



## Application of Job Characteristic Model for Employees of State Universities: An Empirical

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### ABSTRACT

The study intends to investigate the relationship between job satisfaction and commitment by incorporating a few important job dimensions from the JCM model. A sample of 117 employees of various state universities located in the state of West Bengal was selected using a convenient sampling method. The findings of the study reveal that job satisfaction can be well predicted by a set of job related explanatory variables. It is also observed that job commitment is strongly associated with job variety, autonomy, and the level of perceived stress. The level of supervision is not found to be significant in augmenting commitment of employees. An institution specific suitable HRM strategy needs to be formulated and effectively implemented to boost up the employee commitment.

**KEYWORDS :** Job Satisfaction, Job variety, Autonomy, Stress, Organizational Commitment

### Introduction

The famous management legendary Peter F. Drucker, in the mid 20<sup>th</sup> Century, has ardently emphasized that that employee motivation is the single reason that determines the success of an organization in the long run. Hackman and Oldham's Job Characteristics Model (JCM) was one of the most influential theories ever presented in the field of organizational psychology. It had served as the basis for diverse studies and job redesign interventions over the past two decades, and this research had been extensively reviewed. The vast majority of research supported the validity of the JCM, although criticisms and modifications had been labelled against it. Hackman and Oldham had developed the model by identifying psychological states important for job satisfaction and motivation. After that they went back towards to identify job characteristics that could elicit psychological states of the employees. Thus, the model was centred on the critical psychological states, and "the core job characteristics were identified to serve the critical psychological states".

### Literature Survey

The study of the association between job satisfaction and job performance is one of the most venerable research traditions in industrial-organizational psychology. This relationship has been described as the "Holy Grail" of industrial psychologists (Land, 1989). Indeed, interest in the link between workplace attitudes and productivity goes back at least as far as the Hawthorne studies (Roethlisberger & Dickson, 1939), and the topic continues to be written about to this day. Although the area has not lacked for qualitative (Bayfield & Crockett, 1955; Herzberg, Mainer, Peterson and Capwell, 1957; Locke, 1970; Schwab and Cummings, 1970) or quantitative (Iaffaldano and Muchinsky, 1985; Petty, Mc-Gee and Cavender, 1984) reviews, these reviews deserve some scrutiny. Moreover, there have been many developments in the past several years that merit renewed discussion and integration of this literature. In fact, Hackman and Oldham's (1975, 1976, and 1980) Job Characteristics Model (JCM) is one of the most influential theories ever presented in the field of organizational psychology. It has served as the basis for scores of studies and job redesign interventions over the past two decades, and this research has been extensively reviewed (Fried and Ferris 1987; Lohrer, Noe, Moeller and Fitzgerald, 1985; Taber and Taylor, 1990). The vast majority of research has supported the validity of the JCM, although critiques and modifications have been offered (Roberts and Glick, 1981; Salancik and Pfeffer, 1978). Krishnan, Ismail, Samuel and Kanchymalay (2013) in their study on relationship between job autonomy and citizenship performance have provided an empirical evidence for linking employees' perception of their job to OCB, thus providing support for a key theoretical proposition of social exchange theory and job characteris-

tics theory. The results of the study conducted by Imran, Arif, Cheema and Azeem (2014), indicate strong positive relationship between job satisfaction and performance whereas organizational commitment has strong positive relation with performance and attitude towards work. The study identifies significant impact of organizational commitment on job satisfaction of employees working in educational sector. Gillet, Colombat, Michinov, Pronost and Fouquereau (2013) found that organizations could deliver training programmes for their managers aimed at enhancing the use of fair procedures in allocating outcomes and developing their autonomy-supportive behaviors to improve nurses' work satisfaction, organizational identification and job performance.

### Specific objectives of the study

The study would mainly concentrate on various issues concerning the job related variables. Therefore, the purpose of this study is to examine relationship between organizational identification and key job dimensions. The specific objectives of the study are listed below:

- (i) To develop and adapt valid and reliable measures to capture relevant constructs.
- (ii) To examine relationship between organizational identification and key job dimensions like job stress, autonomy and job variety.
- (iii) How do these job characteristics as listed above affect the organizational commitment of educational institution employees.
- (iv) To integrate the findings mentioned above and formulate effective human resource management strategies for the organisations, especially for the service organisations.

### Research Methodology

The data for the study was conducted from the class III and class IV employees of the University.

### Survey Findings: A Multivariate Analysis

The distribution of organizational commitment, job satisfaction, job stress, job variety, job autonomy and job supervision are presented in Table I.

Measures	Organizational-Commitment	Job-satisfaction	Job-stress	Job-variety	Job-autonomy	Job-supervision
Mean	19.1538	11.3419	14.5983	11.4359	12.1624	20.0342
Median	20.0000	12.0000	16.0000	12.0000	13.0000	21.0000

Mode	20.00	13.00	19.00	12.00	13.00	21.00
Std. Deviation	3.31562	2.12198	5.01216	1.88636	1.90714	3.37315

The distribution of these variables more or less reveals normal distribution as shown by the values of mean, mode and median. The values of mean, mode and median are very close to each other indicating the properties of normal distribution.

Table II (Model Summary)

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.655 <sup>a</sup>	.429	.408	1.63233

a. Predictors: job-stress, job-autonomy, job-stress, job-variety  
b. F = 21.008, p<0.000

A multiple regression was conducted to identify the relationship among key job dimensions like job-stress, autonomy, variety and quality of supervision. The adjusted R<sup>2</sup> is significantly large and the F value is significant beyond p<0.000. So far as coefficients are concerned, job variety, job autonomy and quality of supervision positively influence the perceived job satisfaction of employees. All the coefficients are found to be significant except job stress though the theoretical relationship confirms that the higher the stress level the lesser is the perceived job satisfaction.

Table III (Coefficients)

Model B	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	Std. Error	Beta			
Job-stress	-.017	.034	-.040	-4.91	.625
Job-variety	.313	.124	.278	2.513	.013
Job-autonomy	.368	.124	.331	2.979	.004
Job-supervision	.152	.049	.241	3.071	.003

**a. Dependent Variable: Job-satisfaction**

The employee commitment towards the organization is the outcome of both intrinsic as well as extrinsic motivation. The higher the level of motivation it is expected that the employees are likely to contribute more for the overall success of the organization. In view of this, Another multiple regression was conducted to relate organizational commitment with the key job dimensions as reported above. The

overall association among the dependent variable and the set of explanatory variables amply demonstrate that there is a strong association among these variables. The adjusted R<sup>2</sup> value is quite high and the F value is significant beyond p<0.000.

**Table IV (Model Summary)**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
2	.757 <sup>a</sup>	.573	.558	2.20453

Table V (Coefficients)

Model	Unstandardized Coefficients		Standardized Coefficients		t	Sig.
	B	Std. Error	Beta			
Job-stress	-.194	.046	-.294		-4.186	.000
Job-variety	1.027	.168	.584		6.107	.000
Job-autonomy	.334	.167	.192		2.002	.048
Job-supervision	-.043	.067	-.044		-.649	.517

**a. Dependent Variable: Organizational Commitment**

Job stress is found to be negatively associated with organizational commitment and the coefficient is significant beyond p<0.000. Similarly commitment is influenced by the perceived job variety. Job autonomy is also found to be significant beyond p<0.048. Surprisingly for commitment we observe that job supervision is negatively associated though the coefficient is not significant.

**Conclusions and Managerial Implications**

Generally speaking the outcome of multiple regression analysis shows that the level of job satisfaction of university employees as well as their commitment can be predicted by incorporating the core variables as reported in JCM model. However, commitment is not found to be positively associated with the quality of supervision. In fact, in universities there is no HRM department which should periodically monitor the overall satisfaction as well as grievances and their genesis. Being a service organization, the implication of highly motivated employees would lead to greater commitment and satisfaction for rendering efficient service to the stake holders

This study had some research limitations. First, the study was limited to universities located in West Bengal only and as such the findings cannot be generalized. Finally, this investigation was a cross-sectional study and was limited in determining the causal relationship.

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