Job Characteristic Model and Relationship with Employee Performance: Case Study of Qurtuba University

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ABSTRACT

The aim of this article is to find the relationship between job characteristics and performance. From a total of 200 employees of a company, 100 were selected as sample of this study. Bivariate correlation and linear regression was used to test the hypotheses. It was found that all the variables were significantly related with each other, and regression results shows variance upon performance of employees.

KEYWORDS

Communication System, Employee’s Performance, Organizational Environment, Payroll

INTRODUCTION

There is huge literature and number of researchers are exploring the effects of the personal characteristics of the lecturers of the advance learning institutions on their behavior of the organizations. Personal characteristics have been used as the independent variables of satisfaction and dissatisfaction of the job. Huge literature is available, and those results show that personal characteristics show different findings in different situations. Study conducted by the (Khan et al., 2012) found that only three personal characteristics are playing important role other four personal characteristics has no effect. He found that gender is playing very important role because of the political situation of the country. There is difference in the point of view between public and private sector institutions and shows variance in job satisfaction while no role in turnover intention. (Khan et al., (2012) concluded that in KPK province there is no significant relationship on the lecturers of advance learning institutions in terms of numbers. But only few personal characteristics needs care who has some implications. Khan and Khan (2011) found the effects of personal characteristics on the lecturers of the universities in KPK province and found that these characteristics and their effects are different in underdeveloped countries and different in advance and developed countries. It was also mentioned that gender is found to be the most powerful variables of the dependent variables. But qualification and length of service are also important variables which show variance upon the dependent variables. (Khan et al., (2013) added to the literature that success of any university is dependent on the employees. Turnover intention of the academic staff is very important, and it is important for universities to have information about the personal characteristics of the lecturers of the universities. Job satisfaction can be characterized

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as mental condition of how an individual feels towards his/her job, as it were, individuals’ emotions and states of mind about assortment of inborn and outward components towards employment and the associations they play out their employments in. The components of job satisfaction are identified with pay, advancement, benefits, work nature, supervision, and relationship with partners (Mosadeghard, 2003). Job satisfaction is considered as all-around module of an organization’s human asset techniques.

As per (Simatwa, 2011) Job satisfaction implies a capacity which is positively identified with how much one’s close to home needs are satisfied in the job situation. (Kuria, 2011) contends that representatives are the most fulfilled and exceptionally beneficial when their job offers them security from monetary strain, acknowledgment of their exertion clear arrangement of grievances, chance to contribute thoughts and recommendations, cooperation leadership and dealing with the issues, clean meanings of obligations and duties and open doors for advancement, incidental advantages, sound installment structure, motivating force designs and benefit sharing exercises, wellbeing and wellbeing measures, government managed savings, remuneration, correspondence, correspondence framework lastly, climate of common put stock in regard. Job satisfaction implies pleasurable enthusiastic condition of feeling that outcomes from execution of work (Simatwa, 2011).

GENDER

In previous studies many researchers found that gender (male and female) are not found to be accounted or responsible for turnover intentions of the workers. According to research already done by researchers found that females satisfied more from their job as compare to male. On the other hand, it was found that skilled and experiences males but single are found to be less committed with organizations and have more turnover intention. If the responsibilities are higher than turnover intention will be lower but if turnover intention is high than here will be high turnover and in return the performance of the organization will be lower (Ronen & Pines, 2008; Malik et al., 2010). identified that females those are working in education institutions of Pakistan have to maintain a timetable for the office and house, and it was found that those females who are more committed to their organizations the turnover intention was measured lower among them. On the other side if males found a chance to move they have had higher turnover intentions. Some researcher found more turnover intention among females while some found it high among males while some researchers said there is insignificant difference between both groups.

THEORY AND HYPOTHESIS DEVELOPMENT

Job Satisfaction

Job satisfaction or employee satisfaction has been defined in many different ways. Some believe it is simply how content an individual is with his or her job, in other words, whether or not they like the job or individual aspects or facets of jobs, such as nature of work or supervision. Others trust it is not all that simplistic as this definition suggests and instead that multidimensional psychological responses to one’s job are involved (Spector, 1997). Researchers have also noted that job satisfaction measures vary in the extent to which they measure feelings about the job affective job satisfaction (Phua, 2012). The concept of job satisfaction has been developed in many ways by many different researchers and practitioners. One of the most widely used definitions in organizational research is that of (Locke, 1976). Who defines job satisfaction as “a pleasurable or positive emotional state resulting from the appraisal of one’s job or job experiences (Locke, 1976). Others have defined it as simply how content an individual is with his or her job; whether he or she likes the job or not. It is assessed at both the global level (whether or not the individual is satisfied with the job overall), or at the facet level (whether or not the individual is satisfied with different aspects of the job). A more recent definition of the concept of job satisfaction is from (Hulin & Judge 2003). Who have noted that job satisfaction includes multidimensional psychological responses to an individual’s job, and
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