

Relationship between Job Characteristics Model and Job Satisfaction with Mediating Effect of Organizational Commitment



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ABSTRACT: This research discovers the relationship between Job Characteristics Model (JCM) and job satisfaction using the mediator organizational commitment on private universities faculties in Bangladesh. This study is an empirical study to understand how specific job characteristics, as defined by the JCM—namely skill variety, task identity, task significance, autonomy, and feedback—affect employee’s commitment. Besides, the study tries to find out the impact of organizational commitment on job satisfaction. Moreover, researcher investigate how organizational commitment mediates the relationship between JCM and Job Satisfaction using 489 sample of faculty members from private universities in Bangladesh. For conducting this research, respondents have been selected by using convenience sampling method through a structured questionnaire. The findings reveal that JCM and organizational commitment has positive relationship, besides organizational commitment can play positive impact over the job satisfaction of the faculty members. Finally, this research depicts how organizational commitment strongly mediates the relationship between job characteristics model and job satisfaction. These insights contribute to existing literature by highlighting the importance of fostering organizational commitment for improving job satisfaction within the educational sector in Bangladesh. The study’s implications suggest that university management should focus on designing jobs that enhance employee commitment to maximize satisfaction, ultimately leading to better organizational outcomes.

KEY WORDS: Job Characteristics Model, Organizational Commitment, Job Satisfaction, Private Universities, Bangladesh.

1.0 INTRODUCTION

Employee performance, retention, and overall organizational success mostly influenced by job satisfaction of employees (Evans,1997). In Bangladesh, private universities are competing for skilled faculty members. Thus, understanding the drivers of job satisfaction becomes essential.

One prominent framework namely Job Characteristics Model (JCM), developed by Hackman and Oldham in 1970s. Skill variety, task identity, task significance, autonomy, and feedback are the main dimensions of JCM can significantly influence on motivation and overall job satisfaction among employees within an organization. The relationship between JCM and job satisfaction may not be straightforward and sometimes it could be deployed by other factors, like as organizational commitment (Al-Tit, & Suifan, 2015). If employees are satisfied towards the organization, they are more likely to be motivated, engaged and satisfied. Most of the private universities faculty members in Bangladesh, are facing unique challenges, including workload pressures and the need for professional development. Job satisfaction among the faculties can be shaped by ensuring organizational commitment. Aim of the research is to investigate the impact of organizational commitment as mediator on the relationship between the Job Characteristics Model and job satisfaction. By examining how organizational commitment influences the connection between job characteristics and job satisfaction. Moreover, this research seeks to provide valuable understandings to enhance employee performance of private universities faculties in Bangladesh.

Hereby, followings are the objectives of this research-

1. Inspect the relationship between JCM and organizational commitment.
2. Evaluate the relationship between organizational commitment and job satisfaction.
3. Investigate the impact of organizational commitment as mediator on relationship between JCM and job satisfaction.

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2. LITERATURE REVIEW

2.1. Job Characteristics Model

JCM is a framework in organizational psychology and management that identifies five core job dimension (Hackman and Oldham, 1980). JCM offers a robust framework using to influence employee motivation and satisfaction (Chiu & Chen, 2005). JCM has three psychological states including- meaningful work, Responsibility in job and knowledge regarding work outcome. Those can enhance the employee's performance and motivation. (Ababneh and Hackett, 2019; Ozturk et al., 2014 & Sulistyono and Suhartini, 2019). This model seeks to explain how JCM can impact the job, containing job satisfaction, motivation, performance, and absenteeism. Previously most of the scholars showed that skill variety, task identity, task significance, autonomy and feedback are five dimensions of JCM and JCM have positive effect on job satisfaction. (Khalil 2017; Al-Tit & Suifan 2015). Here, skill variety generally refers as to have variety of skills and talents that are required for completing a job (Kwon & Banks, 2004). Task identity is the degree to which job involves for completing the "whole" or identifiable part of a work. When an employee can see his/her work from start to finish, tend to feel more ownership and pride in his/her job (Hadi & Adil, 2010). Task significance refers to which a job has a substantial impact on others, either within organization or externally. Jobs perceived as meaningful and impactful are more motivating. (Morris & Venkatesh, 2010). Autonomy in task represents the freedom and independence, an employee has in scheduling the work and determining how it is done. Higher autonomy typically leads to increased job satisfaction and motivation. (Na-Nan & Pukkeeree, 2013). Finally, feedback refers as the carrying out of job activities provides direct and clear information about performance. Feedback helps employees understand the effectiveness of their work and ultimately leads towards the satisfaction about his or her performance (Khalil, 2017).

2.2 Organizational Commitment

One of the key concept in organizational behavior is organizational commitment, reflecting as degree to which employees are loyal to their organization (Mottaz, 1988). Organizational commitment can be defined in various ways, but usually it refers the psychological attachment of an employee towards organization. In 1990 O'Reilly et al. recommended three dimension of organizational commitment including-compliance, identification and internalization. The most widely recognized framework is that of Allen and Meyer (1991), who established three component of organizational commitment. Those three component were -affective commitment, continuance commitment and normative commitment. Affective Commitment is strong emotional attachment of an employee towards the organization. For retaining the employees in the organization, affective commitment can play a strong role. (Meyer and Allen 1991). According to Shore et al., 1995, continuance commitment refers the situation where an employee aware about costs associated with leaving the organization. Finally, an employee's feelings of obligation to remain with organization can be identified as normative commitment (Buchko et al., 1998).

2.3 Job Satisfaction

Job satisfaction can be broadly defined as an employee's affective reaction to their job, encompassing feelings of contentment, pleasure, and fulfillment derived from their work.

Basically, job satisfaction is the evaluative judgment about the job (Skaalvik and Skaalvik, 2017). In 1997 Evan stated that job satisfaction is the insight of employee's belongings regarding the organization and the needs to be met. According to Yamaguchi (2013), job satisfaction is simply which employees are pleased with their jobs or not. The concept of job satisfaction can influence the productivity, employee turnover and employee retention (Eslami, and Gharakhani, 2012).

Burić and Moè, 2020 identified job satisfaction is an effective response of the employees to which they appear to like their job. According to Sulistyono and Suhartini, 2019). Job satisfaction may produce individual's satisfaction regarding the salary, promotion, direct supervision, relationships with co-workers, and most importantly overall the work itself.

2.4 Relationship between JCM and Organizational Commitment

JCM and organizational commitment are closely linked, while JCM playing significant role in shaping employee's commitment to the organization. Understanding the relationship between JCM and organizational commitment is crucial for organizations while aiming to cultivate a committed and motivated workforce (Oliver *et al.*, 2005). In 2013 Amiri et al. anticipated that level of organizational commitment depends on the employee's deferent role of the job within the organization. They also found that the dimensions of JCM specifically, autonomy, task identity, and feedback have significant positive impact on organizational commitment. Moreover, CluseTolar, (2004) asserted that JCM have a positive correlation with organizational commitment. Organizations can enhance organizational commitment by designing jobs that incorporate the core characteristics of the JCM (Flynn, D.M. and S. Tannebaum, 1993) By ensuring that jobs are meaningful, autonomous, and provide regular feedback, organizations can foster stronger emotional attachment among employees. Therefore, the first hypothesis for this study is recognized as-

H1: JCM is positively correlated to organizational commitment.

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2.5 Relationship between Organizational Commitment and Job Satisfaction

There is multifaceted and reciprocal positive relationship between organizational commitment and job satisfaction. Pool and Pool (2007) conducted a research in a learning organization and found positive impact of organizational commitment on job satisfaction. Moreover, they found this relationship was reciprocal. In 2009, Yiing and Ahmad conducted a research on 400 participants in Malaya University and found a positive association between organizational commitment and job satisfaction. They also stated that this relationship allowed organizations to design better strategies for enhancing employee motivation, retention, and overall organizational effectiveness. Beside this, job satisfaction can be increased by affective commitment, and normative commitment (Kuruüzüm, Çetin, and Irmak, 2009). Job satisfaction among the employees can act as the predictor of organizational commitment (Dirani and Kuchinke, 2011). Furthermore, Emotional intelligence, job satisfaction, and organizational commitment have positive significant relationship on job satisfaction and organizational commitment (Anari, 2012). Kord and Tamini (2012) also confirmed that organizational commitment is significantly correlated to job satisfaction. Additionally, psychological contract breach has positive impact on job satisfaction and organizational commitment (Antonaki and Trivellas, 2014). Based on the previous research it seems that

Organizational commitment can enhance job satisfaction among the workers of an organization.

Therefore, the 2nd hypothesis of this research is-

H2: Organizational Commitment has positive impact on job satisfaction.

2.6 Organizational Commitment- as the Mediator on the Relationship between Job Characteristics Model and Job Satisfaction

Job satisfaction is essential because it impacts nearly every aspect of organizational success, from employee well-being and retention to productivity, customer satisfaction, and financial performance. The nature of work and relationship with coworkers can influence the job satisfaction (Sulistyo and Suhartini, 2019) Moreover there is huge literature on Job satisfaction and other influencing factors. Job satisfaction can be positively manipulated by individual characteristics, job design, job characteristics and some other external factors (Steijn and Voet, 2019). The job characteristics positively impact job satisfaction, but this relationship is strengthened when employees also have a high level of organizational commitment. (2012 Anari). Organizational commitment acts as a bridge or mediator that connects the job characteristics defined by the JCM to the level of job satisfaction experienced by employees. Hence the final hypothesis is:

H3: Job Characteristics Model positively effects on job satisfaction through using the mediator organizational commitment.

2.7 The Theoretical Framework of the Study

Job Characteristics Model (JCM), identifies specific job attributes that influence employee motivation and satisfaction. Organizational commitment can increase this relation through acting a bridge. This model integrates the organizational commitment as a mediator to understand the effects of JCM on job satisfaction. The framework of this study is given below-

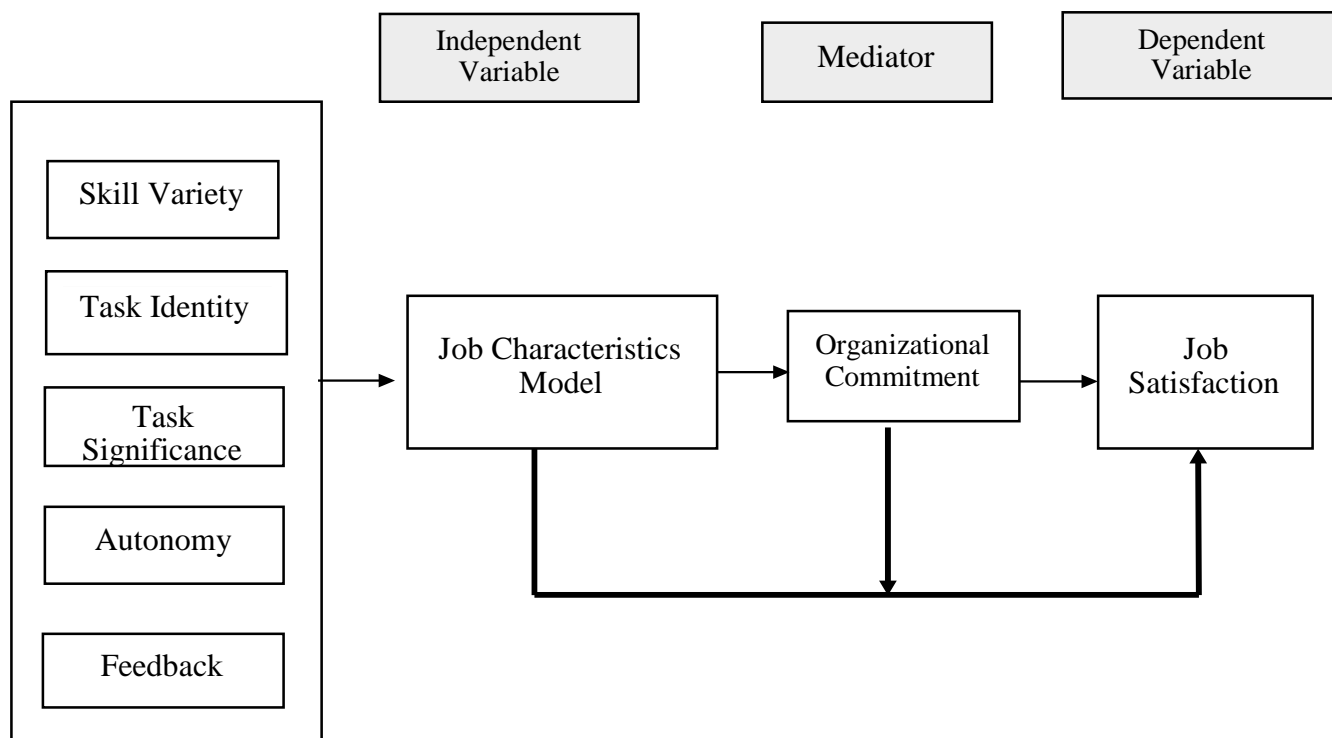


Figure 2.1: Theoretical Framework of the Study

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3. METHODOLOGY

This is quantitative research by its design. Structured questionnaire has been used to collect data from all of private universities in Bangladesh. Multiple choice questions were used to identify the demographic data. From the second section, a five-point Likert scale, ranging from 1 = 'Strongly disagree' to 5 = 'Strongly agree' had been used to collect primary data from the respondent. This research also included secondary data from the published materials such as; journals, books, articles and computerized databases. This study mainly included the faculty members of all private universities, faculty members who are working for more than 2 years. To reach the most of the respondents, this research followed simple random sampling method for selecting the respondents. The researcher distributed 550 survey questionnaires, out of which total 489 responses have been used as the sample size for this study. This study used SPSS 25.0 to analyze all the data.

4. MEASURES

This study used five components of the Job Characteristics Model (JCM) are Skill variety, Task identity, Task significance, Autonomy and Feedback. In this study each of the components of JCM includes 3 items to assess the job characteristics, 15 items for assessing organizational commitment and 10 items have been used to assess the job satisfaction. For this purpose, items were adapted from the study of Blanz, (2017), Blanz established the scale from the Job Description Survey (JDS) proposed by Hackman & Oldham (1975). This study used 15 items of the organizational commitment that developed by Mowday, Steers, and Porter in (1979). Finally, to measure Job satisfaction 10 items have been collected from the study of Blanz (2017). In using this questionnaire, some items were rephrased for the better understanding of the respondents and for relating to the context.

5. DATA ANALYSIS & RESULTS

All the analyses have been done using SPSS 25.0. This study included descriptive statistics, correlation and regression analysis to explore the mediating impact of organizational commitment on the relationship between JCM and job satisfaction. All the data has been tabulated, interpreted and analyzed into two stages. In the first stage, to determine the mean, standard deviation, and correlation, this research used descriptive statistical analysis of all constructs from the survey.

In the second stage, hypotheses are examined using regression analysis.

5.1 Demographic profile of respondents

Chronologically first of the survey questionnaire section-A, respondents were asked to share their demographic background including gender, designation and the years of experience in teaching professions. The descriptive analysis of results is summarized and given under below through a table with the percentage rate of respondents.

Table 5.1. Summarize the Profile of Respondents

Gender	Component	Number	Percentage
	Male	166	33.97%
	Female	323	66.05%
Designation	Component	Number	Percentage
	Lecturer	226	46.22%
	Assistant Professor	196	40.08%
	Associate Professor	67	13.70%
Experience	Component	Number	Percentage
	1-4 years	195	39.88
	5-8 years	97	19.84
	9-12 years	103	21.06
	More than 12 years	94	19.22

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5.2 Descriptive Statistics of the Latent Constructs

To interpret the data set consequentially, descriptive statistics is being used by summarizing the data set of the sample (Malhotra, 2011). Following methods of descriptive statistics have been applied to achieve the basic features of the survey data set.

Table 5.2. Descriptive Statistics of the Latent Constructs

	N	Minimum	Maximum	Mean	Std. Deviation
	Statistic	Statistic	Statistic	Statistic	Statistic
Skill Variety	489	2.00	4.67	3.6074	.61507
Task Identity	489	2.00	4.67	3.4260	.45071
Task Significance	489	3.00	4.67	4.0402	.42193
Autonomy	489	2.00	4.67	3.2754	.58639
Feedback	489	3.00	4.67	4.0337	.35508
Job Characteristics Model	489	2.93	4.13	3.7234	.22684
Organizational Commitment	489	1.87	4.67	3.5636	.69468
Job Satisfaction	489	2.20	4.50	3.5323	.53739
Valid N (list wise)	489				

It is clearly noted that all of the constructs have mean score more than three. The mean value of mediators and dependent value is 3.5636 and 3.5323 respectively. Standard deviation of all the constructs were little away from mean value.

5.3 Bivariate Correlations

To examine the correlation of the constructs, correlation matrix has been used. Results of correlations among all the dependent and independent variables are shown in the following table.

Table 5.3 Summary of Correlations among Constructs.

Correlations				
		Job Characteristics Model	Organizational Commitment	Job Satisfaction
Job Characteristics Model	Pearson Correlation	1	.147**	.173**
	Sig. (2-tailed)		.000	.000
	N	489	489	489

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Organizational Commitment	Pearson Correlation	.147**	1	.797**
	Sig. (2-tailed)	.000		.000
	N	489	489	489
Job Satisfaction	Pearson Correlation	.173**	.797**	1
	Sig. (2-tailed)	.000	.000	
	N	489	489	489
**. Correlation is significant at the 0.01 level (2-tailed).				

The estimates of correlations indicate that all the scales are empirically distinct from each other. It is shown that there is positive relation among dependent and independent variables. Besides, this study represents that all of the variables are significant at 0.01 level. Table 4 represents that,

Pearson Correlations is 0.147 between Job Characteristics Model and Organizational Commitment. Which indicates there is a positive relationship and this relationship is significant at level 0.01. There is a high positive correlation between Organizational commitment and Job satisfaction with the value of 0.797. Beside this, Job Characteristics Model and Job Satisfaction have also a positive relationship. Finally, correlation co-efficient between Job Characteristics Model and Job satisfaction is 0.173, which indicates a positive relation within variables.

5.4 Regression Analysis

5.4.1 Relationship between Job Characteristics Model and Organizational Commitment

The overall regression model is significant as $F(1,487) = 10.814$, and $R^2=0.022$ and besides $F(1,487)=10.814$, is greater than the critical value $F(1,487)=3.8606$ with significant level $p<.05$.

Table 5.4 : Coefficients Table, Model Summary and ANOVA

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients		Sig.
		B	Std. Error	Beta	t	
1	(Constant)	1.883	.512		3.678	.000
	Job Characteristics Model	.451	.137	.147	3.288	.001
R	R Square	Adjusted R Square		F	Sig.	df
.147	.022	.020		10.814	.001	1, 487
a. Predictors: (Constant), Job Characteristics Model						
b. Dependent Variable: Organizational Commitment						

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Moreover, calculated value of $t(1,487) = 3.678 >$ tabular value of $t((1,487) = 1.6479$. Thus the model predicts that, Job Characteristics Model could predict the dependent variable organizational commitment significantly.

5.4.2 Relationship between Organizational Commitment and Job Satisfaction

The study identified that organizational commitment was positively correlated to job satisfaction with value 0.797 and the relationship is significant at the 0.01 level.

Table 5.5 Relationship between Organizational Commitment and Job Satisfaction

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.334	.077		17.371	.000
	Organizational commitment	.617	.021	.797	29.150	.000
R	R Square	Adjusted R Square		F	Sig.	df
.797	.636	.635		849.705	.000	1, 487
a. Predictors: (Constant), Organizational commitment						
b. Dependent Variable: Job Satisfaction						

Here, the $R^2 = 0.636$ and the adjusted $R^2 = 0.635$, showing that predictor variable organizational commitment can explain near about 63.5% of the total variability of the dependent value Job satisfaction. besides, the overall regression model was significant as $F(1,487) = 17.371$ is greater than the critical value $F(1,487) = 3.8606$ with significant level $p < .05$. Additionally, calculated value of $t(1,487) = 17.371 >$ tabular value of $t((1,487) = 1.6479$. therefore, it's indicated that there was a significant positive linear relationship between organizational commitment and job satisfaction.

5.4.3 Mediating Effect of Organizational Commitment on the Relationship between Job Characteristics Model and Job Satisfaction

The summary of regression analysis model with the relation of Job Characteristics of Model and Job Satisfaction through mediator organizational commitment has found $R^2 = 0.639$ and adjusted $R^2 = 0.637$ that means predictor variable Job Characteristics Model and Organizational commitment explains 63.7% of the variance on the dependent variable Job Satisfaction.

Table 5.6 Mediating Effect of Organizational Commitment on the Relationship between Job Characteristics Model and Job Satisfaction

Coefficients ^a						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.861	.244		3.526	.000
	Job Characteristics Model	.133	.065	.056	2.041	.042

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	(Mediator) Organizational Commitment	.610	.021	.789	28.624	.000
R	R Square	Adjusted R Square		F	Sig.	df
.799	.639	.637		429.695	.000	2, 486
a. Predictors: (Constant), Job Characteristics Model						
b. Dependent Variable: Job Satisfaction						

Moreover, the model is significant as calculated $F(2, 486) = 429.695 >$ tabulated value $F(2, 486) = 3.0142$. Besides, calculated value of $t(2, 486) = 3.526 >$ tabular value of $t(2, 486) = 1.6480$. The coefficient for predictor variable Job Characteristics Model with mediator Organizational Commitment is $(b_1, b_2 = 0.133, 0.610)$. The Y intercept is computed as $(a = 0.861)$. It indicates that, using the mediating variable organizational commitment with the Job

Characteristics Model would be able to create higher Job Satisfaction. Thus the Linear Regression Equation would be as follows-

$$Y = a + b_1X_1 + b_2X_2$$

$$\text{Job Satisfaction} = 0.861 + (0.133 \times \text{Job Characteristics Model}) + (0.610 \times \text{Organizational Commitment})$$

5.5 Hypotheses Test

This study developed and examined three hypotheses. All those were tested on the basis of F and T test with the critical and tabulated value. The results of the hypotheses are presented on the following table-

Table 5.7 Summary of the Hypotheses Test

H	IV	Mediator	DV	F value	T value	Results
H1	Job Characteristics model		Organizational Commitment	$10.814 > 3.8606$	$3.678 > 1.6479$	Supported
H2	Organizational Commitment		Job Satisfaction	$849.705 > 3.8606$	$17.371 > 1.6479$	Supported
H3	Job Characteristics model	Organizational Commitment	Job Satisfaction	$429.695 > 3.0143$	$3.526 > 1.6480$	Supported

6. DISCUSSION

The relationship between JCM and job satisfaction is well-documented in organizational behavior studies. Job satisfaction can be influenced by various factors including job design and individual organizational commitment. In this context, organizational commitment serves as a potential mediator, strengthening or modifying the direct impact on job characteristics and job satisfaction. JCM suggests that when jobs should be designed by ensuring meaningful work, responsibility, and knowledge of the results, it leads to higher motivation and satisfaction. These job characteristics stimulate intrinsic motivation by making work feel more rewarding. Employees who find their jobs fulfilling and enriched (as described by JCM), are more likely to be attached with the organization. This attachment mediates how job characteristics influence job satisfaction. Organizational commitment serves as the crucial mediator on relationship between the Job Characteristics Model and job satisfaction. Enriched jobs promote higher levels of commitment, leads to greater job satisfaction. For organizations aiming to improve employee satisfaction, focusing on both job design and fostering organizational commitment is essential. The role of organizational commitment as the mediator suggests that commitment towards the organization have been derived from their job characteristics, as they feel a stronger connection and responsibility toward their work and the organization.

6.1 Managerial Implications

The findings of this research emphasize on the importance of fostering organizational commitment as the vital strategy for improving the job satisfaction. By understanding the mediating role of organizational commitment, university management can develop more holistic strategies that integrate job design with efforts to strengthen organizational commitment, ultimately leading to improved employee satisfaction and organizational performance. Moreover, while designing jobs with favorable characteristics is essential, management should also focus on building a supportive organizational culture that promotes commitment.

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7. CONCLUSION

Job satisfaction among the young faculty members of private universities in Bangladesh, is crucial for various reasons- including not only influencing the faculty members themselves but also the quality of education, institutional reputation, and the broader educational landscape. There are many positive impacts on the satisfaction of faculty members. Therefore, it is important to recognize the factors contributing to the job satisfaction of faculty members for ensuring their commitment towards the organization and enhancing the quality of the teaching and research. This study examined the relationship between the Job Characteristics Model (JCM) and job satisfaction using the mediator organizational commitment within private universities in Bangladesh. The findings underscore the importance of job characteristics—such as skill variety, task identity, task significance, autonomy, and feedback—in enhancing the commitment among university faculties. Moreover, this study also found that job satisfaction can be effected through organizational commitment. Finally, this research reveals that organizational commitment mediates the positive impact on the relationship between job characteristics model and job satisfaction. The results highlight that while well-designed jobs are crucial, fostering a strong sense of organizational commitment is equally important in achieving high levels of employee satisfaction. Employees who feel emotionally attached to and involved in their organization are more likely to be satisfied with their jobs, especially when their roles are enriched with meaningful characteristics.

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