Examining the Job Characteristics: A Matter of Employees' Work Motivation and Job Satisfaction

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The study investigated job characteristics as predictors of employees' work motivation and job satisfaction. The study made use of convenience sampling in selecting 366 employees (183 men and 183 women) from different banks in Karachi, Pakistan. The sample age ranged between 28 - 50 years. Three instruments were used, namely: Job Diagnostic Survey Scale, Achievement Motivation Scale, and General Job Satisfaction Questionnaire. Data analysis involved the use of Pearson Product Moment Correlation and Regression Analysis. Results indicated that five dimensions of job are positively correlated with work motivation and job satisfaction of employees. Male and female employees reported different associations of job characteristics with work motivation and job satisfaction. Results also indicated that the five core job characteristics are effective predictors of employees' work motivation and job satisfaction. On the basis of the findings, it is suggested that the appropriate combination of the five core job characteristics of skill variety, task identity, task significance, autonomy, and feedback can facilitate organizations to motivate and satisfy its employees.
Keywords: Job characteristics, skill variety, autonomy, work motivation, job satisfaction,