



Being Happy, Performing Well and Doing it Autonomously: An investigation of the relationship of Job Autonomy and Job Performance Via Job Satisfaction

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INTRODUCTION

- Research has indicated that job autonomy (JA) enhances job performance (JP) → workers with high JA perceive that they are trusted to perform the task → positively impacts worker intrinsic motivation and work efficacy (Saragih, 2011).
- Personality traits (e.g., conscientiousness) and job-context factors have contributed to employee intrinsic motivation and in-role job performance → employees exhibited the highest intrinsic motivation when they had higher core self-evaluations and when they perceived they had greater JA (Joo et al., 2010).
- JA has been found to be positively related to JP and satisfaction (JS). Greater JA → increase in salesperson's JS and JP → greater intrinsic motivation and work effectiveness (Saragih, 2011; Wang & Netemeyer, 2002).
- JP can be defined as **task performance** (doing what is expected of the worker) and **contextual performance** (going above and beyond for ones job; influenced by personality factors)
- Aim of current study:** Assess the relationship between JA, JP, and JS through various JP constructs → altruism, conscientiousness, task and contextual performance, & counterproductive work behavior
- H1:** JS will act a mediator for JA and all constructs of JP:
 - H1a:** Individuals that report greater JA will report greater altruism, conscientiousness, contextual performance and task performance (across both MJPS & IWPQ measures). This will be due to having greater JS.
 - H1b:** Individuals that report greater JA and JS will be significantly more likely to report decreased counterproductive work behavior.



CORRELATION MATRIX

Variable	M	SD	1	2	3	4	5	6	7	8
Job Autonomy	3.79	0.60								
Job Satisfaction	3.87	0.67	0.58***							
Altruism	5.20	0.95	0.43***	0.51***						
Conscientiousness	5.02	0.94	0.43***	0.49***	0.75***					
MJPS Task Performance	5.42	0.91	0.42***	0.37***	0.59***	0.55***				
Contextual Performance	3.77	0.63	0.47***	0.44***	0.44***	0.35***	0.63***			
IWPQ Task Performance	3.69	0.60	0.55***	0.51***	0.56***	0.48***	0.52***	0.74***		
Counterproductive Work Behavior	3.16	1.02	0.19*	0.20*	0.35***	0.57***	0.00	-0.10	0.15*	

Note. ***p < .001; **p < .01; *p < .05

DISCUSSION

- H1a:** partially supported → JS did mediate the relationship between JA and JP constructs such as altruism, conscientiousness, contextual and MJPS task performance, but JS did not mediate the relationship between JA and MJPS task performance → zero is included in the CI → inclusion of null value
 - Direct effect between JA and MJPS task performance was statistically significant → greater job autonomy = greater task performance
 - H1b:** rejected → though JS did mediate the relationship between JA and JP, this effect was not significant for counterproductive work behavior either.
 - Counterproductive work behavior was not directly impacted by JA nor by the indirect effect of JS → could be because pts. were asked to reflect on more negative aspects of their work behavior after being asked about more positive behaviors → future studies should reorder IWPQ items
 - Organizations that encourage the “Do not think above your paygrade” mentality may be impeding contextual performance in employees—possibly decreasing overall job performance
- Future Direction:**
Organizations should aim to create a work environment that encourages JA and JS, as such factors may help foster skills necessary to carry out not only required tasks, but contextual, extra-role tasks.

METHODS

Participants and Procedure
Sample Size: 183 participants
Ages: 18-25 (56.3% male, 43.7% female; M age = 23.31)
Ethnicity: 71.6% White/Caucasian, 17.5% African-American, 8.2% Asian, 2.7% Native Hawaiian/American, 71.6% non-Hispanic, and 28.4% Hispanic.
Participants were recruited via Amazon's Mechanical Turk as part of a student thesis (Clements, 2019)

Measures
Modified Job Performance Scale (MJPS) (Goodman & Svyantek, 1999)
*Altruism e.g. item: “Volunteer to do things not formally required by the job?”
*Conscientiousness e.g. item: “Do not take unnecessary time off work?”
*Task Performance e.g. item: “Meet criteria for performance?”

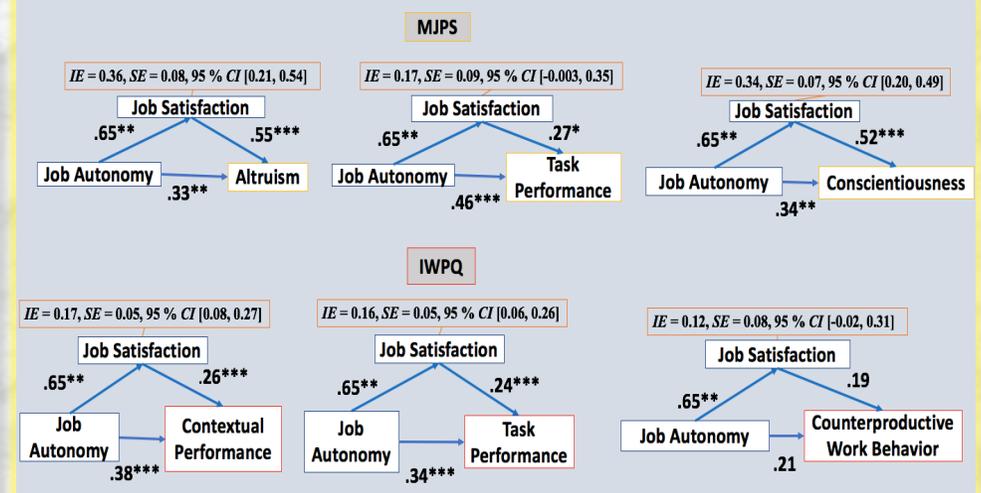
Autonomy Scale (AS) (Sims et al., 1976)
*AS e.g. item: “How much are you left on your own to do your work?”

Global Job Satisfaction Scale (GJSS) (Brayfield & Rothe, 1951).
*GJSS e.g. item: “I find real enjoyment in my job.”

Individual Work Performance Questionnaire (IWPQ) (Koopmans et al., 2014)
*Task Performance e.g. item: “My planning was optimal.”
*Contextual Performance e.g. item: “I took on extra responsibilities”
*Counterproductive Work Behavior e.g. item: “I did less than was expected of me.”

ANALYSIS PLAN
PROCESS (Hayes, 2013) model 4 utilized multiple regression approaches to test hypotheses related to associations and mediation.

RESULTS



Note. ***p < .001; **p < .01; *p < .05

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