

The Relationship between Job Characteristic Model Dimension and Job Satisfaction at Shah Alam City Council

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Abstract: Many organizations have to compete with great numbers of competitors especially coping up with the rapid development of technologies and ever changing demand and needs of human. Therefore, the organization must be able to improve their human capital performance productivity with the important element that is the employees' major support and contribution towards the organization growth. However, lack of management concern towards the low job satisfaction by the employee had led to several of problems such as employee's absenteeism, turnover, low performance and tardiness. The purpose of the research was to investigate the relationship that exists between Job Characteristic Model Dimension and job satisfaction. A sample of 164 employees at Shah Alam City Council was considered for this study by using the quota sampling technique. The study had found that there is a relationship between four-factor of Job Characteristic Model Dimension and job satisfaction. Today's employees are more conscious on job satisfaction where the positive or negative attitudes developed towards their jobs would affect the organization. The result from this research has provided the insight discussion in improving the relationship with employee for future references.

Keywords: Job characteristic model, job satisfaction, skill variety, task identity, task significant.

1. INTRODUCTION

The satisfaction of individuals and their feelings toward their job in the organization is a big contribution to the organizational accomplishment. When the employees in the organization are happy with their work, it would improve the quality in decision making because the work stress are reduced. The Job Characteristics Model is believed to have an effect towards the job satisfaction with five core dimensions that had been investigated by many previous researchers. The five dimensions of the Job Characteristics Model which had been studied thoroughly in many years are task identity, task significance, skill variety, feedback and autonomy. The Job Characteristics Model originates from the researchers by Herzberg (1996), Turner and Lawrence (1965), Blood and Hulin (1967) and Hulin and Blood (1968), those who had investigated the relationship between certain objectives aspects of task and employee's reaction to their work. These five dimensions had affected the job satisfaction and thus are believed to be a major contributor in the organization on how the employee will be able to perform in an effective and efficient manner. Job satisfaction is considered as one of the vital factors where it does not only affect the efficiency of the employees' productivity but also their job behavior which indicates the employees' perception of their importance in the organization.

Nowadays, many organizations have to compete with great numbers of competitors especially coping up with the rapid development of technologies and ever changing demand and needs of human. Therefore, the organization must be able to improve their human capital performance productivity with the important element that is the employee's major support and contribution towards the organization growth. However, lack of management concern towards the low job satisfaction by the employee had led to several of problems such as employees' absenteeism, turnover, low performance and

tardiness. Job satisfaction has a direct influence on level of absenteeism, commitment, performance and productivity whereas growth need strength has a contribution effect in influencing the relationship. Low job satisfaction indicates high turnover where it also leads to high burden of cost of recruitment and training of new employees (Alamdar Hussain Khan, 2011). Thus, it is shown that the poorer the degree of employees' job satisfaction, the greater the cost will be bear by the organizations.

Absenteeism is referred as the situation where the employees in the organization are not attending the organization continuously in either short or long period of time (Sandhyarani, 2013). According to Amran Awang et. al. (2013), employees who feel they have little control towards their work and do not have the opportunity of growth will face higher stress level that will contribute to high absenteeism and thus leading to job dissatisfaction as well. Besides that, turnover is also related with poor job satisfaction due to lack of growth need strength in an organization which leads to great cost to the organization where the cost of recruitment and training will be imposed in order to hire and train a new employee. One of the top reasons for the employees to leave an organization is due to better external opportunity where it shown that more than and also limited growth opportunities are represented by more than 67% and 46% of employees respectively (Amran Awang, Abdul Razak Amir, & Wirda Osman, 2013). This has shown that many employees have lack of growth need strength in an organization that will contribute to job dissatisfaction. Other than that, job performance is also related with job satisfaction in which they are shaped by growth need strength of employee. A survey had shown that less than 26% of Malaysia's labor force is composed of highly skilled workers in the labor market indicating that only a few numbers of skilled workers are produced in the labor market leading to become a problem to business operation and growth (OECD Development Centre, 2013). Furthermore, growth need strength such as career advancement and promotion are also influencing in determining the level of job satisfaction (SHRM, 2014). According to Mahazril (2012), more than 43% of employees in a Malaysian government agency which is Malaysian Immigration Department needed reward and recognition to motivate them to work thus, this had proven growth need strength has an influence towards the employees. Thus, lack of employer concern in giving opportunity growth will not only increase the job dissatisfaction but also job performances.

Based on the current issues in Malaysian public sector, the job performance of the urban well-being, housing and local government shown by Public Bureau Complaint Statistic from year 2013 to 2015 had shown a decrease of employee's performance in resolving cases by 106.6%, 91% and 64% respectively (Public Complaints Bureau, 2016). One of the local governments such as Ipoh City Council in the state of Perak shows a poor rating performances of the local government employees were given by the public (Mariana, 2013). Other than that, Shah Alam City Council has also shown a list of employees who are no longer working in the local government where in almost eight months, there will be employees who have ended their services in the organization in the year of 2014 (Official Website of Shah Alam City Council, 2014). Therefore this research was carried out to examine the job characteristic theory towards job satisfaction by analysing the relationship between Job Characteristic Model Dimension (skill variety, task identity, task significant, autonomy and feedback) and Job Satisfaction.

2. JOB SATISFACTION AND JOB CHARACTERISTIC MODEL (JCM)

Jobs that contain intrinsically motivating characteristics will lead to higher levels of job satisfaction is an argument stated by the Job Characteristics Model (JCM) (Hackman & Oldman, 1976). The five vital elements in the Job Characteristics Model are task identity, task significance, skill variety, autonomy and feedback. Task identity is defined as a degree to which one can see one's work from beginning to end which is as a whole completion of work; task significance is a degree to which individual's work is seen important, significant and affected other people lives; skill variety is an extent to which job allows individual to do different task by using different skills and abilities; autonomy is a degree to which individuals has power to control and discretion over how to conduct his or her jobs; and lastly feedback is a degree to which the work itself provides response of information based on the individuals performance in completing the job (Hackman & Oldman, 1976).

The skill variety, task identity and task significance, give impacts on the individual's experience importance of the work activities; autonomy influences experience accountability for results; and feedback from job performance leads to knowledge of the actual results of the job activities. Thus, indications of development of formula of motivating potential score (MPS) is as follow:

$$\text{MPS} = (\text{skill variety} + \text{task identity} + \text{task significance})/3 \times \text{autonomy} \times \text{feedback}$$

According to the Hackman and Oldham (1976), the theory proposed that the main job characteristics lead to three vital psychological states which are the individual felt the job is meaningful and important, the individual experienced personal accountabilities towards the result and impact, lastly has the knowledge of the results and the effectiveness of the individual’s performances. The first three job characteristics dimensions indicated that the individual perceives their work as important and meaningful. Even if one of the three job characteristic dimension is absent, the employee is still likely experiencing a high level of perceived significance in their work (Hackman & Oldham, 1980).

Growth need strength symbolizes each of employee’s distinctive need for personal growth and development within the job environment. The higher the degree of growth needs strength by the employee, the higher the employee’s enthusiasm to job enriched with high level of the five job characteristics. On the other hand, those with lower levels of growth need strength will respond less enthusiastically to enrich job environment and will be less interested in professional growth and development (Hackman & Oldham, 1980). Besides that, based on Spector (1985), it has been discovered that growth need strength promotes a moderating role between job characteristic dimensions and the outcome of job satisfaction, internal work motivation and job performance whereby the result for job satisfaction indicates the highest than the others. Therefore, the influence of moderate variable of growth need satisfaction in the Job Characteristic Model and job satisfaction in a way that employees have stronger correlations between job characteristics and job satisfaction whereas employee with lower degree of growth need satisfaction will display poor correlations between the variables.

According to Ku Azizah, Rosalie and Jiaying (2014), many employees in a “closed” government agency who handle the expertise field such as police, military or uniformed and civilian staff experienced dissatisfaction due to slow promotion exercised, bias and cronyism which lead to the lack of growth need strength implied to the employees. The employees are also unable to explore new things as they are complying by the culture set by the management which has restricted their opportunity to grow. Moreover, Hassan and Samah (2004) also stated that growth need strength is one of the important factors that contribute to satisfaction of the job and quality of life.

2.1 Conceptual Model:

In order to investigate the influence of Job Characteristic Model towards job satisfaction, the conceptual framework presented the research model. The conceptual framework was adapted from Hackman and Oldham (1976) model of Job Characteristic Model. The independent variable is the Job Characteristic Model while the Job satisfaction is the dependent variable. Basically, the model proposed by the researcher is suggesting that the implementation of growth need strength has moderate relationship between Job Characteristic Model and Job Satisfaction.

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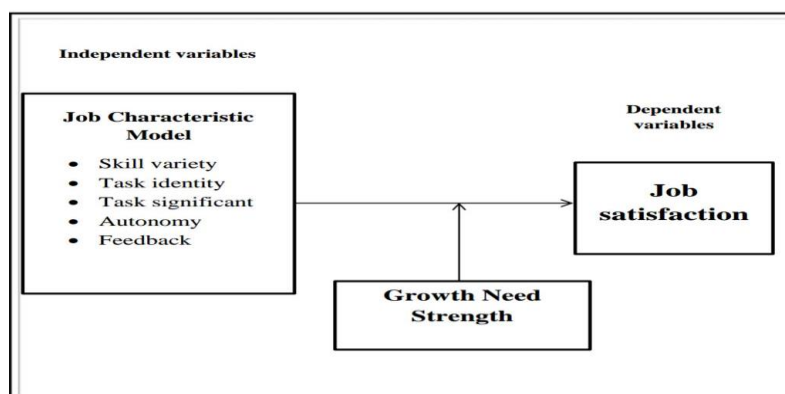


Figure 1: The relationship between Job Characteristic Model and Job Satisfaction Adapted from Hackman and Oldham (1976) model of Job Characteristic Model

3. METHODOLOGY

After the variables are identified and conceptual framework was developed, collection of data were conducted in order to be analyzed. The gathered data were analyzed in order to accomplish the research objectives (Sekaran & Bougie, 2013). The research applied cross-sectional design study and exploratory research design where the cross-sectional studies means that the data was collected in certain period only and exploratory study was used to get better understanding of the nature of the problem. In this research, 310 respondents were selected from Shah Alam City Council (MBSA). Out of 310 questionnaires distributed only 164 were returned.

4. RESULTS

Initial analysis was conducted on the profile of the respondents information regarding the respondents' gender, age, marital status, education level, working experience and departments were analyzed by using Descriptive analysis. The highest number of respondents are mostly female employees which is 56.7% (93) and male employees is only by 43.3% (71). Most of the employees is at the range of age of 21 to 30 which are 65 employees, followed by 46 employees at the range of 31 to 40 years old, 31 employees at range of 41 to 50, and 14 employees at the range of below 20 years old whereas the lowest number of employee are at the range 51 to 60 and 60 years and above which are 7 employees and 1 employee respectively. Most of the employee are married which is at 69.5% (114 out of 164 respondents) whereas another 29.9% (49 respondents) are single and only 06% (1 respondent) is divorced. The respondents are mostly have SPM level of education which is at 39.0%, followed by 37.2% which are Diploma graduates, 15.9% of the respondents have Bachelor's Degree, 5.5% have STPM and 2.4% of the respondents hold a Master's Degree.

From the data gathered, many of the respondents have less than 5 years working experience which is at 45.7% followed by 2.3.8% respondents who have 6 to 10 years of working experience, 13.4% having from 11 to 15 years of experience, 10.4% having from 16 to 20 years and 6.7% having more than 21 years of experience. The highest number of respondents are working at Human Resource, Engineering, Planning and Administrative Department by 29.9%, 15.9%, 7.9% and 6.7% respectively. Respondents from Commissioner of Building, Customer Service and Marketing Management, Financial, Lanscape and Training and Quality Department all have equal numbers of respondents which are 4.9% in their respective departments. Both department of Security and Tender have the same number of respondents which are 3.0% . Similarly, the Department of Culture and Internal audit also has the same number of respondents which are 1.2%. Health Environmental Department on the other hand is presented by 1.8% from the total number of respondents.

In order to measure the relationship between job characteristic model dimension and job satisfaction at Shah Alam City Council (MBSA), pearson correlation was applied. The result showed that there was a correlation from dependent variable to the independent variable which is Job Satisfaction1 is correlated with Task significance at 0.383, Autonomy at 0.683 which is the highest correlation and Task Identity at 0.299 where all have significance of 0.000 at 0.01 level (2-tailed) while the correlation with Skill variety at 0.169 is have significance of 0.030 at 0.05 level (2-tailed). Thus, this indicates that the correlation and relationships between the variables exists. According to Andy Field (2013), Job Satisfaction1 towards Autonomy indicates high relationship; Task Significant shows moderate relationship and Task Identity and Skill Variety show low relationship.

Table 1: Pearson Correlation

<i>Pearson's Correlations</i>		Job Satisfaction2	Skill Variety	Task Significance	Autonomy	Task Identity
Job Satisfaction2	Pearson Correlation	1	.260**	.507**	.682**	.435**
	Sig. (2-tailed)		.001	.000	.000	.000
	N	164	164	164	164	164

** . Correlation is significant at the 0.01 level (2-tailed).

The table shows that Job Satisfaction2 is correlated with Skill variety at 0.260 value of 0.001 which shows the correlation is significant at 0.01 level (2-tailed) and meanwhile, Autonomy is correlated at 0.682 which is the highest correlation, Task significance at 0.507 and Task Identity at 0.435 and all have values of 0.000 at 0.01 level (2-tailed). For Job Satisfaction2 towards Autonomy and Task Significance indicates high relationship actually exists whereas Task Identity shows moderate relationship and Skill Variety show low relationship.

Table 2: Multiple Regresson (dependent variable and independent variable)

<i>Model Summary^b</i>							
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson	F	Sig.
Job Satisfaction1	.697 ^a	.486	.473	3.22525	1.548	37.512	0.000
Job Satisfaction2	.691 ^a	.477	.464	2.36986	1.798	36.230	0.000

Regression analysis is used to identify the subset of independent variables that has the strongest relationship to a dependent variable. Multiple regressions are also used to find the equation that best represents the linear relationship between the variables (Sekaran & Bougie, 2013). Based on the table above, it shows that the R Square value of Job Satisfaction1 is 48.6% which indicates the proportion of variation of coefficient of determination in the dependent variable that is explained by the independent variables. Durbin-Watson is used to test the assumption of independent errors. It is also a test to see whether the error terms are highly correlated or not. It is considered a good correlation as it has a value of 1.548 which is in the range of greater than 1 but less than 3. Based on the table above, it shows that the R Square value of Job Satisfaction2 is 47.7% which indicates the proportion of variation of coefficient of determination in the dependent variable that is explained by the independent variables. Durbin-Watson is used to test the assumption of independent errors. It is also a test to see whether the error terms are highly correlated or not. It is considered a good correlation as it has a value of 1.798 which is in the range of greater than 1 but less than 3.

5. DISCUSSIONS AND CONCLUSION

Based on the findings it shows that Job Characteristic Dimension Model has significant relationship with job satisfaction where the highest influence of the dimension in the relationship is autonomy. According to, Hassan and Samah (2004), they have found that autonomy is an important element in job dimension as it allows employee be more flexible in doing their ways and promotes accountability in themselves which then produces significant contribution in employees' satisfaction of work life. Moreover, based on Naqvi (2013), it also has been found that the relationship between autonomy and job satisfaction existed where the higher degree of job autonomy, the higher the degree of job satisfaction of the employee. Besides that, task significance which is one of the Job Characteristic Dimension Model represents a job that has a substantial effect on other people's life, whether those people are in the immediate organization or in the world at large (Hackman & Oldman, 1976).

According to previous research by Hasan and Samah (2004), task significant is also considered as the most important component in job characteristic model that promote contribution towards good quality of life which boost the job satisfaction of employees in MSC status companies in Malaysia. They had also found that task identity is one of the top three dimensions that have strong relationship with job satisfaction. Similarly, in this study it was found that the task identity is one of the top three significant relationships with job satisfaction where first is autonomy followed by task significance and task identity. Next is on the significant relationship of skill variety with job satisfaction where Ku Azizah, Rosalie and Jiaying (2014), indicated that employee in a closed government agency such as police and military in Malaysia have dissatisfaction in lack of applying their skill in their job or task. The study had shown that poor job satisfaction is linked with feeling vague about techniques to execute tasks given and could not fully apply their skills in the department as their sill work related are not compatible thus, leading them to feel frustrated with their job (Ku Azizah, Ku Daud, Rosalie Holian, & Jiaying Zhang, 2014).

International Journal of Novel Research in Humanity and Social Sciences

Vol. 4, Issue 4, pp: (1-6), Month: July – August 2017, Available at: www.noveltyjournals.com

This research is a study on the relationship between Job Characteristic Model Dimension and job satisfaction which has addressed the issues together with the recommendations for future references. This study has basically met and answered all the research objectives, research questions and hypothesis discussed based on the findings of this study. The result of the study shows a significant relationship between Job Characteristic Model Dimension and job satisfaction.

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