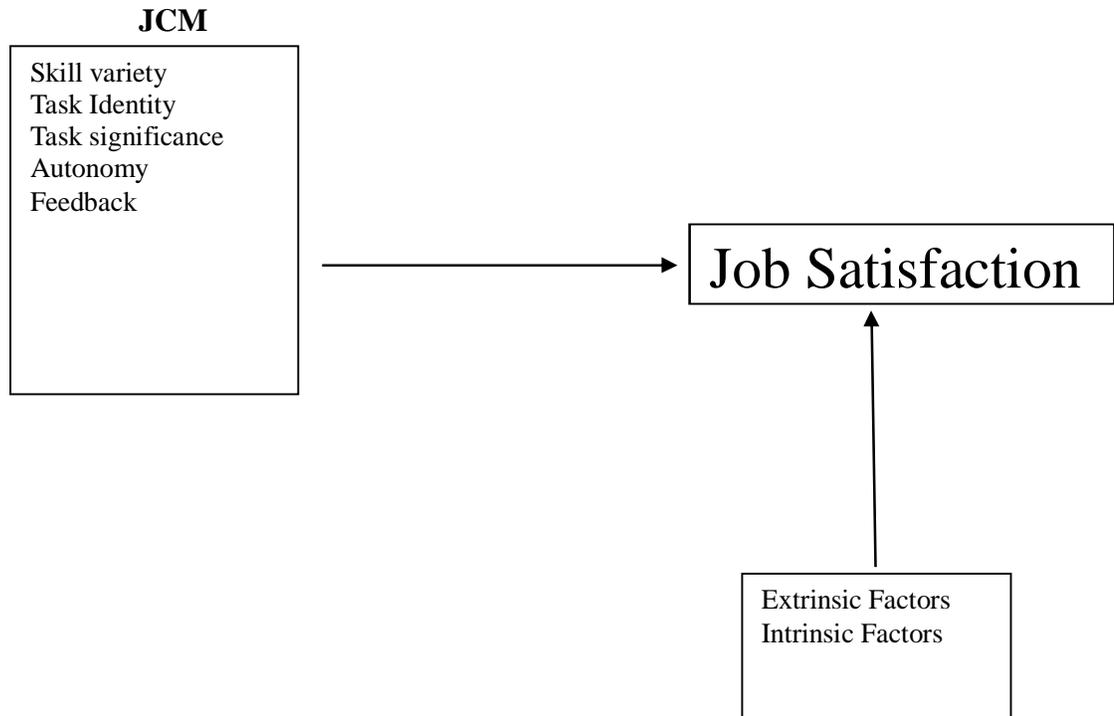
H0: There is not a significant and positive relationship among job characteristics and job Satisfaction

H1: There exists a significant and positive Relationship between Job characteristics Model and Job satisfaction.

H01: There is not a significant and positive relationship between extrinsic, intrinsic factors and job satisfaction

H2: There is a significant and positive relationship among job extrinsic, intrinsic factors and job satisfaction

Research Model



Research Methodology

Job diagnostic survey (JDS):

Structured questionnaire were used to collect data from respondents. Hackamn and Oldham (1976) developed a self-explanatory instrument to measure the five core job features of job characteristics model. The questionnaire consists of five question and each question is scored on 5 point Likert 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). Further I have adopted Katz and van Mennen's loci of work satisfaction. Questions regarding each variable are club for easiness.

Job Satisfaction Survey: A Questionnaire consisting of 12 Items Rated on 5 point likert type scale is used adapted from Jds to measure job satisfaction. It consists of two Categories of Questions one type is related to Intrinsic factors and the other one is extrinsic Factors. Relation between Job satisfaction and above mentioned two mentioned categories is also checked.

Analysis Technique: SPSS software was used to analyze the questionnaires a total sample of 100 employees is selected and from this an equal number of questionnaires have been filled up. Some of them are unit heads and some were managers. 80% questionnaires were found to be fit for the analysis.

Total analysis is consists of three stages means three different models have been run

in the analysis stage. First one is related to Job satisfaction and Job characteristics, Second and third is related to Job satisfaction and extrinsic and intrinsic factors for job satisfaction. These factors are selected on the basis of Herzberg theory of job satisfaction

Linear regression for each of above mentioned stage is run separately to measure the significance of each model, descriptive have also been found to tell about mean and standard deviation about each response. All models and results are in perfect twine with previous studies except few, all of these things are discussed in detail in results and discussion section of the paper.

Method: Employees of various banks in Lahore were contacted independently by the researcher and explained them about the nature and objectives. Before presenting them the questionnaires of the present study, informed verbal consent of the participants was taken. Instructions regarding how to fill the questionnaires were written in the beginning of each questionnaire which clearly set out the direction for respondents as how to fill the questionnaires. Continous assistance from the surveyor was provided to respondents when they are feeling any difficulty related to questions. In the end they were thanked for their participation in the study.

Results: Statistical Analysis of the study reveal that all job characteristics are in a perfect correlation with job satisfaction. Task identity, Skill variety, Task Significance, Autonomy and feedback are

positively and significantly related to job satisfaction. Analysis is done by running regression independently for each of the variable. In table you can see that the Overall model is significant and F-value is comes out to be 5.113 ,standard error of the

estimate is .747 which means more than 74 percent the overall variation in the dependent variable is caused by the independent ones.

Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	3.240	.318		10.186	.000	2.607	3.874
	Skill	.225	.092	.372	3.542	.001	.142	.508

Skill Variety

ANOVA ^b

Model	Sum of Squares	df	Mean Square	F	Sig.
Regression	9.584	1	9.584	12.542	.001 ^a
Residual	59.603	78	.764		
Total	69.188	79			

Regression Equation for skill Variety

Overall job satisfaction= Constant+.325Skillvariety+Standarderror

Task Identity**ANOVA ^b**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	4.653	1	4.653	7.545	.007 ^a
	Residual	48.097	78	.617		
	Total	52.750	79			

Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
		B	Std. Error	Beta			Lower Bound	Upper Bound
1	(Constant)	5.153	.384		13.409	.000	4.388	5.918
	identity	.268	.097	-.297	-2.747	.007	-.462	-.074

Regression equation=constant+.268task Identity + standard error

Task Significance**ANOVA ^b**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.102	1	8.102	15.635	.000 ^a
	Residual	39.898	77	.518		
	Total	48.000	78			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.485	.325		10.723	.000
	Autonomy	.175	.088	.221	1.992	.050

Regression Equation

Job satisfaction=constant+.175autonomy+standard error

Autonomy**ANOVA^b**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	3.098	1	3.098	3.969	.050 ^a
	Residual	60.092	77	.780		
	Total	63.190	78			

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.485	.325		10.723	.000
	Autonomy	.175	.088	.221	1.992	.050

Regression Equation

Job satisfaction=constant+.175autonomy+standard error

Feedback**ANOVA^b**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	6.128	1	6.128	7.544	.007 ^a
	Residual	63.360	78	.812		
	Total	69.488	79			

Coefficients

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.137	.378		8.298	.000
	Feedback	.268	.097	.297	2.747	.007

Regression Equation

Job satisfaction=constant+.268feedback+standard error

Regression Equation Explanation

If we closely scrutinize regression Analysis it is come to our knowledge that all of the job characteristics have a positive and significant impact on job satisfaction.

So from the above analysis we can make a conclusion that all job characteristics are in a positive and significant relationship with job satisfaction but their degree of impact varies most substantial characteristic is Task Identity, so we can infer that employees in banking sector demands more Identity in their work, bank job is standardized and formalized so there is a little room for skill variety also in case of task significance employees are not too much inclined.

The findings of this research are in a perfect twine with the previous findings, like 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 significant predictor of job satisfaction.

Job design for banking employees must be prioritize by putting Identity at the top and other factors comes in their respective orders.

Next part of our Analysis section is explaining findings related to extrinsic and intrinsic factors of job satisfaction, this will also goes in the same manner like that of previous one. Means in this part we are going to check to how much extent job satisfaction level varies if there is addition of extrinsic and intrinsic factors of job satisfaction

ANOVA ^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	13.969	5	2.794	5.871	.000 ^a
	Residual	34.740	73	.476		
	Total	48.709	78			

a. Predictors: (Constant), Work conditions , job security, pay, Coworkers, Supervision

b. Dependent Variable: Overall satisfaction with the job onpart of employee

From the above drawn table we can conclude that model comes out to be significant higher value than 3 indicates the (F=5.871) significance of model, means that variables comes out to be significantly affecting the dependent variable.

Coefficients^a

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	2.648	.781		3.389	.001	1.091	4.205
Pay	.197	.143	.146	1.377	.173	-.088	.482
job security	.154	.061	.264	2.532	.013	.033	.276
Supervision	-.196	.055	-.397	-3.602	.001	-.305	-.088
Coworkers	.171	.058	.306	2.963	.004	.056	.287
Work conditions	-.159	.081	-.197	-1.966	.053	-.320	.002

a. Dependent Variable: Overall satisfaction with the job on part of employee

Regression Equation

Jobsatisfaction=constant+.197pay+.154jobs ecurity+.171coworkers-.159conditions .196s upervision+Standard error

Above mentioned regression equation shows that all of the variables are in a significant relationship with job satisfaction but some are positively affecting the dependent variable while some of them are negatively. Such that in case of pay .197 variation is caused by it, job security held for .154

variation in the overall model,.171 by relationship with coworkers, supervision affecting significantly but in opposite direction and also work conditions in the same pattern.

Pay comes out to be the most significant factor for job satisfaction while relationship with coworkers and job security also turns out significant. Working conditions and supervision comes out to be negative predictors of job satisfaction.

Now last but not the least part of my analysis is intrinsic factors and job satisfaction

ANOVA ^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.738	3	12.579	10.920	.000 ^a
	Residual	85.249	74	1.152		
	Total	122.987	77			

a. Predictors: (Constant), Responsibility, recognition, achievement

b. Dependent Variable: Overall satisfaction with the job on part of employee

The respective table shows that model is significant and a higher F value shows that model is affected significantly by independent variables.

Coefficients ^a

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.294	.476		2.721	.008
	achievement	.515	.136	.371	3.786	.000
	Recognition	-.233	.199	-.114	-1.171	.245
	Responsibility	.479	.104	.449	4.598	.000

Regression Equation

Jobsatisfaction=constant+.515Achievment+.479Responsibility-.199Recognition+Standard error

In the above equation it is clearly mentioned that Achievement and Responsibility are comes out to be the positive and significant factors for job satisfaction while recognition comes out to be insignificantly affecting the dependent variable.

Conclusions and Recommendations

Overall the results of the study give strong evidence that job characteristics are helpful in predicting job satisfaction. The unique contribution of this study is that I incorporated both of the affective outcomes coming from job characteristic model and extrinsic and intrinsic factors suggested by Herzberg theory in predicting job satisfaction. If we closely scrutinize the results then we come to the point that Task Identity is the most significant characteristic in performing his task.

The result of this study can be explained in relation with the nature of objective job characteristics. Meaningful inclusion of Job characteristics in a person's job makes his job more interesting and Loveable.

Present study is successful in verifying the validity of the job characteristics model in determining job satisfaction. The study results are in perfect twine with literature review reporting the effects of job characteristics on job satisfaction but were inconsistent in determining behavioral outcomes. On the other side, the other prominent features of the model remain untestified. For example how job characteristics and the critical psychological states are interlinked have not been set. Potential research should, therefore makes its direction in predicting relationship between vital psychological states and behavioral outcomes.