

Job Design and Simultaneous Reciprocal Influence between Job Commitment and Satisfaction

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Abstract

Present research contains the impact of job design on job Commitment and satisfaction. The variables are constructing to theorize that how job design influence job Commitment & job satisfaction. Total 315 questionnaires were circulated while 250 were return back. By means of the data composition, theoretical framework is empirically authenticated and checked. Structural equation modeling with Amos was used to test the casual model. Job design, job Commitment & job satisfaction has a significant relationship while job design was considerably controlling the job Commitment, beside friendliness viewing the maximum outcome preceded with skill variety. Skill variety is the component of job design which represents the major power show on job satisfaction. The research adds to the literature by instructive the inconsistency judgment of informal connection between job Commitment & job satisfaction which was observed in the earlier studies conducted. One more input checked or examining the outcome of job design and job Commitment & job satisfaction on immediate mutual model. Mixture theory of expectancy & equity is the higher in this study to clarify outcome. We also checked the effect of JCM model, this model has five dimensions which consist of five basic components (skill variety, task identity, task significance, job autonomy & feedback) on job satisfaction & job Commitment.

Keywords: Job satisfaction, Job Commitment, Job design, Simultaneous reciprocal influence, JCM model, Skill Variety, Task identity, Task significance, Job autonomy, Feedback

1. Introduction

This research is based on job satisfaction and job Commitment has an extended account in which that relationship can be traced and checked to the Hawthorne studies (Roethlisberger & Dickson, 1939). There is an association among job Commitment

and job satisfaction is to be measured by 'holy grail' of industrial psychology (L&Y, 1989). These lines studies have significant realistic insinuation in the business recourse allotment. Particularly significant the informal connection also help management in a straight line to limited recourse close to striking grounds, it is to be the job Commitment or job satisfaction (Bagozzi, 1980). We can say, when job Commitment has a control over job satisfaction, management must focus on the management of the working surroundings helpful to the job Commitment. On the other means, when job satisfaction manipulate job Commitment next consideration must provide the factors that can make a contribution high job satisfaction, it is h&y to be able to next guide to elevated job Commitment. Although the realistic significance & extensive record, questions concerning connection link with the job Commitment & job satisfaction flourish.

Several in the past studies was failed that can show for any correlation in between these two variables (Brayfield & Crockett, 1955; Chapman & Chapman, 1969; Katz et al. 1951, 1950). The concurrent analysis of previous 16 studies which constantly deliberate performance & jobs related activities establish important special belongings of satisfaction between performance other than non-significant belongings of performance on satisfaction (Riketa, 2008). Consequently, studies investigating informal connection beginning with both track had formed a reliable outcome. The potential mutual connection among job Commitment & job satisfaction have in addition been planned (Bagozzi, 1980; Sigel & Bowen, 1971). Experimental outcome of associated research hold just as incompatible. Prestwich (1980) in the meantime did not come across an important connection in moreover course. Particular potential cause for the contradictory judgment is so as to together job commitment & job satisfaction might be concurrently subjective by in excess of variables (Brayfield & Crockett, 1955; March & Simon, 1958; Jones, 2006; Schwab & Cummings, 1970). In the same way Judge et al (2001) planned with the purpose of moderator or mediators are integrated in potential give-&-take connection in the study. In addition at h& is experiential hold for mutually the straight in addition to opposite result of job Commitment on job satisfaction. That would ready to lend a h& to make bigger earlier studies to examine the mutual influences by means of predecessor variable. One shows that potential variable is personality recommended by both Judges et al (2001) and Jones (2006). Within a number reviews of literature, personality is established to contain an important consequence of job Commitment (Hershen & Thomson 2005; Hertz & Donovan, 2000) and both job Commitment & job satisfaction (Toker et al. 1998; Robson et al, 2010; Raja et al. 2011).

Even though the connection among personality, job Commitment & job satisfaction has discovered an earlier literature, any work which has not established immediate mutual with job Commitment manipulate connecting job Commitment & job satisfaction that are exaggerated by means of personality. Consequently, the present study was done to experiment a consequence of personality at the same time mutual informal model of both job Commitment & job satisfaction for the most part in Pakistani perspective. What renowned the present investigate from preceding studies is to explain the conflicting outcome of informal association among job Commitment in addition to job satisfaction as well as to assist organizations recognize job design connected by means of high job satisfaction & performance in Pakistan surroundings. Job design was firstly introduced in 1900. Two feature assumption was introduced by (Herzberg,

Mausner, & Snyderman, 1959) these theories discussed all the aspects of job design & job related issues. Huselid & Becker (1997) human resource & all related thing within the organization are aligned with the goals of organization & it is & it is based on job design. Further these two authors (Love & Edwards, 2005) explained that job control social support & perceived work demands & also help the employee to be more effect at work.

2. Literature Review

2.1 Job design

The waste meaning of job design is that job is a combination of duties or responsibilities which is done or performs a job or duty (griffin 1987). Grant (2007) explain that the duties or tasks are the components of a job when that is fulfilled the job is completed. It is proven by study that when there is a relationship between job and goals it improve or increase the performance level and also it can enhance the job design and it can also increase the job satisfaction and job Commitment (grag & renu 2005). In job design we also added the apparent work demands control on job and social support peers support it can also help an increase in performance (love & Edwards, 2005). The job design also help in increase in finical asset and the income of the organization and it can also help in the improvement of the goals and the growth of the organization huselid & becker (1997). job design is related to the job requirements and the job demands which is to be fulfilled the tasks responsibility and the duties of the job is in the job design. The tasks and responsibilities which is to be accomplished by the employee and the jobs holder.

2.2 Job Commitment

Job Commitment calculate a personality beside his or her goals & targets by means of an importance on whether outcomes compete the goals (Thorndike 1931). Hall & Goodale (1986) piercing so as to job Commitment is how employee perform his or her mission by means of occasion techniques & communication by way of others. On the other hand, Organ (1977) indicated to facilitate the significance of performance closely definite measure of productivity and superiority as assignment presentation strength exist the cause that no connection was found between job satisfaction & job Commitment. In the same way fisher (1980) distinguished that wide-ranging attitude be able to manipulate behavior only at the time behavior is calculated in wide approach. He recommended that attendance, compliance, cooperation & giving individual time to job is measured in the dimension of personal performance. In the meantime, Organ (1988b) recognized OCB having five magnitudes: Changing, devotion, civil virtue, task significance & sportsmanship. Identifying difference in citizenship's behavior surrounded by special environment like construction is urbanized in Pakistani context consist of classification by means of the company unselfishness toward co-workers. Background performance or work which was get borrows on or after the OCB behavior it may stalk beginning job design and they are unconnected the role anticipation. Background behavior that contain the volunteering that hold out the tasks and the activities are not officially element or a part of job & portion & cooperating and helping with co-workers which are working together in organization to acquire farm duties talented (Borman & Motowidlo 1997). In this we adopt observation from Borman & Motowidlo & deliberate job Commitment in cooperation duty performance & contextual performance. \

2.3 Job Satisfaction

This first theory related to job satisfaction projected by Hoppock(1935).The author understood with the purpose of job satisfaction in excess of all psychological condition is nearly all uncomplicated technique in measuring job satisfaction is in the direction of inquiring workers honestly to them self to be checked by themselves & their internal satisfaction altitude for the job devoid of any type of division. Adams(1963) checked job satisfaction in the point of view of justice. After checking he proposed if one can judge his own earning & all types of income with his working hours & duties & if he is satisfied by it then the person can be satisfied by his achievements. Locke(1976,p.1,300) he thinks that job satisfaction is the state where an employee think that he is totally satisfied from his work duties & his output to his work & he is satisfied by his job & his responsibilities. Organ (1988a) think that positive arousing state in the reaction of duties & responsibilities & the happy feeling form work related thing are called job satisfaction. The author give more specification that when the employee feel more safe & secure & satisfied from the job & also his performance & his output to the work the employee is more satisfied this the satisfaction defined in his words. In other words everyone have his own perspective & feeling about satisfaction. If we see in a broader perspective & an closer view to job Commitment & job satisfaction they both are inter connected with each other. The former perspective of job satisfaction is that the required achievements of the goals & the outcomes. The job satisfaction is such a concept which is changing by person to person everyone has his own perspective about the job satisfaction & satisfaction. Satisfaction in the tem of extrinsic rewards & intrinsic rewards For some people the intrinsic rewards are the way to satisfaction & some people are satisfied by the extrinsic rewards.

Job Design

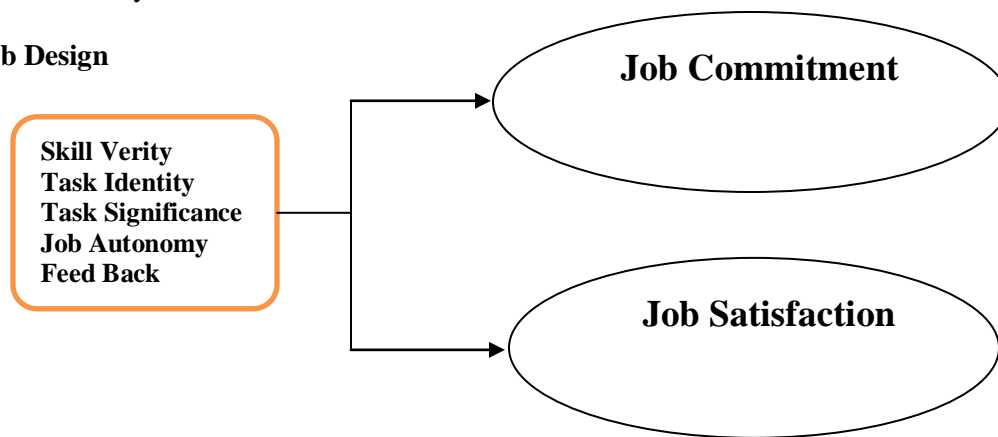


Figure 1: Theoretical Framework

2.4 Hypotheses

- H1a. Task identity hasencouraging impact on job satisfaction*
- H1b. Task significance have an encouraging effect on job satisfaction*
- H1c. Skill varieties havean encouraging power on job satisfaction*
- H1d. Task autonomy can have anencouraging power on job satisfaction*
- H1e. Feedback has an encouraging impact on job satisfaction*

H2. Job Design has positive and significant impact on Job satisfaction.

H3. Job Satisfaction has positive and significant impact on Job Commitment.

H4. Job Satisfaction mediates between Job design and Job Commitment.

3. Methodology

3.1 Construct on measurement

The survey was conducted by questionnaires & the data was collected by questionnaire there was three main parts of the question paper job satisfaction & its questions job Commitment & its questions & job design & its questions. The Likert five point scales were used in the questionnaire. The scale was from 1 to 5 the one is for strongly agree 2 for agree 3 for neutral 4 for disagree 5 for strongly disagree.

3.2 Pre-test

These questionnaires were filled from different organizations like United bank limited, National Bank of Pakistan, Allied Bank of Pakistan, Muslim Commercial bank. The purpose of pretest was to get the data checked. The questionnaire was checked that when the pretest result was checked

3.3 Data Collection

This research was held Oct till Nov 2012. Total 414 questionnaires were circulated & 392 were returned. These questionnaires were floated in different industrial & telecom sectors for data collections. The response was not good in first but later the responses was good when the questionnaire was given to the focal persons & the management if the organizations.

Data Analysis

For testing the hypothesis & the data we use the AMOS to confirm the data. We use multivariate techniques & factor Analysis & multiple regressions. The dependability of the data α . An $\alpha > 0.7$ shows the maximum number of internal reliability in the variables & data collected. 0.5 values is a significant value

4. Results

4.1 Reliability and Validity

For checking the reliability & validity of the data & the scale item analysis & CFA was applied to the data & the correlated items & total correlation coefficient under 0.4 was removed. The tables 1,2 & 3 is for job design & job satisfaction & job Commitment the results was very good. Most of the items CFI values maintain 0.95 & the SRMR values was very much below from 0.09 all these values are shown in the tables one factor loading is greater than 0.5 it show a very good convergent validity. The task autonomy was good enough & Cronbach's alpha coefficient was higher than 0.7 all the models are properly exhibited & are reliable.

4.2 Job Design and Model Fitting

In table no 4 the descriptive statistics & the correlations of the variables are show in detail. "big five" is show in the tables in which it show far above the ground feedback, extroversion, task significance, are very near to the ground on feedback, to experience & extroversion with task autonomy is in connecting. In Pakistani environment task significance is low down on extroversion. In Pakistani environment low down on extroversion but again high on feedback. The data was observed & it was fit to CFI=0.98 & SRMR=0.033 task identity is very effective standardize =0.33 & they are followed by all big five components respectively. It is seen that extroversion have a more power full

& positive effect on job satisfaction. It is also seen that the job satisfaction & job Commitment are depending on each other in both manners.

Table no 1

Construct/measure	Cronbach's α	Factor loading
<i>Task identity</i>	0.65	
A1: I do my best to help		0.77
A2: I get along well with others		0.67
A3: I see other people's point of view		0.61
A4: I am considerate		0.82
<i>Task significance</i>	0.81	
C1: I am conscientious of my work		0.88
C2: I am always looking for growth opportunity		0.63
C3: I try to do my best in everything that I do		0.70
C4: I am methodical		0.62
<i>Skill variety</i>	0.69	
E1: I am a leader		0.73
E2: I am persuasive	0.85	
E3: I am self-motivated		0.60
E4: I am energetic		0.76
<i>Task autonomy</i>	0.83	
ES1: I take pressure well		
<i>feedback</i>	0.84	
OE1: I like to try new things	0.51	
OE2: I take a holistic approach	0.92	

Notes: CFI = 0.95, SRMR = 0.021; all factor loadings significant $p < 0.001$

Table No 2:

Construct/measure	Cronbach's α	Factor loading
<i>Intrinsic satisfaction</i>	0.73	
IS1: I have a challenging job tasks		0.72
IS2: I meet the skill requirement for this job		0.79
IS3: I feel that I have full potential in this job		0.82
<i>Extrinsic satisfaction</i>	0.84	
ES1: My Organization has well designed system for promotion	0.81	
ES2: I am satisfied with the benefits which I get received	0.87	
ES3: Working conditions are getting improved by the time		0.86

Notes: CFI = 0.95, SRMR = 0.028; all factor loadings significant $p < 0.01$

Table No3:

Construct	Mean	SD	1	2	3	4	5	6	7	8	9
1 Normative Commitment	3.83	0.56									
2 Job Commitment	3.70	0.62									
3 Intrinsic satisfaction	3.50	0.71									
4 Extrinsic satisfaction	3.25	0.62									
5 Task identity	4.04	0.66									
6 Task significance	3.91	0.56									
7 Skill variety	3.59	0.45									
8 Task autonomy	3.72	0.57									
9 Feedback to experience	3.55	0.61									

Note: All correlations significant $p < 0.01$

The results of JCM modelskill variety, task identity, task significance, job autonomy & feedback was good on both job Commitment & job satisfaction. The force of job satisfaction on job Commitment is 0.619 these results are important job design results are on job Commitment are 0.492 which are also important & the hypothesis are true

Table No. 4: JCM Correlation Analysis

Job Commitment	Job Satisfaction	Job design
Job Commitment 1	.701**	0.418**
Job satisfaction 250	1	.517**
Job design 250	250	1

Ns = not significant ($p > .05$), * $p < .05$, ** $p < .01$, *** $p < .001$.

Table No.5: Summary of Hypotheses results H1a-H1e , H2 and H3

Connection Between Variables	Beta value	Critical Value	P value	Decision / Remarks
β_1 (SV←JS)	0.62	10.33	0.00	Supported
β_2 (TI← JS)	0.59	16.42	0.00	Supported
β_3 (TS← JS)	0.63	11.61	0.00	Supported
β_4 (JA← JS)	0.56	18.82	0.00	Supported
β_5 (FD ← JS)	0.72	20.41	0.00	Supported
β_6 (JD ← JS)	0.69	15.21	0.00	Supported
B ₇ (JC ← JS)	0.41	8.73	0.01	Supported

Note SV= Skill Variety , TI = Task Identify , TS =Task Significance, JA = Job Autonomy , FD = Feedback, JC = Job Commitment , JS= Job Satisfaction

Table 6: Mediator Model (for KM)

Variable	Total Effect (C)	Direct effect (C')	Indirect effect (ab)	Result	Mediation level
JD-JS-JC	$\beta = .481$ p = 0.012	$\beta = .214$ p = 0.031	$\beta = .418$ p = 0.012	Significant	Partial

Note SV= Skill Variety , TI = Task Identify , TS =Task Significance, JA = Job Autonomy , FD = Feedback, JC = Job Commitment , JS= Job Satisfaction

5. Discussion

The manipulation of job design& JCM model on job Commitment & job satisfaction , all the five traits of big five model was important & the important was task identity& it was followed by extroversion. & all five factors of JCM was similarly important & it impact on job satisfaction &job Commitment the relationship with JCM model was quite significant on job Commitment & job satisfaction. All persons working in the organization by which we filled the questionnaires was more from the financial institutions & the department of finance in which the task identity are more important & the financial employees should have a special training on extroversion which will help in the communication with the customers. All the people who was extrovert are more social & more communicating with the employees & the customers. In Pakistan more of the financial employees who are strong in extroversion &task identity are more effective in job satisfaction &job Commitment . In Pakistani industries the JCM model play more important & more influential on job satisfaction &job Commitment . As we know that job Commitment & job satisfaction are reciprocal & they both have same & positive & strong effect & relation in between. In Pakistani environment the employees prefers & like the job self-sufficiency & the importance. When an employee is satisfied from his job & duties he works more effectively & efficiently so it is observed that job satisfaction is very much Important for good performance. In the banking sector the job Commitment is observed as a forecaster of job satisfaction(shaikh et al.2012).according to JCM model, the people are willing to learn & grow & to achieve high status, the employees always want to make their decision & they want to be free at work & work with their own style they always want to shine & increase their skills & to get some new knowledge & to enhance their abilities to do tasks & their work related assignments. Job design has an important impact on job Commitment & job satisfaction.

5.1 Recommendationsand Future Direction

To make sure that the privacy of the questionnaire filler or the respondent the survey was conducted unidentified & the respondents reply was also faceless. The data of job satisfaction &job Commitment was collected from current workers it is a self-reported data. This study will help human recourse management organization in Pakistan & other Asian countries & it will be relevant in most of the organization.& it can be

studied or researched in other countries. & on the other h& it can be used in a longitudinal data collection & from different industries. These variables can be changed & it can be tested with other population & the environment & countries. Tokar&subish(1997) the said that we can check job market, mentor or supervisor, or the working environment & the working condition & the co-workers behavior & help can be checked with job Commitment & job satisfaction &their impact on these two thing should be checked. JCM model, which have five factor these are very much concerned with job satisfaction (Van den berg et all,2003) they can also be checked these can be checked in a reciprocal. Some of the moderators or mediators can be further added to this study judge et al(2001) or some of the reciprocal type of studies can be done further. Judge & other colleagues suggested goals & aims can be tested with job satisfaction &job Commitment . Job design can be discussed as a moderator or a mediator. Job design JCM modelcan be tested with many other concepts & variables & mediators &moderators can be checked with it.

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