

Job Appraisal

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### Abstract

Job satisfaction relates to the task-specific characteristics that affect the motivation of the employees. With the right job-related features, employees are likely to be motivated and contribute positively to the organization (Twomey Jennings & Greene, 2016). In this analysis, the focus will be appraising a job based on Hackman and Oldham's five core job dimensions. Using the theory, we can understand the impact of a specific job on an individual, how it affects their motivation as well task performance and outcomes. The paper highlights some of the job characteristics from the Hackman and Oldham model that is responsible for employee motivation and performance outcome. Following the appraisal, the paper examines the specific job with the view of determining the performance in each area of task identity, autonomy, skill variety, and feedback and task significance. The appraisal aims to identify areas in each of the five job dimension that was motivating and the aspects that created dissatisfaction.

*Keywords:* Task identity, feedback, autonomy, skill variety, task significance.

## Job Appraisal

Hackman and Oldham's model is based on the proposition that job task is itself essential in enhancing employee motivation (Taylor, 2015). As a result, the theory proposes that a high job motivation is related to meaningfulness in work, responsibility, and awareness of outcomes. According to the Hackman and Oldham model, knowledge of the job motivators helps in the design of jobs in a manner that creates the highest level of motivation to employees. The five core job dimensions identified in Hackman and Oldham theory are task identity, autonomy, skill variety, feedback and task significance (Twomey Jennings & Greene, 2016). These core job dimensions' influence motivation and work outcomes.

One job that I have worked is a Grievance Manager. As the Grievance Manager, I was tasked with the responsibility of solving employee issues at the workplace to facilitate their motivation and job performance. These issues related to workplace discrimination, salaries, tasks related issues and organizational conflicts among others. Regarding task identify, the job was very stimulating that allowed me to take pride in seeing its completion. I was responsible for every task including investigation of underlying issues and seeking the solutions to employee issues, which allowed me to take ownership of the job. I felt in control of the task, and this increased my level of motivation. However, sometimes it was very overwhelming carrying out several duties simultaneously thus creating job dissatisfaction. Concerning skill variety, the job required knowledge of human interactions and interpersonal relations. I was also expected to be knowledgeable about conflict resolution and the organizational policies regarding how such matters should be handled. Given that these are my specialization areas; the task was very impactful. I utilized my skills and gained a lot of experiences in managing more complicated matters regarding grievance settlement at the organization.

The level of task significance was very high. In every organization, employee issues are bound to arise and thus the necessity of a grievance manager. The job had a lot of significance since the solution of the grievances was necessary to facilitate employee motivation. The feedback relating to the job was very high. Employees would give feedback regarding their satisfaction on how I addressed their issues which created a lot of motivation from having my work appreciated by others. Feedback was a means of assessing the effectiveness of how I handled issues, and this helped him to make improvements thus increasing satisfaction. However, the job was less autonomous since I had to follow the organization policies when solving the grievances which somehow was demotivating. The lack of autonomy when performing the task made it difficult to handle issues that were unique and this created job dissatisfaction.

I had a pleasant experience with the job since I liked what I was doing. Solving employee problems made me feel that I was contributing positively to the staffs and the organization. I am a person who loves understanding how my job is contributing to the welfare of others, and thus through the feedback mechanism, the position gave me a lot of motivation to do more. The job made me feel empowered to a great extent since employees looked up to me to address any challenge that they were facing. I felt in charge of my responsibilities and the ability to impact positively on the lives of others. Consequently, the experience made me empowered to perform duties outside the organization that fights for the rights of others.

## References

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