

**THE APPLICATION OF HACKMAN AND OLDHAM'S JOB CHARACTERISTICS  
MODEL TO JOB SATISFACTION: VIEW POINT FROM FAST FOOD  
OUTLET' MANAGERS**



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## **ABSTRACT**

This study examined to give the picture about the application of Hackman and Oldham's job characteristics model to job satisfaction from the viewpoint of fast food outlet managers. The main objective of this study is to determine the relationship between job characteristics and job satisfaction among managers at fast food outlets and to determine which of the five dimensions of the job characteristics model contribute most to job satisfaction among fast food outlet managers. For this research, the population of 212 respondents who are from the managerial level from fast food outlet involved was being surveyed. 122 questionnaires were distributed to all the respondents. The five likert-scales were used to the statements based on job characteristics and job satisfaction. The researcher asked the respondents to rate the series of statement that evolve from their viewpoints of job characteristics and job satisfaction. Meanwhile the factors that contribute to job characteristics are autonomy, feedback, skill variety, task identity and task significance. The five main factors may become the strong or weakness factors that contribute to the relationship between job characteristics and job satisfaction. Then, the strongest relationship may be as the primary factor that should consider in ensuring the job satisfaction among manager at fast food outlet.

# **CHAPTER 1**

## **INTRODUCTION**

### **Statement of the Problem**

It is important to recognize the job characteristics and how they affect the employees' job satisfaction in an organization. The positive effect created by the presence of the job satisfaction is believed to be reinforcing and serves as an incentive for an employee to continue to carry out the task assigned, thus contributing towards organizational effectiveness. There are many factors that can contribute to the job satisfaction of an employee at the workplace. The factors can be from the dimensions of job characteristics such as skill variety, task significance, task identity, autonomy and feedback.

Research had shown that there is a significant relationship between the situational variables of autonomy, feedback, skill variety, task identity, and task significance, and job satisfaction (Colarelli, Dean & Konstans, 1987). In addition, Williams (1986) and Katz (1993) carried out a study to seek the relationship of job characteristics to job satisfaction. The findings indicated that job characteristics such as skill variety and autonomy are determinants of small business owner manager job satisfaction. Kapoor (2001) found that autonomy and task significance have a positive influence on job satisfaction.

Thus, this study attempt to examine the relationship of job characteristics and job satisfaction of managers at fast food outlets in Shah Alam, Selangor, Malaysia.

## **Research Objectives**

This study had itself formulated several research objectives as follows:

1. To determine the relationship between job characteristics and job satisfaction among managers at fast food outlets.
2. To determine which of the five dimensions of the job characteristics model contribute most to job satisfaction.

## **Significance of the Study**

The finding should significantly contribute to several groups of people from the fast food industry. Firstly, the findings would be useful to the management of the fast food outlets as it would provide them information for continuous improvement by understanding the impact of job characteristics towards job satisfaction. This study will also benefit the employees from the same industry as they would be able to better understand the importance of job characteristics which in turn then would boost up the employees work performance, increasing the productivity of both the employee and the organization.

## **CHAPTER 2**

### **LITERATURE REVIEW**

#### **Definition of Job Satisfaction**

Job satisfaction is generally defined refers to person feelings of satisfaction on the job, which acts as a motivation to work. (Brief and Weiss (2002); Price (2004;Robbins (2005)). It is not the self satisfaction, happiness or self-contentment but the satisfaction of the job. Job satisfaction is generally recognized as a multifaceted construct that includes employee feelings about a variety of both intrinsic and extrinsic job elements (Howard & Frink, (1996); Wayne, (2006). Llyord (2000) defined as an employee's general attitude toward the job. It is the extent to which people like (satisfied) or dislike (dissatisfied) with their jobs. Betts (2000) defined job satisfaction as a perception of the job by the job holder, who determines level of satisfaction based upon physiological and psychological need.

#### **Impact of Job Satisfaction on Productivity**

For decades, organizational researchers have been intrigued by employee satisfaction with work. Gupta & Joshi (2008) concluded in their study that Job satisfaction is an important technique used to motivate the employees to work harder. Gupta & Joshi (2008) agreed that job satisfaction is very important because most of the people spend a major of their life at their work place. Employees have more positive perceptions about the organization's products and services, when they achieved satisfaction in their job and therefore deliver a better service. (Bontis, Richards and Serenko, 2011)

Indeed, some interest in job satisfaction is focused primarily on its impact on employee commitment, absenteeism, and intentions to quit, and actual turnover