



INTERNATIONAL JOURNAL OF RESEARCH IN COMMERCE AND MANAGEMENT

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- Sharma T., Kwatra, G. (2008) Effectiveness of Social Advertising: A Study of Selected Campaigns, Corporate Social Responsibility, Edited by David Crowther & Nicholas Capaldi, Ashgate Research Companion to Corporate Social Responsibility, Chapter 15, pp 287-303.

Journal and other articles

- Schemenner, R.W., Huber, J.C. and Cook, R.L. (1987), "Geographic Differences and the Location of New Manufacturing Facilities," Journal of Urban Economics, Vol. 21, No. 1, pp. 83-104.
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A REVISIT ON THE APPLICATION OF HACKMAN AND OLDHAM MODEL IN ORGANISATIONS

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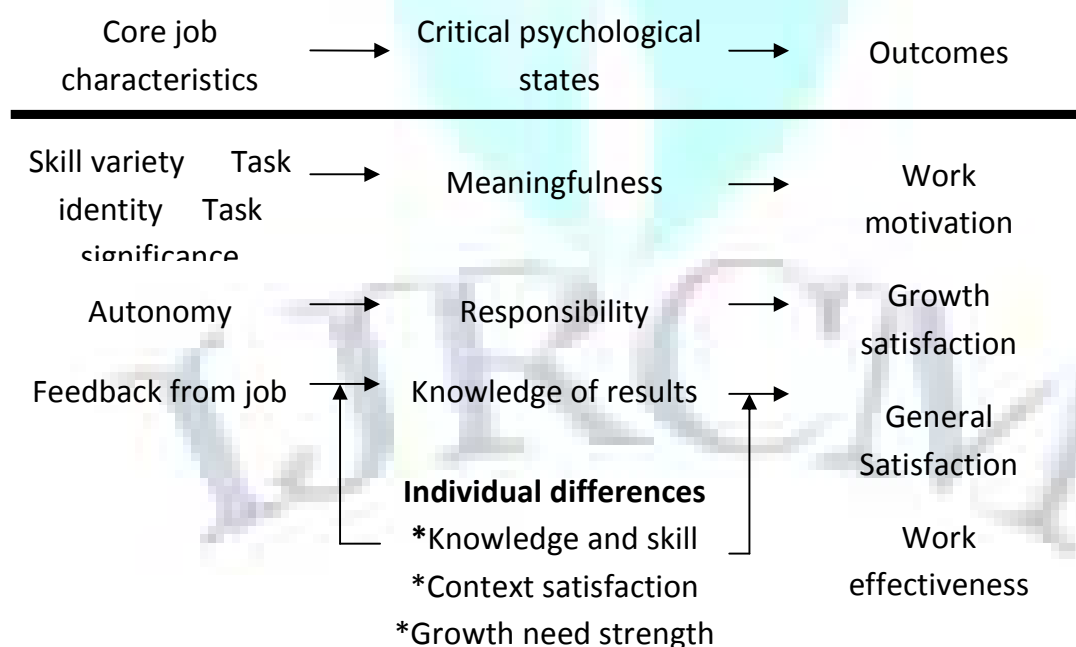
ABSTRACT

The study examined the role of job dimension in determining the motivating potential score of the employees. A sample of 96 employees was surveyed using the job diagnostic survey and the score were compared with the national norms established by Oldham, Hackman and Stepina using nine job families. The study revealed that the job dimensions highly influenced the motivating potential score and the study also revealed the presence of significant differences between the national norms and the study data.

INTRODUCTION

A large body of research provides evidence that the way jobs are designed impacts outcomes that are important to workers (e.g., job satisfaction) and to employers (e.g., productivity). Job design can be approached with one or more goals in mind. For instance, jobs can be designed in the interest of increasing production efficiency, minimizing physical strain, or with an eye on maximizing the extent to which they are motivating to the worker (Campion and Thayer, 1985). Hackman and Oldham developed the theory that the job itself should be designed to possess fundamental characteristics needed to create conditions for high work motivation, satisfaction and performance. The concepts of their Job Characteristics Theory are diagrammed in Figure 1.

FIGURE 1: THE RELATIONSHIPS AMONG THE CORE JOB DIMENSIONS, THE CRITICAL PSYCHOLOGICAL STATES, PERSONAL/WORK OUTCOMES, AND MODERATORS AS ILLUSTRATED BY HACKMAN AND OLDHAM (1974).



Hackman and Oldham began by searching for the basic psychological states that promote high-performance motivation and satisfaction at work. The three conditions they suggested were: (a) a person must experience the work as meaningful, as something which is generally

valuable and worthwhile; (b) a person must experience responsibility for the results of the work, that is, he /she must feel personally accountable and responsible for the work results; (c) a person must have knowledge of the final results of the work being done, that is, he/she must understand the effectiveness of his/her job performance. For the development and maintenance of strong internal work motivation, Hackman and Oldham (1975) assert that it is necessary for all three critical psychological states of experienced meaningfulness, experienced responsibility, and knowledge of results to be present (p. 90). Since the three critical psychological states are, by definition, internal to persons, they cannot be directly manipulated in managing work. Therefore, the authors began with the question of how the critical psychological states could be created. They identified five core job characteristics of skill variety, task identity, task significance, autonomy, and feedback as reasonably objective, measurable and changeable properties of work, and that foster the desired psychological states, which in turn motivate positive personal/work outcomes. They further suggested that skill variety, task identity, and task significance contributed to the experienced meaningfulness of the work while autonomy accounted for experienced responsibility, and feedback established knowledge of work results. A job high in motivating potential must be high on at least one of the three job characteristics that prompt experienced meaningfulness, and high on both autonomy and feedback, to create conditions which foster all three critical psychological states (Hackman and Oldham, 1980, p.81). The overall motivating potential of a job can be determined by the computation of a motivating potential score, which is calculated as illustrated below:

MOTIVATING POTENTIAL SCORE

$(\text{Skill Variety} + \text{Task Identity} + \text{Task Significance}) / 3 \times \text{Autonomy} \times \text{Feedback}$

The motivating potential score provides a quantitative diagnosis of the job situation in question by means of the scores obtained from the Job Diagnostic Survey. In summary, the Job Characteristics Theory of Hackman and Oldham asserts that a job will be meaningful to an employee to the extent that it requires a variety of skills, involves the completion of a whole and identifiable piece of work, and has significance for the lives of other people; it will foster feelings of personal responsibility to the degree that it provides the employee autonomy in selecting the methods for carrying out the work; and it furnishes the employee knowledge on which to judge the effects of his or her efforts if it is arranged to allow such feedback. Thus, the motivating potential of a job, as elaborated by the five core job characteristics, are said to affect the three critical psychological states, which, in turn, are essential ingredients of the employee's internal work motivation and other positive personal/work outcomes.

DEFINITION OF TERMS: HACKMAN AND OLDHAM PROVIDE THE FOLLOWING DEFINITIONS

Core Job Characteristics refers to objective properties of Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback that contribute to the work effectiveness and satisfaction of employees.

Critical psychological states refer to the Experienced Meaningfulness of Work, Experienced Responsibility for Work Outcomes, and the Knowledge of Work Results.

Motivating Potential Score refers to a single summary index of the degree to which the objective characteristics of the job will prompt high internal work motivation.

Skill Variety is the degree to which a job requires a variety of different activities in carrying out the work, which involve the use of a number of different skills and talents of the employee

Task Identity is the degree to which the job requires the completion of a "whole" and identifiable piece of work (i.e.; doing a job from beginning to end with visible outcomes).

Task Significance is 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.

Autonomy is the degree to which the job provides substantial freedom, independence, and discretion to the employee in scheduling his or her work and in determining the procedures to be used in carrying it out.

Feedback refers to the degree to which carrying out the work activities required by the job results in the employee obtaining information about the effectiveness of his or her performance.

Knowledge of Results refers to the degree to which the employee knows and understands, on a continuous basis, how effectively he or she is performing his or her job.

PURPOSE OF STUDY

The purpose of this study was to apply Hackman and Oldham's Job Characteristic Model to the perceptions of employees hold towards their job.

RESEARCH QUESTIONS

1. How do the employees feel about their core job characteristics of skill variety, task identity, task significance, autonomy, and feedback, all of which determine the motivating potential of the job?
2. How do the mean scores of employees compare to the norms established by Oldham, Hackman, and Stepina ?

METHODOLOGY

Sample: The data for the study was based on the survey of 96 respondents from various departments namely accounts, export, logistics, IT, HR and Sales of a private limited organization in Chennai. The respondents range in different positions from officers, executives to area head. Table 1 details the sample split. Non probability convenience method sampling was used.

TABLE NO. 1: SAMPLE CLASSIFICATION

Name of the Department	Frequency	Percent
Accounts	33	34.38

Export	3	3.13
HR	18	18.75
IT	29	30.21
Logistics	2	2.08
Sales	11	11.46
Total	96	100.00

QUESTIONNAIRE: Core Job Characteristics model developed by Richard Hackman and Greg Oldham has been used in this study. This model identifies five core job dimensions that produce three psychological states. Employees who experience these psychological states tend to have higher levels of internal work motivation, job satisfaction and work effectiveness. The five core job characteristics include skill variety, task identity, task significance, autonomy and job feedback. The questionnaire contains 15 questions with three questions measuring each variable. The results can be decided from the motivating potential score (MPS) calculated from these five variables. The five core job dimensions were measured through the self-descriptive items asking the respondents how strongly they agree or disagree with a number of statements, which describe work experiences. A total of fifteen statements comprised the measurement of core job characteristics. The respondents identified how much of each job dimension they perceive to be present in their current jobs. All items are direct-scored and the score for each job dimension is determined by averaging the values of the items. Question of the Job Diagnostic Survey of Hackman and Oldham.

1. How much variety is there in your job? That is, to what extent does the job require you to do many different things at work using a variety of your skills and talents?

1	2	3	4	5	6	7
Very little: the job requires the same routine things over and over			Moderate Variety		Very much: the job requires me to do many different things, using a number of different skills and talents	

ANALYSIS AND FINDINGS

SAMPLE CHARACTERISTICS

The mean age of the samples was 31 years with minimum age of 22 and maximum age of 46 years. Among ninety six, 65 of the sample respondents were in the age interval of 21-30 years. Further 27 of the respondents were in the age interval of 30-39 years and only 4 of the respondents were in the interval of 39-48 years and 66 respondents were in the experience interval of 1-9 years and 17 respondents were in the experience category of 17-25 years, 13 respondents were in the category of 9-17.

TEST OF NORMALITY

To analyze the data normality, one sample K-S test was applied to the data obtained on the factors of MPS. All the factors were significant at 1 per cent level, thus arriving to a conclusion that the data is normally distributed.

TABLE NO. 2: CORE JOB CHARACTERISTICS SURVEY MEANS AND STANDARD DEVIATION ACROSS THE RESPONDENTS

Core Job Characteristics	N	Min	Max	Mean	SD
Skill variety	96	1	6	4.49	0.49
Task significance	96	1	7	4.29	0.67
Task identity	96	1	7	4.41	0.37
Autonomy	96	1	7	4.24	0.54
Job feed back	96	1	7	4.74	0.86

Note. N = number of subjects, Min = minimum score, Max = maximum score, SD = standard deviation.

As indicated in the table 2, mean scores for all but one dimension were slightly higher than four, thus indicating moderate presence of the dimension and/or that they were uncertain about the accuracy of the statements provided freedom in determining how the work was done (M = 4.74) received the highest agreement. Employees were neutral or uncertain regarding the degree to which the task had significance (M = 4.29). None of the employees felt the job required very much utilization of their various skills and talents as indicated by the range of scores (high score = 6). There was also less variability in employees responses for this item compared to the others as the smaller standard deviation suggests (.49).

TABLE NO.3: CORE JOB CHARACTERISTICS SURVEY MEANS AND STANDARD DEVIATION ACROSS THE DEPARTMENT

Department	Factors	SV	TI	TS	AT	JF
Accounts (n =33)	Mean	4.64	4.24	4.52	4.22	4.80
	SD	0.59	0.70	0.38	0.45	0.98
Exports (n =3)	Mean	4.89	4.56	4.78	4.67	4.78
	SD	0.51	0.84	0.19	0.88	0.69
HR (n =18)	Mean	4.46	4.28	4.46	4.30	4.81
	SD	0.43	0.71	0.33	0.46	0.97
IT (n =29)	Mean	4.51	4.40	4.32	4.32	4.84
	SD	0.38	0.74	0.35	0.64	0.87
Logistics (n =2)	Mean	4.83	4.50	4.50	4.50	5.17
	SD	0.71	1.18	0.71	0.24	0.24
Sales (n =11)	Mean	4.39	4.42	4.61	4.30	4.64
	SD	0.44	0.34	0.33	0.64	0.41

Note: SV-skill variety; TI-task identity; TS-task significance; AT- autonomy; JF- job feedback

The table 3 shows that except exports, in all other department such as accounts, HR, IT, logistics and sales, highest mean has been obtained for Job Feedback which implies that the respondents of these departments were able to make conclusions about their

performances. In the exports department, highest mean has been obtained for Skill Variety which implies that the respondents were able to make use of variety of skills/talents to perform their job.

TABLE NO. 4: MOTIVATING POTENTIAL SCORE OF EMPLOYEES OF VARIOUS DEPARTMENTS

DEPARTMENTS	MPS
Accounts	90.47
Exports	105.88
HR	84.38
IT	92.20
Logistics	107.25
Sales	89.25
OVER ALL MPS	88.36

Table 4 shows the motivating potential score (MPS) of the employees as calculated using the formula developed by Hackman and Oldham (1974).

MOTIVATING POTENTIAL SCORE

$MPS = ((Skill\ Variety + Task\ Identity + Task\ Significance)/3) * Autonomy * Feedback$

From the table 4 it is inferred that the MPS is high in logistics department followed by Exports and Information technology department. The human resources department have the least Motivating potential score. The Motivating Potential Score for the organisation when considering all the employees perception is 88 approximately, which is considered a low score when comparing to the normative data established by Oldham, Hackman, and Stepina (1979).

COMPARISON WITH NORMATIVE DATA

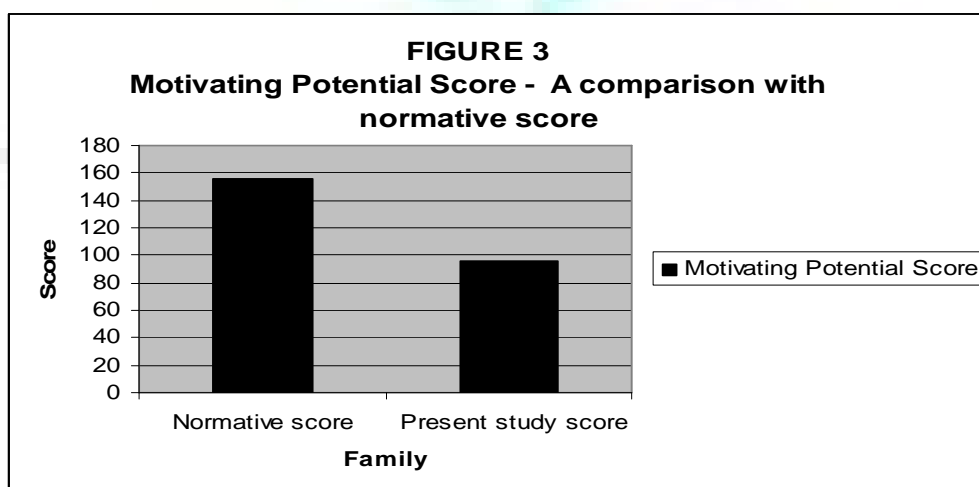
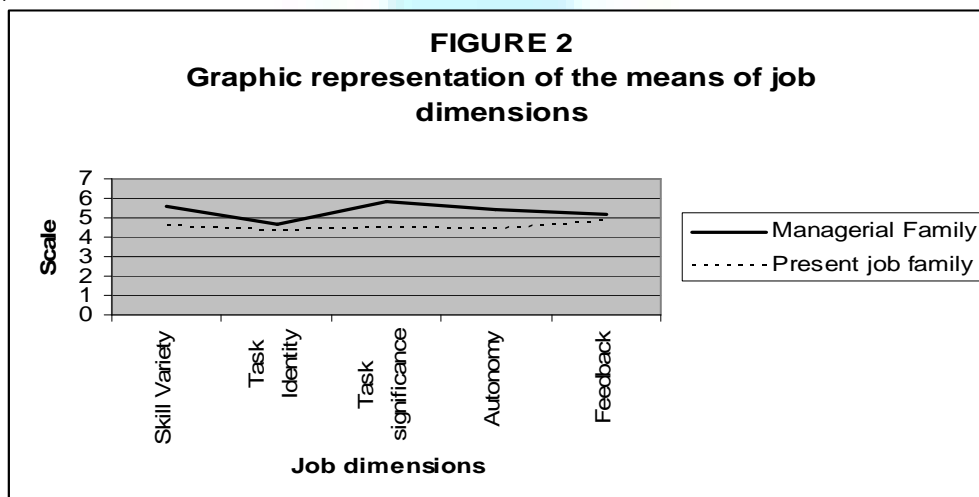
In an effort to establish a meaningful perspective of the data collected for this study, the means for the job were compared to normative data established by Oldham, Hackman, and Stepina (1979). The normative data are based on the results of studies involving 6,930 employees holding 876 jobs in 56 organizations. The jobs included in those studies were highly heterogeneous and divided into nine job groups established by the Equal Employment Opportunity Commission (EEOC) and defined in the Dictionary of Occupational Titles (DOT) published by the U.S. Department of Labor. Table 5 presents the core job dimensions and motivating potential score of the present study and that of the five job groups proposed (only five out of nine were considered for this study) by Oldham, Hackman, and Stepina as normative data.

TABLE 5: MEANS FOR THE JOB DIMENSIONS OF THE STUDY AND THE FIVE JOB FAMILIES USED BY OLDHAM, HACKMAN, AND STEPINA

Job dimensions	5 job families(Oldham et al)					Job families in this study					
	Man	Clr	Sal	Ser	Pr	Acc	Exp	HR	IT	Log	Sal
SV	5.6	4	4.8	5	4.2	4.64	4.89	4.46	4.51	4.83	4.89
TI	4.7	4.7	4.4	4.7	4.3	4.24	4.56	4.28	4.4	4.50	4.42
TS	5.8	5.3	4.5	5.7	5.3	4.52	4.78	4.46	4.32	4.50	4.61
AU	5.4	4.5	4.8	5.0	4.5	4.22	4.67	4.3	4.32	4.50	4.3
FB	5.2	4.6	5.4	5.1	4.7	4.80	4.78	4.81	4.84	5.17	4.64
MPS	156	106	146	152	105	90	106	84	92	107	89

SV:Skill variety; TI:Task Identity; TS:Task Significance; AU:Autonomy; FB: Feed Back; Man: Managerial; Clr:Clerical; Sal:Sales; Ser:Services; Pr:Processing; Acc:Accounts; Exp:Exports; HR:Human resource; IT:Information Technology; Log: Logistics

For the purpose of this study, the accounts, exports, human resource, Information technology and logistics departments were considered as Managerial task for comparison with the managerial family identified by Oldham, Hackman and Stepina. Figure 2 graphs the mean score of the employees in the present study (5 job families) and managerial job family means (Oldham, Hackman and Stepina) as presented in Table 5. Managerial job family means are represented with a solid line and the present study's means are symbolized with a dashed line. Each of the core job dimensions are represented on the X-axis while the Y-axis portrays the 7-point Likert scale used to measure each job dimension. Figure 3 graphically compares the motivating potential score of the managerial job family to the motivating potential score of the employees of present study.



Using a one-sample t-test, the means representing the core job dimensions and motivating potential score of the present study and those of the managerial job family and sales job family were compared to determine if they were significantly different.

TABLE NO. 6: ONE SAMPLE T-TEST COMPARING THE CORE JOB DIMENSIONS MEANS OF THE MANAGERIAL JOB FAMILY AND THE PRESENT STUDY'S EMPLOYEES SCORE

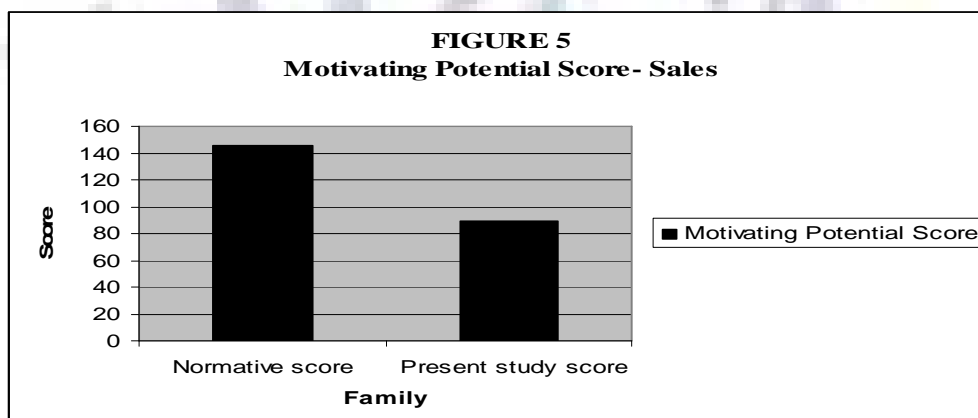
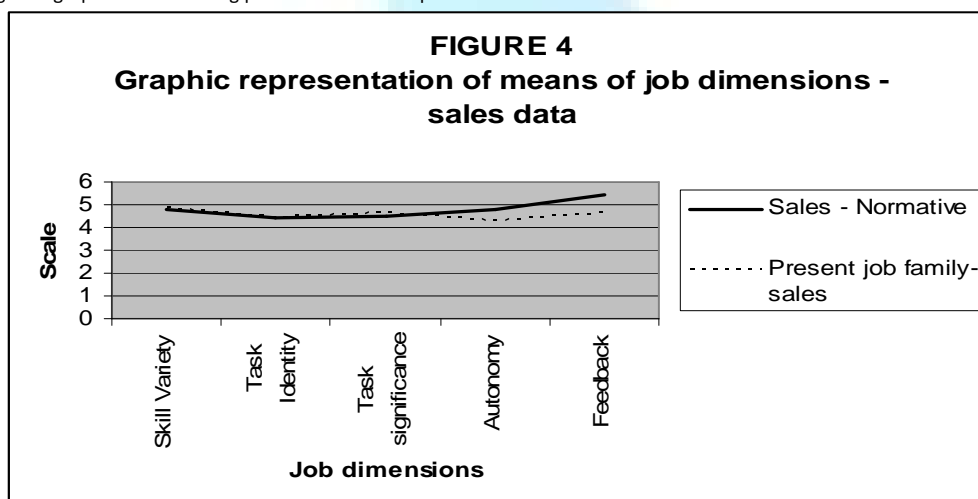
Job dimensions	t value	Sig (2 tailed)
Skill Variety	10.60	0.00*
Task Identity	08.90	0.00*
Task Significance	11.50	0.00*
Autonomy	13.84	0.00*
Feed back	12.24	0.00*

* p < 0.05

The results reported in Table 6 indicate a significant difference between each of the core job dimensions for the managerial job family and the sample of employees (accounts, exports, human resource, information technology, and logistics) in this study.

COMPARISON OF THE SALE DATA (NORMATIVE) WITH THE SALES DATA GENERATED IN THIS STUDY

The scores of sales department as such were compared with that of the normative data of the sales family established by Oldham, Hackman and Stepina. Figure 4 graphs the mean score of the sales job family data identified by Oldham et al and the data generated in this study and figure 5 graphs the motivating potential scores comparison .



Using one sample t test the scores of job dimension obtained from the sales department was compared with the normative data of the sales family established by Oldham, Hackman and Stepina. Table 7 details the result of the comparison.

TABLE 7: ONE SAMPLE T-TEST COMPARING THE CORE JOB DIMENSIONS MEAN OF THE SALES JOB FAMILY AND THE PRESENT STUDY'S SALE'S DEPARTMENT EMPLOYEES SCORE

Job dimensions	t value	Sig (2 tailed)
Skill Variety	0.688	Not significant
Task Identity	0.567	Not significant
Task Significance	0.798	Not significant
Autonomy	0.655	Not significant
Feed back	0.346	Not significant

The results reported in Table 7 indicate no significant difference between each of the core job dimensions for the sales job family.

DISCUSSION AND CONCLUSION

A descriptive comparison of the means produced by this study to those of the 2 job families (as in this study only two family was considered for this study), illustrated that the feelings the employees best resemble those of people working a managerial job. The comparison was also done using a one-sample t-test. Significant differences for the managerial job family were revealed between all core job dimensions ($p < .05$). The comparative study on the sales jobs did not reveal any significant differences.

The following conclusions can be drawn from the results of this investigation:

1. Employees felt most strongly about their sense of work responsibility due to the autonomy experienced in doing the job.
2. Employees felt least strongly about the meaningfulness of their job due to the degree in which they felt the job required a variety of different activities, allowed for the completion of entire tasks, and the impact the job has on the lives of others.
3. Employees indicated a strong desire to experience stimulating work and the opportunity to exercise creativity and independent thought; however, their feelings towards the core job dimensions produced a low motivating potential score.
4. When compared to the national norms of the managerial job family, this sample of employees perceived their jobs as less motivating.
5. A job high in motivating potential must be high on at least one of the three job dimensions (skill variety, task significance, task identity) that prompt the psychological state establishing an employee's feelings of meaningfulness in his or her job.
6. A job high in motivating potential must be high on autonomy to instil the psychological state that establishes an employee's feelings of accountability and responsibility in his or her job.
7. A job high in motivating potential must be high on feedback to instil the psychological state that establishes an employee's awareness of how effectively he or she performs the job.
8. Employees with a strong need for professional growth will respond more positively to jobs that are high on the core job dimensions.

These precepts are supported by the descriptions the employees provided regarding their core job dimensions that affected their motivating potential score. As illustrated in the Job Characteristic Model, careful attention should be given to the core job dimensions (skill variety, task identity, task significance, autonomy, feedback) that shape the psychological states (experienced meaningfulness, experienced responsibility, and knowledge of results) and which determine the personal and work outcomes of employees. This study should be viewed as another contribution to the general understanding of employee perceptions by using the Job Characteristics Model and Job Diagnostic Survey in an educational setting

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