JOB CHARACTERISTICS AND TRANSFORMATIONAL LEADERSHIP STYLE AS PREDICTORS OF JOB SATISFACTION AMONG CIVIL SERVANTS IN AWKA, ANAMBRA STATE.

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Abstract

The study examined job characteristics and transformational leadership style as predictors of job satisfaction among civil servants in Awka, Anambra State. Two hundred and seven participants served in the study. They have a mean age of 32.6 years and standard deviation (S.D) of 3.8. Three instruments were employed for the study namely: 20 items Minnesota satisfaction Questionnaire (MSQ) developed by Weis, Daeis, England & Lofquist (1967); 21 items Job Diagnostic scale (JDS) developed by smith, Kendell & Hulin (1969); and the Multifactor Leadership Questionnaire developed by Bass, Avolio & Jung (1997). Three hypotheses were formulated and tested with multiple regression statistics. The first hypothesis was accepted since it confirmed that job characteristics would significantly predict job satisfaction among civil servants in Anambra State. The second and third hypotheses were equally accepted (F(2,204)=841.691,P<.001). The implication of the findings reveal the importance of job characteristics, transformational leadership style and also the joint influence of the two independent variables in arousing job satisfaction among Anambra State civil servants and by extension some civil servants in other states of Nigeria.

Keywords: Job characteristics, transformational leadership style, job satisfaction, civil servants.

Introduction

Job satisfaction of workers has continued to attract both theoretical and practical studies from academics, management experts, public and private agencies. Unfortunately, there is no agreement on what brings about job satisfaction, and the factors that if skillfully applied /or manipulated can lead to job satisfaction of workers. In spite of the numerous theories and models on job satisfaction, the dynamic nature of human needs, wants and the proliferation of technological innovations appear to compound the intractable nature of job satisfaction. Some companies and agencies in organized private sector have provided free living houses, free medical services, leave allowances and bonus allowance every thirteenth month of the year for employees. For

government employees, particularly civil servants, government often reviews their basic salary every certain number of years as provided in the constitution of the country and sometimes labour law. These are all intended to make the workers job satisfied. Job satisfaction may be regarded as those things that make a worker happy on the job. Job satisfaction is the extent to which a person derives pleasure from a job (Munchinsky, 1990). For Locke (1976), it is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experiences. Job satisfaction may be viewed from the perspective of the attitudes of the employees towards their job and even the organization, and to this extent it is generally dominated by feelings of like or dislike or affective response (Munchinsky, 1990).

Job characteristics may be linked remotely or directly with job satisfaction. Job characteristics may mean the extent one's job gives him/her psychological choice and freedom to perform the work at his/her own rate with little or no external pressure from the management (Chine, Nnedum, Ike, 2018). Hackman & Oldham (1979) defined job characteristics as being concerned with nature and the requirements of the job, which psychologically impacts only the employees. Again, job characteristics are viewed by Chiu & Chen, (2005) as the attributes of jobs that can have motivational functions for employees. According to Chine (2017), different jobs have different characteristics that hold attraction and/or repulsion for workers. For instance, some job are characterized by risk of life or health, but in spite of that, still holds attraction to some workers who may perceive such job characteristics as motivating. The attributes of job characteristics are skill variety (the extent the job requires a range of skills); task identity (the extent the job produces a whole identifiable outcome); task significance (the extent the job has an impact on other people either inside or outside the organization); autonomy (the extent the job allows the job holders to exercise choice and discretion in their job); feedback from job (the extent the job itself provides information on how well the job holder is performing); feedback from agents (that is getting clear information about one's performance from supervisors/co-workers); dealing with others (ability to work closely or in team with other people).

Leadership to a large extent may determine employee's feeling of job satisfaction, and may also influence workers' perception of their job characteristics. Leadership and leader style is generally a management function and more often than not is directed towards the employees in order to ensure realization of the objectives/goals of the organization. Leadership styles may vary from culture to culture because of variations in personal values, organization culture, values and the dynamic nature of organizational environments and climate (Chine, 2017). Leadership theories abound and differ to a large extent in the aspect of leadership emphasized. Leadership style is conceptualized by Williams (1978) as the pattern or consternation of leadership behaviours that characterize a given leader. He further added that each leader feels most comfortable with a particular style and tends to be relatively consistent in its use, and that effectiveness of a specific leader will vary from one situation to another.

There are many leadership styles that are known and discussed by their proponents with relish. The frequently discussed leadership styles include authoritarian, close open supervision, laissez-faire, transactional participative, or and transformational leadership styles. In brief, authoritarian leadership style, according to Williams (1978), rely almost exclusively on the power of their formal position and the temptation for such power holder to depend heavily on position power, instead of considering another source or form is unequalled. Participative leadership style on its part, involves employees/subordinates and management in organizational planning, decision making and establishment of policy and disciplinary action against erring employee(s). Close and open supervision styles sometimes known as task and person oriented leadership styles. A task oriented leader is regarded as a leader who defines and structures his or her functions, including that of the subordinates for purpose of achieving the goal of the organization (Arnold, Cooper & Robertson, 1995), while person oriented leader, is interested in consideration, which refers to a leader that demonstrates trust on the employees under his/her leadership; such a leader respects the initiative, ideas and feelings of the subordinates; that is, the leader gives consideration to subordinates. The emphasis of such a leader is trust, and reliance on the subordinates to achieve the goal of the organization. Laissez-faire or free-reign leader almost allows the subordinate to take over his formal role as a leader, and the subordinates are allowed or encouraged to lead themselves.

According to Arnold et al (1995), transactional leadership can be understood from two mutual directions: first, the leader provides contingent reward that is, if subordinates exhibit exceptional performance or try very hard in spite of any odds. Second, the leader pursues a policy of management by exception, a situation whereby the leader does not tamper with existing working approaches or methods adopted by the subordinates in so far as they arrive at the performance target/goals.

The transformational leadership style is made of three parts: The first part is called charisma. Here the leader passes feeling of pride, a sense of commitment and objective/mission to the subordinates and endeavours to get to the root of things at any point in time. The second part, is called individual consideration; this involves the leader treating each subordinate on his /her merit, and is concerned in building them by giving or allowing them to do projects on their own and coach and serve as their mentor. Finally, the third part is called intellectual stimulation, here, the leader makes every effort to make the subordinates to think freely, encourage critical and logical reasoning before embarking on any action.

This study will focus exclusively on transformational leadership as one of the independent variables with possible potential for predicting job satisfaction of civil servants in Awka capital of Anambra State. Making civil servants satisfied with their jobs through pay packets received at the end of the month continues to worry the government of the day both at the Federal and State levels. The economic doldrums and security problem facing all and sundry is yet another but important socio-economic problem. However, in order to provide a panacea to civil servants and even public servants industrial unrest because of lack of job satisfaction, job characteristics and transformational leadership style models are considered as possible perspectives that hold solution to the problem of job satisfaction of civil servants in Awka.

There are many theoretical views on job satisfaction. However, for the purpose of brevity and economy, this study will be guided by what it considers the most relevant theories of job satisfaction. They are Herzberg two-factor hygiene theory (Herzberg, Mausner & Snyderman, 1959) and Interpersonal comparison processes (Salancik & Proffer, 1977).

Two -factor/hygiene theory

This theory of job satisfaction was proposed by Herzberg, Mausner & Snyderman (1959). They studied 200 engineers and accountants in nine different companies to find out instances in which they showed satisfaction with their job and instances in which they claimed not to be satisfied with their jobs. They employed interview method to obtain their data. The data were analyzed with the objective of finding; (1) the kind of things they mentioned when they said they were satisfied and (3) to identify if any difference existed between the two instances. The findings indicated that some factors correlated highly with satisfaction and some with dissatisfaction. The factors that were associated or correlated with satisfaction included achievement, recognition, advancement and responsibility; these they called job content factors or satisfiers. The factors that led to dissatisfaction such as salary, company policy, supervision and working condition were called job context factors or dissatisfiers.

The theory assumes that the same factors whether content or context holds sway for all workers irrespective of inevitable differences in culture and individuality. Furthermore, the context factors may matter most to workers in one culture than to others in another culture and vice versa. Content factors may be a very important potent primary source of job satisfaction for high ranking officers and a mere secondary or insignificant source of motivation for very junior and blue collar workers. There could be other factors individuals expect from their job whether in organized private or public sectors.

Interpersonal –comparison processes. This theory assumes that individuals compare themselves to other workers of the same rank to see it they are better or the same with them. If better than them, feelings of job dissatisfaction is likely to set in; but if they are better or the same or with workers of similar rank, feelings of job satisfaction will be experienced. According to Salancik & Pfetter (1977), the employee compares himself to other workers and consequently, gets feelings of satisfaction given the feedback they obtained about the jobs. This theory is similar to Adams' Equity theory (1965). According to this theory, workers compare themselves cognitively based on their input and output or income on the job with input and output of other workers on similar job or position.

Review of Related Literature

Wong (2010), sought to find out if there was a relationship between job characteristics and job satisfaction of engineers as regards affective commitment to their job. 93 engineers served as participants. The study revealed that job characteristics and job satisfaction were significantly related to affective commitment of employees. As a matter of fact, engineers who perceived their job as attractive and as satisfying, were found to be highly and emotionally committed to their organization and job.

Fatemeh (2014), in a study of relationship between leadership styles and workers job satisfaction at Islamic Azad university campuses in Tehran, Iran investigated 16 campuses or branches to find out if leadership styles had influence on the workers job. He administered 400 questionnaires using random sampling approach on non-teaching staff. Only 386 participants completed the questionnaires. He found that transformational and transactional leadership styles were dominant and that the employees were moderately satisfied with their jobs. Again individual consideration of transformation leadership style showed consistency in the prediction of job satisfaction.

Leblanc (2013) used Hackman & Old (1976) job characteristics model to study the relationship between call center employees job satisfaction and job characteristics in New York. The job characteristics model provided the theoretical framework for the study. The outcome of the study indicated a significant correlation between job satisfaction and job characteristics, particularly core job characteristics. Moreover, critical psychological states (experienced meaningfulness of the work, experienced responsibility, and knowledge or results of work activities) equally correlated significantly with job satisfaction. Finally, he found that feedback from job among the five job characteristics had the most significant relationship with job satisfaction of the call center employees.

Ali & Mohammed (2016) in their study investigated the relationship between managers' leadership style and employees' job satisfaction. They used descriptive statistics and cross-sectional survey method to administer questionnaire on 814 employees. The employees comprised first line, middle level and senior managers. They obtained the mean scores of employee-oriented dimension of managers as 52, 54 and 54 (from 75 credit) respectively. For task – oriented dimension of leadership style the following

mean scores were obtained for first line, middle level and senior managers 68, 69 and 70 (from 100 credit) respectively. The mean scores of the employees' job satisfaction for employee-oriented dimension of leadership style were 3.26, 2.56 and 1.9 for the first line middle level, and senior managers a 6-point scale respective m (moderate satisfaction). Similarly, employees' job satisfaction for task – oriented dimension of leadership style mean score wee 26.1, 64.7, and 73 percent of the hospital employees had very low, moderate and high satisfaction with their job respectively. They found that employees demonstrated less satisfaction as regards salaries, benefits, work conditions, promotion and communication as the nature of the job (job characteristics), co-workers, and supervision. They found a significant correlation between leadership style and employees job satisfaction.

Research Hypotheses

1. Job characteristics will significantly predict job satisfaction among Anambra state civil servants

2. Leadership style (transformational leadership style) will significantly predict job satisfaction among Anambra state civil servants

Participants

Participants were randomly drawn from 8 out of 13 ministries in Anambra state. The numbers of participants from the ministries selected are: Trade and commerce = 26; Basic education=25; Justice=27; Finance = 26; Health = 26; Information and communication= 25 Transport = 26; and Agriculture = 26. A total of 207 participants served in the study. The participants were 76 males and 131 females. The average age of the sample was 32.6 years and standard deviation of 3.8. Their educational qualifications are as follows: 40 West African Senior School Certificate holders, 60 Ordinary Diploma and National Certificate Examination holders, 90 First degree/ higher diploma holders and 17 Master of Science and Master of Arts holders. Sixty seven of

them had experience between 5 years and 10years, and the rest had above 10years experience on the job.

Instruments

Three instruments were used for the study. They include:

Minnesota Satisfaction Questionnaire (MSQ)

This instrument was developed by Weis, Dawis, England & Lofquist (1967). The MSQ scale has 20 item inventories. The MSQ is designed to determine job satisfactory or the fulfillment a worker enjoy from the job. The MSQ is made up of three components: I items, E items and G items. The I items are 1,2,3,4,7,8,9,19,11,15,16 and 20; while E items are 5, 6, 12, 13, 14 and 19. The G items are 20 items. The items are scored directly by adding together the scale values of the items ticked in each component. It is scored on five-point likert scale of: very satisfied = 5, satisfied = 4, I am not sure =3; dissatisfied = 2; very dissatisfied =1. Weis, Dawis, England & Lofquist (1967) obtained reliability coefficient of .89 based on one week interval and also obtained a reliability coefficient of .70 based on one year interval. Wanous (1974) obtained concurrent validity of 0.71 for American samples and Mogaji (1997) obtained 0.50 for Nigerian sample.

Job Diagnostic Scale (JDS)

This instrument was developed by Smith, Kendall, & Hulin (1969). It was designed to assess different dimension of employees' job attitude and behaviours. Job characteristics scale (JCS) being one of the six test in Job Diagnostic Scale, is a 21 item inventory scale that asses employees perception of seven core job characteristic. The JCS has seven sub-scales which include: skill variety, task identity, task significance, autonomy, feedback from job, feedback from agents, dealing with others. Direct scored items include: 1,2,4,6,7,8,10,12,13,14,16,18,19 and 20, Reverse scored items are 3,5,9,11,15,17 and 21 . The seven sub – scales are scored separately on seven-point likert type response pattern such as very inaccurate = 1; Mostly inaccurate =2, Slightly inaccurate =3; uncertain =4; slightly accurate =5; Mostly accurate =6; Very accurate =7; Hackman & Oldham (1975) validated the scale by inter-correlation the scores of the sub-scales of JCS with the factor structure of the responses to the individual items of JCS and obtained convergent validity coefficients ranging from .16 to .51.

Multifactor Leadership Questionnaire (MLQ)

This instrument was developed by Bass, Avolio & Jung (1997). The scale measures five components of transformational leadership, three components of transactional leadership and one component of Laissez faire leadership. On the whole the scale has 33 questions pertaining to three leadership styles. For the purpose of this study only questions concerning transformational leadership were considered and chosen. The questions are 2,6,8,9,10,13,14,15,18,19,21,23,24,25,28,29,30 and 33. Five – point likert response format was adopted: Not at all =1, once in a while =2; sometimes =3; fairly often =4; always = 5; Validity of the scale was obtained by correlating transformational leadership inventory (TLI) developed by Podsakoff, Niehoff, Mackerizie & Williams (1993) with one developed by Podsakoff, Mackenzie & Bommer (1990). Reliability coefficient of 0.56, 0.47, 0.60, 0.5, 0.71 were obtained respectively for each of the five components.

Procedure

Haven obtained permission from the Permanent Secretaries of the respective ministries and heads /directors of the units affected, the questionnaires were administered. The participants were told the questionnaires will be collected the following day in order to enable them study the questions closely. Out of 220 questionnaires served, only 215 were retrieved; and 8 of the 215 retrieved were uncompleted and were therefore discarded. Consequently, 207 which were properly completed were retained for further use.

Design and statistic

A correlation-predictive design was adopted and multiple regression analysis statistics was used for the analysis of the data.

Results:

Table 1 shows the multiple regressions analysis of the hypothesis which stated that job characteristics and transformational leadership would significantly predict job satisfaction of Anambra state civil servants.

Predictor	Beta	t	sig
Job characteristics	.43	38.05	.04
Transformational	.63	41.02	.01

Table 1 above reveals that job characteristics significantly predicted job satisfaction among Anambra State civil servants. Thus, hypothesis one was accepted. Similarly, the second hypothesis which stated that transformational leadership style would predict job satisfaction among Anambra State civil servants was equally accepted as shown by the coefficients (The model summary showed significant correlation thus: R^2 =.892, (adj)=.891, F(2,204)=841.691, P<.001.

Discussion

The present study investigated Job characteristics and organizational leadership style as predictors of job satisfaction among civil servants in Anambra state. Three hypotheses were tested using multiple regression analysis.

The first hypothesis which stated that job characteristics would significantly predict job satisfaction among Anambra state civil servants was accepted. This shows that, the nature or type of job employees do daily has important effects on the feelings or expressions of satisfaction (Munchinsky, 1990). It lends credence to Leblanc (2013) findings based on Hackman & Oldham (1976) job characteristics model. The outcome of the study indicated a significant correlation between job satisfaction and job characteristics, particularly core job characteristics such as skill variety, task identity, task significance, autonomy and feedback from job. Moreover Wong (2010) findings that, job characteristics and job satisfaction were significantly related to affective commitment of employees to their job are also upheld by this study. The results indicated that the characteristics or nature of the jobs the civil servants do determine whether they will derive satisfaction from them or not. For instance, Morris &

Venkatesh (2010) found that enterprise planning system implementation moderated the relationship between job characteristics (skill variety autonomy and feedback) and job satisfaction. However they found, on the contrary that alteration of the principal role enterprise resource planning implementation could negatively affect well established relationships between job characteristics and job satisfaction in the context of technological- enabled organizational change situations. This shows that probably, if one's job has variety in terms of skill, approach, provides for independence or autonomy, and seen as important to the society and individuals, such situation is more likely than not to lead to job satisfaction.

The second hypothesis which stated that transformational leadership style would significantly predict job satisfaction among Anambra State civil servants was also accepted. This implies that transformational leadership style as perceived by the workers in the positive direction; enable them to be satisfied with their job and the authority that hired them. This is in line with Fatemeh (2014) findings in his study of the relationship between leadership styles (transformational leadership style) and workers' job satisfaction in Islamic Azad University. He found that transformational leadership style was dominant and that the employees were moderately satisfied with their job. The results of this study is also in line with Ali & Mohammed (2016) investigation on the relationship between managers leadership style and employees' job satisfaction, they found that employees demonstrated less satisfaction as regards salaries, benefits, work condition and communication as satisfier and high satisfaction with such factors as the nature of the job (job characteristics), co-workers and supervision, and there was also significant correlation between transformational leadership style and job satisfaction. Also, Chang (2013) findings that transformational leadership modes were more acceptable to the employees than organizational culture and also affected employees job satisfaction level and innovativeness positively, appears to be supported by the findings of this study. Likewise, it agrees also with Burns (1978) claims that a transformational leader is able to alter the followers' basic beliefs, values, and needs in order to obtain maximum achievement and other results of the objectives. The implication for a transformational leader to be able to alter the

subordinates' wrong thoughts and feelings towards the organization would certainly make the subordinates to be satisfied with their job.

The findings support Chine (2017) findings that transformational leadership style recognizes the importance or need for organizational change (change in job characteristics/nature). This organizational change encourages vision for the goal of the organization, makes sure the workers are committed and appreciated, and watches out for those things that usher change and ultimately lead to job satisfaction. Likewise, the finding is in line with Chen (2005) findings that Taiwanese nursing directors adopted more of transformational leadership style and were moderately satisfied with their jobs; and that they were dissatisfied in contrast to the directors' leadership style such as transactional or Laissez faire style and therefore did not derive job satisfaction. In contrast, Pinte & De Muora (2014) found that job characteristics dimensions such as highly structured job, close supervision lead to poor performance and eventually dissatisfaction. It implies that poor or close supervision of a job, the structure of the job and type of leadership style espoused by the management could either lead to job satisfaction or dissatisfaction. In conclusion, perspective of weighing job satisfaction through job characteristics and transformational leadership style adopted by the management is germane and has policy implication for both public and organized private organizations. Thus, Anambra State Civil Servants must have identified such conditions in their job, hence job satisfaction. Not necessarily because of their monthly emolument, allowances and stipends, but because of the nature of the job they do (job characteristics) and type of leadership style adopted by the management/government.

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