

## Hackman and Oldham Job Characteristics Model (JCM) and Akwa Ibom State Civil Servants' Performance

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### Abstract

The Hackman and Oldham Job Characteristics Model (JCM) has been widely used to determine whether or not certain core features of jobs do evoke some psychological reactions by workers. This study was motivated and prompted by the seemingly paucity of research on the validity of the model within an African setting. The study investigated the validity of the model with regards to Akwa Ibom State Civil Service and reveals that the civil service work settings create a serious relationship between the psychological well beings of civil servants, their growth, development and internal motivation. The study concludes that the model is valid in both European and African settings and in manufacturing and service oriented organizations as well. It therefore, recommends that the administrators in the civil service should acknowledge individual differences because different people would respond differently to work enrichment in an organizational setting.

**Key words:** Core job characteristics; Autonomy; Task identity; Experienced responsibility; Felt responsibility

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### INTRODUCTION

Among the various resources at the disposal of any establishment, man is believed to be the most sensitive

and critical of them all. This is because he combines the other resources to achieve the organizational prescribed objectives. Therefore, organizations must have men who are capable of performing their duties effectively and efficiently in order to accomplish their objectives. However, having the best collection of human capacity may not necessarily be the only determinants of success. The ways jobs are designed according to Wegge, Schmidt, Parkes, and Van Dick (2007) have also been found to be a major determinant of work outcomes.

The Hackman and Oldham Job Characteristics Model (JCM) is a widely studied model that has been found useful in explaining important work outcomes. The JCM models postulate that certain core features of jobs do evoke psychological reactions to the job thereby, impacting on the work outcomes (Mount, Ilies, & Johnson, 2006).

The model identified the five core characteristics to be skill variety (complexity of skills and talents needed to perform the job), task identity (the extent to which the job is seen as involving a whole identifiable task), task significance (how the job affects the well being of others) autonomy (how the job allows for personal initiative) and feedback from the job (the extent to which the job itself provides information about job performance).

The Hackman and Oldham Job Characteristics Model (HOJCM) posits that the way workers perceive the job in terms of the five core job characteristics invokes three (3) particular psychological reactions to the job. These reactions which are referred to as "critical psychological states" are: "experienced meaningfulness of the work", "felt responsibility" and "knowledge of results". In its final theoretical linkage, the model predicts that the critical psychological states are expected to explain variability in five specific work outcomes which include general job satisfaction, perceived job performance, internal work motivation, satisfaction with growth and thoughts of quitting (Cote & Morgan, 2002).

Given the relevance of Hackman and Oldham Characteristics Model (HOCM) to management, this study is an attempt at ascertaining its validity with regards to Akwa Ibom State Civil Service.

## 1. REVIEW OF RELATED LITERATURE

The existing literature on the subject of this research was reviewed to lay a solid foundation upon which the discussion of our findings and conclusions of the study were based.

### 1.1 Conceptual Framework

The job design and enrichment movement according to Hackman and Oldham (1980) began as a response to Taylor's (1911) "Scientific Management" approach. Taylor's theory, which was formulated at the beginning of the twentieth century, was based on the assumptions that jobs should be specialized, simplified and standardized. This was anchored on the belief that with such an approach, organizations could operate optimally. It was also based on the belief that simplifying jobs would lead to increased workers' efficiency, reduced skill requirements, and increased managerial control, all of which would contribute to increased profit (Rain, Lane, & Steiner, 1991).

### 1.2 The Hackman and Oldham Job Characteristics Model

The Hackman and Oldham job characteristics model incorporated the strengths of classical organizational theory, human relations theory, behavioural science theory and the systems approach to work design (Fisher, 2000).

The job characteristics model is a behavioural approach, first developed in 1971 by Hackman and Lawler, expanding the earlier work done by Turner and Lawrence (1965) and Hulin and Blood (1968). However, the Hackman and Oldham (1974) job characteristics model leans on the following principles of expectancy theory for some of its propositions.

1. Individuals engage in behaviour to the extent that they believe they can attain an outcome which they value.
2. Individuals value outcomes they believe satisfy their physiological needs.
3. Individuals will work hard when conditions at work are such that they can satisfy their own needs best by working towards organisational goals.
4. Higher order needs (needs for personal growth, development and accomplishment) serve as powerful and consistent motivators.
5. Individuals with higher order needs experience satisfaction when they achieve something they value as a result of their own efforts.

The job characteristics model of Hackman and Oldham focuses on measuring the objective characteristics of a task, building in task characteristics which lead to high internal work motivation, job satisfaction and high quality

performance (Abraham, 1999). The model acknowledges that individual employees may respond differently to the same job (individual job interaction). The model was formulated to "diagnose the motivational properties of jobs prior to redesign" (Hackman and Oldham, 1976).

Due to its ability to measure job characteristics, the model according to Fried and Ferris (1987) provides a concrete set of criteria for use in deciding whether change is needed and if so what kind of change is required. The model deals only with the aspects of the job that can be altered to create positive motivation for job holders. Another strong point in this model is that it acknowledges and measures the workers' need for growth and development in their work and then considers these needs in the design of their work.

### 1.3 Theoretical Framework

Hackman and Oldham began their postulations and model by searching for the basic psychological states that provide high performance, motivation and satisfaction at work. The three conditions they suggested were:

- a. A person must experience the work as meaningful, generally valuable and worthwhile;
- b. A person must experience responsibility for the results of the work, that he/she must feel personally accountable and responsible for the work, results and,
- c. A person must have knowledge of the final results of the work being done, that is he/she must understand the effectiveness of his/her job performance.

For the development and maintenance of strong internal work motivation, Hackman and Oldham (1976) assert that it is necessary for all three critical psychological states of experienced meaningfulness, experienced responsibility and knowledge of results to be present. Therefore, the authors began with the question of how the critical psychological states could be created. They identified five (5) core job characteristics of skill variety, task identity, task significance, autonomy and feedback. They asserted that these core job characteristics are reasonably objective, measurable and changeable properties of work which can foster the desired psychological states, and in turn motivate positive personal work outcomes. They further suggested that skill variety, task identity and task significance contributed to the experienced meaningfulness of the work, while autonomy accounted for experienced responsibility, and feedback established knowledge of work results.

The theory postulated further that these three psychological states, if achieved, lead to a set of effective and personal outcomes, namely, high internal work motivation, high growth satisfaction, high general satisfaction, high effectiveness and a low rate of absenteeism (Judge, Thoresen, Bono, & Patton, 2001). High internal work motivation refers to the degree to which employee is willing to work and to consider the organizational objectives as a part of his/her goals. High

growth job satisfaction is the achievement of the employee in overcoming challenges, succeeding and growing (Brief, 1998). High general job satisfaction is the feeling derived from the overall satisfaction with the work itself. This type of satisfaction, according to Pugliesi (1999) is reflected mainly in decreased rates of absenteeism among employees, work effectiveness captured by both the quality and quantity aspects of work performance.

#### 1.4 Empirical Framework

The job characteristics model has been adopted extensively and supported by a number of empirical studies. This section provides a review of some of these studies.

Rode (2004) investigated the job satisfaction of teachers in thirty one elementary and high schools in the Catholic Diocese of Witchishe. He collected data using the job diagnostic survey and compared her findings to the norms compiled by Oldham (Hackman & Oldham, 1976). In order to detect the interaction effects, an analysis was conducted using a three way analysis of variance. In order to examine the data for statistical significance, the Bonferroni (Dunn) T-Test and Duncan Multiple Range Test were used.

Of the 503 surveys distributed, 341 were returned, giving Rode a sixty seven percent return ratio. The summary of her findings are:

- a. Administrators reported greater salary satisfaction autonomy and a motivating potential score than teachers.
- b. Teachers with fifteen to twenty five years of experience reported greater growth satisfaction than those with less than fifteen years or more than twenty years of experience.
- c. Teachers with more than twenty years of experience reported greater salary satisfaction than teachers with less experience.
- d. Teachers with ten to twenty five years of experience indicated greater satisfaction with feedback from job itself than those with less than ten years of experience.
- e. Overall job satisfaction was reported to be greater for teachers with sixteen to twenty years of experience than for teachers with eleven to fifteen years.
- f. Male teachers reported greater overall job satisfaction than female teachers (Morris & Feldman, 1997).

In the same vein, an interesting study was carried out by Saari (2004) to test the validity of the Job Characteristics Model on adults with severe and persistent mental illness. The data obtained from 156 working adults with severe mental disease provided support for the job characteristics model. The way these workers perceived their job in terms of five core job characteristics was related to important psychological reactions and work outcomes. The researchers made additions to the original Job characteristics model including core job characteristics (emotional labours and psychological states) e.g., emotional dissonance. These additions explained the significant variability in the original five

job characteristic model outcomes, above and beyond the variability explained by the original model variables. Seven additional outcomes seen as important were added to the model (e.g., improved health, career maturity improvement). Analysis indicated that both the original and revised model explained significant variability in all twelve outcomes in the revised model.

However, the study concludes that the Hackman and Oldham's job characteristics model applies to the population of working adults with severe mental disease. These researchers suggested that the way a job is designed provides the psychological attraction towards work and is strong enough to motivate an individual to persevere at a job in the face of obstacles and adversities. Thus the job characteristics model provides a mechanism for evaluating strength of what motivate workers to work (Weis & Cropanzano, 1996).

#### 1.5 Statement of Problem

Hackman and Oldham Job characteristics model (JCM) specifically addresses job design. The model predicts that the design of a job should stimulate certain psychological states in workers which will in turn influence their personal work outcomes. This can be used to predict whether positive work and personal work outcome can be achieved from a job as it exists or with redesign. However, testing the validity of the Hackman and Oldham Job characteristics Model has proved a daunting task as there is tendency for many researchers to by-pass the mediation of critical psychological states in an attempt to validate the model. Furthermore, there seems to be a paucity of research on the validity of the model within an African setting. This has constituted a problem in the African literature since the job characteristics model is a theory of universal applicability and should be validated within or outside the context of western settings. To what extent are the postulations of this model valid in the context of Akwa Ibom State Civil Service settings? The study is designed to provide answer to this critical question.

#### 1.6 Objective of the Study

The main objective of the study is to examine the validity of Hackman and Oldham Job characteristics Model (JCM) on the performance of Akwa Ibom State Civil Servants. The specific objectives of the study include to:

- i. identify the presence and strength of the core job characteristics (task variety, task identity, task significance, autonomy and feedback) in Akwa Ibom State Civil Service;
- ii. ascertain if all the three psychological states (experienced meaningfulness, experienced responsibility and knowledge of results) are created by the core job characteristics of Civil servants in Akwa Ibom State; and
- iii. ascertain whether the three critical psychological states of the model do lead to strong internal work motivation, general job satisfaction and work performance of civil servants.

### 1.7 Research Questions

This study attempts to address the underlisted research questions.

- i. Are the core Job characteristics (task variety, task identity, task significance, autonomy, and feedback) present in Akwa Ibom State Civil Service?
- ii. Are the three psychological states of workers created by the core job characteristics of Civil Servants in Akwa Ibom State?
- iii. Do the critical psychological states of Civil servants jobs lead to strong internal work motivation, general job satisfaction and work performance?

### 1.8 Research Hypotheses

The underlisted hypotheses (Null) were developed to guide the conduct of the study.

- I.  $H_{01}$ : The core job characteristics are not significantly present in Akwa Ibom State Civil Service.
- II.  $H_{02}$ : The core job characteristics do not significantly predict the JCM's three psychological states.
- III.  $H_{03}$ : The JCM's three psychological states do not significantly predict Civil servants' internal motivation, general job satisfaction and workers performance.

## 2. RESEARCH METHODOLOGY

This segment of the paper presents the research design, population and sample size of the study, the measuring instruments, data gathering and data analysis techniques.

The cross sectional survey design was used in which the opinion of civil servants and other individuals were sought on the subject matter. The main focus of this study was to examine the validity of Hackman and Oldham job characteristics model in Akwa Ibom State Civil Service. Thus the study is limited to Akwa Ibom State Civil Service.

The main instrument for data collection in this study was a structured questionnaire. Also, data were collected from secondary sources like textbooks, journals, websites, government gazettes, manuals, circulars, rules, regulations and bulletins.

Meanwhile, the population of the study comprised of all the civil servants in Akwa Ibom State from salary grade level 09 and above as represented in various ministries. The population was 710 as at June 2013 when the study commenced. The population data was obtained from 2013 approved recurrent and capital Estimates of Akwa Ibom State Government as shown in Table 1.

**Table 1**  
**Population and Sample Size Distribution of Civil Servants in Akwa Ibom State Ministries**

S/N	Ministries	Population	Sample size distribution
1.	Ministry of Lands and Town Planning	58	21
2.	Ministry of Housing and Urban Renewal	22	8
3.	Ministry of Local Government & Chieftaincy Affairs	14	5
4.	Ministry of Agriculture and Natural Resources	80	29
5.	Ministry of Education	25	9
6.	Ministry of Finance	61	22
7.	Ministry of Health	53	19
8.	Ministry of Justice	42	15
9.	Ministry of Work and Transport	58	21
10.	Ministry of Commerce and Industry	33	12
11.	Ministry of Culture and Tourism	11	4
12.	Ministry of Youths and Sports	31	11
13.	Ministry of Science and Technology	28	10
14.	Ministry of Information and Ethical Re-orientation	25	9
15.	Ministry of Environment and Mineral Resources	47	17
16.	Ministry of Special Duties	50	18
17.	Ministry of Economic Development	19	7
18.	Ministry of Women Affairs and Social Development	36	13
19.	Ministry of Rural Development	17	6
	Total	710	256

Source: AKSG Approved Recurrent and Capital Estimates 2013 and Author's Compilation.

## 2.1 The Sample Size Determination

From the population (710), the sample size was determined using the Taro Yameni's formula given as

$$n = \frac{N}{1 + N(e)^2}$$

Where n = sample size  
 N = Population  
 e = Confidence level (95%)  
 1 = constant

$$\begin{aligned} \text{Thus } n &= \frac{710}{1 + 710 (0.0025)} \\ &= \frac{710}{1 + 1.775} \\ &= 255.86 \text{ i.e., } 256 \text{ respondents} \end{aligned}$$

## 2.2 Sample Size Distribution

To determine the minimum number of respondents from each ministry the researcher applied the Bowley's (1990) Population Allocation Formula:

$$nh = \frac{n \times Nh}{N}$$

Where nh = Number of questionnaire allocated to each Ministry  
 n = Sample size  
 Nh = number of staff in each Ministry  
 N = Population

Thus, the sample size distribution in the ministries is shown in Column B in Table 1.

## 2.3 Sampling Technique

The simple random sampling technique was used in the selection of respondents in each Ministry. Accordingly, we obtained a ratio of the population to the sample size from each ministry. This resulted to a value of '2'. Based on the value of 2, every 2<sup>nd</sup> name on the nominal roll was selected for the study and were all administered with the questionnaire.

## 2.4 Reliability of Research Instrument

The questionnaire was first subjected to a pilot study with 30 respondents using test and re-test method, with a gap of two weeks between the two test administrations. The test scores were collated and subjected to Pearson Product Moment Correlation analysis. Use the SPSS. The result yielded Cronbach alpha coefficient of 0.75. The questionnaire (instrument) was therefore, accepted to be reliable in producing accurate results.

## 2.5 Validity of Research Instrument

The validity estimate of the study was determined by calculating the correlation between job characteristics model and the civil servants' performance. Accordingly, the face validity or Expert Validity of the Hackman and Oldham Job characteristics model was used.

## 2.6 Administration of Instrument

From the 256 copies of the questionnaire administered, two hundred and twenty four (224) copies were properly filled and returned. This represents 87.51%. The data analysis in this study was thereby based on the two hundred and twenty four (224) copies of the administered questionnaire.

## 2.7 Scoring of the Instrument

In order to score the instrument objectively, a key was developed by which information obtained from the questionnaire were scored. The scoring was based on a five (5) point Likert Scale attitude as follows:

Strongly Agree (SA) = 5, Agree (A) = 4

Strongly Disagree (SD) = 3, Disagree (D) = 2 and Uncertain (UN) = 1

## 2.8 Method of Data Analysis

Considering the nature of data collected for this study, as well as the nature of the hypotheses, the simple percentage frequency statistic, Pearson Product Moment Correlation (PPMC) denoted by "r" and the student t-test distribution statistic denoted by "t" were adopted in this study. While the simple percentage frequency statistics was used in analyzing the various research questions and respondents' demographics, the Pearson Product Moment Correlation (PPMC) was used in testing the various research hypotheses to ascertain the relationship that exist between the identified variables. The student t-test distribution statistics was however used to determine whether the ascertained relationships are statistically significant or not. The model for "r" is given as follows:

$$r = \frac{n\sum xy - \sum x \sum y}{\sqrt{[n\sum x^2 - (\sum x)^2][n\sum y^2 - (\sum y)^2]}}$$

Where:

N = the number of observation or perception of the staff of the ministries

X = respondents rating of the relationship between the variables under consideration.

Y = the total of each of the options rated multiplied by five point Likert scaling

The students' t-test distribution with n-2 degrees of freedom (df) at 0.05 significance level was used in determining the test of significance and was calculated as thus.

$$t = \frac{r\sqrt{n-2}}{\sqrt{1-r^2}}$$

From Table 2: a total of 256 copies of the questionnaire were administered to Civil Servants from salary grade level 09 and above working in nineteen (19) ministries. From this total, two hundred and twenty four (224) copies of the questionnaire (87.51%) were returned in useable form. The researcher considered the number of the returned questionnaire (224) adequate representation of the population; therefore, restrict the data analysis to only this number.

**Table 2**  
**Summary of Responses to the Administration of Questionnaire**

S/N	Ministries	Served	Questionnaire collected	Percentage
1.	Ministry of Lands and Town Planning	21	21	8.20
2.	Ministry of Housing and Urban Renewal	8	8	3.13
3.	Ministry of Local Govt. & Chieftaincy Affairs	5	5	1.95
4.	Ministry of Agriculture and Natural Resources	29	28	10.94
5.	Ministry of Education	9	9	3.52
6.	Ministry of Finance	22	20	7.81
7.	Ministry of Health	19	18	7.03
8.	Ministry of Justice	15	1	4.30
9.	Ministry of works and Transport	21	18	7.03
10.	Ministry of Commerce and Tourism	12	6	2.34
11.	Ministry of Culture and Tourism	4	3	1.17
12.	Ministry of Youths and Sports	11	10	3.91
13.	Ministry of Science and Technology	10	9	3.52
14.	Ministry of Information& Ethnical Reorientation	9	8	3.13
15.	Ministry of Environment and Mineral Resources	17	17	6.64
16.	Ministry of Special Duties	18	13	5.03
17.	Ministry of Economic Development	7	6	2.34
18.	Ministry of Women Affairs & Social Development	13	8	3.13
19.	Ministry of Rural Development	6	6	2.34
	Total	256	224	87.51

**2.9 Data Analysis**

In this segment of the paper, all the data collected and presented were analyzed.

**Table 3**  
**Respondents Demographics**

	Demographics	Response	Percentage (%)
Sex:	Male	137	61.16
	Female	87	38.84
	Total	224	100.00
Marital Status:	Single	62	27.068
	Married	160	71.43
	Divorce	2	0.89
	Total	224	100.00
Age:	20-30 years	30	13.39
	31-40 years	76	33.93
	41-50 years	69	30.80
	51-years & above	49	21.088
	Total	224	100.00
Education	FSLC/SSCE	22	9.82
	ND/OND/NCE	39	17.41
	HND/Bsc	115	51.34
	Master & Others	48	21.43
	Total	224	100.00
Work experience:	1-5 years	75	33.48
	6-10 years	19	8.48
	11-15 years	47	20.98
	16 years and above	83	37.06
	Total	224	100.00
Salary level:	Level 09	25	11.16
	Level 10	84	37.50
	Level 12	49	21.88
	Level 13 and above	66	29.46
	Total	224	100.00

Source: Field Survey, 2013

Table 3 indicates that 137 (61.16%) of the respondents were male while a total of eighty seven (87 or 38.874%) of them were female. A total of sixty two (62 or 27.68%) were single, one hundred and sixty (160 or 71.43%) and two (2 or 0.89%) of the respondents were married and divorced respectively. Out of the two hundred and twenty four (224), thirty (30 or 13.39%), seventy six (76 or 33.93%), sixty nine (69 or 30.80%) and forty nine (49 or 21.88%) of them were aged 20-30 years, 31-40 years, 48-50 years and 51 years and above respectively.

Concerning the educational background of the respondents, available data (Table 3) indicates that twenty two (22 or 9.826%) had FSLC/SSCE, thirty nine (39 or 17.41%) had ND/OND/NCE, One hundred and fifteen (115 or 51.34%) had HND/Bsc and forty eight (48 or 21.43%) were holders of Master and other degrees.

Enquiries into their work experience revealed that a total of seventy five (75 or 33.48%) respondents has 1-5 years experience on the job, nineteen (19 or 8.45%) had 6-10 years working experience, forty seven (47 or 20.95%) had 11-15 years, while eighty three (83 or 37.06%) of the respondents had 19 years and above working experience. Furthermore, a total of twenty five (25 or 11.16%) were on salary grade level 9, eighty four (84 or 37.50%) were on salary grade level 10, forty nine (49 or 21.88%) on grade level 12, while sixty six (66 or 29.46%) respondents were on salary grade level 13 and above.

**2.10 Test of Research Hypotheses**

The developed hypotheses were tested here through the use of the Pearson Product Moment Correlation (PPMC) statistics and the student t-test statistical analysis.

### 2.11 Test of Null Hypothesis I

**Ho:** The Core Job Characteristics are not significantly present in Akwa Ibom Civil Service Jobs

In order to validate (test) this null hypothesis, two variables were identified as follows:

- a. Core Job characteristic as the independent variable.
- b. Civil Service Jobs as dependent variable. The result of the correlation and student t-test using the five points, Likert-Scale rating is shown in Table 4.

**Table 4**  
**Correlation and t-test Result for Hypothesis I**

Correlation (R)	Degrees of freedom (df)	t-statistics (tc)
.841	4	3.051

Source: Statistical Analysis

As indicated in Table 4, the correlation between core job characteristics and the Civil Service jobs shows an R-value of 0.84. This means that a strong and positive relationship exist between the two variables. To ascertain the statistical significance of this relationship, the t-test statistic was computed and the calculated t-value of 3.051 was observed. At 4 df and 95% confidence level the critical ( $t^c$ ) value was obtained at 2.13. Meanwhile, since the t-test calculated value ( $t^c$ ) of 3.051 is greater than the t-test table value ( $t^c$ ) of 2.13, it therefore, means that the relationship is statistically significant. Based on this, the null hypothesis which states that the core job characteristic are not significantly present in civil service is rejected while the alternative hypothesis is accepted. This means that the core jobs characteristic are significantly present in Akwa Ibom State Civil Service.

### 2.12 Test of Null Hypothesis II

The second null hypothesis states that:

**Ho<sub>2</sub>:** The core job characteristics do not significantly predict the three psychological states.

To test this hypothesis, two variables were identified as follows.

- a. Core job characteristics as the independent variable
- b. Psychological states as the dependent variable

The result of the correlation and student t-test statistical analysis is shown in Table 5.

**Table 5**  
**Correlation and t-test results for Hypothesis II**

Correlation (R)	Degrees of freedom (df)	t-stat (tc)
0.852	4	2.802

Source: Statistical Analysis

From Table 5, the correlation analysis result for the relationship between Core Job characteristics and Civil Servants Psychological states shows an R-value of 0.852 and t-test result of 2.802. An R-value of 0.852 means that the core job characteristics could significantly predict the three psychological states of Akwa Ibom State Civil Servants.

For the statistical significance of the relationship, it is glaring that the tc-value of 2.8021 is greater than the t-test table value (tt) of 2.13 obtained at 95% level of confidence and 4 degrees of freedom. Therefore, the relationship is statistically significant. On the basis of this, the null hypothesis which states that the Core Job Characteristics do not significantly predict the three psychological states in JCM model is rejected in favour of the alternative hypothesis.

### 2.13 Test of Hypothesis III

The third null hypothesis states that:

**Ho<sub>3</sub>:** The three psychological states do not significantly predict Akwa Ibom State Civil Servants' performance.

To test this hypothesis, two variables were identified:

- a. The JCM's three psychological states as the independent variables
- b. Workers' Job performance as dependent variable

The results of the statistical validation of hypothesis three is shown in Table 6.

**Table 6**  
**Correlation and t-Test Results for Hypothesis III**

Correlation (R)	Degrees of freedom (df)	t-stat (tc)
0.726	4	2.964

Source: Statistical Analysis

The correlation between the three JCM's psychological states and Civil Servants' performance as indicated in Table 6 is 0.726 and the t-value of 2.964. The result also indicates that the relationship is statistically significant as the t-test table value (tt) of 2.13 obtained at 95% confidence level and 4 degrees of freedom was less than the t-test calculated value (tc) of 2.964. Consequently, the null hypothesis which states that the three psychological states do not significantly predict Akwa Ibom State Civil Servants' performance is rejected. This means that civil servants' performances are significantly predicted by the three psychological states.

## 3. DISCUSSION OF FINDINGS

From the analysis of hypothesis one, it was discovered that the Core Job Characteristics are significantly present in Akwa Ibom State Civil Service. This discovery is in line with the opinion of Mayo (1946), who posits that psychological and sociological factors were paramount in understanding workers' effectiveness, behaviour, and satisfaction and concluded that management's show of concern about workers could motivate them to better performance. Likewise, this discovery is in agreement with the postulations of Hackman and Oldham (1976). They postulated that previously found differences in how members in groups respond to their jobs might be explained in terms of employees' personal need for professional growth and development rather than cultural background differences. Furthermore, they state that

employees would react positively to four core dimensions adapted from those used by Turner and Lawrence (1959). They are variety, autonomy, task identity and feedback.

The validation of hypothesis two revealed that the Core Job Characteristics significantly predict and influence the three psychological states. This is in consonance with the opinion of Rode (2004), who asserts that the theory ties work to psychological well being and growth by stressing the idea that job satisfaction is associated with the nature of the job. The finding is also in agreement with the expectancy theory of Vroom (1964), where he identified three basic concepts of, valence—the importance or value that a particular outcome or result has for the worker. Second, expectancy—which means the extent to which a worker feels his or her efforts, will contribute to a particular outcome. Third, instrumentality—which is the workers' perception of the relations between direct outcomes and indirect outcomes.

The validity of the third hypothesis shows that the three psychological states do significantly predict and influence Civil Servants' performance. This means that the three psychological states significantly influence Civil Servants' internal motivation, general job satisfaction and their performances. This is in line with the postulation of Mayo (1946) who states that the psychological and sociological factors were paramount in understanding workers' effectiveness, behaviour and satisfaction. He added that if such factors are met, then internal motivation, general job satisfaction and workers performance will be triggered. The findings also agree with the opinion of Hackman and Oldham (1976) who posit that the basic psychological states that promote high performance, motivation and satisfaction at work are:

A person must experience the work as meaningful, generally valuable and worthwhile. Second, they stated that a person must accept responsibility for the results of the work and lastly, a person must have knowledge of the final results of the work being done.

Similar to this is the discovery made by Fried and Ferris (1987). They found out that the relationship between the core characteristics and work outcomes were stronger when mediated by the critical psychological state.

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## SUMMARY OF FINDINGS AND CONCLUSION

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This study made an in-depth investigation into the validity of Hackman and Oldham Job Characteristics Model in Akwa Ibom State Civil Service. This study was informed by the need of the present day civil service administration to ensure growth, and improved productivity. However, based on the findings of the study, the following conclusions were drawn.

a. That the Hackman and Oldham Job Characteristics Model is valid in both European and African settings and also in manufacturing and Service Oriented Organizations.

b. That management's show of concern about workers could motivate them to better performance.

c. That the use of numerous skills by Civil Servants could result in the stimulation of a greater number of the Civil Servants' senses and will result in an increase in the overall levels of activation and performance.

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## RECOMMENDATIONS

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Based on the findings of this study, the following recommendations were suggested:

i. That the government should utilize the theory of Hackman and Oldham Job Characteristics in the management of Civil Service activities. This is because it focuses on building in task characteristics which directly lead to high quality performance by workers. This is recommended based on the perceived persistent decline in the productivity of Civil Servants in Akwa Ibom State.

ii. The study also recommends the adaptation of Elton Mayo postulations that if the government uses psychological and sociological factors, they will understand workers' effectiveness, behavior, and satisfaction.

iii. Civil Servants need feedback concerning their performance and their effectiveness. This should be made simple and impersonal. Feedback from the supervisors is also essential to workers so that they may be used to assess their performance.

iv. We also recommend that the administrators of Civil Service should acknowledge individual differences in people, since not all people respond positively to enriched work. People are different and therefore, react to stimuli in different manners.

v. The application of the theory by the Akwa Ibom State Civil Service commission should be done with caution since the theoretical framework of the model are occasionally ambiguous and unclear, with important differences among the variables being frequently undefined or poorly conceptualized.

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