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Test of Hackman and Oldham's Job Characteristics Model at General Media Sector

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Abstract

The aim of this study is to achieve several objectives, foremost of which is to identify the need for re-enriching the work of the workers by test and apply the job characteristics model to the sample of 211 participants from the official media sector by using the job diagnostic survey based on five main dimensions of the tasks (Skills diversity, task identity, task significance, autonomy, and feedback). By using the available techniques, the validity of the hypotheses specified by the model was tested, and then compared to the average working dimensions of the sample with the standard averages attached to it, after dividing the sample into two sub-samples by type of work (media and administrative) The results showed that the motivation potential scores are often below than required level. Therefore, it is recommended to review the design of the current business. In terms of ranking, the media works ranked first, then administrative.

Keywords: Job Characteristics, Hackman & Oldham Model.

Introduction

Much of the history of management and motivation theory is rooted in the desire to understand the factors that contribute to increased levels of job performance and workplace productivity. Not surprisingly, ratings of job satisfaction have consistently served as one of the highest correlates of job performance and productivity (Abdullah, 2004). Moreover job satisfaction has been the most widely studied conception in the history of industrial/organizational psychology (Judge et al., 2002).

Understanding the relationship between employees and their jobs is basic to understanding both organizational productivity and the quality of the employees' work. It should be the first variable examined when attempting to develop an organization which is staffed and managed so employees are simultaneously utilized and satisfied to the fullest extent and where neither the goals of the organization nor the personal needs of the employees override each other.

What are the characteristics of a job that make people want to perform it to their maximum ability? Do people work because of the rewards, the working environment, or the nature of the work they are doing? Motivation has been the topic of much research related to work

productivity and employee satisfaction. J. Richard Hackman and Greg R. Oldham have developed a model which specifically addresses job design. The model relates job characteristics to psychological states and personal and work outcomes. It can be used to predict whether positive work and personal outcomes can be achieved from a job as it exists or with redesign.

Problem of the Study

The problem of this study was based on the fact that there was a lack of knowledge about the motivation level between employees based on their job, and to know which of them need to enrichment.

Research Objectives

Based on the problem of the study, the main objectives of this paper were listed as follows:

- Explore the level of motivation potential score from the job dimension.
- Introduce the results to Contribute In enrichment decision.
- Introduce data to help in succession planning.
- Estimate the general satisfaction on the job and growth opportunities.

Research Questions

- Is the amount of task variety enough to generate the demand motivation?
- Is the amount of task identity enough to generate the demand motivation?
- Is the amount of task significance enough to generate the demand motivation?
- Is the amount of autonomy enough to generate the demand motivation?
- Is the amount of feedback enough to generate the demand motivation?
- Based on the comparative data, we can say the employees motivated enough?

Theoretical Review

The literature was reviewed to examine research evidence concerning the development and use of the Job Characteristics Model and to discover if the model had been replaced by another theory of work design.

The Job Characteristics theory incorporated the strengths of classical organizational theory, human relations theory, behavioral sciences theory and the systems approach to work design. The Job Characteristics Model is a behavioral approach, first developed in 1971 by Hackman and Lawler, expanding earlier work done by Turner and Lawrence (1965) and Hulin and Blood (1968). The Job Characteristics Model leans on the following.

Principles of expectancy theory for some of its propositions (Hackman & Lawler, 1971):

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

The model Hackman and Lawler developed based on these expectancy theory principles is outlined in Figure 1. Testing of the Job Characteristics Model by Hackman and Lawler supported the premise that when jobs were high on all four core dimensions, workers performed high quality work, experienced high intrinsic motivation, enjoyed increased performance and effectiveness ratings from supervisors, and were satisfied and involved with their job. The prediction of decreasing absenteeism and turnover when jobs were high on the core characteristics was upheld by Hackman and Lawler's research but the results were not statistically significant.

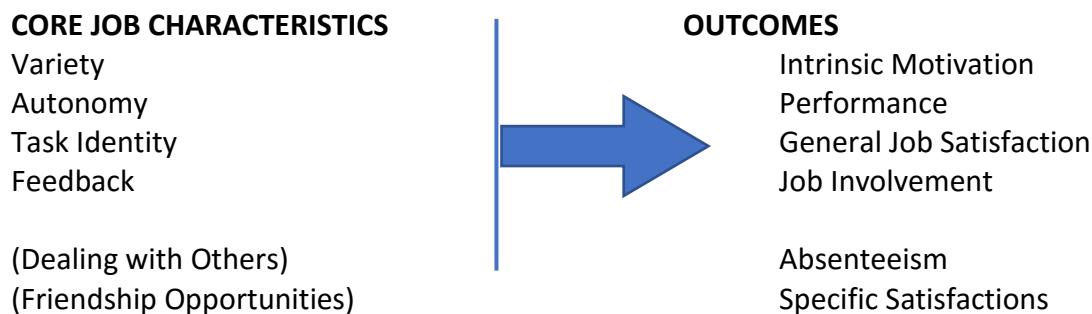


Figure1: The Job Characteristics Model of Hackman & Lawler (1971)

The Hackman and Lawler model was supported by (Brief & Aldag, 1975) with significant, positive correlations between job dimensions and employee reactions. Lawler, (Hackman & Kaufman, 1973) were unable to support the model in a field study of job redesign but attributed this result to the fact that only two of the four core dimensions were changed in the situation they studied and therefore the model was not adequately applied as change needed to occur on all four dimensions.

In 1975, Hackman and Oldham revised the original Job Characteristics Model to include other core characteristic and intervening variables they considered critical to the theory. The Job Diagnostic Survey was designed as the instrument for data collection.

Job Characteristics

The Job Characteristics theory of Hackman and Oldham focuses on measuring the objective characteristics of a task thus building in task characteristics which lead to high internal work motivation, job satisfaction and high quality performance. The theory 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 & Oldham, 1975). Because it has the ability to measure job characteristics, the theory provides a concrete set of criteria for use in deciding whether change is needed and if so what kinds of change are required. The theory deals only with aspects of the job that can be altered to create positive motivation for jobholders. Another strong point in this theory is that it acknowledges and measures the workers' needs for growth and development in their work and then considers these needs in the design of their work.

The theory assumes five job characteristics which, if present, allow workers " ... to experience a positive self-generated affective 'kick' when they perform well and that this internal reinforcement would serve as an incentive for continued good performance" (Hackman & Oldham, 1980). Hackman and Oldham have not addressed interaction between groups of employees nor the social, technical or situational factors that are acknowledged by other theorists to affect the work environment. (Orpen, 1979)

Three critical psychological factors must exist in order to achieve positive personal and work outcomes defined by the model. (Terborg & Davis, 1982)

These form the center of the model. Employees need to have knowledge of the results of their work so as to feel good or unhappy about the results. They must feel responsible for these results believing that they personally are accountable for work outcomes. They do not perceive the quality of their work as dependent on factors external to their performance. Employees must experience the work as meaningful - it must be important in their value system and not trivial. This condition is necessary even if the other two variables are not strong. A meaningful task provides the chance to use and test personal skills and abilities. (Kiggundu, 1980)

Based on the model we can define three psychological states (Hackman & Oldham, 1980):

- *Experienced Meaningfulness of the Work*: The degree to which the individual experiences the job as one which is generally meaningful, valuable, and worthwhile;
- *Experienced Responsibility for Work Outcomes*: The degree to which the individual feels personally accountable and responsible for the results of the work he does;
- *Knowledge of Actual Results of Work*: The degree to which the individual knows and understands, on a continuous basis, how effectively he or she is performing the job. (Hackman & Oldham, 1976)

Hackman and Oldham defined five job characteristics which lead to the desired psychological states. It is the presence or absence of these characteristics which determines whether the job motivates the workers to their peak performance and to experience feelings of satisfaction.

Based on the model we can define five job dimensions (Hackman & Oldham, 1980):

- *Skill Variety*: The degree to which a job requires a variety of different activities in carrying out the work, which involve the use of a number of different skills and talents of the person.
- *Task Identity*: The degree to which the job requires completion of a "whole" and identifiable piece of work; that is, doing a job from beginning to end with a visible outcome.
- *Task Significance*: The degree to which the job has a substantial impact on the lives or work of other people, whether in the immediate organization or in the external environment.
- *Autonomy*: The degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out.
- *Feedback*: The degree to which carrying out the work activities required by the job results in the individual obtaining direct and clear information about the effectiveness of his or her performance

It is through manipulation of these core job characteristics that the design of a job can be changed so that the people doing the work find it meaningful and rewarding.

MPS

When all five job characteristics are combined, a score, the "motivating potential score" or MPS, can be obtained which indicates the overall potential of a job to foster the critical psychological states and personal and work outcomes for the employee (Hackman & Lawler, 1971; 1975; 1980).

$$\text{Motivating Potential Score (MPS)} = (\text{Skill variety} + \text{Task Identity} + \text{Task Significance})/3 * \text{Autonomy} * \text{Feedback}$$

Growth Needs Strength

Probably has been the moderating variable that has been examined most often by other researchers. (Stone, 1976) The Job Characteristics theory states that the predicted relationship between task characteristics and employee reactions to work depends on the "need" state of the employee.

The model proposes that when a job is high on the core dimensions (or the MPS is high), workers with a strong need for growth are highly motivated and well satisfied with the job. This was confirmed (Hackman & Lawler, 1971) with respect to the outcomes of internal motivation, general job satisfaction and job performance. Hackman and Lawler's original model did not contain the critical psychological states. (Bhagat & Chassie, 1980)

General Job Satisfaction

We can define General Job satisfaction as an overall measure of the degree to which employees are satisfied and happy with the job. (Orpen, 1979)

Growth satisfaction indicates job holders have enriched opportunities for personal learning and growth at work and find these personally satisfying (Hackman & Oldham, 1975).

"High job satisfaction" has been well supported as an outcome although most researchers did not differentiate between "general satisfaction" and "growth satisfaction" (Knoop, 1981)

Several researchers have used the Job Diagnostic Survey satisfaction scales but others used instruments designed by other researchers:

- Griffin (1983) - Minnesota Satisfaction Questionnaire)
- Orpen (1979) - Job Descriptive Index,
- Kiggundu (1980) - instrument designed by Lawler and Hall,

In 1980 Hackman and Oldham removed the variable "decreased absenteeism and turnover" from the model and separated the outcome "job satisfaction" into "high general satisfaction" and "high growth satisfaction" (see Figure 2).

The Job Characteristics Model predicts a relationship between the critical psychological states and the personal and work outcomes. This relationship has been supported by the few researchers who have tested it (Hackman & Oldham, 1975, 1976, Kiggundu, 1980, 1983; Tyagi, 1985; Steers, 1976; Steers & Spencer, 1977).

Model:

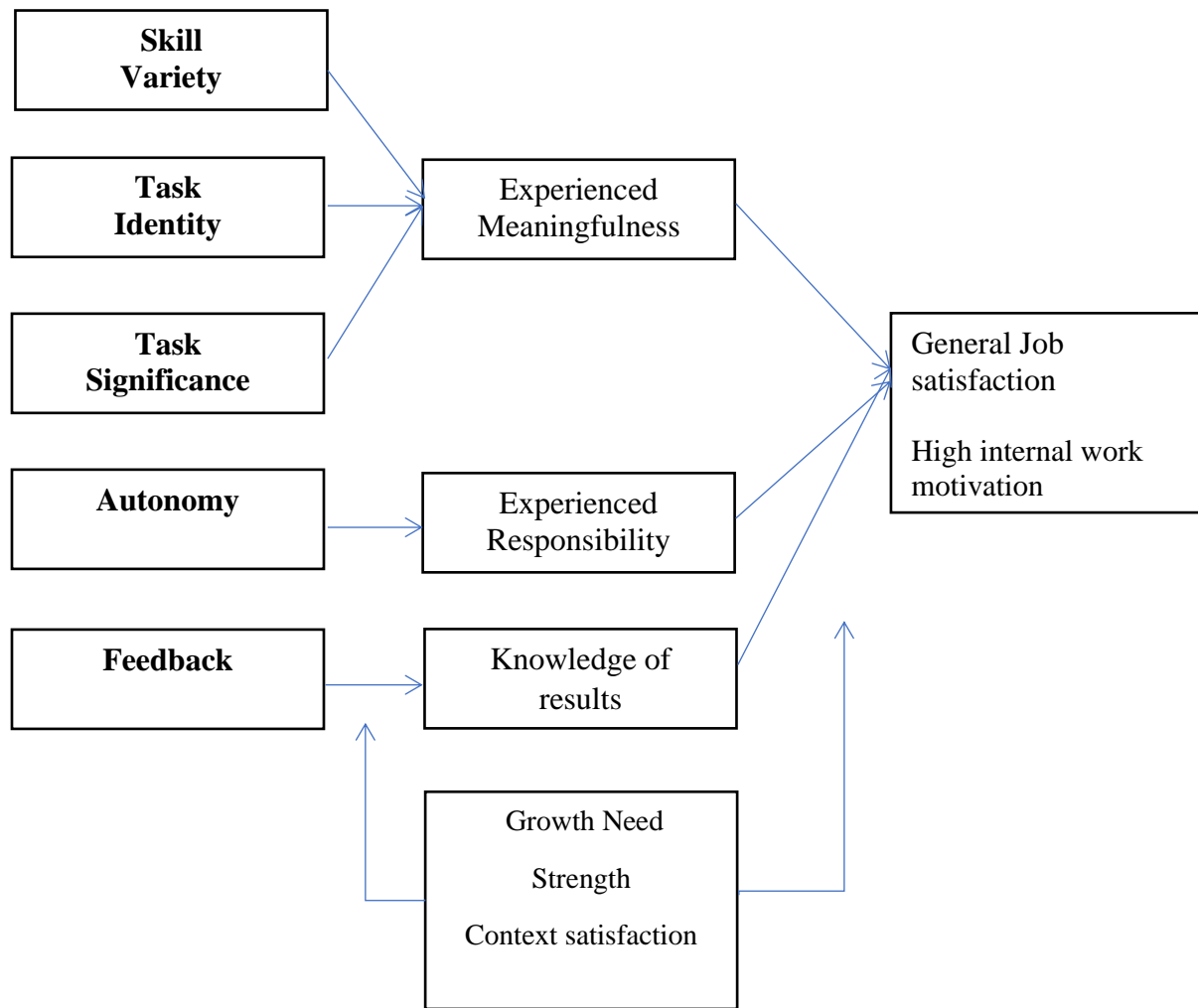


Figure 2: The job characteristics model of work motivation.

Source: Hackman, J. R., & Oldham, G. (1975) Development of the job diagnostic survey. Journal of Applied Psychology

Hypothesis

Hypothesis1: The critical psychological states will be influenced by the core job characteristics

Hypothesis2: Personal and work outcomes will be influenced by the three critical psychological states

Hypothesis3: Personal and work outcomes will be influenced by the five core job characteristics

Hypothesis 4: The experienced meaningfulness will mediate the relations between the core job dimensions (Skill Variety, Task Identity, and Task Significance) and General Job satisfaction.

Hypothesis 5: The experienced responsibility will mediate the relations between the core job dimension (Autonomy) and General Job satisfaction.

Hypothesis 6: The knowledge of results will mediate the relations between the core job dimensions (Feedback) and General Job satisfaction.

Hypothesis 7: The relationship between the core job characteristics and the critical psychological states will be moderated by the individual differences of employees

Methodology

Instruments

Job diagnostic survey (JDS) Hackamn and Oldham (1976) developed a self-report instrument to measure the five core job features of job characteristics model. The questionnaire items were scored on 5 point Likert type scale.

Sample

The research sample comprised of employee working in general media sector located in Damascus in Syria.

Respondents were asked to respond to self-administered questionnaire, and the number of sample was (211) classified as notice in the table -1- between two job position.

Table -1-

Position	Media	122
	administrative	89
age	20-30	52
	31-40	117
	41-50	42
Education	Bachelor	56
	university	145
	Master	10

Hypotheses Test**For administrative employee**

Table -2-

Growth satisfaction	Overall job satisfaction	Internal Motivation	Knowledge of results	Experienced responsibility	Experienced meaningfulness	
0.05	**0.30	**0.76	**0.38	0.03	** 0.37	Skill variety
*0.09	**0.45	**0.54	**0.58	0.01	** 0.67	Task significance
*0.06	*0.8	*0.11	0.06	0.03	* 0.10	Task identity
**0.70	**0.79	**0.26	**0.26	* 0.31	**0.54	Autonomy
*0.07	**0.18	*0.05	** 0.47	**0.39	**0.43	Feedback
**0.24	**0.79	**0.19	---	---	---	Experienced meaningfulness
*0.11	**0.49	0.04	---	---	---	Experienced responsibility
*0.04	0.01	*0.07	---	---	---	Knowledge of results

** sig<0.01, * sig<0.05

For the administrative employees we can notice from the table -2- that all hypotheses are accepted, and the impact of job dimension on other psychology states and work outcomes are significance.

We can say the hypotheses (1,2,3) are accepted for administrative employee.

Mediation Test

For Experienced meaningfulness of the work

Table -2 a.

Dependent variables												1 st stage	Independent variable without mediation
Growth satisfaction				Overall job satisfaction				Internal Motivation					
Sig	R.S.	Sig	bet a	Sig	R.S.	Sig	bet a	Sig	R.S.	Sig	bet a		
0.00	0.23	0.14	0.60	0.00	0.71	0.10	0.65	0.00	0.85	0.00	1.9	Skill variety	
		0.71	-			0.31	0.23			0.00	0.93	Task significance	
		0.00	0.51			0.00	0.66			0.00	0.38	Task identity	
Growth satisfaction				Overall job satisfaction				Internal Motivation				2 ^{ed} stage	Independent variable with mediation
Sig	R.S.	Sig	bet a	Sig	R.S.	Sig	bet a	Sig	R.S.	Sig	bet a		
0.00	0.37	0.03	0.77	0.00	0.91	0.00	0.87	0.00	0.98	0.00	1.74		
		0.00	2.06			0.00	-2.1			0.00	0.88	Task significance	
		0.14	0.44			0.00	0.48			0.00	1.27	Task identity	
		0.00	1.86			0.00	2.2			0.00	1.75	Skill variety	

Based on (baron and kenya, 1986) we can notice that experienced meaningfulness is mediate partially the relationship between job dimension and outcomes of the model for administration employees because the mediators variables not changed the significance level, only help the interpretation of the changes on the dependent variable.

For Experienced responsibility for outcomes of the work:

Table -2 b.-

Dependent variables													
Growth satisfaction				Overall job satisfaction				Internal Motivation				1 st stage	Independent variable without mediation
Sig	R.S.	Sig	Bet a	Sig	R.S	Sig	bet a	Sig	R.S.	Sig	bet a		
0.00	0.70	0.00	0.83	0.00	0.79	0.00	0.89	0.00	0.26	0.00	0.51	Autonomy	
Growth satisfaction				Overall job satisfaction				Internal Motivation				2 ^{ed} stage	Independent variable with mediation
Sig	R.S.	Sig	bet a	Sig	R.S	Sig	bet a	Sig	R.S.	Sig	bet a		
0.00	0.79	0.00	0.87	0.00	0.79	0.00	0.89	0.00	0.37	0.00	0.54	Autonomy	
		0.00	0.30			0.86	-0.1			0.00	0.33	Responsibility	

Based on (baron and keney, 1986) we can notice that experienced responsibility is mediate partially the relationship between job dimension and outcomes of the model for administration employees because the mediators variables not changed the significance level, only help the interpretation of the changes on the dependent variable.

For Knowledge of the actual results:

Table -2 c.-

Dependent variables													
Growth satisfaction				Overall job satisfaction				Internal Motivation				1 st stage	Independent variable without mediation
Sig	R.S.	Sig	bet a	Sig	R.S	Sig	bet a	Sig	R.S.	Sig	bet a		
0.04	0.07	0.04	0.25	0.00	0.18	0.00	0.42	0.03	0.05	0.06	0.23	Feedback	
Growth satisfaction				Overall job satisfaction				Internal Motivation				2 ^{ed} stage	Independent variable with mediation
Sig	R.S.	Sig	bet a	Sig	R.S	Sig	bet a	Sig	R.S.	Sig	bet a		
0.00	0.14	<u>0.16</u>	0.17	0.00	0.51	0.01	0.24	0.08	0.07	0.14	0.19	Feedback	
		0.02	0.28			0.00	0.60			0.23	0.15	Knowledge of results	

Based on (baron and kenney, 1986) we can notice that experienced responsibility mediate partially the relationship between job dimension and outcomes of the model for administration employees because the mediators variables not changed the significance level, except “Growth satisfaction” we can notice the change of the significance also the Knowledge of the actual results is full mediator variable.

Moderator Test

Table -2 d.-

Independent with moderator (variety, significance, identity)				Independent without moderator (variety, significance, identity)				Experienced meaningfulness
Sig	beta	sig	r	sig	beta	sig	r	
0.00	0.54	0.00	0.48	0.00	0.42	0.00	0.41	

Independent with moderator Autonomy				Independent without moderator Autonomy				Experienced responsibility
Sig	beta	sig	r	Sig	beta	sig	r	
0.00	-0.967	0.00	0.68	0.00	-0.954	0.00	0.31	

Independent with moderator Feedback				Independent without moderator Feedback				Knowledge of results
Sig	beta	sig	r	Sig	beta	sig	r	
0.15	0.182	0.009	0.17	0.81	0.214	0.005	0.16	

The table -2 d. - we can notice the moderator variable is significance only for the (task variety, task significance, task identity) and for the other variable the moderators not significance.

For Media Employee**Table -3-**

Growth satisfaction	Overall job satisfaction	Internal Motivation	Knowledge of results	Experienced responsibility	Experienced meaningfulness	
0.02	*0.05	0.02	0.01	**0.13	*0.06	Skill variety
0.01	*0.05	**0.11	**0.08	*0.04	0.02	Task significance
0.01	0.01	0.01	*0.03	0.01	0.08	Task identity
**0.48	**0.08	**0.13	0.04	*0.11	*0.04	Autonomy
**0.48	**0.08	**0.13	**0.09	**0.42	**0.11	Feedback
*0.05	**0.76	*0.05	---	---	---	Experienced meaningfulness
**0.22	*0.05	**0.18	---	---	---	Experienced responsibility
0.01	0.01	0.02	---	---	---	Knowledge of results

** sig<0.01, * sig<0.05

For the administrative employees we can notice from the table -3- that only some relationships between job dimension and psychology state are significance, also we can't say that all hypothesis are accepted, and the impact of job dimension on other psychology states and work outcomes are significance.

We can say the hypotheses (1,2,3) are accepted partially for media employee.

Mediation Test

For Experienced meaningfulness of the work

Table -3 a.-

Dependent variables												Independent variable without	
Growth satisfaction				Overall job satisfaction				Internal Motivation					1 st stage
Sig	R.S.	Sig	bet a	Sig	R.S.	Sig	bet a	Sig	R.S.	Sig	bet a		
0.00	0.20		0.33	0.1	0.06	0.01	0.18	0.00	0.24	0.3	0.10	Skill variety	
			0.15			0.6	0.05			0.07	0.19	Task significance	
			0.32			0.08	0.08			0.00	0.52	Task identity	
Dependent variables												Independent variable with mediation	
Growth satisfaction				Overall job satisfaction				Internal Motivation					2 ^{ed} stage
Sig	R.S.	Sig	bet a	Sig	R.S.	Sig	bet a	Sig	R.S.	Sig	bet a		
0.00	0.24	0.00	0.31	0.0	0.38	0.00	0.25	0.00	0.24	0.3	0.09	Skill variety	
		0.04	0.23			0.08	0.17			0.07	0.2	Task significance	
		0.01	0.33			0.05	0.16			0.00	0.52	Task identity	
		0.02	0.21			0.00	0.6			0.74	0.30	Experienced meaningfulness	

Based on (baron and kenry, 1986) we can notice that experienced meaningfulness doesn't mediate the relationship between job dimension and outcomes of the model for media employees because the mediator's variables not changed the significance level, and doesn't help in interpretation of the changes on the dependent variable.

For Experienced responsibility for outcomes of the work

Table -3 b.-

Dependent variables													
Growth satisfaction				Overall job satisfaction				Internal Motivation				1 st stage	Independent variable without mediation
Sig	R.S.	Sig	bet a	Sig	R.S	Sig	Bet a	Sig	R.S.	Sig	bet a		
0.00	0.48	0.00	0.69	0.00	0.08	0.00	0.28	0.00	0.13	0.00	0.63	Autonomy	
Growth satisfaction				Overall job satisfaction				Internal Motivation				2 ^{ed} stage	Independent variable with mediation
Sig	R.S.	Sig	bet a	Sig	R.S	Sig	Bet a	Sig	R.S.	Sig	bet a		
0.00	0.69	0.00	0.68	0.00	0.13	0.00	0.28	0.00	0.56	0.00	0.63	Autonomy	
		0.00	0.46			0.00	0.21			0.00	0.43	Responsibility	

Based on (baron and keney, 1986) we can notice that experienced responsibility mediate partially the relationship between job dimension and outcomes of the model for media employees because the mediator's variables not changed the significance level, help in interpretation of the changes on the dependent variable.

For Knowledge of the actual results

Table -3 c.-

Dependent variables													
Growth satisfaction				Overall job satisfaction				Internal Motivation				1 st stage	Independent variable without mediation
Sig	R.S.	Sig	bet a	Sig	R.S	Sig	Bet a	Sig	R.S.	Sig	bet a		
0.00	0.08	0.00	0.28	0.10	0.02	0.10	0.14	0.06	0.30	0.06	0.16	Feedback	
Growth satisfaction				Overall job satisfaction				Internal Motivation				2 ^{ed} stage	Independent variable with mediation
Sig	R.S.	Sig	bet a	Sig	R.S	Sig	Bet a	Sig	R.S.	Sig	bet a		
0.00	0.09	0.00	0.31	0.12	0.03	0.05	0.17	0.07	0.04	0.16	0.13	Feedback	
		0.26	0.09			0.20	0.11			0.20	0.12	Knowledge of results	

Based on (baron and kenney, 1986) we can notice that Knowledge of the actual results doesn't mediate the relationship between job dimension and outcomes of the model for media employees because the mediator's variables not changed the significance level, and doesn't help in interpretation of the changes on the dependent variable.

Moderator Test:

Table -3 d.-

Independent with moderator (variety, significance, identity)				Independent without moderator (variety, significance, identity)				Experienced meaningfulness
sig	beta	sig	r	sig	beta	sig	r	
0.00	0.54	0.00	0.48	0.00	0.42	0.00	0.41	

Independent with moderator Autonomy				Independent without moderator Autonomy				Experienced responsibility
sig	beta	sig	r	Sig	beta	sig	r	
0.00	-0.967	0.00	0.68	0.00	-0.954	0.00	0.31	

Independent with moderator Feedback				Independent without moderator Feedback				Knowledge of results
sig	beta	sig	r	Sig	beta	Sig	r	
0.15	0.182	0.009	0.17	0.81	0.214	0.005	0.16	

The table -3 d. - we can notice the moderator variable is significance only for the (task variety, task significance, task identity) and for the other variable the moderators not significance.

Comparative Data

Table -4-

Current study		JDS Norms	Items
media	administrative		
4.9	3.78	4.66	Skill variety
5.7	5.2	4.71	Task identity
4.6	4.35	5.51	Task significance
4.5	4	4.87	Autonomy
5.2	4.4	4.87	Feedback
118	78	128	MPS
5	5.54	5.15	Experienced meaningfulness
5.02	5	5.46	Experienced responsibility
4.78	4.52	5.00	Knowledge of results
5.5	5.37	5.58	Internal Motivation
4.78	4.51	4.70	Overall job satisfaction
6.49	6.25	5.70	Growth need Strength
2.39	3.79	4.3	Pay
2.9	4.29	4.9	Job security
4.99	4.95	5.4	Co-workers
4.55	5.19	4.9	Supervision

The "motivating potential score" when calculated using the Hackman and Oldham (1976) formula was somewhat lower for all types of job.

The means for the critical psychological states found in this survey were consistently lower than the means which added by Hackman and Oldham.

"Growth need strength" had a very high mean of 6.25 for administrative and 6.49 for both technical and media but for engineers as we notice is lower.

Results Discussion

The MPS indicator for two sample are low and it should be strengthen the main three variables (task variety, task significance, task identity)

The more identified activates and responsibilities can introduce a solution for this problem and we can raise the meaningfulness by training by introduce professional coaches and mentors to explain the main aspects of the tasks which make them more meaningful and more significance.

Based on the results tables of study we can say that all variables are lower than demand, and we need to enrichment all of them by introduce more feedback and more autonomy to reinforce the sense of Knowledge of the actual results and Experienced responsibility by delegation the responsibility and giving reports about all what they need in their work.

For testing the model this study is not support it fully, so we can make the last recommendations and retest again in the future to know if any difference maybe will be achieve.

Limitations

There are several limitations of this study that can be addressed in future research

- The model was never meant as a "quick fix" for problems within an organization. Throughout the literature such applications have been tried and failed. Hackman and Oldham addressed this problem several times
- The demographics of this study limit the external reliability of the findings specifically due to the uniqueness of the public in Syria.
- Employee in public media in Syria may have different working conditions than other employee in other places either in the same job or other sector.

Future studies should test the relationships with many factors such as organizational, personal, occupational and cultural elements apart from job characteristics, also Job satisfaction must necessarily be studied using self-reports, non-self-report measures of objective and subjective satisfaction that would have enhanced the validity of the findings.

Moreover, factors such as years of experience and employee benefits were not considered for the very important impact of these factors in generating the idea of leave in comparative with other places.

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