Employee Perceptions of Job Characteristics and Organizational Commitment : A Review

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Abstract

Employee commitment is a key aspect in determining an organization's performance and is influenced by a number of variables, including work qualities. This study intends to explore the connection between employees' levels of organizational commitment and how they perceive their jobs to be. When we talk about job characteristics, we mean the aspects of the job that have an impact on an employee's motivation, contentment, and performance. Examples include task variety, autonomy, feedback, skill variety, and task significance. According to study, workers who believe their jobs have these qualities are more likely to be loyal to their employers. The emotional bond that an employee has with their employer is referred to as organizational commitment. The literature review pertaining to the present study aims to provide a comprehensive understanding of the relationship between job characteristics and organizational commitment, examining studies that investigate both variables independently and studies that examine their relationship. The study has used credible sources, including Emerald Insight, Science Direct, Springer, and Google Scholar, which provide access to a vast collection of scholarly articles and research studies. The findings of this study will provide insights into how job characteristics influence employee commitment to the organization and can help organizations design jobs that enhance employee motivation, satisfaction, and commitment.

Keywords: Employee perceptions of job characteristics, Organizational Commitment.

Introduction

Employee dedication and loyalty are essential for organizational success in the modern corporate Sector (Armstrong, 2009). Employees are more inclined to stick with a firm, put in more effort, and contribute more to its success when they feel a sense of loyalty being attached to it (Adeyinka et al., 2007). Positive correlations exist between organizational dedication and beneficial results, such as lower turnover rates, more job satisfaction, and improved job performance (Joe et al., 2013). According to Adeyinka et al. (2007), firms can increase employee commitment by providing a work environment that encourages employee happiness and motivation. This can be achieved through various strategies, such as offering competitive compensation packages, providing career growth opportunities, creating a supportive work culture, and acknowledging and rewarding employees for their contributions. Organizations can also foster employee commitment by promoting open communication, transparency, involving employees in decision-making processes, and supporting work-life balance. By creating a positive work environment that values and

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supports its employees, organizations can build a dedicated and loyal workforce that can drive their success (Allen and Meyer, 1996).

Organizational commitment is a multifaceted concept that describes the relationship between individuals and their organizations, and it involves various dimensions (Glazer et al., 2004). Abu Elanian (2009) suggested a positive relationship between job characteristics and organizational commitment, as many scholars have argued. Employees with the necessary skills required by their job are more likely to have a sense of purpose in their work and are more committed to carrying out their tasks (Ejike et al., 2019). Job characteristics such as job variety, feedback, and interpersonal relationships can predict organizational commitment, while autonomy and job identity do not seem to have a significant impact (Thikrunavukarasasu and Sritharan, 2016).

Job characteristics are features or attributes of a job that serve as motivational factors for employees, making the job appealing and encouraging employees to perform well (Chiu and Chen, 2005). The perceived job characteristics have an impact on employee motivation and commitment, meaning that how employees perceive their job characteristics can affect how motivated and committed they are to their work (Oliver et al., 2005). Certain job characteristics, such as skill variety and autonomy, have been recognized as significant factors in determining an individual's level of organizational commitment (Mottaz, 1988).

The purpose of this paper is to review various studies to have been conducted on the specific constructs in order to understand their relationships better besides an individual overview and a deeper insights into the understanding of each construct, followed by a review of research that examines the variables collectively.

Literature review

Employee perceptions of job characteristics Hackman and Lawler (1971) and Hackman and Oldham (1976) suggested that employee perceptions of job characteristics influence their internal motivation by facilitating critical psychological states. Positive perceptions of job characteristics can significantly impact employee motivation. Greenberger and Strasser (1986) defined job characteristics as job features that provide regular feedback, a sense of accomplishment, and the ability to manage one's behavior, leading to increased personal control. The Job Characteristics Model (JCM) developed by Hackman and Oldham (1974) explores the impact of job characteristics on employee motivation, job performance, and job satisfaction. The JCM outlines five job characteristics and their connection to personal and work-related outcomes. These include:

Skill variety

This refers to the range of activities required in performing a job, allowing employees to use a variety of skills and talent. The complexity of the required skills can impact the significance of the job (Krasman, 2012).

Task identity

This refers to the completion of an entire, recognizable piece of work with a visible outcome. Employees can see the impact of their efforts, which can be motivating (Hackman & Oldham, 1980).

Task significance

This refers to the job's perceived impact on the lives or work of others. This can be motivating for employees who value making a difference and contributing to a greater cause (McKnight et al., 2009). Grant (2008) suggested that task significance increases an employee's awareness of the social impact and cost of their work.

Autonomy

This refers to the level of freedom, independence, and discretion provided to employees in organizing and carrying out tasks. Employees can make decisions about methods and approaches (McKnight et al., 2009).

Feedback

According to Syukrina et al. (2014), feedback is essential in job activities, as it provides individuals with direct and clear information about their performance effectiveness. Johari & Yahya (2009) and Coelho & Augusto (2010) argued that skill variety, task identity, and task significance - the first three dimensions of the job characteristics model - work together to create a sense of importance and meaningfulness in the job. McKnight et al. (2009) proposed that these three characteristics also create a sense of importance, value, and worthiness in the job.

Employees who are given autonomy tend to feel more accountable and responsible for heir work, and feedback helps them understand how effective their performance is, leading to higher levels of job satisfaction and commitment towards the organization. When employees perceive their jobs as engaging, stimulating, and significant, they are more likely to feel motivated, resulting in better work performance, reduced absenteeism, and labor turnover (Spector, 1997). Providing challenging and interesting work can also boost employee motivation and lead to better performance, resulting in lower absenteeism and increased motivation.

Organizational Commitment

Organizational commitment, as defined by Mowday et al. (1979, 1982), is a mindset that creates a bond between employees and their organization. Mueller et al. (1992) and Price (1997) suggest that organizational commitment reflects the degree of loyalty an employee has towards the organization. According to Tanriverdi's (2008) research, organizational commitment is the extent to which an individual embraces and collaborates with the organization's objectives and principles while carrying out their job duties. Benkhoff (1997) contends that an employee's level of organizational commitment increases as they climb the ranks within the organization. Allen and Meyer (1990), Hellriegel et al. (1995), and O'Reilly et al. (1991) suggest that when employees demonstrate increased effort and dedication towards their work, their level of organizational commitment also rises.

Allen and Meyer (1997) proposed three primary models of commitment commonly classified as affective commitment, continuance commitment, and normative commitment. Affective commitment pertains to an employee's perception of a sentimental connection or sense of identification with the organization. Affective commitment also implies that an employee is not just content but actively engaged in organizational activities, such as participating in meetings and discussions and providing valuable insights or recommendations to aid the organization. Continuance commitment refers to an employee's perception of the expenses involved in leaving the organization for another job. When an employee experiences a sustained level of commitment, they may wish to remain with the organization because they have already invested significant time and energy and feel a sense of attachment to it. Normative commitment is an employee's perception of their moral responsibility to the organization. They believe that the organization has treated them fairly and do not want to risk leaving it. Several researchers hypothesize that a positive association between these factors would eventually enhance employee performance, increase productivity, and motivation.

Employee perceptions of job characteristics & Organizational Commitment

Oyewabi et al. (2012) define job characteristics as "the facets of an employee's job and responsibilities that determine how individuals view their specific role within the organization." Organizational commitment, on the other hand, can be described as "a proactive connection with the company, where an individual is willing to make personal sacrifices to enhance the organization's success" (Mowday et al., 1979). Allen, Lambert, and colleagues (2004) state that each aspect of job characteristics is positively correlated with organizational commitment. Amiri and colleagues (2013) suggest that organizational commitment has a positive impact on the extent of job characteristics and overall organizational commitment. Furthermore, Lambert and Poaline (2008) and Ozturk et al. (2014) argue that there is a direct correlation between job characteristics and affective commitment. Agarwal and Ramaswami (1993), Pearson and Chong (1997), and Steers (1977) propose that improving an employee's job characteristics across the five dimensions can result in a higher degree of commitment. However, Ozturk et al. (2014) suggest that not all aspects of a job have a notable influence on affective commitment. Steers (1971) maintains that job characteristics' dimensions must possess a substantial association with organizational commitment, which is consistent with Mottaz's (1988) argument that job characteristics like skill variety and autonomy are fundamental determinants of organizational commitment. Cable and Judge (1994) and Chui and Chen (2005) claim that job characteristic dimensions could have a more significant impact on workers' commitment levels, implying a favorable impact of employee characteristics on organizational commitment. Kang and Liu (2018) find a positive correlation between job characteristics and organizational commitment. However, Nwosu and colleagues (2013) discover that only two aspects of job characteristics, namely dealing with others and task identity, were significant predictors of organizational commitment. Ijoatuonu and colleagues (2016) also establish a relationship between job characteristics and organizational commitment in past studies.

Amiri and colleagues (2013) find that an employee's job characteristics and job responsibilities play a critical role in determining their level of organizational commitment. The researcher's findings reveal that organizational commitment has a beneficial impact on various elements of job characteristics, such as autonomy, task identity, feedback, task significance, and job challenge. Obodo and Aboh (2019) propose that job characteristics, particularly task significance and feedback, are significant predictors of organizational commitment and have a positive correlation with it. The study also recommends that improving task significance and feedback can promote organizational commitment. Additionally, many studies have found that job characteristic dimensions have a significant impact on employees' continuance commitment, with task identity, task significance, and feedback having a substantial favorable impact on continuance commitment, and autonomy having a positive but insignificant effect. Lastly, skill variety was found to have a noteworthy effect on employee continuance commitment. Saud (2020) contends that job characteristics have a noteworthy and beneficial impact on organizational commitment, and out of the five dimensions of job characteristics, only skill variety does not have a significant effect on organizational commitment. Fauzan (2020) maintains that job characteristics have a substantial effect on organizational commitment. Kim et al. (2021) suggest that job characteristics have a favorable relationship with affective organizational commitment. Another study by Sahil and Albdareen (2022) supports the idea that job design plays a significant role in enhancing employees' organizational commitment.

Conclusions

The study of the correlation between employee perceptions of job characteristics and their organizational commitment is a significant research area in organizational behavior. This literature review examines the results of various studies that have investigated this relationship. The findings show that job characteristics play a critical role in shaping employees' perceptions of their work and their level of organizational commitment. Organizational Commitment refers to the emotional and psychological attachment an employee has to their organization and their willingness to stay with the organization for a long time. High organizational commitment can result in positive outcomes, such as reduced absenteeism, increased productivity, lower turnover, and improved job satisfaction. In contrast, low organizational commitment can lead to negative consequences, such as stress, anxiety, decreased efficiency, and a higher likelihood of quitting a job. To improve employees' organizational commitment, managers can enhance job design and content by including challenging and meaningful tasks, allowing for the use of various skills, creating a sense of achievement, providing feedback, and granting autonomy in the workplace. Research has shown that these five core job characteristics- skill variety, task identity, task significance, autonomy, and feedback- have a positive impact on employees' organizational commitment. By providing employees with challenging and meaningful work, organizations can increase their sense of purpose and job satisfaction, which can result in increased engagement and commitment. Furthermore, training employees on how to use autonomy effectively in their work can help reduce stress and improve work outcomes. These efforts can ultimately lead to improved organizational productivity and profitability. In conclusion, the correlation between employee perceptions of job characteristics and organizational commitment is a crucial research area for organizations aiming to enhance employee engagement and commitment. By concentrating on critical job characteristics, managers can take steps to increase organizational commitment and reduce the negative consequences of low commitment while also improving organizational productivity and profitability.

Directions for Future Research

After reviewing the literature, it was found that there is a lack of research connecting the aforementioned variables. Therefore, it is crucial to conduct further research in the future to gain better understanding of the relationship between these variables. Additionally, future researchers should consider various mediating variables such as job satisfaction, performance, and motivation, as well as moderating variables such as growth need strength, knowledge and skills, and context satisfaction to better explain and understand the correlation between employee perceptions of job characteristics and organizational commitment.

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