

**T.C.  
OKAN UNIVERSITY  
INSTITUTE OF SOCIAL SCIENCES**

**AN EMPIRICAL CASE STUDY ON THE RELATIONSHIP  
BETWEEN MOTIVATIONAL JOB DESIGN AND  
PERCEIVED EMPLOYEE MOTIVATION**

**İrem SÖNMEZ**

**THESIS  
FOR THE DEGREE OF  
MASTER OF BUSINESS ADMINISTRATION**

**ADVISOR  
Assoc. Prof. Sera ÖZBAŞAR**

**İSTANBUL, May 2013**

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## **ACKNOWLEDGEMENTS**

I have lived a life which has been full of challenging experiences and I sometimes used to be alone in these journey. However, I am grateful to some special individuals for the support and care they provided to me during the thesis process.

First of all, I am grateful to Asst. Prof. Sera Özbařar for his guidance, care, sincerity, his inspiration and guidance motivated me even in the hardest times of the thesis process.

My dear mother, řule Tařkın, has always encouraged me and believed in me. I am grateful to her for her unconditional love, emotional support, patience and tolerance. It is an excellent thing for a child to know and feel that her parents are very much proud of her.

I would like to thank to my friends Mustafa Karadeniz and Burcu Altuntař for their loved, cared and encouraged in the thesis process.

I would like to thank to all ISS Proser's employees who helped me to improve the thesis for their valuable intellectual suggestions and contributions.

Finally, it was a great pleasure to my General Manager M.Cengiz Arslan who encouraged me to attend the graduate program. I can never pay back for his concrete and spritual support in my hardest time. No word is adequate to explain the greatness of the contributions of this experience to my personal and professional development.

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# **ABSTRACT**

## **AN EMPIRICAL STUDY ON THE RELATIONSHIP BETWEEN MOTIVATIONAL JOB DESIGN AND PERCEIVED EMPLOYEE MOTIVATION: A CASE STUDY IN A TURKISH PRIVATE SECURITY SERVICES COMPANY**

This study aims to indicate that relationship between the motivational perception of employee and the motivational characteristics that are established in job design. The researchers who study on importance of job characteristics have searched possible influence of job characteristics in order to study this concept as much concrete.

A job design includes some components like motivational, mechanical, biological and perceptual/motor. (Campion and Thayer, 1987) I, here, researched some variable about motivational components. These are “Skill Variety”, “Task Identity”, “Task Significance”, “Autonomy” and “Feedback”, that is factors of job characteristics.

The data in these study is acquired from seventy security managers on site of the private security company, that performs for a facility management company that is the 4th employment all over the world, in Turkey. Employees are separate into employee on site and employee on head office. Employees on site perform operational issues, employees on head office also perform supportive issues like sales, marketing, accounting, personnel affairs, quality and assurance, human resources, training, inspection etc.

Motivational Potential Score was figured out to determine employee motivation score in the end of the survey. Job descriptions and job specifications are based for job characteristics that is determined for security managers on site. Intended motivational score of company and perceived motivational score by security manager on site were tried to observe.

In the litterateur, there are many studies that research about relationship between job characteristics and employee motivation. On the other hand, in the previous research, there are not many studies differently about influences of job characteristics and employee motivation on other sectors.

This study has directed to appear influence of job characteristics on employee motivation in private security services sector. The study is expected that will be beneficial to fill in the blank on this research area and that will present a different aspect for future studies.

**Keywords:** Job Characteristics, Employee Motivation, Motivational Potential Score.

**Date:** December 2012

## ÖZET

### **TÜRKİYE’DE BİR ÖZEL GÜVENLİK HİZMETLERİ ŞİRKETİNDEKİ MOTİVASYONEL İŞ TASARIMI VE ALGILANAN ÇALIŞAN MOTİVASYONU ARASINDAKİ İLİŞKİYE DAYALI BİR ÇALIŞMA**

Bu çalışma iş tasarımına yerleştirilen motivasyon özellikleri ile çalışanın motivasyon algısı arasındaki ilişkiyi göstermeyi amaçlamıştır. İş özelliklerinin önemi üzerinde çalışan araştırmacılar, bu konsepti daha somut olarak incelemek için iş özelliklerinin olası etkilerini araştırmaktadırlar.

Bir iş tasarımında motivasyonel, mekanik, biyolojik ve motor/algı unsurları bulunur. Ben burada motivasyonel unsurlar ile ilgili bazı değişkenleri ele aldım. Bunlar, “Beceri Çeşitliliği”, “İşin Tanımı”, “İşin Önemi”, “İnisiyatif”, “Geri besleme”, olan iş özellikleri faktörleridir.

Bu çalışmadaki veriler Dünya’nın 4. büyük işvereni olan bir tesis yönetim şirketinin bünyesinde Türkiye’de faaliyet gösteren, özel güvenlik hizmetleri şirketinde çalışan 70 saha güvenlik yöneticisine anket uygulanarak elde edilmiştir. Şirketin çalışanları saha ve merkez çalışanları olarak iki gruba ayrılmaktadır. Saha çalışanları operasyonel konularla, merkez çalışanları ise operasyona destek olacak konularda yani satış, pazarlama, muhasebe, özlük işleri, kalite güvence, insan kaynakları, eğitim ve denetim gibi işleri yürütürler.

Çalışan motivasyonunun belirlenmesi için yapılan anket çalışmasının sonucunda Potansiyel Motivasyon Skorları hesaplanmıştır. Saha güvenlik hizmetleri yöneticileri için belirlenen iş özellikleri için iş tanımları ve iş gereklilikleri esas alınmış ve öngörülen potansiyel motivasyon skorları hesaplanmıştır. Şirketin öngördüğü motivasyon skoru ile sahada algılanan motivasyon skoru arasındaki bağlantı gözlemlenmeye çalışılmıştır.

Literatürde iş özellikleri ile çalışan motivasyonu arasındaki ilişkiyi araştıran çalışmaların çok sayıda olduğu görülmektedir. Fakat önceki araştırmalarda, iş özellikleri

ve çalışan motivasyonunun sektörler üzerindeki etkileri ile ilgili olarak çok değişik çalışmalar yer almamaktadır.

Bu çalışma mevcut literatürü, özel güvenlik hizmetleri sektöründe iş özelliklerinin çalışan motivasyonuna etkisini ortaya çıkarmaya yöneltmiştir. Çalışmanın, bu araştırma alanındaki boşlukları doldurmada yararlı olacağı ve ileriki çalışmalar için farklı bir bakış açısı sunacağı beklenmektedir.

**Anahtar Kelimeler:** İş Özellikleri, Çalışan Motivasyonu, Potansiyel Motivasyon Skoru

**Tarih:** Aralık, 2012

## LIST OF SYMBOLS

<b>N</b>	: Population
<b>sd</b>	: Standard Deviation
<b>r</b>	: Correlation

## **LIST OF ABBREVIATIONS**

<b>JCT</b>	: Job Characteristics Theory
<b>JCM</b>	: Job Characteristics Model
<b>CPS</b>	: The Critical Psychological States
<b>CJC</b>	: The Core Job Characteristics
<b>MPS</b>	: Motivational Potential Score
<b>GHS</b>	: Güvenlik Hizmetleri Sorumlusu
<b>GHY</b>	: Güvenlik Hizmetleri Yöneticisi

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# 1. INTRODUCTION

Job design is a fundamental issue in organization design. Which tasks should be put together in the same job, what skills and training are needed, what decisions the employee is allowed to make, with whom the employee works, and related questions are important for efficiency and motivation. There is a large literature on effects of job “enrichment” and “enlargement” on intrinsic motivation.

Intrinsic motivation refers to motivation that is driven by an interest or enjoyment in the task itself, and exists within the individual rather than relying on any external pressure. Intrinsic motivation is based on taking pleasure in an activity rather than working towards an external reward. (WEB\_1, 2013)

Extrinsic motivation refers to the performance of an activity in order to attain an outcome, which then contradicts intrinsic motivation. It is widely believed that motivation performs two functions. The first is often referred to as the energetic activation component of the motivation construct. The second is directed at a specific behaviour and makes reference to the orientation directional component. Extrinsic motivation comes from outside of the individual. Common extrinsic motivations are rewards like money and grades, and threat of punishment. (WEB\_2, 2013)

The purpose of motivation is to provide to work employees more effectively and efficiently, and to achieve to improve their desire and passion.

Employee motivation is also influenced by itself of job directly for achieving to these purpose.

What employee is doing, how their doing job is perceived by their family, friends and society, know-how, skills and abilities that they use on their job, their taking feedback about how well they are doing the job, their having opportunity and freedom on decision-making process, are intrinsic motivation sources for employees.

Contemporarily, motivation is indispensable in order to sustain survival of company, quality of services and products, improve efficiency, decrease cost and provide customer satisfaction.

These become much more important for organizations that contact with the customer face to face. In the production sector, superiority of competition is provided with technological innovations on the production activities.

Unfortunately, succession on competition is depends on employees motivation level and succession on their job. Because offering service in private security services sector assess in terms of subjective perception and experience of customers mostly instead of concrete data, because of not being product. Managers and employees in private security services sector due to their job, contact with customers constantly facing each other. Therefore, employee motivation level is more crucial for organizational goals. Formerly, core physical needs only satisfied employees. In contrast, recently, varied form needs appeared.

Thus, motivation is one of the most important issues in terms of management recently. Succession improves for the benefit of organization that consider unstable needs and expectation of employees.

In 21th century, organizations feel the necessity that is at a dynamic and active area and to determine new strategies in order to understand development in the market place and learn new know-how, recognize customer profile or follow up performance of organization.

At the end of the purpose, also internal structure of organizations occur development and improvement. One of the improvement is also to increase employee motivation and job satisfaction with job design.

Organizations start to change, revise or redesign their job structure by using job design methods that is both job enrichment and job enlargement.

## **2. JOB DESIGN**

Job design is to change the content and/or process of a specific job to increase job satisfaction and performance. Which tasks should be put together in the same job, what skills and training are needed, what decisions the employee is allowed to make, with whom the employee works, and related questions are crucial for efficiency and innovation.

Actually, job design is one of the fundamental issue in any organizations that need to increase satisfaction and performance of employee.

### **2.1. JOB DESIGN HISTORY**

Job design theories and models go back nearly 100 years. Job design came about with rapid technological advancements at the turn of the 20th century when mass production and assembly line operations emerged. As jobs continue to become more sophisticated and specialized, the need for an educated and motivated workforce has become indispensable. ( WEB\_3, 2013)

Economic perspectives are more important for job design theories. Productivity could be increased if jobs were broken down into simple tasks.

In the beginning of the 20th century, proponents of "scientific management" sought to test and apply this logic. For example, Taylor (1911) conducted time and motion studies in an effort to systematize efficient division of labor by managers. (Grant et al., 2010)

After this time, researchers began to observe that achieve efficiency of employee satisfaction and motivation.

Both Likert and McGregor emphasized the potential value of reducing managerial control in designing jobs to provide employees with freedom to fulfill their psychological needs. Their perspectives are tailed with the work of Herzberg and

colleagues, who introduced the notion of job enrichment to applied psychology and organizational behavior. Turner and Lawrence (1965) sought to develop a more systematic classification of the task attributes that influence employees' attitudes and behaviors. Informed by the works of Herzberg, as well as others focusing on job enlargement, task attributes, and the interaction of technology, people, and work. Setting the stage for contemporary perspectives on job design, Hackman and Lawler (1971) sought to investigate the influence of job characteristics on attitudes and behaviors. (Grant et al., 2012) The essential model is job characteristic model by Hackman & Oldham (1975) today.

## **2.2. PURPOSE OF JOB DESIGN**

### **2.2.1. Job Descriptions**

Job analysis sits at the heart of all human resource practices, making it a critically important management activity in every organization. (Singh, 2008) For job design, Job analysis is an efficient process in order to get the necessary information. Job analysis provide collection of data both existing and new jobs for specific needs.

Recognizing the changing nature of work, many researchers and practitioners conduct “work” analysis, focusing on tasks and cross-functional skills of workers, rather than “job” analysis with its focus on static jobs. (Hough, 2000)

Job analysis include three issues that;

- What tasks will be done,
- How each task will be done,
- How the tasks fit together to form a job.

A job description is usually developed by conducting a job analysis, which includes examining the tasks and sequences of tasks necessary to perform the job. The analysis considers the areas of knowledge and skills needed for the job.

A job description is a list that a person might use for general tasks and responsibilities of a position. Job description may often include to whom the position reports, specifications such as the qualifications or skills needed by the person in the job, or a salary range.

### **2.2.2. Job Specifications**

Employee analysis should generate information about capabilities of the worker and responsibilities of the person in the job. A well-made analysis match the appropriate jobs and qualified employees who hold capabilities and responsibilities.

In the same time, an employee analysis is to verbalize the challenges like expectations of employee from the organization, level of job satisfaction and perception about the company.

Most employees are positively inclined towards an employee analysis – it provides an opportunity for them to have their say, and to feel involved in your company on a more general basis. (WEB\_4, 2012)

A job specification is that describes the duties, required knowledge, skills and abilities, and minimum qualifications of jobs.

Job specification is part of the job analysis. Employee characteristics and qualifications required for satisfactory performance of defined duties and tasks comprising a specific job.

Both job description and job specifications are fundamental parts of job analysis information. Determining them clearly and accurately helps organization and workers cope with many challenges when doing their job.

### **2.2.3. Environmental Analysis**

Environment which works for long hours is as crucial as psychological aspect for all employees. A little changing negatively could effect on well-being and performance of employees. Unfortunately, it causes inattentiveness and sometimes occurs occupational accidents.

Environmental analysis used to analyze physical environment like location, lighting, temperature, noise, ventilation.

### **2.2.4. Organisational Benefits**

Employees are a keystone of any organisations that can not indispensable. Any organization could not survive in business life with demotivated and dissatisfied

employees. A good job design provide reducing dissatisfaction, enhancing motivation and employee engagement at the workplace.

Job design is a very important function of staffing. If the jobs are designed properly, then highly efficient managers will join the organisation. They will be motivated to improve the productivity and profitability of the organisation. However, if the jobs are designed badly, then it will result in absenteeism, high labour turnover, conflicts, and other labour problems. (WEB\_5, 2011)

Therefore, economic maintainability is depends on well-made job design as other primary points.

### **2.2.5. Employee Benefits**

Employees who use variety skills, who have autonomy on doing work, who take feedback others, or who feel comfortable physically, feel satisfied, and motivated.

Because of them, their absenteeism decrease and their corporate culture belongings increase. These impact their intent to stay or leave and therefore, their retention.

## **2.3. TOOLS of JOB DESIGN**

As job design determine in any organisation, some tools are utilized. Each one of all have some systematics.

-**Process Flowchart:** The flow process chart in industrial engineering is a graphical and symbolic representation of the processing activities performed on the work piece. (WEB\_6, 2012)

- **Motion Study** is useful tool to increase the efficiency. (WEB\_7, 2010) When the employees work, they use many ways and method. If these method and ways are the most efficient, this is called motion study. Motion study can improve productivity and reduce inefficiency and wastage.

- **Work Measurement:** There is a variety of work measurement techniques, each suited to different types of work or to different forms of measurement.

- Stopwatch time study
- Standard elemental times
- Work Sampling
- Learning Curve

## **2.4. JOB DESIGN APPROACHES**

Job design theories and models go back nearly 100 years. Generally, job design has been searched two aspects as Engineering Approaches and Human Approaches.

The Engineering Approaches support to the organizational processes. On the other hand Human Approches emphasise on designing a job around employees.

### **2.4.1. Scientific Management**

The Scientific Management approach was initially described and theorized by Frederick Winslow Taylor in the late nineteenth and early twentieth century.

Frederick Taylor formulated a view on management that was highly inspired by engineering principles. (WEB\_8, 2011) Job simplification and job specialization researches are conducted by Taylor.

#### **2.4.1.1. Job Simplification**

Job Simplification is the earliest empirical research about the job design. Taylor and Henry Ford study on this subject aspect of the engineering.

Also called Taylorism, was a theory of management that analyzed and synthesized workflows. Its main objective was improving economic efficiency, especially labor productivity. It was one of the earliest attempts to apply science to the engineering of processes and to management. (WEB\_9, 2012)

Typical features of simplification are that can be staffed by anyone, and training time is very short. In addition, mental demands are minimal, stress and overload are unlikely. Because job is so repetitive and simple. Errors are less common because mistakes are less likely to happen. The disadvantages of the simplification are that include less satisfied, less motivatied employees. Because of these, simplification causes higher absenteeism.



Furthermore, sometimes simplified work lead to healty complaints. Carelessness that can result from highly repetitive and machine-paced work causes injuries.

#### **2.4.1.2. Job Specialization**

The concept of specialization has played a central role in the development of the field of operations management. (Staats and Gino, 2011) Because operations connect to the productivity directly.

Job specialization entails breaking down jobs into their simplest components and assigning them to employees so that each person would perform a select number of tasks in a repetitive manner.

Specialization is beneficial when an individual works on the same task overtime, employee gains knowledge related to the task which may help improve individual performance.

While specialization creates conditions that may foster learning, it also avoids costs that may arise from varied experience. (Staats and Gino, 2011)

Despite of the benefits of specialization, according to motivational aspect, task variety is necessary to maintain worker productivity. Changing tasks may provide some motivational benefit.

#### **2.4.2. Behavioral Approach**

This approach is the first to take the feelings and motivation of employee into account. Nevertheless this approach still keeps the responsibility for designing jobs with operations management. It does not pass any responsibility or power to the people doing the jobs. In that sense it is not fundamentally different from scientific approaches. Its motivation and objectives may be different but its practice is still very 'top-down'.

Behavioral Approaches are seperated as Job Enlargement, Job Rotation, Job Enrichment.

##### **2.4.2.1. Job Enlargement**

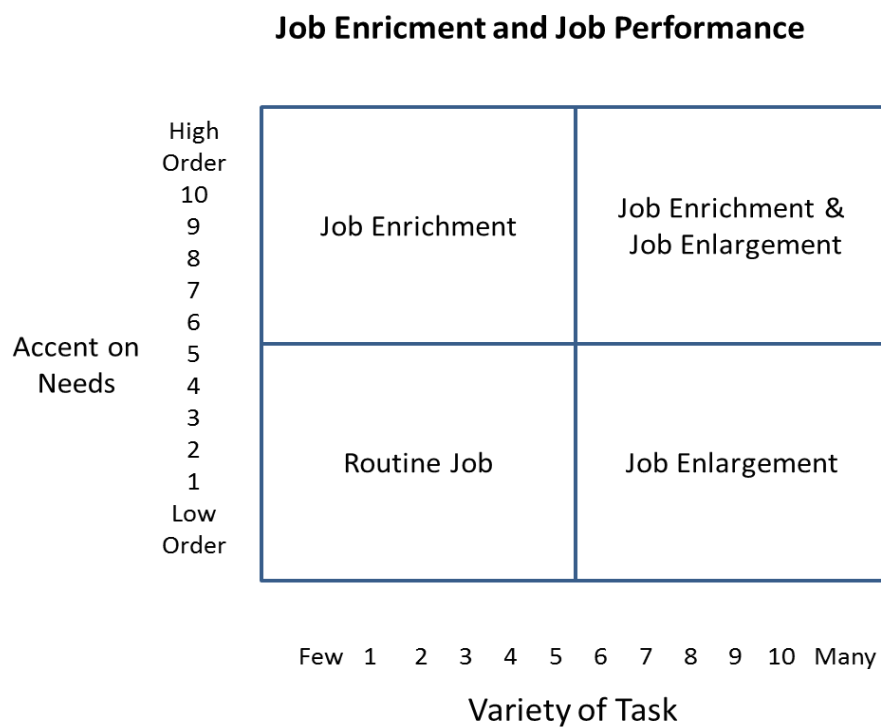
The reverse of Taylor's work simplification theory is job enlargement. This involves enlarging a job by horizontally increasing the number of tasks or activities required. The

rationale behind the theory is that an enlarged job will increase job satisfaction and productivity. (WEB\_10, 2012)

Job enlargement changes the jobs contents but only may or may not give employees more responsibility.

Theoretically, job enlargement will motivate employees to increase productivity. The motivation will occur from the relief of boredom, since the diversity of change is a stimulation in and of itself. Furthermore, employees will enjoy a greater feeling of responsibility and personal competence since additional abilities are utilized. The major criticism of the approach is that little is actually achieved by adding to a dull job more of the same tasks. (WEB\_10, 2012)

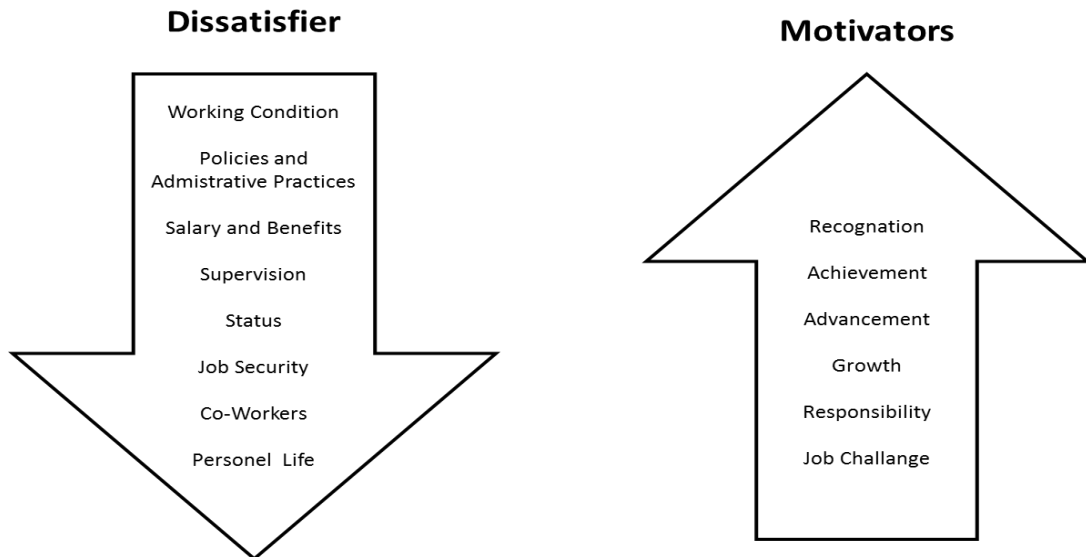
So It is thought that enlargement doesn't enough work. According to some employee, It means that only it is extra tasks.



**Figure 1.1** Job Enrichment and Job Performance (WEB\_20, 2011)

### 2.4.2.2. Job Enrichment

Job enrichment is based on Herzberg's Motivation-Hygiene Model. It works giving employee the opportunity to use the range of their abilities.



**Figure 1.2** Herzberg's Hygiene and Motivational Factors

Job enrichment uses principles of vertical loading to enrich a job. Job enrichment means that employees ready for more responsibility, variety and challenge. Employees must be able to handle the enriched jobs that are being developed for them. Each employee's physical capabilities, mental skills, organizational competence and capacity is very crucial for handling an enriched job.

Forcing more on employees than they are capable of handling will likely hurt the business and frustrate the employees. (Erven, 2003)

Herzberg's Motivation-Hygiene Theory is that the factors that involve motivation and hygiene factors.

Firstly, motivation factors tend to lead to job satisfaction. When motivation factors are not present on the job, workers do not tend to be dissatisfied. It means that they are "not satisfied". Workers who are "not satisfied" do not tend to limit productivity, they just don't put for the extra effort to do a good job. Workers who are "satisfied" put for that extra effort and productivity increases.

Acordig to Herzberg, Hygiene factors tend to lead to job dissatisfaction. When Hygiene factors are considered good, or acceptable, workers do not tend to become “satisfied”, they simply become “not dissatisfied. Productivity is not limited. It means that it is just held at an acceptable level. When workers become dissatisfied with any of these factors they tend to limit output.

**Table 1.1** Principles of Vertically Loading a Job (WEB\_19, 2006)

<b>Principles</b>	<b>Motivators Involved</b>
a- Removing some controls while retaining accountabilty	Responsibility and personel achievement
b- Increasing the accountability of individuals for their own work	Responsibility and recognition
c- Giving a person a complete natural unit of work (module, division, area, and so on)	Responsibility, achievement, and recognition
d- Granting additional authority to an employee in his activity; job freedom	Responsibility, achievement, and recognition

### **2.4.2.3. Job Rotation**

In a sense, job rotation is similar to job enlargement. But some of different features involve. The most important different is the movement of employees through a range of jobs in order to increase interest and motivation. Job rotation approach may support to widen the activities of a worker by changing around a range of work. Because of Job rotation, employee improve variety of skills. Therefore training is needed highly.

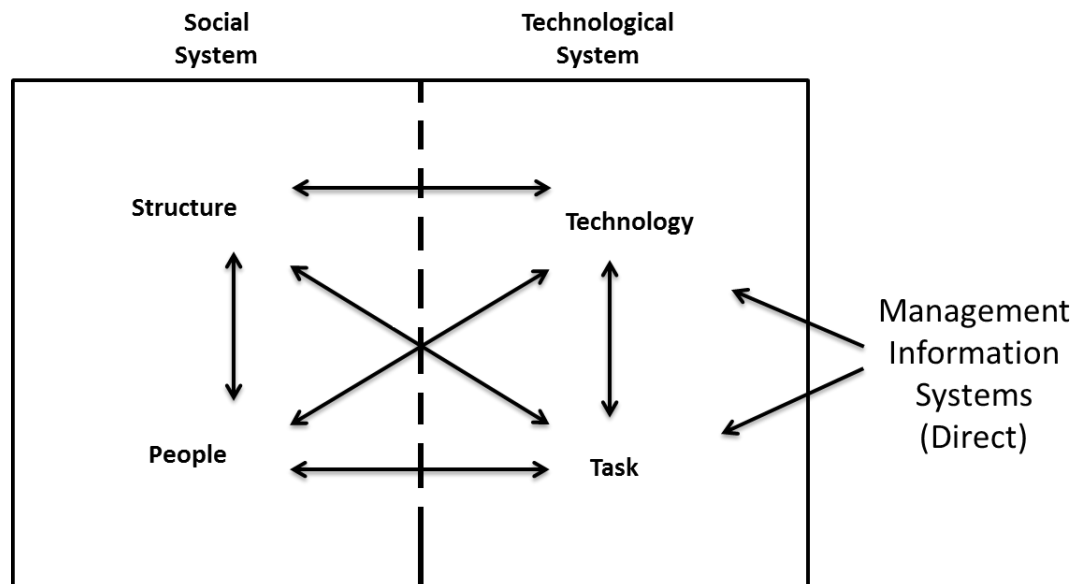
Job rotation is a possible solution for skills shortages and skills gaps, and employee motivation. Skills shortages appear when there is a lack of skilled individuals in the workforce. On the other hand, skills gaps happen when there is a lack of skills in a company’s existing workforce.

In addition, job rotation’s benefit is to make it easier to cover for absent colleagues, but it may also decrease productivity as workers are initially unfamiliar with a new task.

## **2.5. SOCIAL TECHNICAL SYSTEM**

The Socio-technical System Approach is about harnessing the people aspects and technical aspects of organizational structure and processes to achieve joint optimization,

with a focused emphasis on achieving excellence in both the technical performance and the quality in people's work. The term socio-technical system was coined in the 1960s by Eric Trist and Fred Emery who were working as consultants at the Tavistock Institute in London. (WEB\_11, 2011)



**Figure 1.3** Socio-Technical Systems (WEB\_18, 2012)

The technology is embedded in a complex set of other technologies, physical surroundings, people, procedures, etc. that together make up the socio-technical system.

The importance of integrating people and technology reflects to create high-performance work systems.

## **2.6. CURRENT TRENDS in JOB DESIGN**

### **Compressed Work Weeks**

Scheduling of work that allows a full-time job to be completed in fewer than the standard five days.

A compressed work week gives you the benefit of an extra day off by allowing you to work your usual number of hours in fewer days per pay period.

## **Flexible Working Hours**

Flexible working hours refers to a work schedule that lets you set your own work hours within restricts appointed by management.

It gives freedom employees in the timing of their work commitments daily.

## **Job Sharing**

Job sharing is an alternative work form in which more than one person works a single job. One full-time job is assigned to two or more employees who seperate the work according to agreed-upon hours.

There are advantages that less burnout and higher energy level for employees an employee who share own job. It attracts talented people who would otherwise be unable to work on the organization.

## **Telecommuting**

Recent years, telecommuting is the most popular type of the job design. Espacially service sector prefers that pattern in USA. Its feature is to work at home, the virtual office anda remote location via use of computers and advanced communication linkages with a central office or other employment locations.

Flexibility, comforts of home, and choice of work locations consistent with one's lifestyle are the causes of being preferable for workers. According to organization, the advantages of telecommuting are costs savings, efficiency, and improved employee satisfaction.

## **Part-time work**

Two way of the part-time is Temporary and Permanent that is depends on work time. Temporary part-time work refers to works less than the standard 40-hour work week. Permanent part-time work refers to works more than the standard 40-hour work week.

Any companies prefer in order to decrease labor costs, have ability to better accommodate peaks and valleys of business cycle, and have better management of retention quality.

### 3. JOB CHARACTERISTICS MODELS

Turner and Lawrence (1965) and Hackman and Lawler (1971) first introduced the idea of building into jobs attributes alleged to create conditions for high work motivation, satisfaction and performance. Hackman and Oldham (1974) developed this idea into job characteristics theory (JCT) upon which their JCM is based. (Lashley and Lee-Ross, 2003)

Their construct deals with internal work motivation, whereby the presence of certain job attributes motivates workers. It postulates that the more effort expended by workers on their jobs, the more motivated they become, creating a self-perpetuating cycle of motivation. It also accounts for individual differences conceptualizing them as someones desire to achieve and grow.

Hackman and Oldham refer to this as a workers growth need strength which moderates the relationship of model specified variables. (Lashley and Lee-Ross, 2003)

**Table 3.1** Job Design Elements (Humphrey et al, 2007)

<b>Work Design Characteristics</b>	<b>Mediators</b>	<b>Work Outcomes</b>
<b>Motivational Characteristics</b> Autonomy Work Scheduling Autonomy Work Method Autonomy Decision-Making Autonomy Skill Variety Task Variety Significance Task Identity Feedback from the Job Information Processing Job Complexity Specialisation Problem Solving <b>Social Characteristics</b> Interdependence Feedback from Others Social Support Interaction outside the organization <b>Work Context Characteristics</b> Physical Demands Work Condition Ergonomics	<b>Critical Psychological States for the motivational characteristics</b>  Experienced Meaningfulness  Experienced Responsibility  Knowledge of Results	<b>Behavioural Outcomes</b> Performance Objective Performance Subjective Absenteeism Turnover Intentions <b>Attitudinal Outcomes</b> Satisfaction-Job Satisfaction-Suervisor Satisfaction-Coworker Satisfaction-Compensation Satisfaction- Growth Satisfaction-Promotion OrganizationCommitment Job Involvement Internal Work Motivation <b>Role Perception Outcomes</b> Role Ambiguity Role Conflict <b>Well-Being Outcomes</b> Anxiety Stress Burnout/ Exhaustion Overlad

### 3.1. JOB CHARACTERISTICS

Anticipating what job characteristics will help motivate employees is important in job design. Generally, there are many of job characteristic types, but, according to Hackman and Oldham, five types of job characteristic is identified as “skill variety” (i.e., the perceived variety and complexity of skills and talents required to perform the job); “task identity” (i.e., the extent the job is seen as involving a whole, identifiable task); “task significance” (i.e., the extent that the job affects the well being of others); “autonomy” (i.e., the extent the job is seen as allowing for personal initiative in performing the work); and “feedback from the job” (i.e., the extent that the job, itself, provides information about job performance).

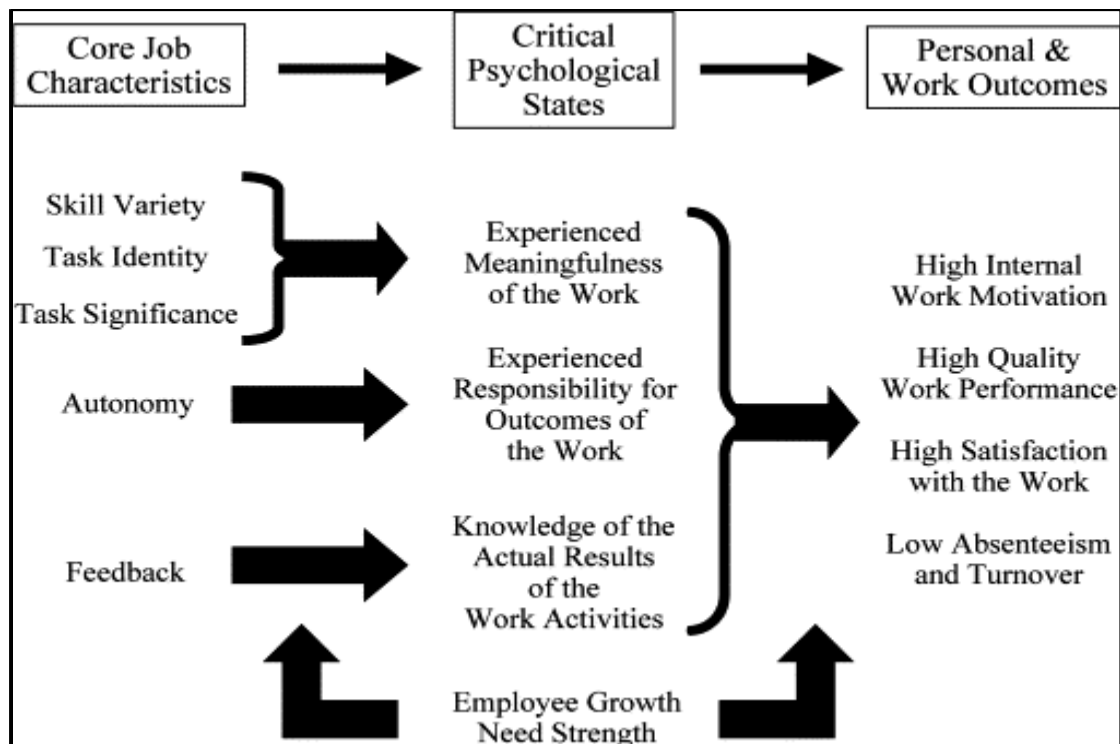


Figure 3.1 Job Characteristic Model (Hackman and Oldham, 1976)



### **3.1.1. Skill Variety**

Skill Variety is the degree to which the job requires a variety of different activities; the job requires a variety of knowledge, skills, and abilities, The level of these variety is crucial to perform the job efficiently and sufficiently.

Skill variety reflects the extent to which a job requires an individual to utilize a variety of different skills in order to complete the work. (Morgeson and Humphrey, 2006)

According to Hackman & Oldham, if the job would be made greater meaningful, it contains that use different type of work. Because different types of work require to utilize complex skills and abilities. In other words, skill variety allows employees to express more aspects of their personality in their work. It may increase meaning because it reduces boredom and monotony.

### **3.1.2. Task Identity**

Task identity degree to which the employee has the opportunity to perform a task from beginning to end with a visible outcome.

Task identity requires doing an entire piece of work. Employees who are allowed to perform the work from start to finish find more meaning in their job.

Some findings suggest that greater task identity is associated with greater perceived meaningfulness of work. (Renn and Vandenberg, 1995)

The crucial issue in task identity is seen concrete results in final stage. In other words, even if all duty or task are performed from beginning to end, if outcomes are not seen or identified, employee motivation and job performance regress step by step.

### **3.1.3. Task Significance**

Task Significance obtains an opportunity to employees to do work that has a positive effect on the well being of people in the immediate organization or in the external environment. Employees who provide high social contribution of helping coworkers or other people feel significant both oneself and their task. Task significance contributes to increase employee motivation for the employee that was not zealous about their job.

It increases the employees desire to work longer hours, obtains retention in the same position or job, and to do a job well done.

Research on task significance has been limited because many studies focuses on cross-sectional designs that were unsuccessful in proving task significance impacted job performance. Job performance is perceived effectiveness of one's behavior that work strive to achieve organization initiatives. In addition, there are limited studies that manipulate task significance with other job characteristics. (WEB\_17, 2010)

Recent research has demonstrated that for simple types of jobs, one job characteristic, task significance, does have a positive effect on job performance. (Grant, 2008)

#### **3.1.4. Autonomy**

The degree to which the job gives the employees freedom and independence in scheduling work, determining which desicions will be made about the challenges and how the work will be carried out.

Job autonomy has been identified as one of the important features of work design for employee outcomes such as job satisfaction and motivation. (Parker and Wall, 1998)

For example, if employees have autonomy, the results or the outcomes depend on employees' own efforts. It means that the employees feel more personal responsibility for their performance, and hence are motivated to perform better.

#### **3.1.5. Feedback**

The degree to which carrying out the work activities required by the job provides the individual with direct and clear information about the effectiveness of his or her performance. (Kulik et al.,1987)

Knowledge of results of one's work is affected directly by the amount of feedback one receives from doing the work. Employees are pleased to hear when customers are really happy with the quality of their work and effort. Frequent informations of this type accomplish more motivated and satisfied employees.

## **3.2. CRITICAL PSYCHOLOGICAL STATES**

According to Hackman and Oldham (1976, 1980), the critical psychological states (CPS) make up the “causal core of the model” and should fully mediate the effects of the core job characteristics (CJC) on relevant individual outcomes. Hackman and Oldham developed the model by identifying psychological states important for job satisfaction and motivation, and then worked backwards to identify job characteristics that could elicit these psychological states. Thus, the model is centered around the critical psychological states, and “the core job characteristics were identified to serve the critical psychological states, not the other way around”. (Johns et al., 1992)

Hackman and Oldham has identified three types of critical psychological states as “Experienced meaningfulness of work” (i.e., the work is motivating in an of itself); “Experienced responsibility for work outcomes” (i.e., the employees feel individual responsibility for the work); “Knowledge of actual results of work activities” (i.e.,the employees obtain feedback from the work outcomes in order to aware which they are degree at about work).

### **3.2.1. Experienced Meaningfulness of Work**

The degree to which the employee experiences the job as one which is generally meaningful, valuable, and worthwhile.

That job has to be meaningful for employees, it does not have to require just as a set of movements to be repeated and it have to relate to their interests. So work have to be motivating in an of itself (as opposed to motivating only as a means to an end).

Experienced meaningfulness is fundamental to job design because work that is experienced as lacking is meaning is demotivating of the workers’ efforts and alienating of the workers’ spirit. Meaningful work contributes to a larger whole and is perceived to have a positive impact on and contribution to others. (Edwards et al., 2003)

### **3.2.2. Experienced Responsibility for Work Outcomes**

Experienced responsibility for work outcomes is requires that employees feel personally responsible and accountable for the results of the work they perform.

Autonomy is the best way to provide to the psychological states of experienced responsibility for the work.

### **3.2.3. Knowledge of Actual Results of Work Activities**

Feedback provides variety data for critical psychological states.

Feedback; the degree to which carrying out the work activities required by the job results in the employee obtaining direct and clear information about the effectiveness of his or her performance. (WEB\_12, 2012)

The critical psychological states lead to an employee's high levels of intrinsic motivation, growth and job satisfaction, and work effectiveness.

Employees need to know how well doing their work. If the employees do not know the outcome of the work, they do not upgrade their works as quality and quantity.

Tangible incentives are effective in increasing performance for task not done before, to encourage "thinking smarter" and to support both quality and quantity to achieve goals. (Usman and Danish, 2010)

## **3.3. WORK OUTCOMES**

### **3.3.1. High Intrinsic Work Motivation**

Intrinsic motivation describes an individual who engages in an activity because they are interested in and enjoy the activity (e.g., they perform the activity for the sake of doing it—for the enjoyment, fun, or pleasure) and not because the activity will produce a reward or result in the avoidance of a negative consequence. (WEB\_13, 2012)

Intrinsic motivation generates a win-win situation for both employees and organizations. Because of the increase in employee intrinsic, the organization increases its profits.

Successful methods of intrinsic motivation in job design is job enlargement, job rotation (i.e. a larger variety of tasks to better or a rotation of tasks to better stimulate employees), and job enrichment (i.e. increasing the responsibilities and complexity of an employee's job).

### 3.3.2. High-quality Work Performance

Another outcome is high-quality work performance in job design. In fact, this point is little more crucial for the organizations.

Job performance is defined as it focuses directly on employee productivity by assessing the number of units of acceptable quality produced by an employee in a manufacturing environment, within a specific time period. (Putterill and Rohrer, 1995)

Performance improvement is not only a result of well-functioning system but also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce. (Al-Ahmadi, 2009)

On the other hand, according to job characteristic model, there is a positively correlation between the nature of job itself and performance. Challenge in employees' job actually influence their performance. Job characteristics at Hackman & Oldham model, (i.e. job significant, feeling important itself for others, using complex capabilities at work, getting information about outcomes and freedom to make decisions) are positively related to job performance.

### 3.3.3. High Satisfaction with the Work

Job satisfaction is a complex and multifaceted concept, which can mean different things to different people. Job satisfaction is more an attitude, an internal state. It could, for example, be associated with a personal feeling of achievement, either quantitative or qualitative. In recent years attention to job satisfaction has become more closely associated with broader approaches to improved job design and work organization, and the quality of working life movement.

Job satisfaction is one of used variables in organizations. It is an employee's attitudinal response to their organization.

Job Satisfaction appear with

- **Need Fulfillment:** a job satisfies a person's needs,
- **Discrepancies:** an employee receives what employee expects from a job,
- **Value Attainment:** a job allows fulfillment of one's work values,
- **Equity:** how "fairly" an employee is treated at work,
- **Trait/Genetic Components:** a function of personal traits and genetic factors.

### **3.3.4. Other Outcomes (Low absenteeism and turnover)**

A well designed job provide to decrease absenteeism and turnover. Because if employees who are satisfied in their work, they accomplish a high level job performance. Finally, employees tend to keep retention. So low job satisfaction is associated with higher rates of quitting the job. Therefore if the job satisfaction can be increased, spontaneously absenteeism and turnover can be decreased.

In terms of organizations, absenteeism is costly because of valuable work-hours lost and extra administrative overheads. There are too many cause about absenteeism and turnover. Some of them are,

- low personal motivation and drive
- alcoholism and substance abuse
- relationships problems with supervisors and / or other employees
- work pressure
- influence from other problem employees
- personal and / or family problems
- personality problems

The job characteristics theory suggests that employees may be more internally motivated, satisfied with their overall job and personal growth opportunities, generate high quality work, and have a lower absence and/or turnover when all are followed by a well-developed job design, This, in turn, will result in positive work outcomes. (Campion and Thayer, 1987)

## **3.4. MODERATORS**

According to Hackmann and Oldham, Job Characteristics Model has factors of growth-need strength, knowledge and skill, context satisfaction as moderators.

### **3.4.1. Growth-need Strength**

Growth need strength is a significant individual element for employees' creative performance.

It refers to an employee's desire to develop and improve herself in her current job. Not surprisingly, expected that employees high in "growth need strength" would report higher levels of creative performance at work and that's exactly what they found. (Shalley et al., 2009)

According to Hackmann and Oldham, employee who score high on measures of growth need strength tend to improve their abilities, knowledge and competence in order to do better in their jobs.

### **3.4.2. Knowledge and Skills**

Knowledge and skills deal with a worker having adequate knowledge and skill to perform a job adequately. (Hackman and Oldham, 1975)

In Herzberg's Two-factor theory, development of skills is classified as a motivator that increases job satisfaction. Also the qualitative pilot study emphasized the importance of knowledge and skill development in relation to job satisfaction. (WEB\_14, 2012)

### **3.4.3. Context Satisfaction**

Context satisfactions (viz., salary, job security, co-worker, and supervision) on the relations among the core job characteristics, critical psychological states, and work outcomes.

Contextual satisfaction is similar to Herzberg's (2009) hygiene factors. Employees who are extremely dissatisfied with their supervision, salary and benefits, and working conditions are less likely to respond favorably to enriched jobs than are employees who are satisfied with these factors. Other contextual factors (e.g. company policy and administration, status, security, travel requirements, and group norms) also can affect employee satisfaction with their jobs. (Lunenborg, 2011)

### 3.5. MOTIVATING POTENTIAL SCORE

Hackman and Oldham (1976) developed what they termed the Motivational Potential Score (MPS) in order to measure work outcomes.

MPS suggests that by measuring the elements from the core job dimensions and critical psychological states, one may be able to predict the potential for motivating a person. MPS is a summary index of a job's potential for motivating a person using the five core dimensions. (Smith and Hitt, 2005)

Skill variety, task identity, and task significance all contribute to a sense of meaningfulness. Autonomy gives the job holder a sense of responsibility and feedback satisfies the need for knowledge. A score of 0 on any one of the characteristics results in an overall motivational score of 0. Scores above 0 will vary by the individuals rating the job.

The five core job characteristics can be combined to form a motivating potential score (MPS) for a job, which can be used as an index of how likely a job is to affect an employee's attitudes and behaviors. A meta-analysis of studies that assess the framework of the model provides some support for the validity of the JCM. (Fried and Ferris, 1987)

The motivating potential score (MPS) can be calculated, using the core dimensions discussed above, as follows;

$$\frac{\textit{Skill Variety} + \textit{Task Identity} + \textit{Task Significance}}{3} \times \textit{Autonomy} \times \textit{Feedback}$$

Jobs that are high in motivating potential must be high on at least one of the three factors that lead to experienced meaningfulness, and also must be high on both Autonomy and Feedback. If a job has a high MPS, the job characteristics model predicts that motivation, performance and job satisfaction will be positively affected and the likelihood of negative outcomes, such as absenteeism and turnover, will be reduced. (Steel, 2012)



## 4. AN EMPIRICAL STUDY ON THE RELATIONSHIP BETWEEN JOB CHARACTERISTICS AND EMPLOYEE MOTIVATION RELATED TO THE PRIVATE SECURITY SERVICES COMPANY

### 4.1. RESEARCH OBJECTIVE and MODEL of the STUDY

The purpose of this study search out relationship between motivation level that try to reach with job description and job specification of managers on site that work for a company that offering private security services, and perceived job motivation by the same managers. Hackmann and Oldham's Job Diagnostic Survey was used for that purpose. Survey was prepared in two parts.

The first section of survey was to determine demographic features of employees such as age, gender, education, job title. The second section aimed to determine level of job characteristics in terms of employees. Hackmann and Oldham Job Diagnostic Survey questions were used for the the second section. Job Diagnostic Survey questions adapted in Turkish. Survey questions are formed in 5-point Likert type scale ranging from "1 = totally disagree" to "5 = totally agree".

Model of the study is displayed below:

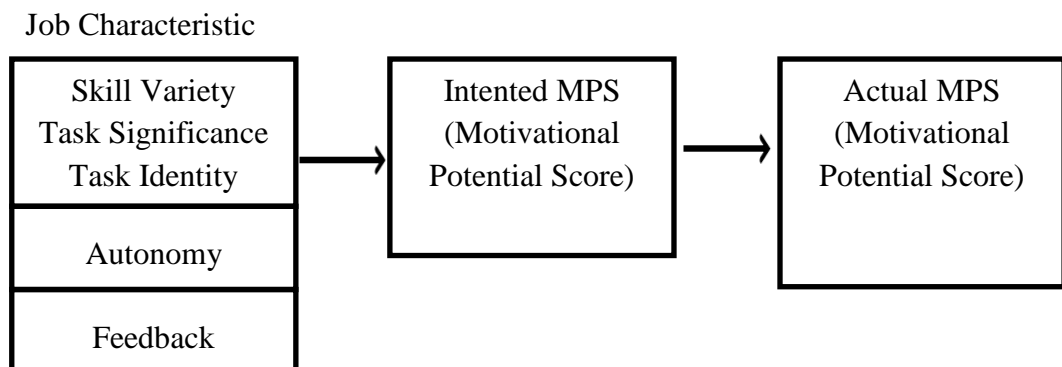


Figure 4.1 Model of The Study

## **4.2. RESEARCH QUESTION**

The research question below is examined in the study:

1. Does actual employee motivation related to intended motivational score?

## **4.3. HYPOTHESIS**

The hypothesis generated for the study is below:

$H_0$ : Intended Motivation in job design is equal to actual Motivational Potential Score

$H_1$ : Intended Motivation in job design is not equal to actual Motivational Potential Score

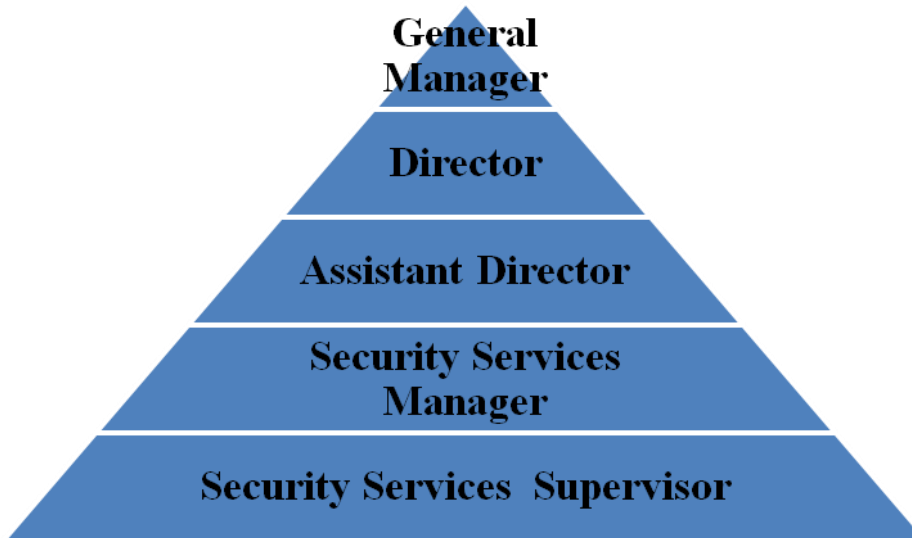
## **4.4. METHODOLOGY of the RESEARCH**

### **4.4.1. Population of the Study**

The population for the study consisted of total 70 managers working at site in a private security services company in İstanbul. Private Security Services is alternative force for the security except law enforcement officer. Working in the private security services sector may be stressful, because most of the time the employees work on providing secure area for the customers. Also, they communicate with customers and should explain the issues related to customer demands so carefully because security issues are the base of their business and at this point, it is vital to uncover the hidden concepts related to job characteristics effecting employees' outcomes.

The Private Security Services company was selected because of one of the leader in security sector in Turkey. The company was founded in 1992 and after that it was bought by an international facility management company. The company is a organization that grows up with acquisitions.

The security company have employees over 3650 at site throughout Turkey. Organizational chart of the company is as below.



**Figure 4.2** Organization Chart

It almost offers service all city in Turkey. It has more different types of customer profile as industry, education, communication, shopping-mall, healthcare, etc.

The company organization divide into two part as employee at site and employee at head office. Managers who concern with site are Security Services Supervisor, Security Services Manager, Assistant Director. Person who at all these position is chief of the security personnel who offer security services.



**Figure 4.3** Organization Chart on Site

Director and general manager direct the site from the head office. Employees on site perform operational issues, employees on head office also perform supportive issues like sales, marketing, accounting, personnel affairs, quality and assurance, human

resources, training, inspection etc. Core bussiness of these departmant is to support to security services operation so they called as departmant of support.

#### **4.4.2. Data Collection Method in The Study**

In these studies, sometimes it may be hard to take answers from employees, because all participant were not in İstanbul. By that foresight, that was why the surveys were distributed by e-mail to increase the participation ratio for the study and the aim of the study was explained to the employees to get reliable answers from them. Distribution and collection of the surveys took three weeks and were performed while the employees were on job. As stated before, 70 surveys were distributed and 70 of them were collected back with a response rate of 100 %. The data related to only one security company.

## **5. RESEARCH FINDINGS**

Data gained from the surveys was directly entered to Windows Excel 2010 and organized in factors as skill variety, task identity, task significant, autonomy and feedback. Chi-squared test, correlation test and standard deviation test were performed by Windows Excel 2010.

### **5.1. FREQUENCIES and DEMOGRAPHIC DATA of THE STUDY**

Frequencies of demographics were examined to have an idea about the demographical properties of the data. Demographic part was the first part of the survey and frequencies for the demographic data were examined below:

#### **5.1.1. Age**

Age was examined under four groups depending on the criteria below:

1. being between 21 and 30 years old,
2. being between 31 and 40 years old,
3. being between 41 and 50 years old,
4. being 51 years old or more.

2,86% (2 participants) of the participants were between 21 and 30 years old, 52,86% (37 participants) of them were between 31 and 40 years old, 34,28% (24 participants) of them were between 41 and 50 years old and 10% (7 participants) of them were 51 years old or more. More participation took place in the study by the employees working in the security company who were between 31 and 40 years old.

### **5.1.2. Gender**

The study included 70 male employees who were working in the security company. Totally, the study consisted of 70 participants.

### **5.1.3. Education**

Participants of the study holding high school degree were more than employees holding other education degrees. 40 participants (57,14 % of the participants) held high school degree, 29 participants (41,43 % of the participants) had college degree and 1 participants (1,43 % of the participants) held secondary school degree.

### **5.1.4. Job Title in the Company**

Manager participants were more than other participants in the sample. 16 supervisors (22,86 % of the participants), 43 managers (61,43 % of the participants), and 11 assistant directors (15,71 % of participants) titles participated to the study.

The results of the frequencies of the demographics pointed out that, participants who were between 31 and 40 years old were more than other employees, near the half of the participant held high school degree and participants who were managers were more than other employees.

## 6. DISCUSSION

Studies that were examined in the literature focused on the relationship between job characteristics and employee motivation related to the motivational outputs, very few of them carried out their studies related to dimensions of job characteristics.

In this study, job characteristics were started to be examined by Hackman & Oldham studies which contributed the research actuality for flexible movements. That brought the study a wide and actual perspective. It is hoped that this study contributes to fill the gaps related to the studies on relationship between job characteristics and employee motivation by focusing on job characteristics dimensions.

Job characteristics are the cornerstones of the job design. Job motivation level that employees provide from their job can be increased by revising job characteristics as job enrichment or job enlargement or rotation.

Therefore, job design is to generate or redesign conveniently motivational needs of employees by revising context or form of job in order to increase employee motivation due to the job.

Job design aims to increase employee motivation in term of job. That is not based on only needs. Motivation is a power that is called “incentive” that underlying of individual motion in psychology. Incentive is thing that motive people, determine their direction of motion. It is their ideas, hopes, belief. Shortly it is their desire, needs and fear.

Motivation is a process that encourage to work employees and persuade employee that if they work efficiently, they satisfy their individual needs in the best way.

Needs based motivation factors are various. According to Maslow, if physical needs, safety, love, respect, self-actualizing needs are met, person is motivated. With respect, Maslow, people behave to satisfy their own specified needs respectively. According to Herzberg at Two-Factor Theory, needs are one of the core factors of motivation. But

some of them do not motivate, only they provide required environment to motivate. According to McClelland's Achievement Motivation Theory, if how much person need achievement, performance of person increase as much as. In ERG theory, Adelfer argues that people try to satisfy the different ordered needs.

The focus point in the job design is that person is motivated due to the job. Motivation is evaluated by level of skills and abilities that employee use when they are doing job, how their job is perceived by family and society of employees, seeing the concrete result of their job and autonomy that how or when they do their job.

In the literature, study of job based motivation is more restricted than study of the needs based motivation.

Hackman & Oldham's job characteristics model is the known at the most. The model also that Hackman & Oldham study base on these factors. Hackman & Oldham develop Job Diagnostic Survey when they examined the model that determine job characteristics that are skill variety, task identity, task significance, autonomy and feedback. Survey is that used this study is the Job Diagnostic Survey that is adapted to Turkish. (Appendices A)

Researchers designed Motivational Potential Score (MPS) of the job by unify these five core characteristics in only index that reflect total potential make employee intrinsic motivation strong.

Accordingly survey results was evaluated with MPS formula:

$$\frac{\text{Skill Variety} + \text{Task Identity} + \text{Task Significance}}{3} \times \text{Autonomy} \times \text{Feedback}$$

At the same time, job description and job specification that is the first step of job design were searched in order to determine the intended MPS factor for Security Services Supervisor, Security Services Manager and Assistant of Director position by the company.

Job description and job specification are primary start point for job design applications that benefit to employees and organization, increase job motivation, improve job satisfaction and maximize productivity.

Organizations have to determine properly job description and job specification before the job design.



Job description is area that determine and indicate job title, department that is related, people that responsible to, core responsibility area. Briefly, it informs about job that employee will do.

Job specification is qualifications for the job that is necessary. They are characteristics as knowledge, skills and abilities, education, experience etc. that is expected from employees.

Job description and job specification of determined title for survey in the company are below.

## **6.1. JOB DESCRIPTION and JOB SPECIFICATION for SECURITY SERVICES SUPERVISOR**

**Senior:** Security Services Manager, Assistant Director, Director, General Manager

**Junior:** Security Services Chief, Security Personnel

**Main Responsibility:** To provide to carry out and coordinate all duties about security operation.

### **6.1.1. Job Descriptions for Security Services Supervisor**

- To know Private Security Law no. 5188 and authorizations of security personnels, to apply and to get apply to personnel if it is necessary, to keep to ready audit file and security plan for formal audit.
- To follow the procedure that is published by the company, to provide to be followed by personnel.
- To conduct security services activities.
- To know security risks of project<sup>1</sup>, to update and report to the his customer and his senior constantly according to place and time.
- To fulfil processes of recruiting, rotation and quitting for security personnel due to procedures.
- To keep under control constantly security operation in working hour, to control by conducting an inspection in out of working hours.
- To participate all training and meeting that is planned by his manager.

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<sup>1</sup> Project is the place that is offering security services.

- To train his personnel due to planned training as yearly by head office and to follow training process.
- To keep registrations and forms completely at project, to inspect records and registrations that are taken by personnel, to provide fulfil due to purpose.
- To make scoring monthly for personnel wages, to generate shift chart.
- To connect with his customer and head office by forwarding to senior customer needs and complaints timely.
- To demand stuff that is need of project in determined limits due to procedures and to receive by counting delivery ship accordingly.
- To provide to control equipments, fixed asset and all stuff consumption about security operation, to maintain and repair them if they need timely.
- To responsible for labor safety, to take precautions about labor safety, to train his personnel about it, to make use required systems and equipments.
- To know emergency scenerios of project and to provide to apply scenerios in emergency.
- To perform other duties that senior assigns about security operation.

#### **6.1.2. Job Specifications for Security Services Supervisor**

- To possess ID Card for Private Security Personnel
- To fulfil military obligation.
- To graduated from High School at least.
- To use MS Office Programme as Word, Excel, Powerpoint
- To have job experiences two years at least in this sector.

### **6.2. JOB DESCRIPTION and JOB SPECIFICATION for SECURITY SERVICES MANAGER**

**Senior:** Assistant Director, Director, General Manager

**Junior:** Security Services Supervisor Security Services Chief, Security Personel

**Main Responsibility:** To provide to carry out and coordinate all duties about security operation.

### **6.2.1. Job Descriptions for Security Services Manager**

- To know Private Security Law no. 5188 and authorizations of security personnels, to apply and to get apply to personnel if it is necessary, to keep to ready Audit File and Security Plan for formal audit.
- To follow the procedure that is published by the company, to provide to be followed by personnel.
- To conduct security services activities.
- To know security risks of project<sup>2</sup>, to update and report to the his customer and his senior constantly according to place and time.
- To fulfil processes of recruiting, rotation and quitting for security personnel due to procedures.
- To keep under control constantly security operation in working hour, to control by conducting an inspection in out of working hours.
- To participate all training and meeting that is planned by his manager.
- To train his personnel due to planned training as yearly by head office and to follow training process.
- To inspect records and registrations that are taken by personnel, to provide fulfil due to purpose, to take corrective and preventative precaution and to report precautions that is taken.
- To make scoring monthly for personnel wages, to generate shift chart and to do other applications in ERP (Enterprise Resource Planning) system.
- To make specified application, that will increase motivation of personnel who depend on him, in procedures and to apply different suggestions after gaining approval his senior.
- To prepare periodic reports and to make presentation.
- To conduct customer services.
- To demand stuff that is need of project in determined limits due to procedures.
- To provide to control equipments, fixed asset and all stuff consumption about security operation, to maintain and repair them if they need timely.

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<sup>2</sup> Project is the place that is offering security services.

- To responsible for labor safety, to take precautions about labor safety, to train his personnel about it, to make use required systems and equipments.
- To know emergency scenerios of project and to provide to apply scenerios in emergency.
- To perform other duties that senior assigns about security operation.

### **6.2.2. Job Specifications for Security Services Manager**

- To possess ID Card for Private Security Personnel
- To fulfil military obligation.
- To graduated from High School at least.
- To use MS Office Programme as Word, Excel, Powerpoint.
- To have job experiences two years at least in this sector.
- To have basic criteria of personality inventory that is made by company.

## **6.3. JOB DESCRIPTION and JOB SPECIFICATION for ASSISTANT DIRECTOR**

**Senior:** Director, General Manager

**Junior:** Security Services Manager, Security Services Supervisor, Security Services Chief

**Main Responsibility:** To provide to carry out and coordinate all duties about security operation of projects that is depend on him.

### **6.3.1. Job Descriptions for Assistant Director**

- To know Private Security Law no. 5188 and authorizations of security personnels, to apply and to get apply to personnel if it is necessary, to keep to ready Audit File and Security Plan for formal audit.
- To follow the procedure that is published by the company, to provide to be followed by personel.
- To conduct security services activities.

- To know security risks of project<sup>3</sup>, to update and report to the his customer and his senior constantly according to place and time.
- To fulfil processes of recruiting, rotation and quitting for security personnel due to procedures.
- To keep under control constantly security operation in working hour, to control by conducting an inspection in out of working hours on occasion.
- To participate all training, meeting and Quality Performance Evaluation that is planned by his manager.
- To train his personnel due to planned training as yearly by head office and to follow training process.
- To inspect records and registrations that are taken by personnel, to provide fulfil due to purpose, to take / provide to take corrective and preventative precaution and to provide to report precautions that is taken.
- To make scoring monthly for personnel wages, to do / provide to do other applications in ERP (Enterprise Resource Planning) system and to follow up,
- To make specified application, that will increase motivation of personnel who depend on him, in procedures and to apply different suggestions after gaining approval his senior.
- To make presentation to his customers yearly.
- To conduct customer services and customer visits, to provide to take actions and follow up taken actions.
- To demand stuff that is need of project in determined limits due to procedures and to provide to follow up nonconformity procedures.
- To provide to control equipments, fixed asset and all stuff consumption about security operation, to provide to maintain and repair them if they need timely.
- To take/ provide to take precautions about labor safety, to train / provide to train his personnel about it, to make use required systems and equipments.
- To know emergency scenerios of project and to provide to provide to apply scenerios in emergency.
- To perform other duties that senior assigns about security operation.

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<sup>3</sup>Project is the place that is offering security services.

- To prepare sales invoices of his projects monthly and to send his customer.
- To control and approve purchase invoices of his projects.
- To control budget cost of his projects.

### **6.3.2. Job Specifications for Assistant Director**

- To possess ID Card for Private Security Personnel.
- To fulfil military obligation.
- To graduated from college apreferentially.
- To use MS Office Programme as Word, Excel, Powerpoint.
- To have job experiences five years at least in this sector.
- To have basic criteria of personality inventory that is made by company.

## **6.4. DETAILS of RESEARCH**

Job descriptions and job specifications, that is said before, for security services supervisor, security services manager and assistant direct or were catagorized according to five job characteristics factors as tables below. In addition, number of questions were indicated and intended motivation score that is expected by company were evaluated.

Job descriptions and job specifications of “Skill Variety” factor are covered by the following questions. “12. I get to use a number of complex skills on this job.”, “ 15. The job is quite simple and repetitive.”, “18. My job involves doing a number of different tasks.”, “22. The demands of my job are highly routine and predictable.” and “6. I have a chance to do a number of different tasks, using a wide variety of different skills and talents.”

Job descriptions and job specifications of “Task Identity” factor are covered by the following questions “11. I make insignificant contributions to the final product or service.”, “ 20. My job is arranged so that I do not have a chance to do an entire piece of work from beginning to end.”, “26. My job provides me with the chance to finish completely any work I start.”, “7. I do a complete task from start to finish. The results of my efforts are clearly visible and identifiable.”

Job descriptions and job specifications of “Task Significance” factor are covered by the following questions. “8. What I do affects the well-being of other people in very important ways.”, “17. What I do is of little consequence to anyone else.”, “24. My job

is not very important to the company's survival." and "27. Many people are affected by the job I do."

Job descriptions and job specifications of "Autonomy" factor are covered by the following questions. "13. I have very little freedom in deciding how the work is to be done.", "21. My job does not allow me an opportunity to use discretion or participate in decision making.", " 25. My job gives me considerable freedom in doing the work.", "5.I have almost complete responsibility for deciding how and when the work is to be done."

Job descriptions and job specifications of "Feedback" factor are covered by the following questions. "9. My manager provides me with constant feedback about how I am doing.", "10. The work itself provides me with information about how well I am doing.", "14. Just doing the work provides me with opportunities to figure out how well I am doing.", "16. My supervisors or coworkers rarely give me feedback on how well I am doing the job.", "19. Supervisors let us know how well they think we are doing.", and "23. My job provides few clues about whether I'm performing adequately."

Survey questions is at appendices A and B as both English and Turkish version.

**Table 6.1** Job Descriptions and Job Specifications Factors for Security Services Supervisor

FACTOR	Quantity	Intended MPS	Job Description of Security Services Supervisor
Task Significance	4	3,96	To demand staff that is need of project in determined limits due to procedures and to receive by counting delivery ship accordingly. To know security risks of project, to update and report to the his customer and his senior constantly according to place and time. To provide to control equipments, fixed asset and all stuff consumption about security operation, to maintain and repair them if they need timely.
			To fulfil processes of recruiting, rotation and quitting for security personnel due to procedures. To keep registrations and forms completely at project, to inspect records and registrations that are taken by personnel, to provide fulfil due to purpose. To make scoring monthly for personnel wages, to generate shift chart.
			To follow the procedure that is published by the company, to provide to be followed by personnel.
			To keep under control constantly security operation in working hour, to control by conducting an inspection in out of working hours. To conduct security services activities. To responsible for labor safety, to take precautions about labor safety, to train his personnel about it, to make use required systems and equipments. To know emergency scenerios of project and to provide to apply scenerios in emergency.
Task Identity	4	4,13	To provide to carry out and coordinate all duties about security operation. To keep under control constantly security operation in working hour, to control by conducting an inspection in out of working hours. To conduct security services activities.
			To fulfil processes of recruiting, rotation and quitting for security personnel due to procedures.
			To know Private Security Law no. 5188 and authorizations of security personnels, to apply and to get apply to personnel if it is necessary, to keep to ready Audit File and Security Plan for formal audit. To responsible for labor safety, to take precautions about labor safety, to train his personnel about it, to make use required systems and equipments.
			To provide to control equipments, fixed asset and all stuff consumption about security operation, to maintain and repair them if they need timely. To keep registrations and forms completely at project, to inspect records and registrations that are taken by personnel, to provide fulfil due to purpose.
Skill Variety	5	3,38	To know security risks of project , to update and report to the his customer and his senior constantly according to place and time. To keep registrations and forms completely at project, to inspect records and registrations that are taken by personnel, to provide fulfil due to purpose. To keep under control constantly security operation in working hour, to control by conducting an inspection in out of working hours.
			To demand staff that is need of project in determined limits due to procedures and to receive by counting delivery ship accordingly. To provide to control equipments, fixed asset and all stuff consumption about security operation, to maintain and repair them if they need timely. To connect with his customer and head office by forwarding to senior customer needs and complaints timely.
			To perform other duties that senior assigns about security operation. To responsible for labor safety, to take precautions about labor safety, to train his personnel about it, to make use required systems and equipments.
			To make scoring monthly for personnel wages, to generate shift chart.
			To know Private Security Law no. 5188 and authorizations of security personnels, , to apply and to get apply to personnel if it is necessary, To keep to ready Audit File and Security Plan for formal audit. To possess ID Card for Private Security Personnel. To fulfil military obligation. To graduated from High School at least. To use MS Office Programme as Word, Excel, Powerpoint. To have job experiences two years at least in this sector. To participate all training and meeting that is planned by his manager.



**Table 6.2** Job Descriptions and Job Specifications Factors for Security Services Supervisor(cont).

FACTOR	Quantity	Intended	Job Description of Security Services Supervisor
Feedback	6	4,06	To be evaluated Performace Evaluation twice a year by the first level senior as Security Services Manager, Assistant Director, Director, General Manager.
			To responsible for labor safety, to take precautions about labor safety, to train his personnel about it, to make use required systems and equipments.
			To know securtiy risks of project , to update and report to the his customer and his senior constantly according to place and time. To keep under control constantly security operation in working hour, to control by conducting an inspection in out of working hours.
			To connect with his customer and head office by forwarding to senior customer needs and complaints timely.
			To perform other duties that senior assigns about security operation.
			To provide to carry out and coordinate all duties about security operation. To know Private Security Law no. 5188 and authorizations of security personnels, to apply and to get apply to personnel if it is necessary, to keep to ready Audit File and Security Plan for formal audit. To conduct security services activities.
Autonomy	4	2,63	To have job experiences two years at least in this sector.
			To connect with his customer and head office by forwarding to senior customer needs and complaints timely.
			To provide to carry out and coordinate all duties about security operation. To know Private Security Law no. 5188 and authorizations of security personnels, to apply and to get apply to personnel if it is necessary, to keep to ready Audit File and Security Plan for formal audit. To keep under control constantly security operation in working hour, to control by conducting an inspection in out of working hours. To conduct security services activities.

**Table 6.3** Job Descriptions and Job Specifications Factors for Security Services Manager

<b>FACTOR</b>	<b>Quantity</b>	<b>Intended Score</b>	<b>Job Description of Security Services Manager</b>
<b>Task Significance</b>	<b>4</b>	<b>4,00</b>	To demand staff that is need of project in determined limits due to procedures. To know security risks of project , to update and report to the his customer and his senior constantly according to place and time. To provide to control equipments, fixed asset and all stuff consumption about security operation, to maintain and repair them if they need timely.
			To fulfil processes of recruiting, rotation and quitting for security personnel due to procedures. To inspect records and registrations that are taken by personnel, to provide fulfil due to purpose, to take corrective and preventative precaution and to report precautions that is taken. To make scoring monthly for personnel wages, to generate shift chart and to do other applications in ERP (Enterprise Resource Planning) system.
			To follow the procedure that is published by the company, to provide to be followed by personnel.
			To keep under control constantly security operation in working hour, to control by conducting an inspection in out of working hours. To conduct security services activities. To responsible for labor safety, to take precautions about labor safety, to train his personnel about it, to make use required systems and equipments. To know emergency scenerios of project and to provide to apply scenerios in emergency.
<b>Task Identity</b>	<b>4</b>	<b>4,25</b>	To provide to carry out and coordinate all duties about security operation. To keep under control constantly security operation in working hour, to control by conducting an inspection in out of working hours. To conduct security services activities.
			To fulfil processes of recruiting, rotation and quitting for security personnel due to procedures.
			To know Private Security Law no. 5188 and authorizations of security personnels, to apply and to get apply to personnel if it is necessary, To keep to ready Audit File and Security Plan for formal audit. To responsible for labor safety, to take precautions about labor safety, to train his personnel about it, to make use required systems and equipments.
			To provide to control equipments, fixed asset and all stuff consumption about security operation, to maintain and repair them if they need timely. To inspect records and registrations that are taken by personnel, to provide fulfil due to purpose, to take corrective and preventative precaution and to report precautions that is taken.
<b>Skill Variety</b>	<b>5</b>	<b>4,03</b>	To know security risks of project , to update and report to the his customer and his senior constantly according to place and time. To inspect records and registrations that are taken by personnel, to provide fulfil due to purpose, to take corrective and preventative precaution and to report precautions that is taken. To keep under control constantly security operation in working hour, to control by conducting an inspection in out of working hours.
			To prepare periodic reports and to make presentation. To demand staff that is need of project in determined limits due to procedures. To provide to control equipments, fixed asset and all stuff consumption about security operation, to maintain and repair them if they need timely. To conduct customer services.
			To perform other duties that senior assigns about security operation. To responsible for labor safety, to take precautions about labor safety, to train his personnel about it, to make use required systems and equipments
			To make scoring monthly for personnel wages, to generate shift chart and to do other applications in ERP (Enterprise Resource Planning) system.
			To know Private Security Law no. 5188 and authorizations of security personnels, , to apply and to get apply to personnel if it is necessary, To keep to ready Audit File and Security Plan for formal audit. To possess ID Card for Private Security Personnel. To fulfil military obligation. To graduated from High School at least. To use MS Office Programme as Word, Excel, Powerpoint. To have job experiences two years at least in this sector. To have basic criteria of personality inventory that is made by company. To train his personnel due to planned training as yearly by head office and to follow training process.

**Table 6.4** Job Descriptions and Job Specifications Factors for Security Services Manager(cont).

<b>FACTOR</b>	<b>Quantity</b>	<b>Intended Score</b>	<b>Job Description of Security Services Manager</b>
<b>Feedback</b>	<b>6</b>	<b>4,39</b>	To be evaluated Performace Evaluation twice a year by the first level senior as Assistant Director, Director, General Manager.
			To responsible for labor safety, to take precautions about labor safety, to train his personnel about it, to make use required systems and equipments.
			To know securtity risks of project, to update and report to the his customer and his senior constantly according to place and time.To keep under control constantly security operation in working hour, to control by conducting an inspection in out of working hours.
			To conduct customer services.
			To participate all training and meeting that is planned by his manager.
			To provide to carry out and coordinate all duties about security operation. To know Private Security Law no. 5188 and authorizations of security personnels, to apply and to get apply to personnel if it is necessary, to keep to ready Audit File and Security Plan for formal audit. To conduct security services activities.
<b>Autonomy</b>	<b>4</b>	<b>3,06</b>	To have job experiences two years at least in this sector.
			To conduct customer services. To participate all training and meeting that is planned by his manager. To make specified application, that will increase motivation of personnel who depend on him, in procedures and to apply different suggestions after gaining approval his senior
			To have basic criteria of personality inventory that is made by company
			To provide to carry out and coordinate all duties about security operation. To know Private Security Law no. 5188 and authorizations of security personnels, to apply and to get apply to personnel if it is necessary, to keep to ready Audit File and Security Plan for formal audit. To keep under control constantly security operation in working hour, to control by conducting an inspection in out of working hours. To conduct security services activities.

**Table 6.5** Job Descriptions and Job Specifications Factors for Assistant Director

FACTOR	Quantity	Intended MPS	Job Description of Assistant Director
Task Significance	4	4,02	To know security risks of project, to update and report to the his customer and his senior constantly according to place and time. To demand staff that is need of project in determined limits due to procedures and to provide to follow up nonconformity procedures. To provide to control equipments, fixed asset and all stuff consumption about security operation, to provide to maintain and repair them if they need timely.
			To prepare sales invoices of his projects monthly and to send his customer. To control and approve purchase invoices of his projects. To control budget cost of his projects. To take/ provide to take precautions about labor safety, to train / provide to train his personnel about it, to make use required systems and equipments.
			To follow the procedure that is published by the company, to provide to be followed by personnel.
			To keep under control constantly security operation in working hour, to control by conducting an inspection in out of working hours on occasion. To take/ provide to take precautions about labor safety, to train / provide to train his personnel about it, to make use required systems and equipments. To take/ provide to take precautions about labor safety, to train / provide to train his personnel about it, to make use required systems and equipments.
Task Identity	4	4,00	To keep under control constantly security operation in working hour, to control by conducting an inspection in out of working hours on occasion. To provide to carry out and coordinate all duties about security operation of projects that is depend on him.
			To fulfil processes of recruiting, rotation and quitting for security personnel due to procedures.
			To take/ provide to take precautions about labor safety, to train / provide to train his personnel about it, to make use required systems and equipments. To know Private Security Law no. 5188 and authorizations of security personnels, to apply and to get apply to personnel if it is necessary, To keep to ready audit file and security plan for formal audit.
			To inspect records and registrations that are taken by personnel, to provide fulfil due to purpose, to take / provide to take corrective and preventative precaution and to provide to report precautions that is taken. To provide to control equipments, fixed asset and all stuff consumption about security operation, to provide to maintain and repair them if they need timely.
Skill Variety	5	4,22	To know security risks of project , to update and report to the his customer and his senior constantly according to place and time. To inspect records and registrations that are taken by personnel, to provide fulfil due to purpose, to take / provide to take corrective and preventative precaution and to provide to report precautions that is taken. To keep under control constantly security operation in working hour, to control by conducting an inspection in out of working hours on occasion.
			To demand staff that is need of project in determined limits due to procedures and to provide to follow up nonconformity procedures. To provide to control equipments, fixed asset and all stuff consumption about security operation, to provide to maintain and repair them if they need timely. To make presentation to his customers yearly.
			To conduct customer services and customer visits, to provide to take actions and follow up taken actions.
			To prepare sales invoices of his projects monthly and to send his customer. To control and approve purchase invoices of his projects. To control budget cost of his projects. To take/ provide to take precautions about labor safety, to train / provide to train his personnel about it, to make use required systems and equipments.
			To make scoring monthly for personnel wages, to do / provide to do other applications in ERP (Enterprise Resource Planning) system and to follow up.
To know Private Security Law no. 5188 and authorizations of security personnels, to apply and to get apply to personnel if it is necessary. To keep to ready Audit File and Security Plan for formal audit. To possess ID Card for Private Security Personnel. To fulfil military obligation. To graduated from college a preferentially. To use MS Office Programme as Word, Excel, Powerpoint. To have job experiences five years at least in this sector. To have basic criteria of personality inventory that is made by company. To train his personnel due to planned training as yearly by head office and to follow training process.			

**Table 6.6** Job Descriptions and Job Specifications Factors for Assistant Director (cont).

FACTOR	Quantity	Intended MPS	Job Description of Assistant Director
<b>Feedback</b>	<b>6</b>	<b>4,28</b>	To be evaluated Performance Evaluation twice a year by the first level senior as Director and General Manager
			To take/provide to take precautions about labor safety, to train / provide to train his personnel about it, to make use required systems and equipments.
			To keep under control constantly security operation in working hour, to control by conducting an inspection in out of working hours on occasion. To know security risks of project, to update and report to the his customer and his senior constantly according to place and time.
			To conduct customer services and customer visits, to provide to take actions and follow up taken actions.
			To participate all training, meeting and Quality Performance Evaluation that is planned by his manager.
			To know Private Security Law no. 5188 and authorizations of security personnels, to apply and to get apply to personnel if it is necessary. To keep to ready Audit File and Security Plan for formal audit. To provide to carry out and coordinate all duties about security operation of projects that is depend on him.
<b>Autonomy</b>	<b>4</b>	<b>4,04</b>	To have job experiences five years at least in this sector.
			To conduct customer services and customer visits, to provide to take actions and follow up taken actions. To participate all training, meeting and Quality Performance Evaluation that is planned by his manager. To make specified application, that will increase motivation of personnel who depend on him, in procedures and to apply different suggestions after gaining approval his senior.
			To prepare sales invoices of his projects monthly and to send his customer. To control and approve purchase invoices of his projects. To control budget cost of his projects. To have basic criteria of personality inventory that is made by company.
			To keep under control constantly security operation in working hour, to control by conducting an inspection in out of working hours on occasion. To know Private Security Law no. 5188 and authorizations of security personnels, to apply and to get apply to personnel if it is necessary. To keep to ready Audit File and Security Plan for formal audit. To provide to carry out and coordinate all duties about security operation of projects that is depend on him.

While scoring, job descriptions and job specifications compare with each other for each position. If job is available each job descriptions and job specifications, or it is mutual. It is given “4”. If job is not available any job descriptions and job specifications, it is given “1”.

If it is available every positions, at the same time it has also a different responsibility area. It is given “5”. Thus, it was converted scoring of Job Diognatic Survey.

Eight questions were used as reverse in survey. While scoring, it was considered.

At the end of the observing, scoring was made for job descriptions and job specifications that was categorized as job characteristics. Scoring that determine according to job descriptions and job specifications for each positions is as below.

**Table 6.7** Intended Motivational Potential Score for Each Title

Intended Factor	Motivational Potantial Score		
	Security Services Supervisor	Security Services Manager	Assistant Director
Skill Variety	3,38	4,03	4,22
Task Identity	4,13	4,25	4,00
Task Significance	3,96	4,00	4,02
Autonomy	2,63	3,06	4,04
Feedback	4,05	4,39	4,28
<b>MPS</b>	<b>40,69</b>	<b>54,99</b>	<b>70,53</b>

**MPS isformulated for Security Services Supervisor as:**

$$\text{MPS} = \frac{3,38 + 4,13 + 3,96}{3} * 2,63 * 4,05 = 40,69$$

**MPS isformulated forSecurity Services Manager as:**

$$\text{MPS} = \frac{4,03 + 4,25 + 4}{3} * 3,06 * 4,39 = 54,99$$

**MPS isformulated forAssistant Directoras :**

$$\text{MPS} = \frac{4,22 + 4 + 4,02}{3} * 4,04 * 4,28 = 70,53$$

Perceived employee motivation score was evaluated with the survey results for each position by being used the same formula. Table 6.8 is that include evaluation of both average of survey results and job descriptions and job specifications is below.

**Table 6.8** Intended and Average Perceived Job Characteristics

FACTOR	Quantity	Questions	Intended Score of Security Services Supervisor	Average Perceived Score of Security Services Supervisor	Intended Score of Security Services Manager	Average Perceived Score of Security Services Manager	Intended Score of Assistant Director	Average Perceived Score of Assistant Director
Skill Variety	5	12. I get to use a number of complex skills on this job.	4.00	3.44	4.33	3.93	4.33	4.09
		15. The job is quite simple and repetitive.	3.50	3.38	4.50	3.16	4.50	3.82
		18. My job involves doing a number of different tasks.	2.17	3.81	2.67	3.98	3.50	4.09
		22. The demands of my job are highly routine and predictable.	4.00	3.44	5.00	3.70	5.00	4.00
		6. I have a chance to do a number of different tasks, using a wide variety of different skills and talents.	3.25	3.50	3.63	4.05	3.75	4.09
		<b>TOTAL Skill Variety</b>	<b>3.38</b>	<b>3.51</b>	<b>4.03</b>	<b>3.76</b>	<b>4.22</b>	<b>4.02</b>
Task Identity	4	11. I make insignificant contributions to the final product or service	4.00	4.69	4.00	4.74	3.00	4.55
		20. My job is arranged so that I do not have a chance to do an entire piece of work from beginning to end.	4.00	4.00	4.00	3.53	4.00	3.64
		26. My job provides me with the chance to finish completely any work I start.	4.50	3.13	4.50	3.40	4.50	3.45
		7. I do a complete task from start to finish. The results of my efforts are clearly visible and identifiable.	4.00	4.56	4.50	4.44	4.50	4.45
		<b>TOTAL Task Identity</b>	<b>4.13</b>	<b>4.09</b>	<b>4.25</b>	<b>4.03</b>	<b>4.00</b>	<b>4.02</b>
Task Significance	4	8. What I do affects the well-being of other people in very important ways.	4.33	4.69	4.00	4.49	4.33	4.18
		17. What I do is of little consequence to anyone else.	3.25	4.31	3.75	4.12	4.50	3.18
		24. My job is not very important to the company's survival.	4.00	4.50	4.00	4.74	4.00	4.73
		27. Many people are affected by the job I do.	4.25	4.63	4.25	4.49	3.25	4.64
		<b>TOTAL Task Significance</b>	<b>3.96</b>	<b>4.53</b>	<b>4.00</b>	<b>4.46</b>	<b>4.02</b>	<b>4.18</b>
Autonomy	4	13. I have very little freedom in deciding how the work is to be done.	4.00	4.25	4.00	3.95	5.00	3.91
		21. My job does not allow me an opportunity to use discretion or participate in decision making.	3.00	4.06	4.00	4.21	4.67	4.09
		25. My job gives me considerable freedom in doing the work.	1.00	3.75	1.75	3.02	4.00	3.45
		5. I have almost complete responsibility for deciding how and when the work is to be done.	2.50	4.19	2.50	4.53	2.50	4.64
		<b>TOTAL Autonomy</b>	<b>2.63</b>	<b>4.06</b>	<b>3.06</b>	<b>3.93</b>	<b>4.04</b>	<b>4.02</b>
Feedback	6	9. My manager provides me with constant feedback about how I am doing.	3.00	3.94	5.00	3.95	4.00	4.00
		10. The work itself provides me with information about how well I am doing.	5.00	4.38	5.00	4.42	4.00	4.55
		14. Just doing the work provides me with opportunities to figure out how well I am doing.	4.00	3.56	4.00	4.19	4.00	4.00
		16. My supervisors or coworkers rarely give me feedback on how well I am doing the job.	4.00	3.25	4.00	3.16	5.00	3.55
		19. Supervisors let us know how well they think we are doing.	4.00	4.13	4.00	3.95	5.00	4.00
		23. My job provides few clues about whether I'm performing adequately.	4.33	4.00	4.33	3.93	3.67	3.73
		<b>TOTAL Feedback</b>	<b>4.06</b>	<b>3.88</b>	<b>4.39</b>	<b>3.93</b>	<b>4.28</b>	<b>3.97</b>
		<b>TOTAL MPS</b>	<b>40.69</b>	<b>63.69</b>	<b>55.00</b>	<b>63.14</b>	<b>70.53</b>	<b>65.06</b>

Intended motivation score and perceived motivation score was correlated for each position.

The Pearson correlation is +1 in the case of a perfect positive (increasing) linear relationship (correlation), -1 in the case of a perfect decreasing (negative) linear relationship (anticorrelation), and some value between -1 and 1 in all other cases, indicating the degree of linear dependence between the variables. As it approaches zero there is less of a relationship (closer to uncorrelated). The closer the coefficient is to either -1 or 1, the stronger the correlation between the variables. (WEB\_15, 2012)

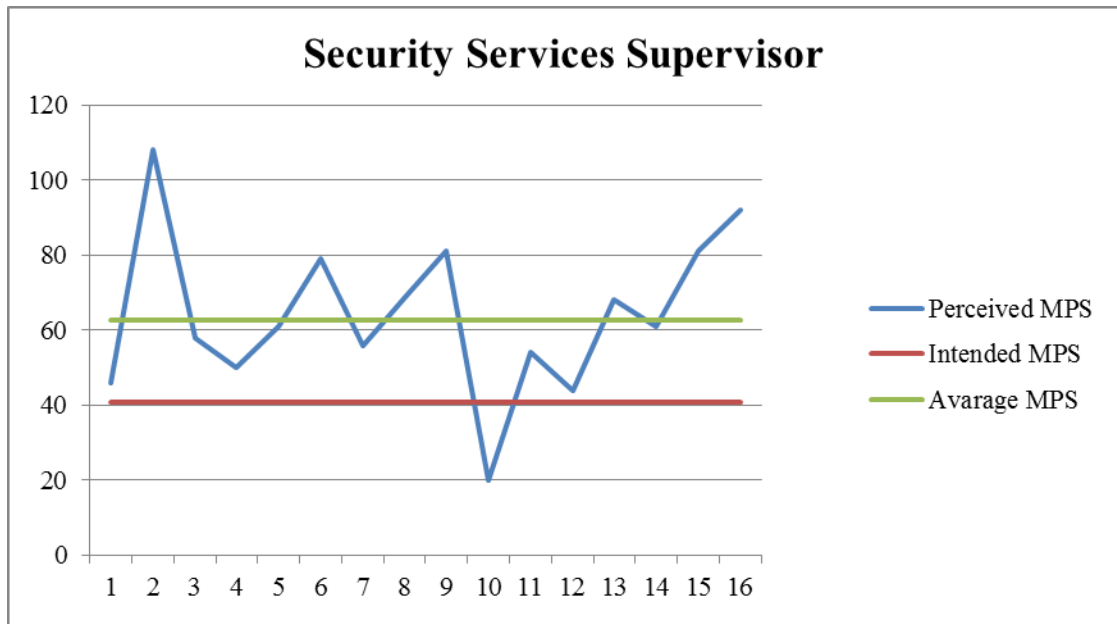
**Table 6.9** Correlation Scale (WEB\_16, 2012)

<b>Correlation</b>	<b>Negative</b>	<b>Positive</b>
<b>Less</b>	-0,29 to -0,10	0,10 to 0,29
<b>Moderate</b>	-0,49 to -0,30	0,30 to 0,49
<b>High</b>	-0,50 to -1,00	0,50 to 1,00

**Table 6.10** Correlation for Security Services Supervisor

<b>Security Services Supervisor</b>	<b>Intended Score</b>	<b>Perceived Score</b>
1	40,69	46
2	40,69	108
3	40,69	58
4	40,69	50
5	40,69	61
6	40,69	79
7	40,69	56
8	40,69	69
9	40,69	81
10	40,69	20
11	40,69	54
12	40,69	44
13	40,69	68
14	40,69	61
15	40,69	81
16	40,69	92
<b>Correlation r</b>		<b>0,00</b>





**Figure 6.1** MPS for Security Services Supervisor

As seen at Table 6.10, Correlation test is made between intended employee motivation and perceived employee motivation for Security Services Supervisor. p value is “0,00”. So their correlation is zero; so they are uncorrelated.

According to my hypothesis,  $H_0$ : Intended Motivation in job design is equal to perceived Motivational Potential Score. However, there is no relationship between intended employee motivation and perceived employee motivation. Thereby,  $H_0$  hypothesis for Security Services Supervisor is rejected.  $H_1$ : Intended Motivation in job design is not equal to perceived Motivational Potential Score.  $H_1$  hypothesis is accepted.

As seen at Table 6.11, Correlation test is made between intended employee motivation and perceived employee motivation for Security Services Manager. p value is “0,00”. So their correlation is zero; so they are uncorrelated.

According to my hypothesis,  $H_0$ : Intended Motivation in job design is equal to perceived Motivational Potential Score. However, there is no relationship between intended employee motivation and perceived employee motivation. Therby  $H_0$  hypothesis for Security Services Manager is rejected.  $H_1$ : Intended Motivation in job design is not equal to perceived Motivational Potential Score.  $H_1$  hypothesis is accepted.

**Table 6.11** Correlation for Security Services Manager

Security Services Manager	Intended Motivation Score	PerceivedMotivation Score
1	55,00	42,50
2	55,00	76,11
3	55,00	89,36
4	55,00	61,03
5	55,00	80,33
6	55,00	88,45
7	55,00	55,01
8	55,00	68,18
9	55,00	43,21
10	55,00	52,27
11	55,00	67,63
12	55,00	74,10
13	55,00	51,04
14	55,00	52,50
15	55,00	66,00
16	55,00	57,69
17	55,00	72,04
18	55,00	72,78
19	55,00	68,27
20	55,00	58,42
21	55,00	60,85
22	55,00	70,20
23	55,00	70,20
24	55,00	65,56
25	55,00	53,67
26	55,00	75,00
27	55,00	46,56
28	55,00	77,19
29	55,00	70,05
30	55,00	67,22
31	55,00	48,98
32	55,00	14,10
33	55,00	62,36
34	55,00	71,21
35	55,00	62,29
36	55,00	49,00
37	55,00	29,09
38	55,00	87,48
39	55,00	84,47
40	55,00	56,93
41	55,00	67,93
42	55,00	69,90
43	55,00	76,88
<b>Correlation r</b>		<b>-0,00</b>

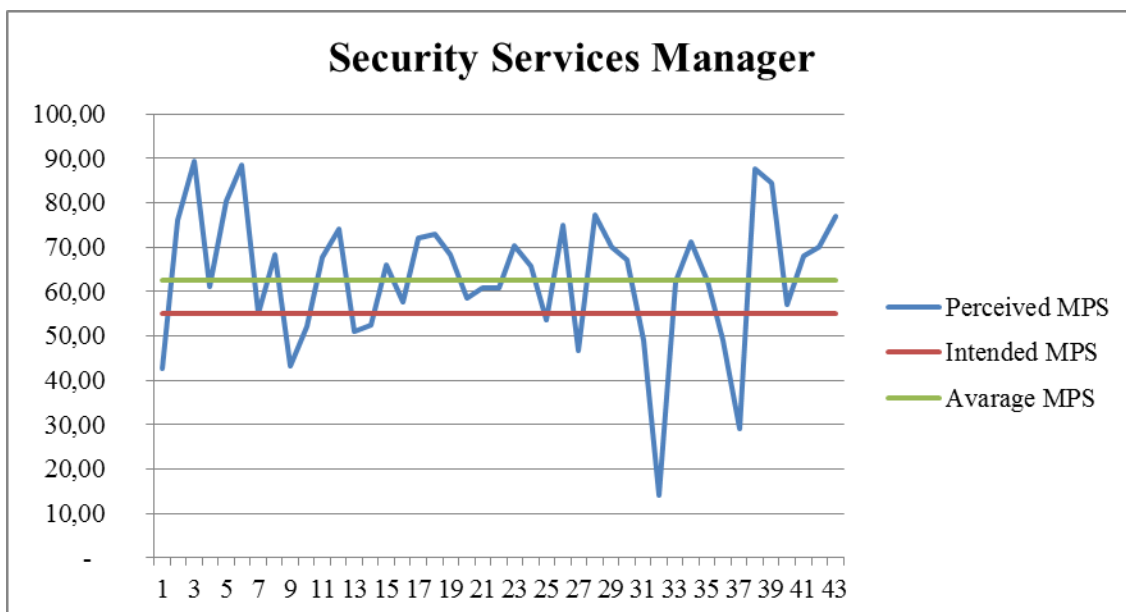


Figure 6.2 MPS for Security Services Manager

There is a little differences between intended employee motivation and perceived employee motivation for Security Services Manager.

Intended employee motivation score is 55. Correlation results that P value is “0,00” for security services manager. Relationship is not available between intended and perceived motivation. Job descriptions and job specifications that generate intended motivation score do not reflect perceived employee motivation level.

Thereby, it was not found a significant relationship between intended employee motivation and perceived employee motivation for Security Services Manager.  $H_0$  hypothes is for security services manager is rejected.

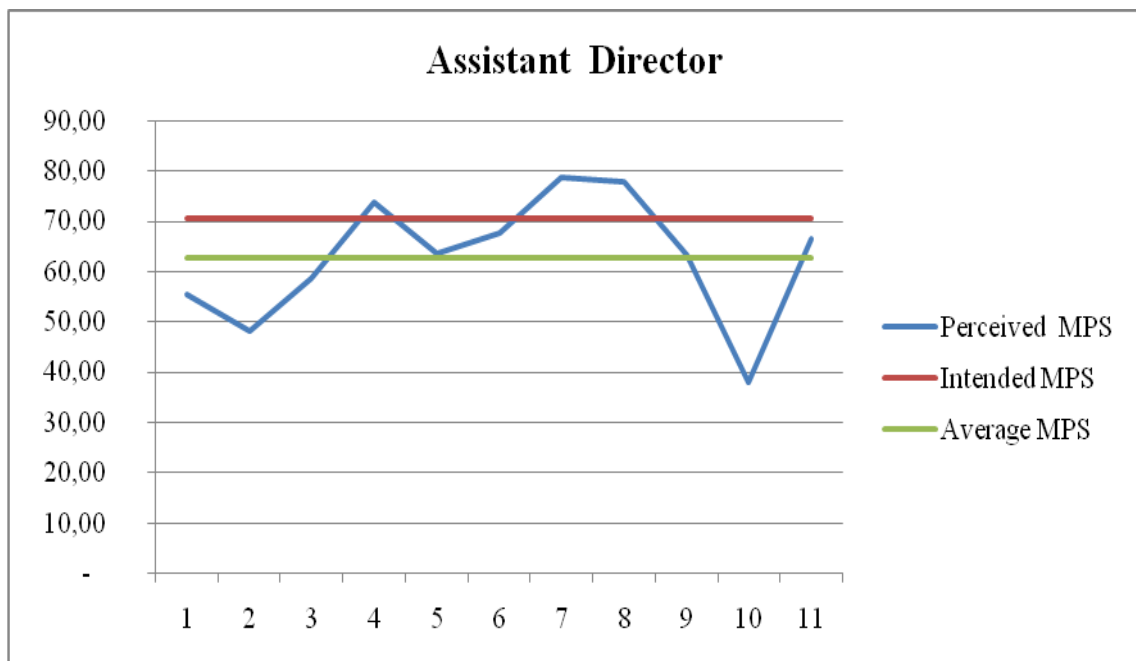
As seen at Table 6.12, Correlation test is made between intended employee motivation and perceived employee motivation for Assistant Director. p value is “0,00”. So their correlation is zero; so they are uncorrelated.

According to my hipotez  $H_0$ , intended motivation in job design is equal to perceived Motivational Potential Score. However, there is no relationship between intended employee motivation and perceived employee motivation. Thereby  $H_0$  hypothesis for Assistant Director is rejected.  $H_1$ : Intended motivation in job design is not equal to perceived Motivational Potential Score.  $H_1$  hypothesis is accepted.

Intended employee motivation score is 70. Correlation results that p value is “0,00” for Assistant Director. Relationship is not available between intended and perceived motivation.  $H_0$  hypothesis for Assistant Director is rejected.

**Table 6.12** Correlation for Assistant Director

Assistant Director	Intended Score	Perceived Score
1	70,53	55,40
2	70,53	48,18
3	70,53	58,67
4	70,53	73,80
5	70,53	63,41
6	70,53	67,56
7	70,53	78,60
8	70,53	77,68
9	70,53	63,07
10	70,53	37,92
12	70,53	66,40
<b>Correlation r</b>		<b>0,00</b>



**Figure 6.3** MPS for Assistant Director

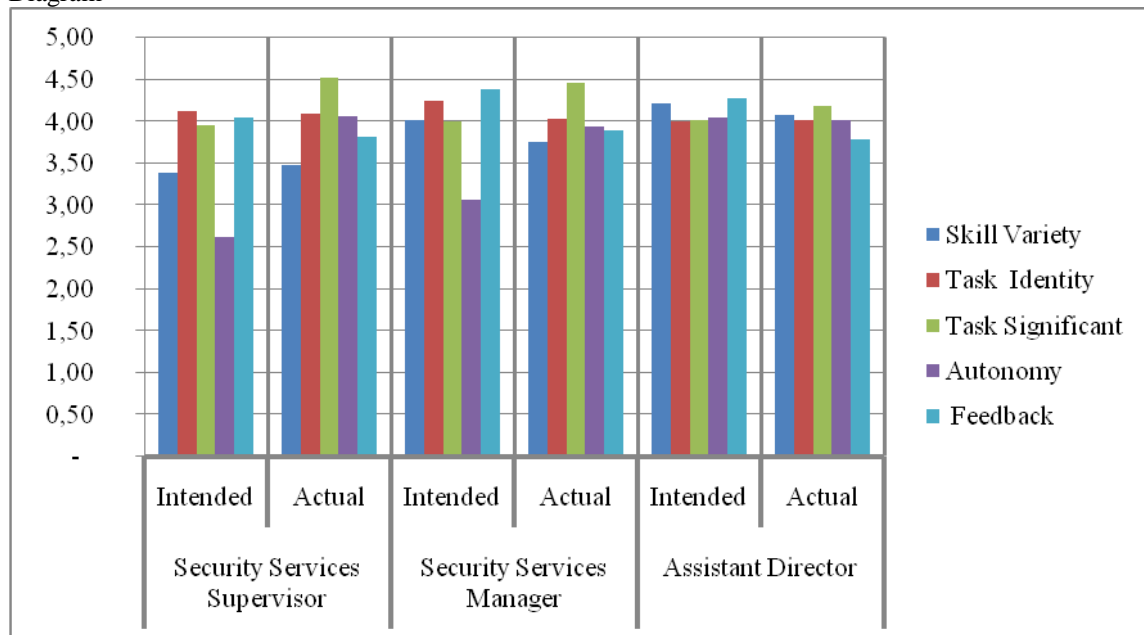
It was not found a significant relationship between intended employee motivation and perceived employee motivation for Assistant Director.  $H_1$  hypothesis for Assistant Director is accepted.

$H_0$  hypothesis is rejected for all of three positions. It was not found a significant relationship among them.

**Table 6.13:** Intended and Perceived Motivational Potential Score

FACTOR	Security Services Supervisor		Security Services Manager		Assistant Director	
	Intended	Perceived	Intended	Perceived	Intended	Perceived
<b>Skill Variety</b>	3,38	3,48	4,03	3,76	4,22	4,07
<b>Task Identity</b>	4,13	4,09	4,25	4,04	4,00	4,02
<b>Task Significance</b>	3,96	4,53	4,00	4,47	4,02	4,18
<b>Autonomy</b>	2,63	4,06	3,06	3,94	4,04	4,02
<b>Feedback</b>	4,06	3,82	4,39	3,89	4,28	3,79
<b>MPS</b>	<b>40,69</b>	<b>62,64</b>	<b>55,00</b>	<b>62,64</b>	<b>70,53</b>	<b>62,36</b>

Diagram



**Figure 6.4** Intended and Perceived Motivational Potential Score

It is given that intended and perceived motivational potential scores at the Figure 6.4 as job characteristics. As seen at Table 6.13, intended MPS for Assistant Director is

70,5, perceived MPS for Assistant Director is 62,36. Intended MPS for Security Services Manager is 54,99, perceived MPS for Security Services Manager is 62,64. Motivation score of Security Services Supervisor is that bottom line manager is observed boost. Intended MPS for Security Services Supervisor is 40,69, perceived MPS for Security Services Supervisor is 62,64.

### MPS for Security Services Supervisor

It is seen that average motivation score for Security services supervisor is higher than intended motivation score at Figure 6.5:

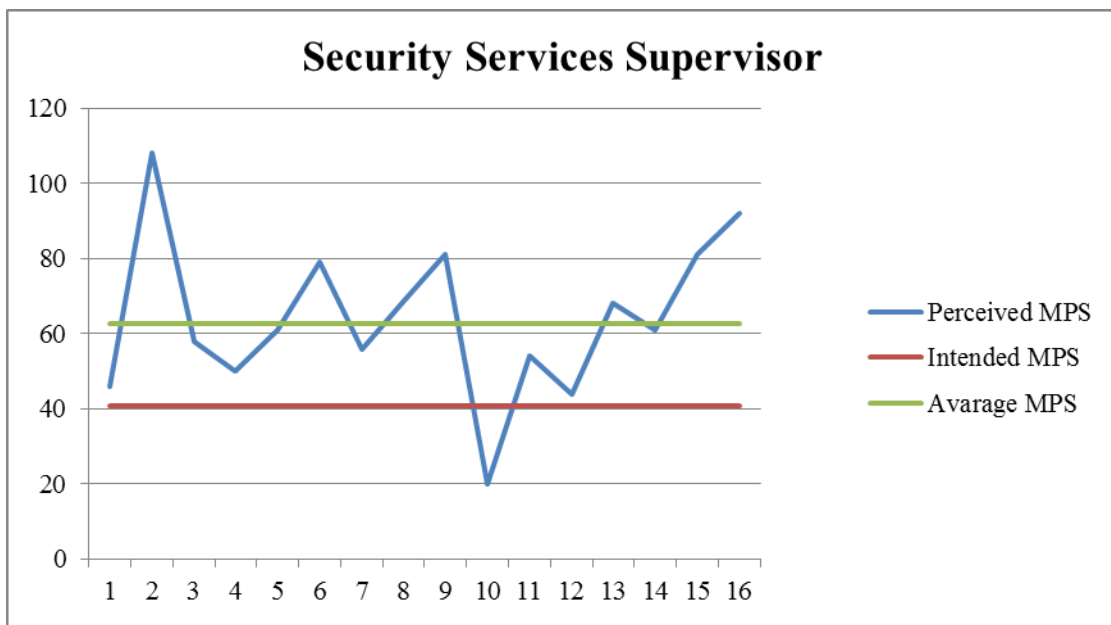
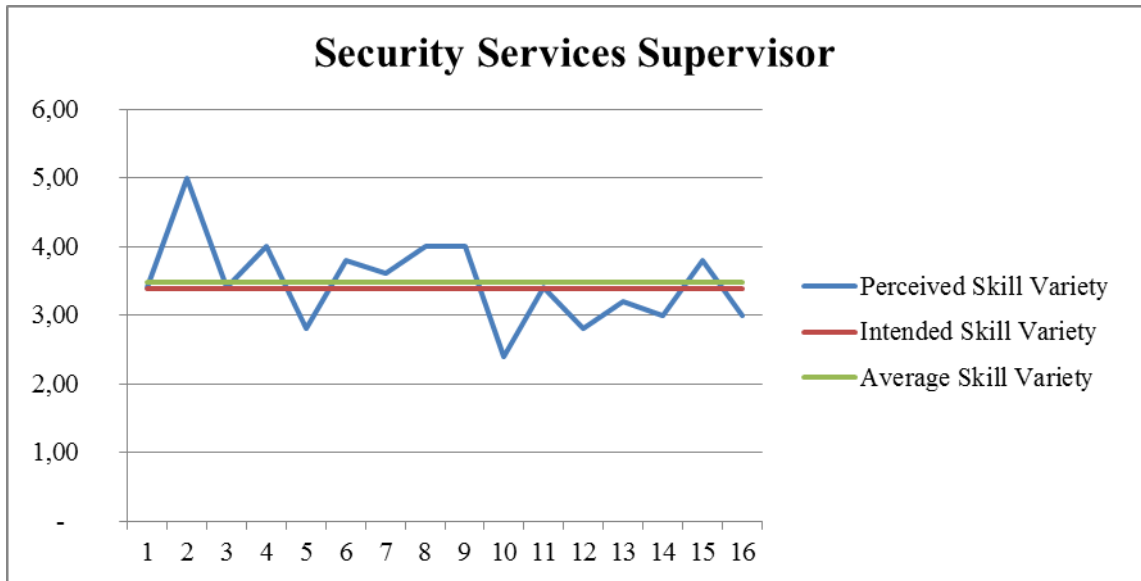


Figure 6.5 MPS for Security Services Supervisor

In job characteristics, intended motivation score is 40,69, average perceived motivation score is 62,64 for Security Services Supervisor. There is a difference between intended and average score. It is depend on that perceived Skill Variety, Task Significance and Autonomy is higher than intended ones because of that Security Services Supervisor is the first level manager on site.

Average and intended skill variety for Security Services Supervisor is indicated at the Figure 6.6 below.



**Figure 6.6** Average and Intended Skill Variety for Security Services Supervisor

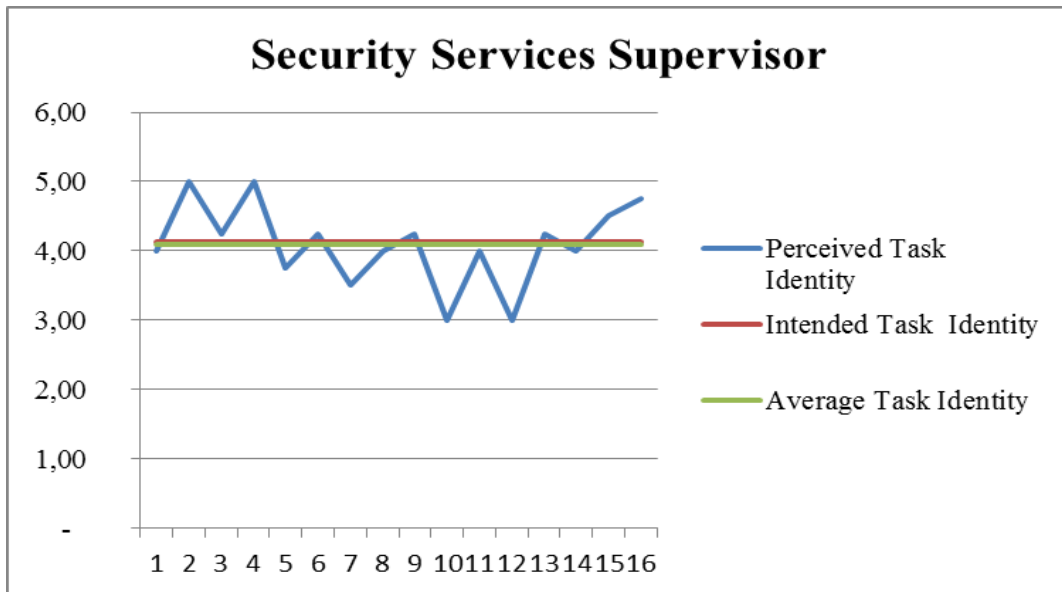
At Figure 6.6, intended Skill Variety score is less than average Skill Variety score for Security Services Supervisor.

It can be said that company expects less Skill Variety motivation score from this position but employees perceive more than that.

**Table 6.14:** Hypothesis Test about Skill Variety for Security Services Supervisor

Security Services Supervisor			
Skill Variety		Intended	Perceived
	N	11	11
	Average	3,38	3,48
	sd	0	0,612
	Average Gap	-0,10	
	sd Gap	0,034034	
	<b>p value 0,05</b>	<b>-2,93823</b>	

In contrast, there is no relationship between average Skill Variety and intended Skill Variety statistically as seen Table 6.14.



**Figure 6.7** Average and Intended Task Identity for Security Services Supervisor

Average and intended Task Identity for Security Services Supervisor is indicated at the Figure 6.7.

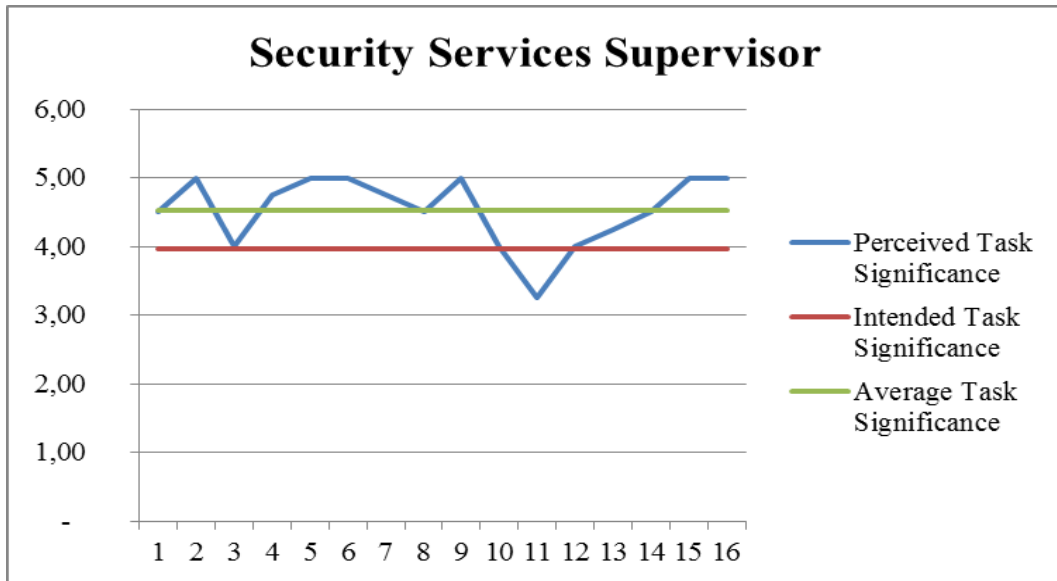
Average and intended Task Identity motivation score is close by. Thereby, employees average perceive Task Identity as much as intended Task Identity score.

**Table 6.15:** Hypothesis Test about Task Identity for Security Services Supervisor

Security Services Supervisor			
Task Identity		Intended	Perceived
	N	11	11
	Average	4,13	4,09
	sd	0	0,572
	Average Gap	0,04	
	sd Gap	0,029741	
	<b>p value 0,05</b>	<b>1,344</b>	

In survey, there is a significant relationship between average Task Identity and intended Task Identity for Security Services Supervisor statistically, average task identity less than intended Task Identity at Figure 6.7. According to significance level of 0.05, 1,344 is between -2,81 and 2,81. Thereby it is not incidental in contrast it is significant statistically.  $H_0$  is accepted for Task Identity for Security Services Supervisor.





**Figure 6.8** Average and Intended Task Significance for Security Services Supervisor

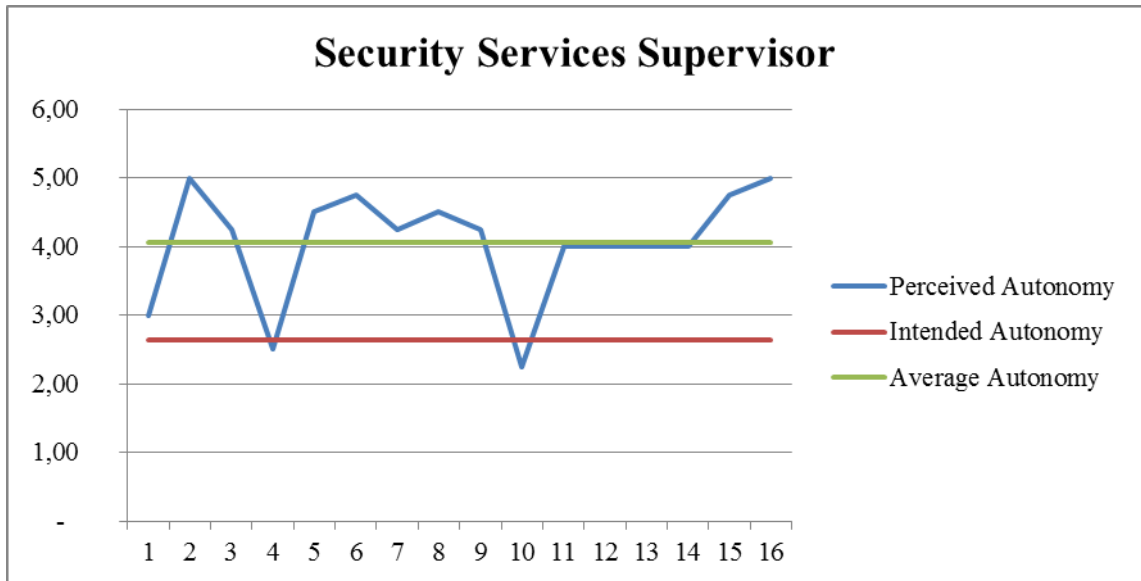
Average and intended Task Significance for Security Services Supervisor is indicated at the Figure 6.8. Average Task Significance is higher than intended Task Significance, in contrast to Skill Variety and Task Identity. Being the first level manager on site as different than other security personnel cause high task significance perception.

**Table 6.16** Hypothesis Test about Task Significance for Security Services Supervisor

		<b>Security Services Supervisor</b>	
		Intended	Perceived
<b>Task Significance</b>	N	11	11
	Average	3,96	4,53
	sd	0	0,499
	Average Gap	-0,57	
	sd Gap	0,022638	
	<b>p value 0,05</b>	<b>-25,1784</b>	

In survey, there is no significant relationship between average Task Significance and intended Task Significance for Security Services Supervisor statistically. According to significance level of 0.05, -25,1784 is not between -2,81 and 2,81. Thereby, employee perceive Task Significance more than intended motivation.

It is incidental and it is not significant statistically.  $H_0$  is rejected for Task Significance for Security Services Supervisor.



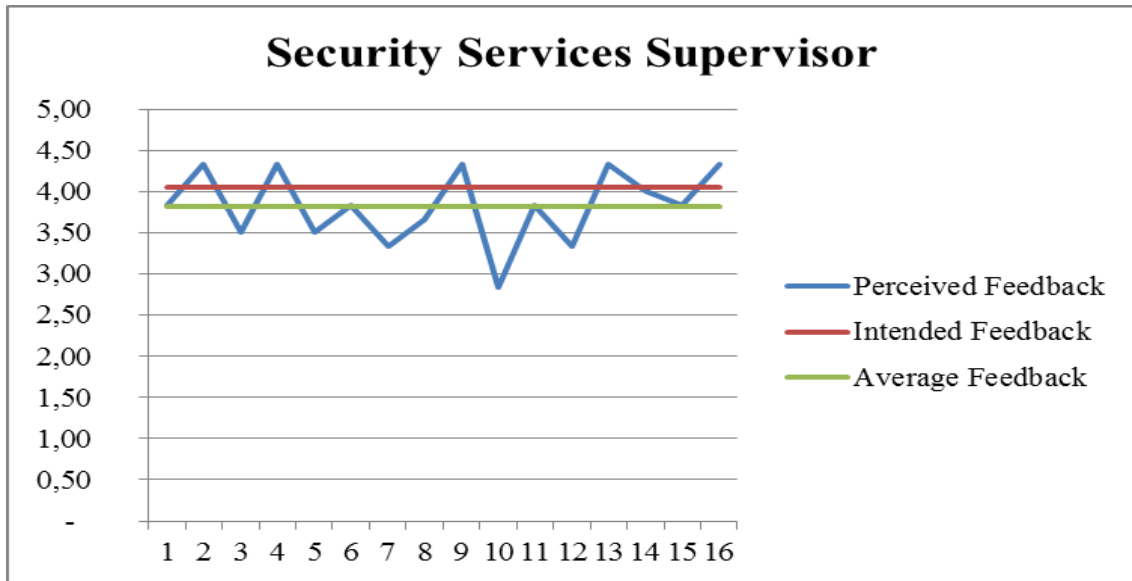
**Figure 6.9** Average and Intended Autonomy for Security Services Supervisor

Average and intended Autonomy for Security Services Supervisor is indicated at the Figure 6.9. As seen at table, average Autonomy factor is higher than intended Autonomy motivation.

**Table 6.17** Hypothesis Test about Autonomy for Security Services Supervisor

Security Services Supervisor			
Autonomy		Intended	Perceived
	n	11	11
	Average	2,63	4,06
	sd	0	0,793
	Average Gap	-1,43	
	sd Gap	0,057173	
	<b>p value 0,05</b>	<b>-25,0117</b>	

As seen at Table 5.26, there is no significant relationship between average Autonomy and intended Autonomy for Security Services Supervisor statistically. According to significance level of 0.05, -25,0117 is not between -2,81 and 2,81. Thereby, employee perceive autonomy more than intended motivation. It is incidental and it is not significant statistically.  $H_0$  is rejected for autonomy for Security Services Supervisor.



**Figure 6.10** Average and Intended Feedback for Security Services Supervisor

Average and intended Feedback for Security Services Supervisor is indicated at the Figure 6.10. Average Feedback motivation is less than intended Feedback motivation score. Security Services Supervisor perceives that is less feedback on his job.

**Table 6.18** Hypothesis Test about Feedback for Security Services Supervisor

<b>Security Services Supervisor</b>			
<b>Feedback</b>		<b>Intended</b>	<b>Perceived</b>
	n	11	11
	Average	4,06	3,82
	sd	0	0,435
	Average Gap	0,24	
	sd Gap	0,017193	
	<b>p value</b>	<b>13,95883</b>	

As seen at Table 6.18, there is no significant relationship between average Feedback and intended Feedback for Security Services Supervisor statistically. According to significance level of 0.05, 13,95883 is not between -2,81 and 2,81. Thereby, employee perceive Feedback less than intended Feedback motivation. It is incidental and it is not significant statistically.  $H_0$  is rejected about Feedback for Security Services Supervisor.

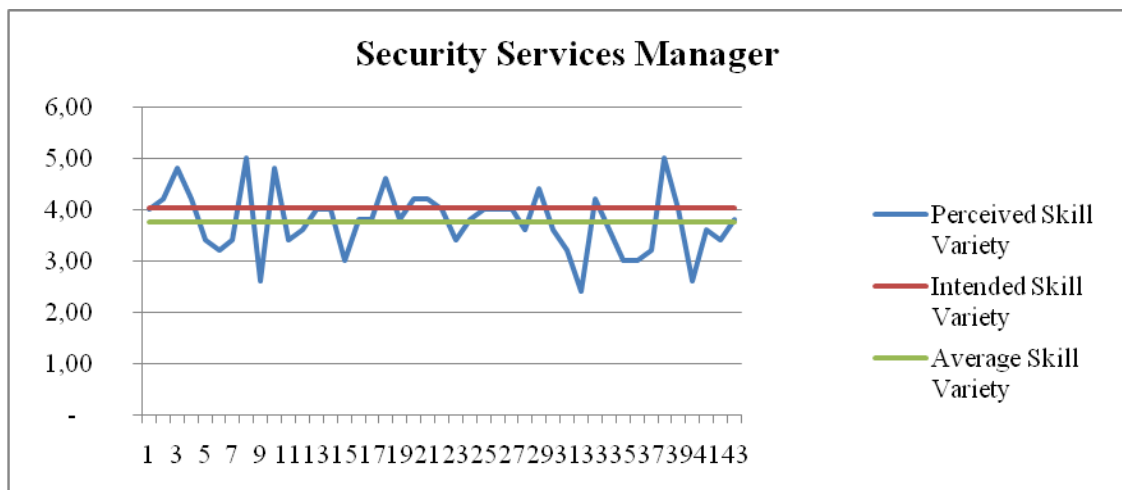
For Security Services Supervisor, perceived Task Identity and Feedback is less than intended Task Identity and Feedback except Skill Variety, Task Significance and Autonomy.

Security Services Supervisor is the bottom line manager at area that is offered security service and is the first level responsible person above the security personnel.

The most significant responsibility that is at job descriptions and job specifications of Security Services Supervisor is to conduct security activities. Security Services Supervisors do not need to use many different skill and ability according to intended evaluation. According to capacity and volume of project, Security Services Supervisors can depend on Security Services Manager or Assistant Director. It is not expected that have Autonomy much.

According to Table 6.7, the company expects less Autonomy and less Skill Variety but employee perception is above that. According to company promotion procedure, to be Security Services Supervisor. A security personnel have to provide some circumstances as more having proficiency and improved management skill than other security personnel, except seniority. Employees are determined by exam whether or not they are appropriate in company. It is impressive for Task Significance that promote Security Services Supervisor in the same working group.

### MPS for Security Services Manager



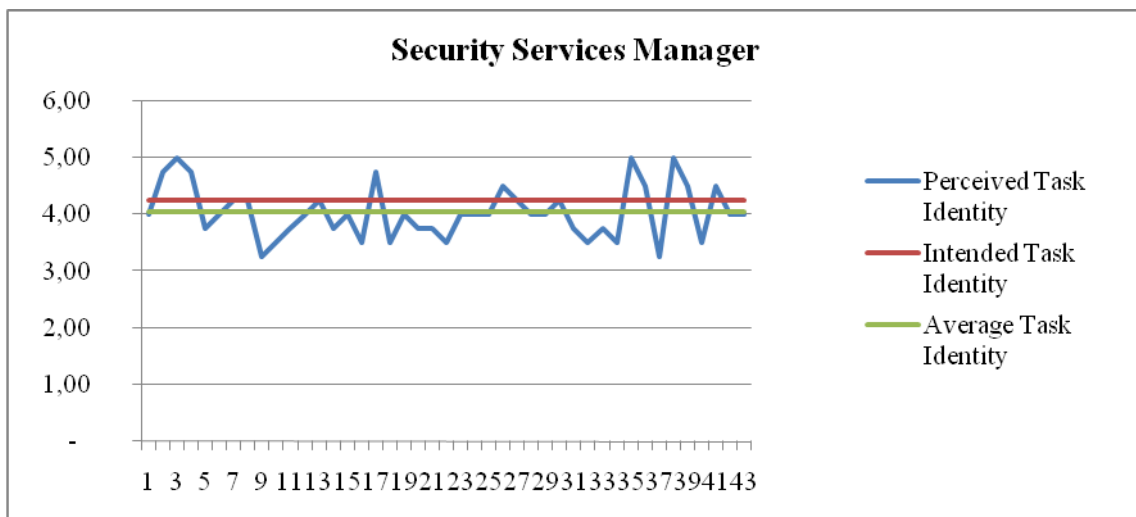
**Figure 6.11** Average and Intended Skill Variety for Security Services Manager

Average and intended Skill Variety for Security Services Manageris indicated at the Figure 6.11. Security Services Manager have less average Skill Variety motivation than intended motivation score.

**Table 6.19** Hypothesis Test about Skill Variety for Security Services Manager

		Security Services Manager	
		Intended	Perceived
Skill Variety	N	43	43
	Average	4,03	3,76
	sd	0	0,606
	Average Gap	0,27	
	sd Gap	0,008535	
	<b>p value 0,05</b>	<b>31,63595</b>	

As seen at Table 6.19, there is no significant relationship between average Skill Variety and intended Skill Variety for Security Services Manager statistically. According to significance level of 0.05, 31,63595 is not between -2,81 and 2,81. Thereby, employee perceive Skill Variety less than intended Skill Variety motivation. It is incidental and it is not significant statistically.  $H_0$  is rejected for Skill Variety for Security Services Manager.



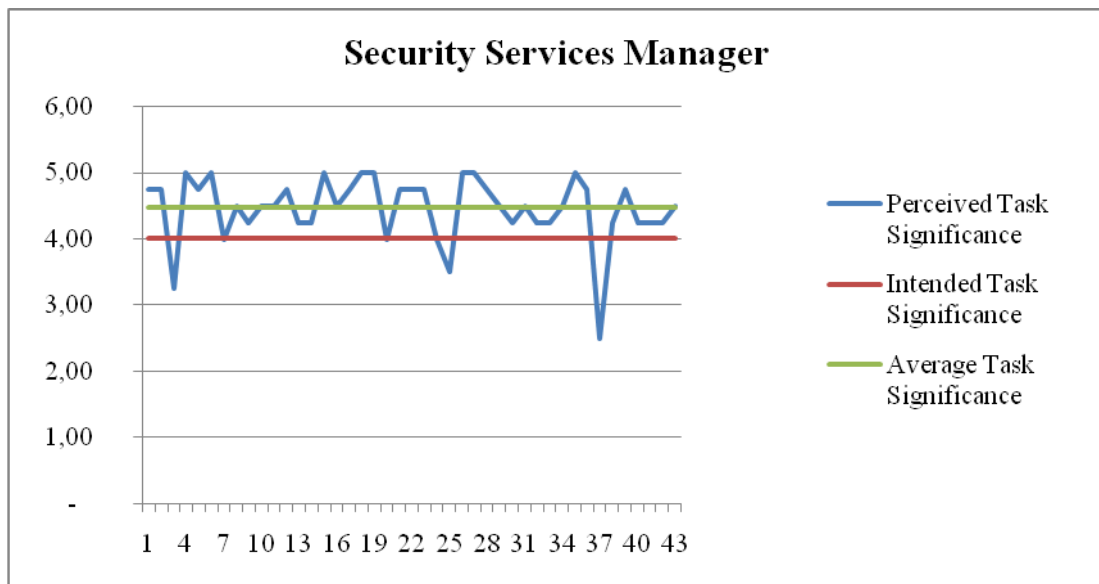
**Figure 6.12** Average and Intended Task Identity for Security Services Manager

Average and intended Task Identity for Security Services Manager is indicated at the Figure 6.12. As well Skill Variety, average Task Identity is less than intended Task Identity.

**Table 6.20** Hypothesis Test about Task Identity for Security Services Manager

		<b>Security Services Manager</b>	
<b>Task Identity</b>		Intended	Perceived
	N	43	43
	Average	4,25	4,04
	sd	0	0,464
	Average Gap	0,21	
	sd Gap	0,004998	
	<b>p value</b>	<b>42,01691</b>	

As seen at Table 6.20, there is no significant relationship between average Task Identity and intended Task Identity for Security Services Manager statistically. According to significance level of 0.05, 42,01691 is not between -2,81 and 2,81. Thereby, employee perceive Task Identity less than intended Task Identity motivation. It is incidental and it is not significant statistically.  $H_0$  is rejected for Task Identity for Security Services Manager.



**Figure 6.13** Average and Intended Task Significance for Security Services Manager

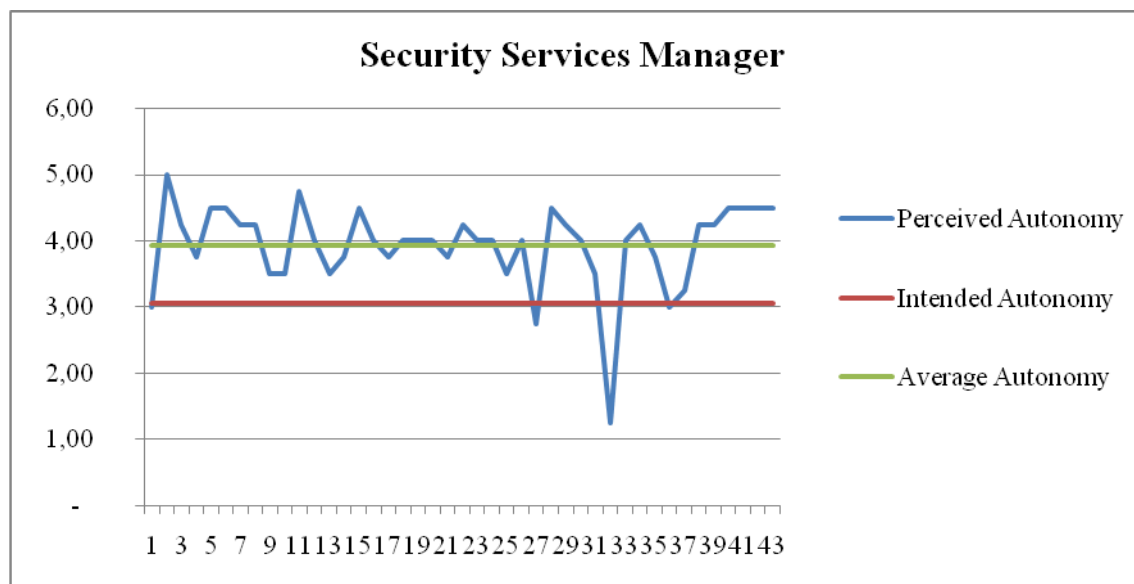
For Security Services Manager, average score of Task Significance is higher than intended Task Significance motivation score at the Figure 6.13.

**Table 6.21** Hypothesis Test about Task Significance for Security Services Manager

		<b>Security Services Manager</b>	
<b>Task Significance</b>		Intended	Perceived
	N	43	43
	Average	4	4,47
	sd	0	0,496
	Average Gap	-0,47	
	sd Gap	0,005718	
	<b>p value</b>	<b>-82,1959</b>	

As seen at Table 6.21, there is no significant relationship between average Task Significance and intended Task Significance for Security Services Manager statistically. According to significance level of 0.05, -82,1959 is not between -2,81 and 2,81.

Thereby, employee perceive Task Significance more than intended motivation. It is incidental and it is not significant statistically.  $H_0$  is rejected about Task Significance for Security Services Supervisor.



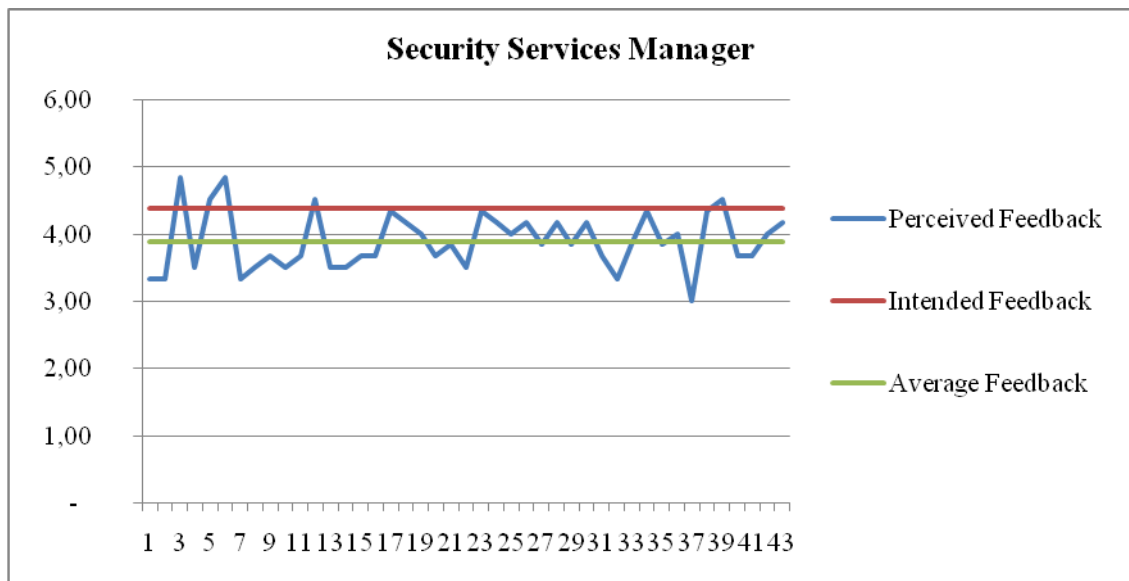
**Figure 6.14** Average and Intended Autonomy for Security Services Manager

Average and intended Autonomy for Security Services Manager is indicated at the Figure 6.14. Average Autonomy score is higher than intended Autonomy score for Security Services Manager.

**Table 6.22** Hypothesis Test about Autonomy for Security Services Manager

		<b>Security Services Manager</b>	
<b>Autonomy</b>		Intended	Perceived
	n	43	43
	Average	3,06	3,94
	sd	0	0,631
	Average Gap	-0,88	
	sd Gap	0,009268	
	<b>p value</b>	<b>-94,9498</b>	

As seen at Table 6.22, there is no significant relationship between average Autonomy and intended Autonomy for Security Services Manager statistically. According to significance level of 0.05, -94,9498 is not between -2,81 and 2,81. Thereby, employee perceive Autonomy more than intended motivation. It is incidental and it is not significant statistically.  $H_0$  is rejected about Autonomy for Security Services Manager.



**Figure 6.15** Average and Intended Feedback for Security Services Manager

As Skill Variety and Task Identity, average Feedback is less than intended Feedback score.



**Table 6.23** Hypothesis Test about Feedback for Security Services Manager

	<b>Security Services Manager</b>		
<b>Feedback</b>		Intended	Perceived
	n	43	43
	Average	4,39	3,89
	sd	0	0,419
	Average Gap	0,50	
	sd Gap	0,004083	
	<b>p value</b>	<b>122,465</b>	

As seen at Table 6.23, there is no significant relationship between average Feedback and intended Feedback for Security Services Manager statistically. According to significance level of 0.05, 122,465 is not between -2,81 and 2,81. Thereby, employee perceive Feedback less than intended motivation. It is incidental and it is not significant statistically.  $H_0$  is rejected about Feedback for Security Services Supervisor.

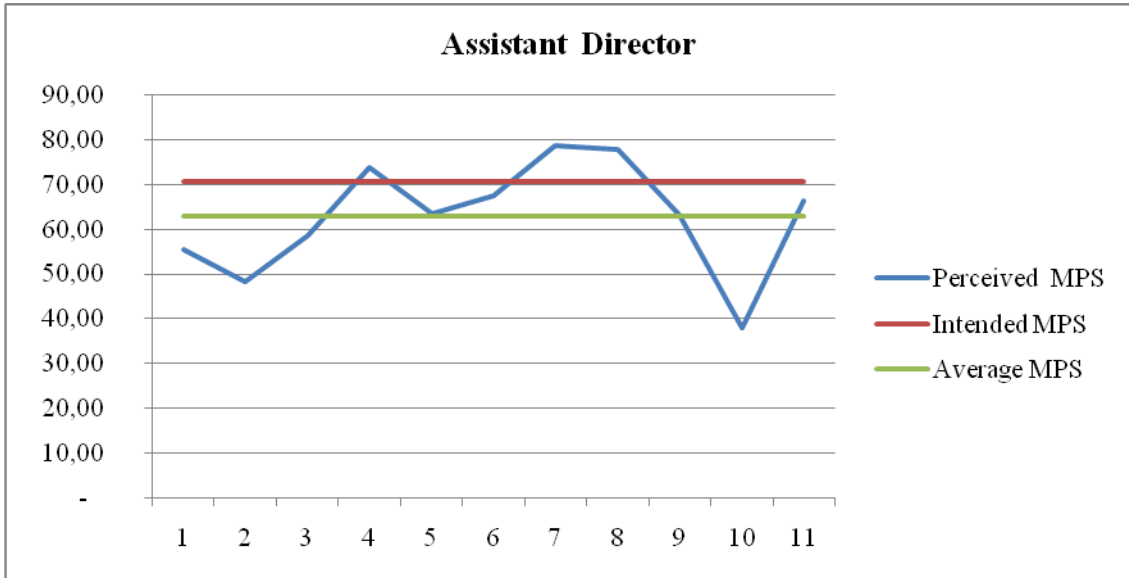
The fundamental responsibility that is at job descriptions and job specifications of Security Services Manager is to conduct security activities as Security Services Supervisor.

Their seniority and experiences is higher than seniority and experiences of Security Services Supervisor. Thereby, average Task Significance is higher than intended Task Significance. It is expected to connect with project and head office about customer relations.

Reporting, training and meeting are required for this position, except performing security activities. Security Services Managers do not take feedback constantly from Assistant Director because of working at. Due to that, there are differences between intended Feedback scores and average Feedback scores negatively.

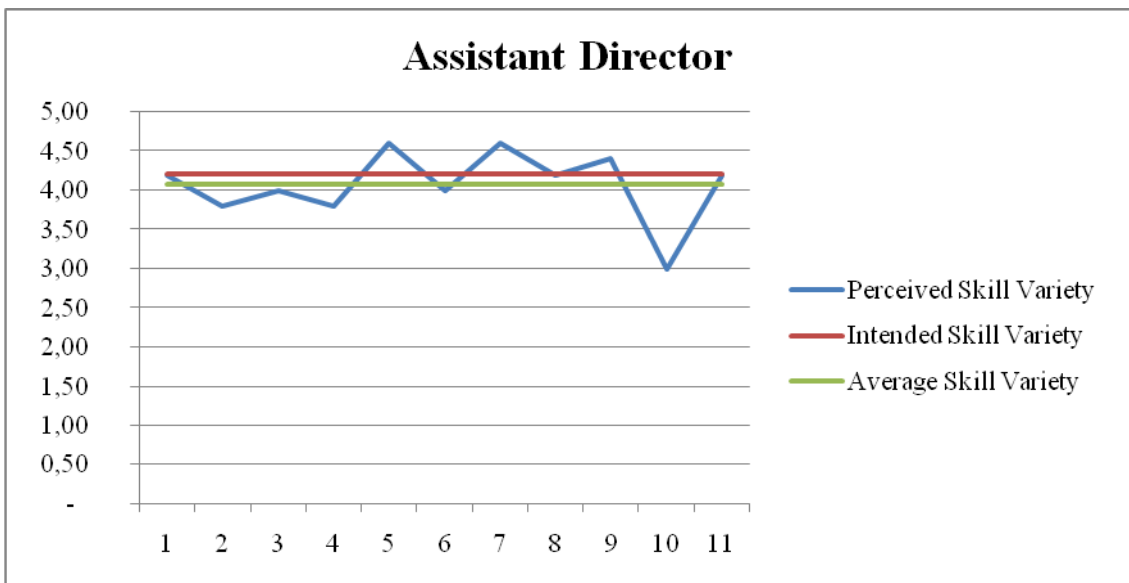
**MPS for Assistant Director**

Finally, average and intended MPS for Assistant Director is indicated at the Figure 6.16. Average MPS is less than intended MPS.



**Figure 6.16:** MPS for Assistant Director

If it is observed as factors, results that are below appear.



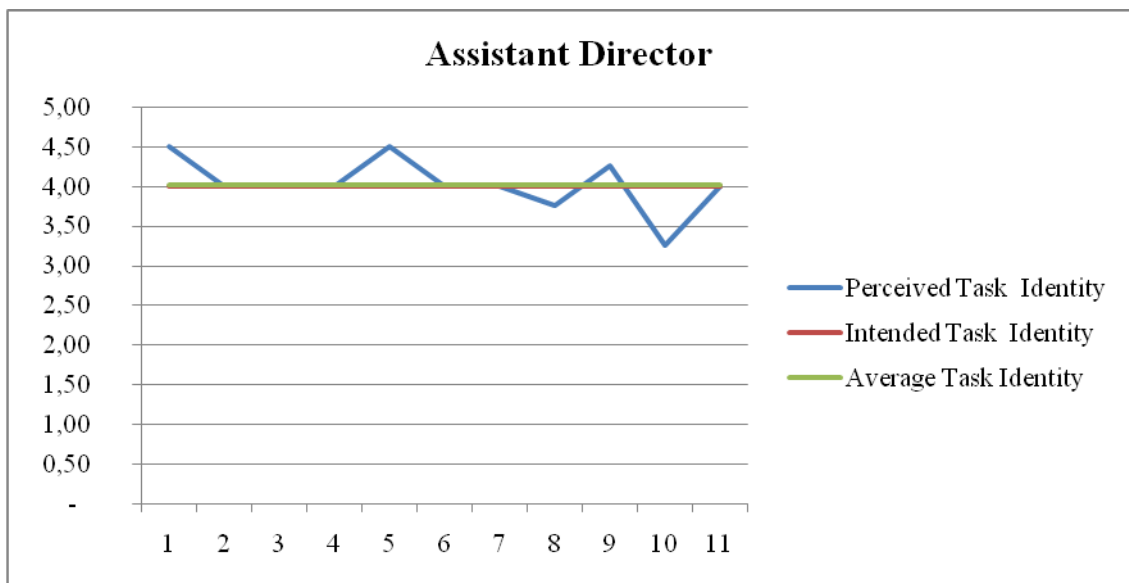
**Figure 6.17** Average and Intended Skill Variety for Assistant Director

As seen Figure 6.17, average Skill Variety is less than intended Skill Variety score for Assistant Director.

**Table 6.24** Hypothesis Test about Skill Variety for Assistant Director

		<b>Assistant Director</b>	
<b>Skill Variety</b>		Intended	Perceived
	N	16	16
	Average	4,22	4,07
	sd	0	0,429
	Average Gap	0,15	
	sd Gap	0,011487603	
	<b>p value</b>	<b>13,05755396</b>	

As seen at Table 6.24, there is no significant relationship between average Skill Variety and intended Skill Variety for Assistant Director statistically. According to significance level of 0.05, 13,05755396 is not between -2,81 and 2,81. Thereby, employees perceive Skill Variety less than intended motivation. It is incidental and it is not significant statistically.  $H_0$  is rejected about Skill Variety for Assistant Director.



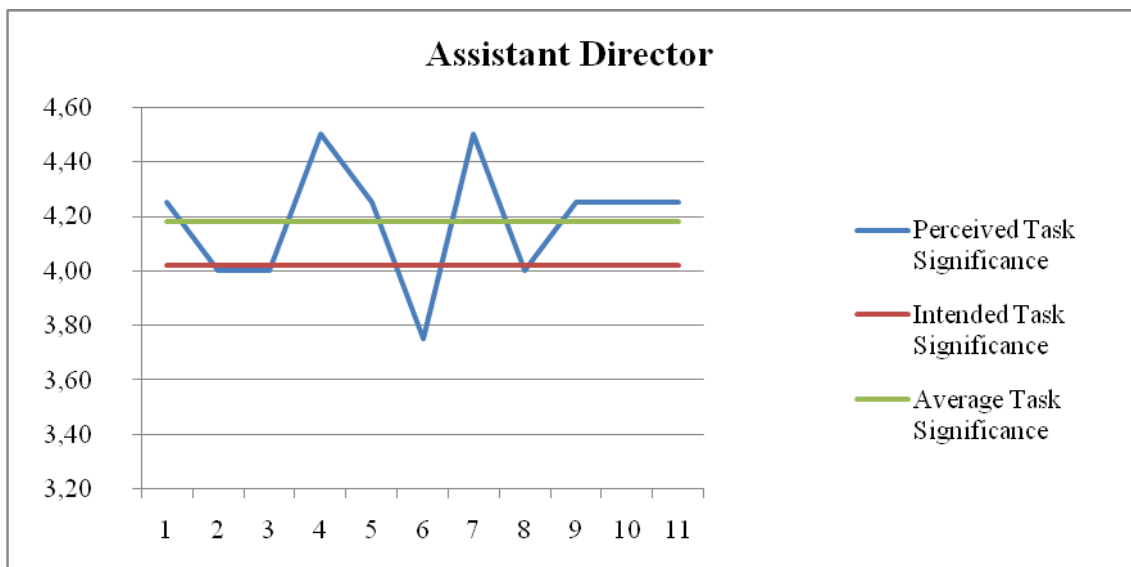
**Figure 6.18** Average and Intended Task Identity for Assistant

There is no significant difference between intended and average task identity motivation score.

**Table 6.25** Hypothesis Test about Task Identity for Assistant Director

		<b>Assistant Director</b>	
		Intended	Perceived
<b>Task Identity</b>	N	16	16
	Average	4	4,02
	sd	0	0,328
	Average Gap	-0,02	
	sd Gap	0,006714876	
	<b>p value</b>	<b>-2,97846154</b>	

As seen at Table 6.25, there is no significant relationship between average Task Identity and intended Task Identity for Assistant Director statistically. According to significance level of 0.05, -2,97846154 is not between -2,81 and 2,81. Thereby, employees perceive Task Identity as much as intended motivation. It is incidental and it is not significant statistically.  $H_0$  is rejected about Task Identity for Assistant Director.



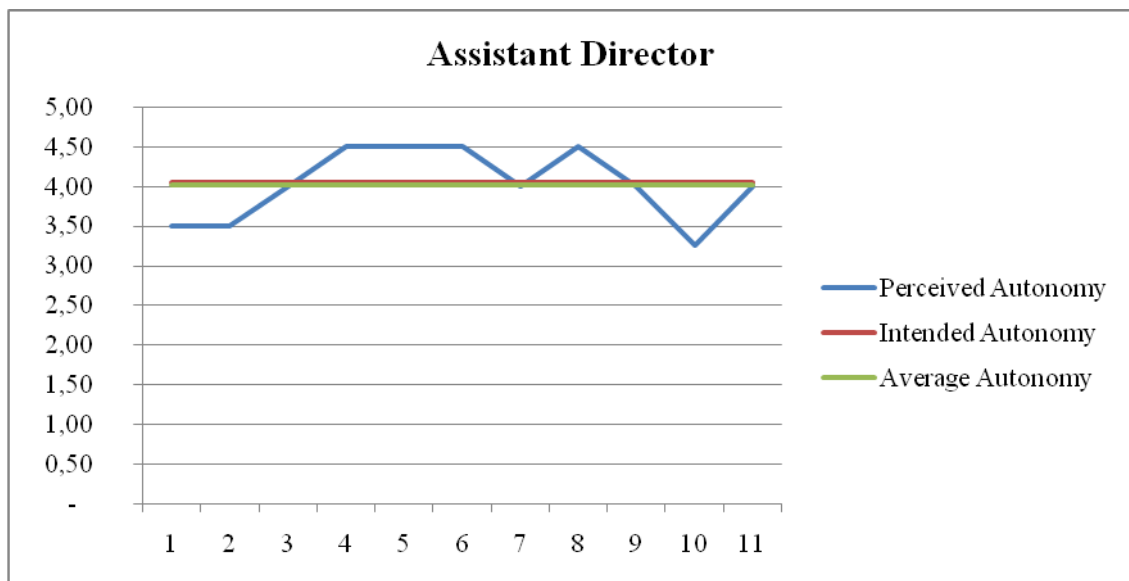
**Figure 6.19** Average and Intended Task Significance for Assistant Director

It can be seen at Figure 6.19, that average Task Significance is higher than intended Task Significance for Assistant Director.

**Table 6.26** Hypothesis Test about Task Significance for Assistant Director

		<b>Assistant Director</b>	
<b>Task Significance</b>	N	Intended 16	Perceived 16
	Average	4,02	4,18
	sd	0	0,216
	Average Gap	-0,16	
	sd Gap	0,002905475	
	<b>p value</b>	<b>-55,0684444</b>	

As seen at Table 6.26, there is no significant relationship between average Task Significance and intended Task Significance for Assistant Director statistically. According to significance level of 0.05, -55,0684444 is not between -2,81 and 2,81. Thereby, employees perceive Task Significance higher than intended motivation. It is incidental and it is not significant statistically.  $H_0$  is rejected about Task Significance for Assistant Director.



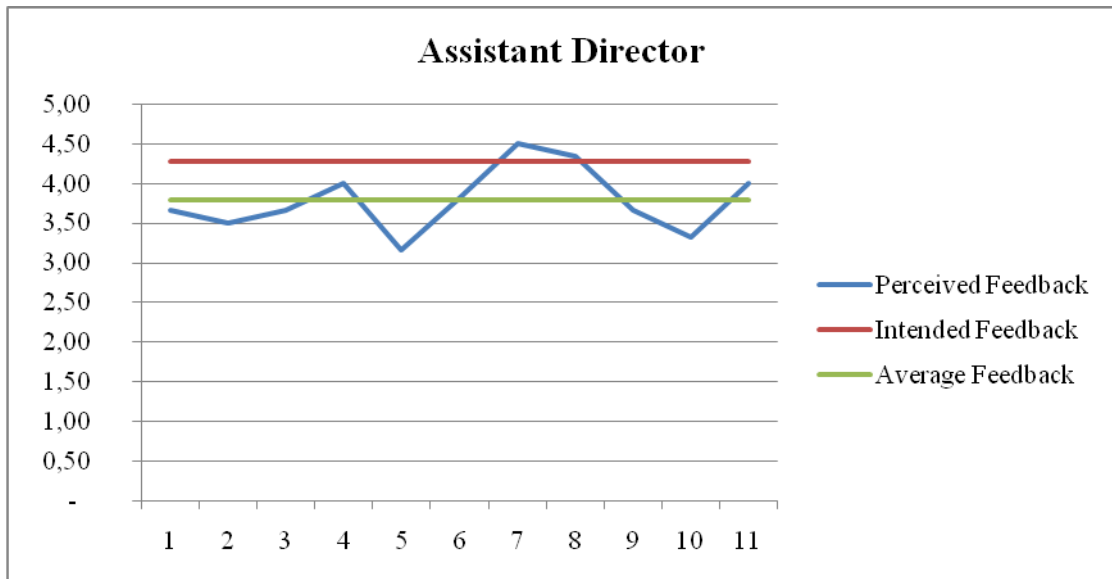
**Figure 6.20** Average and Intended Autonomy for Assistant Director

As seen Figure 6.20 there is a little difference between average and intended Autonomy score. So we can say that employee perceive Autonomy as much as intended Autonomy motivation.

**Table 6.27** Hypothesis Test about Autonomy for Assistant Director

		<b>Assistant Director</b>	
<b>Autonomy</b>	n	Intended 16	Perceived 16
	Average	4,04	4,02
	sd	0	0,432
	Average Gap	0,02	
	sd Gap	0,011686467	
	<b>p value</b>	<b>1,711381215</b>	

As seen at Table 6.27, there is a significant relationship between average Autonomy and intended Autonomy for Assistant Director statistically. According to significance level of 0.05, 1,711381215 is between -2,81 and 2,81. Thereby, employees perceive Autonomy is equal to intended motivation. It is not incidental and it is significant statistically.  $H_0$  is excepted about Autonomy for Assistant Director.



**Figure 6.21** Average and Intended Feedback for Assistant Director

Average and intended Feedback for Assistant Director can be seen at Table 5.48. For Assistant Director intended Feedback is higher than average Feedback motivation score.

**Table 6.28** Hypothesis Test about Feedback for Assistant Director

	<b>Assistant Director</b>		
<b>Feedback</b>		Intended	Perceived
	n	16	16
	Average	4,28	3,79
	sd	0	0,383
	Average Gap	0,49	
	sd Gap	0,009182736	
	<b>p value</b>	<b>53,361</b>	

As seen at Table 6.28, there is no significant relationship between average Feedback and intended Feedback for Assistant Director statistically. According to significance level of 0.05, 53.361 is not between -2.81 and 2.81.  $H_0$  is not excepted about Feedback for Assistant Director.

If we look at total MPS, MPS for Assistant Director is less than Security Services Supervisor and Security Services Manager. Intended MPS for Assistant Director is 70,53. Avarege perceived MPS is also 62,36. It is reason that Assistant Director has many tasks, except their job description and job spercification. An Assistant Director is responsible for 40-45 number of projects because of organizational structure. It means that 300-400 personnel are depend on an Assistant Director. So the more they have tasks, the less they perceive motivation.

For assistant director, there are negatif differences between skill variety and feedback.

Assistant Director works at head office but at the same time he spends much time for project visits, inspection, audit, operation.

In addition Assistant Director conducts customer relations in operation. They are responsible to report to Director and General Manager, to control budget cost monthly.

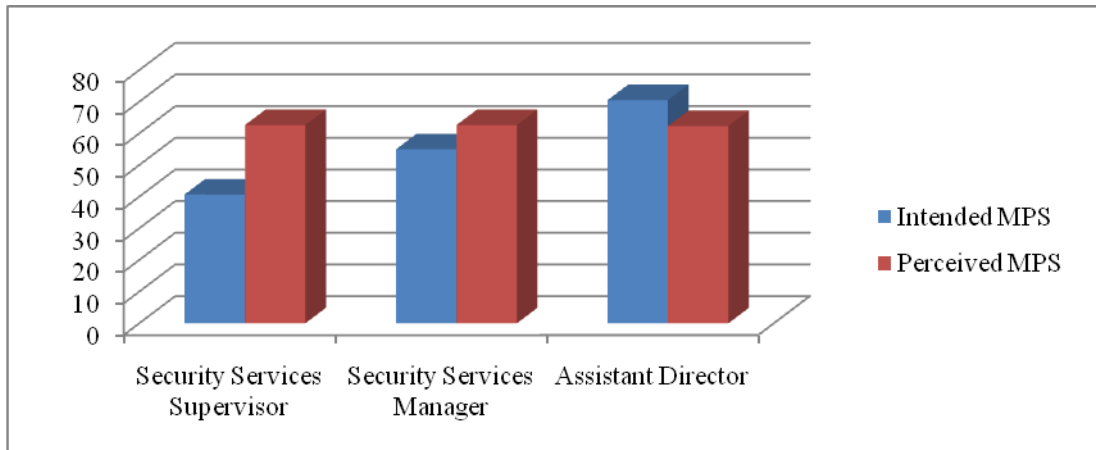
Operation that is a flexible process is influenced negatively that corporate structure, timing and procedures. These entail to act according to company procedure, increase workload and complicate time planning for Assistant Director. It can be said, because of not being flexible about performing operation, Skill Variety score is less than intended score for Assistant Director.

There are too many tasks in job description of Assistant Director except conducting security services such as daily works, budget control, reporting etc. these cause to interrupt security operation and waste of time.

Thereby, Assistant Directors do not efficiently focus on core task that is responsible for operation. It causes to perceive that feedback is low.

### Chi-Square Test For MPS

Intended and perceived motivational potential score for all positions are as below.



**Figure 6.22** Intended and Perceived MPS

Chi-square test is applied in order to determine statistical significant relationship between employee intended motivation and employee perceived motivation for three positions. p value is 0,012513 in result of the chi-square test. 1 degree of freedom table 0.05 is 0,0039. Thereby, It can be said there is no significant relationship between intended motivation by the company and perceived motivation by employee.

**Table 6.29** Chi-Square Test

	<b>Intended MPS</b>	<b>Perceived MPS</b>
<b>Security Services Supervisor</b>	40,69	62,64
<b>Security Services Manager</b>	55,00	62,64
<b>Assistant Director</b>	70,53	62,36
<b>Chi-Square</b>		<b>0,0009839</b>

### Considerations

According to interview with Human Resources Director, job descriptions and job specifications were determined casually in the first years that is found the company. After that, in 2010, they were revized by the Human Resources Departmant. However,



these are not sufficient for operation and it is considered that it will be revised. This process is mandatory because of growing of company, increasing number of personnel, developing Information Technologies, changing organization chart.

All of these reason is appeared that differences between intended and perceived motivation. Thereby,  $H_0$  is rejected because job descriptions and job specifications that were generated for three positions by the company are not enough for the current situation.

The other data that obtains from the interview is that Performance Evaluation is made twice a year. Employees are evaluated according to performance criteria that was generated with job descriptions as proficiency based. Employees are evaluated by their senior according to proficiency that includes adaptation, resource management, training and development, teamwork and communication, customer orientation, roleplaying, know the job, management and leadership, open minded. These criteria include statements that behavior based according to job description. Instead of job involvement, it is interested in that how employee have to do.

In these survey, it was anticipated that job descriptions are equal to perceived motivation by employee. Acquiring data that was evaluated both survey results and job descriptions in the end of the survey was concluded that:

- Due to that safety is the second level in Maslow's Needs Hierarch, recently safety threat appear, it causes that people take precautions. And security services increased in value. Thereby, for all three position Task Significance is perceived higher than intended by the company.
- Job descriptions and job specifications should be updated towards current jobs in the company. It is expected that is the same or close to each other job descriptions/ job specifications and employee perceived motivation level in the well designed job. Because of the hypothesis that is supported is not accepted, it can be said that created need revision.
- It should be provided that decreasing over load for Assistant Director especially, and focusing on their core bussiness that is operation. Assistant Director can perform their job with different skills and they can observe their job result clearly. Thus, motivation level can be increased.

- It is observed that perceived motivation is higher than intended for security services supervisor. It can be explained that is supported them by training insentively in order to provide customer satisfaction. Other explanation can be promotion prosedures of company. Career paths are always open towards employee potential. A security personel can be promote to director in due time, if he generates to expected circumstances.
- Performance Evaluation that is made twice a year is motive force. It is the best motivation way in order to achieve to performace goals.
- Thereby employee do not only work with restricted job description, they reflect behaviours on their job. It is also provided that perceieved motivation is higher than intended motivation. If obvious goals and directions is determined for employees, motivation increaces due to that.
- It is observed that according to Assistant Director, they do not need different skills, their job is so repetitive and simple. Although it is expected that Assistant Director has different skill, they perceive opposite because of company procedure and terming are so tight. Thus, it is necessary that job description and job specifications for Assistant Director is revised and designed job enrichment in order to provide to perform more effectively.

## **6.5. LIMITATIONS of the RESEARCH**

First limitation in the study was that the study was in private security services sector. The second limitation was that the study was applied in a specific security services company.

The third limitation was that sample conlude only the security company's manager who lead a team include at least two employees.

Data related to responses of employees who lead a team include at least two employees in the security company which offer private security services all Turkey. That was why, the outputs represented participants' responses to the questionnaire statements. Thus, it could not be generalized as the country results.

## **7. CONCLUSION**

Job Characteristics are a crucial part of any organizations. Skill Variety, Task Identity, Task Significance, Autonomy and Feedback generate that issue in different level. It is a very comprehensive topic that serves the whole system of the company. Not only the way employees go on but also the organization are affected by specific job characteristics in the company.

It may become easier to motivate the employees specifying job identity, varying skills, giving autonomy and feedback in the company. After a time, those employees appreciate for their jobs. Thus, the employees get happier and pleased to be a part of that enterprise. Then, that can facilitate motivating and satisfying those employees.

This study is aimed to find out relationship between job characteristics and employee motivation with an application on the employees working in the security company.

The subject of job characteristics is the building stone of a company. How the Job Characteristics is determined and how it reflects to the employees become the vital part of the subject. Human is the backbone of the company. It helps the company stand or it may cause to bend. Thus, it means that the building stone feed the backbone. Employee Motivation may be reflected to what the employees think about their existing jobs or whether they are satisfied or not with their present jobs by job characteristics.

## **8. IMPLICATIONS FOR FUTURE RESEARCH**

Their employee motivation is effected by job characteristic elements. Thus, it became vital to search which factors of job characteristics effected motivation.

The study relates to the private security sector in Turkey. If the questionnaire is applied to another private security company with the same conditions, the results can be compared and if differences occur, that may shed light on future studies.

The questionnaire can be applied at different sectors. If it is applied to different sectors, sector-based comparison, if it is applied to different companies, company-based comparison can be performed. As seen in the job characteristics part of the survey, it has many dimensions. So, because of that multi-dimensionalism, questionnaire feeds the study and may provide distinctive results and factors to get emerged.

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## APPENDIX A

### QUESTIONNAIRE USED IN THE STUDY (TURKISH VERSION)

Sayın Katılımcı,

Bu anket Okan Üniversitesi'nde gerçekleştirilen bir yüksek lisans tezinde kullanılmak üzere hazırlanmıştır. Çalışmanın amacı iş özellikleri ve çalışan motivasyonu arasındaki ilişkiyi araştırmaktır. Anketin değeri soruları cevaplarken gösterdiğiniz samimiyet ve ilgi ile pekişecektir. Amacımız genel bir sonuca ulaşmak olduğu için isim ve soyadınızı yazmanıza gerek yoktur. Cevaplarınız tamamen saklı tutulacaktır ve hiçbir zaman başka herhangi bir özel amaç için kullanılmayacaktır. Araştırmacı sadece anketleri değerlendirecek ve bu anketler genel sonuçlara varmak için araştırmacıya ışık tutacaktır. Ayırdığınız zaman ve işbirliğiniz için çok teşekkür ederiz.

1. Hangi yaş aralığındasınız?

21-30     31-40     41-50

2. Cinsiyetiniz nedir?

Kadın     Erkek

3. Hangi görevdesiniz ?

..... GHS

..... GHY

.....Direktör Yardımcısı

4. Eğitim durumunuz nedir?

Ortaokul     Lise     Üniversite

Aşağıdaki ifadeler “İş Özellikleri”ni ölçer. Lütfen aşağıdaki ölçme aracına göre bu ifadelere ne derece katıldığınızı, tercih ettiğiniz cevap seçeneğinin altına “X” işareti koyarak belirtiniz.

Her bir ifade için tek cevap seçeneği işaretleyiniz.

5 = Kesinlikle Katılıyorum

4 = Katılıyorum

3 = Kısmen katılıyorum

2 = Katılmıyorum

1 = Kesinlikle Katılmıyorum

5. İşimi ne zaman ve nasıl yapacağıma karar verme sorumluluğuna çoğu zaman sahibim.

1       2       3       4       5

6. Çok farklı bilgi ve becerileri kullanarak, farklı görevler yapma şansına sahibim.

1       2       3       4       5

7. Yaptığım görevler bir işlemin baştan sona bütün aşamalarını kapsar.

Gösterdiğim çabaların sonuçları açıkça görülebilir ve tanımlanabilir.

1       2       3       4       5

8. Yaptığım görevlerin sonuçları başkalarının rahatını veya kendini iyi hissetmelerini önemşekilde olumlu etkiler.

1       2       3       4       5

9. Yöneticim yaptığım iş hakkında devamlı geribildirim verir.

1       2       3       4       5

10. Yaptığım işler, sonuçları ile, direkt olarak bunları iyi yapıp yapmadığımı bana gösterir.

1       2       3       4       5

11. Yapılan hizmetin nihai amacına (sitenin güvenliğinin sağlanması gibi) katkım bariz ve önemlidir.

1       2       3       4       5

12. İşimi yaparken bir takım farklı ve karmaşık beceriler kullanırım.

1       2       3       4       5

13. İşimi nasıl yapacağıma karar verme konusunda, özgürlüğüm yok denecek kadar azdır.

1       2       3       4       5

14. Yaptığım işler ve görevler, bunları iyi yapıp yapmadığımı anlamam için araştırma imkanı sağlar.

1       2       3       4       5

15. Görevim oldukça sade, basit ve tekrarlanan işlerden oluşur.

1       2       3       4       5

16. Yöneticim ya da çalışma arkadaşlarım, işimi nasıl yaptığımla ilgili nadiren geri bildirim verirler.

1       2       3       4       5

17. Yaptığım işin birçok işlemi, benden sonraki aşamada görev alan çalışma arkadaşlarım tarafından devam ettirilir.

1       2       3       4       5

18. İşim, farklı bir takım görevler içerir.

1       2       3       4       5

19. Yöneticilerim, yaptığım işi nasıl yaptığımla ilgili düşüncelerini paylaşır.

1       2       3       4       5

20. İşim, işlemlerin bütün parçaları benim tarafımdan yapılacak şekilde dizayn edilmiştir.

1       2       3       4       5

21. İşim bana karar verme, kararlara katılım ve inisiyatif alma fırsatı vermez.

1       2       3       4       5

22. Görevimin benden beklentileri oldukça öngörülebilir, sıradan ve rutindir.

1       2       3       4       5

23. İşim, yeterince performans gösterip göstermediğim hakkında çok az bilgi verir.

1       2       3       4       5

24. İşim, şirketimin varlığını sürdürebilmesi için önemli değildir.

1       2       3       4       5

25. İşim bana, görevlerimi yaparken hatırı sayılır bir özgürlük sağlar.

1       2       3       4       5

26. İşim çoğunlukla işlemlerin tamamını değil belli bir parçasını yapma şeklindedir.

1       2       3       4       5

27. Yaptığım iş birçok kişiyi etkiler.

1       2       3       4       5

## APPENDIX B

### QUESTIONNAIRE USED IN THE STUDY (ENGLISH VERSION)

Dear participant,

This questionnaire was prepared to be used for a master's thesis carried out at Okan University. The aim of the study is searching the relationship between job characteristic and employee motivation. The value of this survey will become stronger by your sincerity and attention in answering the questions. It is not needed to write your names and surnames because our goal is to reach a general conclusion. Your responses will be kept strictly confidential and will never be used for any other special purpose. The researcher will only evaluate the questionnaires and these questionnaires will shed light on to the researcher to reach general conclusions.

Thank you very much for your time and cooperation.

At first please answer the questions below.

1. Your age ?

21-30     31-40     41-50

2. Your gender ?

.....Female        ..... Male

3. Your title in the company ?

..... Supervisor

..... Manager

..... Assistant Director

4. Educational degree ?

Secondary School     High School     College

The statements below are measuring “Job Characteristics”. Please state at what degree you agree with these statements depending on the measurement tool below by placing “X” under the responseoption you preferred. Mark only one response option for one statement.

- 5 = Totally agree
- 4 = Agree
- 3 = Neither agree nor disagree
- 2 = Disagree
- 1 = Totally disagree

5. I have almost complete responsibility for deciding how and when the work is to be done.

1       2       3       4       5

6. I have a chance to do a number of different tasks, using a wide variety of different skills and talents.

1       2       3       4       5

7. I do a complete task from start to finish. The results of my efforts are clearly visible and identifiable.

1       2       3       4       5

8. What I do affects the well-being of other people in very important ways.

1       2       3       4       5

9. My manager provides me with constant feedback about how I am doing.

1       2       3       4       5

10. The work itself provides me with information about how well I am doing.

1       2       3       4       5

11. I make insignificant contributions to the final product or service.

1       2       3       4       5

12. I get to use a number of complex skills on this job.

1       2       3       4       5

13. I have very little freedom in deciding how the work is to be done.

1       2       3       4       5

14. Just doing the work provides me with opportunities to figure out how well I am doing.

1     2     3     4     5

15. The job is quite simple and repetitive.

1     2     3     4     5

16. My supervisors or coworkers rarely give me feedback on how well I am doing the job.

1     2     3     4     5

17. What I do is of little consequence to anyone else.

1     2     3     4     5

18. My job involves doing a number of different tasks.

1     2     3     4     5

19. Supervisors let us know how well they think we are doing.

1     2     3     4     5

20. My job is arranged so that I do not have a chance to do an entire piece of work from beginning to end.

1     2     3     4     5

21. My job does not allow me an opportunity to use discretion or participate in decision making.

1     2     3     4     5

22. The demands of my job are highly routine and predictable.

1     2     3     4     5

23. My job provides few clues about whether I'm performing adequately.

1     2     3     4     5

24. My job is not very important to the company's survival.

1     2     3     4     5

25. My job gives me considerable freedom in doing the work.

1     2     3     4     5

26. My job provides me with the chance to finish completely any work I start.

1     2     3     4     5

27. Many people are affected by the job I do.

1     2     3     4     5