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Hackman and Oldham's Job Characteristics Model to Job Satisfaction

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Abstract

This study examined to give the picture about the application of Hackman and Oldham's job characteristics model to job satisfaction from the viewpoint of fast food outlet managers. The main objective of this study is to determine the relationship between job characteristics and job satisfaction among managers at fast food outlets and to determine which of the five dimensions of the job characteristics model contribute most to job satisfaction among fast food outlet managers. For this research, the population of 212 respondents who are from the managerial level from fast food outlet involved was being surveyed. 122 questionnaires were distributed to all the respondents. The five points likert -scales were used to the statements based on job characteristics and job satisfaction. The researcher asked the respondents to rate the series of statement that evolve from their viewpoints of job characteristics and job satisfaction. Meanwhile the factors that contribute to job characteristics are autonomy, feedback, skill variety, task identity and task significance. The five main factors may become the strong or weakness factors that contribute to the relationship between job characteristics and job satisfaction. Then, the strongest relationship may be as the primary factor that should consider in ensuring the job satisfaction among manager at fast food outlet.

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1. Introduction

The success of any organization depends upon the collection of individuals, including leaders and subordinates, and their feeling towards their job. Ketchain (2003) pointed out that workplace are more productive when people are happy with their work. It enhanced the decision making ability since happiness reduced stress and uncertainty. In addition, new customers got attracted to happy employees because these employees treat customers substantially better. Ketchain (2003) further stressed that happy employees will have high level of job satisfaction because they feel comfortable with the organization. Hackman and Oldham's (1974) job characteristics model suggested that five core job dimensions affect certain personal and work related outcomes, including job satisfaction. The five core job dimensions identified are autonomy, feedback, skill variety, task identity, and task significance. It is important to recognize the job characteristics and how they affect the employees' job satisfaction in an organization. The positive effect created by the presence of the job satisfaction is believed to be reinforcing and serves as an incentive for an employee to continue to carry out the task assigned, thus contributing towards organizational effectiveness.

1.1. Literature Review

Job satisfaction is generally defined refers to person feelings of satisfaction on the job, which acts as a motivation to work. (Brief & Weiss (2002); Price (2004; Roa, (2005); Robbins (2005)). It is not the self satisfaction, happiness or self-contentment but the satisfaction of the job. Job satisfaction is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements (Howard & Frink, (1996); Wayne, (2006). Lyord (2000) defined as an employee's general attitude toward the job. It is the extent to which people like (satisfied) or dislike (dissatisfied) with their jobs. Betts (2000) defined job satisfaction as a perception of the job by the job holder, who determines level of satisfaction based upon physiological and psychological need.

For decades, organizational researchers have been intrigued by employee satisfaction with work. Job satisfaction describes how content an individual is with his or her job (Rajat, 2009). Gupta & Joshi (2008) concluded in their study that Job satisfaction is an important technique used to motivate the employees to work harder. Gupta and Joshi (2008) agreed that job satisfaction is very important because most of the people spend a major of their life at their work place. Employees have more positive perceptions about the organization's products and services, when they achieved satisfaction in their job and therefore deliver a better service. (Bontis, Richards & Serenko, 2011).

Most research has supported the validity of the Job Characteristics Model (JCM), (Price & Muller (1986)) as the degree to which a job requires a variety of different activities in carrying out the work, which involved the use of a number of skills and talents of the employee. Coelho and Augusto (2010) stated that task identity encourage the feeling that the job is meaningful and worthwhile thus motivating the employee to work smart. Task significance has been defined by Hackman and Oldham (1974) as the degree to which a job has a substantial impact on the lives or work of other people whether in the immediate organization or in the external environment. Hackman and Oldham (1974) further explained that autonomy is the degree to which a job provides freedom, independence and discretion to the employees in scheduling his or her work and in determining the procedures to be used in carrying it out. It is the vertical expansion of responsibility, the amount of decision making and independence allowed for employee. According to Coelho and Augusto, (2010) autonomy can motivate

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