The Relationship Between Organizational Pride, Job Characteristics and Job Satisfaction: A Literature Review

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Abstract Employees with a strong sense of pride in their organization may be more satisfied at work. This is because organizational pride can increase a person's sense of meaning and purpose in their work. Organizations should pay attention to job characteristics to enhance organizational pride and job satisfaction. The purpose of this study is to examine the relationship between organizational pride, job characteristics, and job satisfaction. Firstly, this paper defines organizational pride, job characteristics and job satisfaction. After that, there is a literature review of the previously reported findings regarding the relationship between organizational pride, job characteristics and job satisfaction. From a review of the extant literature on job characteristics, organizational pride and job satisfaction it can be concluded that future research needs to look into how job characteristics relate to organizational pride and job satisfaction because there is not enough research on the relationship between job characteristics and organizational pride.

1   Introduction

The problem of this study is addresses in the relationship between Organizational Pride (OP), Job Characteristics (JC), Job Satisfaction (JS). The study examines the importance of OP in enhancing JS through JC. The study is important because it identifies the role of OP in improving JS, which in turn can lead to better JS. The literature review suggests that there is a positive relationship between JC, OP and JS. Precisely, some authors analyze a positive relationship between OP and JC (Seddik et al., 2022), and some analyze a positive relationship between JC and JS (Ali et al., 2014; Andrew et al., 2014). Despite the growing interest in OP, there is a lack of scientific studies that specifically focus on this construct. As a result, there needs to be more research on the relationship between JC and OP, so researchers must further look into how JC relate to OP and JS. This paper will define terms and examine the relationship between OP, JC and JS.

2   Literature Review

2.1   Organizational pride

According to psychological research, pride is a positive emotion that arises when a perceived performance exceeds expectations or social standards (Verbeke et al., 2004). Pride is associated with feelings of joy, meaningfulness and increased self-esteem (Tracy & Robins, 2007). OP is defined as organizational performances such as creating a productive, motivating work environment and high social identification with the organization (Kraemer & Gouthier, 2014). Furthermore, employees are proud because they believe their roles are essential to the organization and the public (Gouthier & Rhein, 2011). Wollack et al. (1971) define OP as the joy and satisfaction that employees experience as a result of doing a good job. Organizations that provide a pleasant working environment for their employees and assist them in developing a sense of pride in themselves, cause them to respect and be proud of their jobs (Kamani, 2017). OP is related to self-esteem and is a valuable psychological resource because it provides intrinsic motivation for employees (Mas-Machuca et al., 2016). According to Kraemer and Gouthier (2014), OP can make exploring an employee's intentions to quit easier. In other words, an employee with OP is more likely to remain with the company.

Even though OP has not yet received much attention in scientific studies, this construct is crucial for business success (Gouthier & Rhein, 2011). Similarly, Kraemer and Gouthier (2014) assert that OP is vital in businesses and has a negative impact on turnover intentions. Their findings show that OP increases stress resistance and, as a result, decreases turnover intentions. Arnett et al. (2002) indicate that JS affects OP positively. Furthermore, Gouthier and Rhein (2011) claim that there is a positive and substantial association between OP and commitment to customer service and creativity. On the other hand, according to Mas-Machuca et al. (2016), OP will improve employees' work-life balance, encourage employees, and result in improved JS.

2.2   Job characteristics

The JC Model (JCM) states that jobs that include naturally motivating characteristics will lead to higher levels of JS (Hackman & Oldham, 1976). In the JCM model, the first three dimensions are skill variety, task identity and task significance—combined to provide meaningful work that the employee perceives as significant, useful and worthy. Jobs with a lot of autonomy provide employees with a sense of personal responsibility for the results, and feedback informs them how well they're doing (Robbins & Judge, 2019).

Skill variety refers to the extent to which the job requires the employee to draw from several different skills, abilities and knowledge (Hackman & Oldham, 1975). Morris and Venkatesh (2010) define skill diversity as the extent to which a job requires several skills. Job diversity contributes to a better job design by enhancing JS and motivation. Moreover, ***task identity*** refers to whether the job has an identifiable beginning and end or how complete a working module the employee performs (Hackman & Oldham, 1975). Task identity, according to Coelho and Augusto (2010), indicates that each job requires a combination of knowledge, abilities and the capacity to use a variety of activities and duties. Hoonakker et al. (2004) state that task identity connects to the workforce's quality of working life. ***Task significance*** refers to the extent to which the job significantly influences other people's lives or work inside the immediate company or in the external world (Hackman & Oldham, 1975). When employees believe that the job they perform has a purpose, there will be a strong feeling of responsibility in completing tasks. This responsibility will drive employees to work harder to complete their tasks (Hackman

& Oldham, 1975). Furthermore, **autonomy** refers to job independence and how much freedom and control employees have to perform their job (Hackman & Oldham, 1975). According to Zimmer-Gembeck and Collins (2006), autonomy is the ability to think, feel, decide and take action. The final dimension, **feedback**, refers to objective information about progress and performance from the job supervisors or any other information system (Hackman & Oldham, 1975).

2.3   Job satisfaction

According to Spector (1997), JS is the degree to which someone is satisfied or dissatisfied with their job. Locke (1976) indicates that JS is a pleasant or positive emotional state that results from an individual's job evaluation or work experience. On the other hand, Betts (2000) defines JS as the job holder's perception of the job, which determines the level of satisfaction based on physiological and psychological factors (Bajwa et al., 2019). Furthermore, Aziri (2011) describes a paradigm for the new manager who insists on treating employees as individuals with desires, needs and personal goals. Paradigma is a crucial component of JS in modern organizations and businesses, so that means that happy employees are satisfied employees, and satisfied employees are successful employees (Aziri, 2011). Employees' perceptions of certain aspects of the job and the relationship between their expectations or needs and their perceptions when performing the job all contribute to JS (Locke, 1969).

In literature, there are different methods for measuring employee JS. Locke (1969) has extensively discussed measuring overall JS or assessing each element of JS, such as pay and supervision. However, since jobs cannot be perceived or evaluated as a single unit, overall satisfaction is the sum of the job element evaluations. Employee JS has attracted the interest of organizational researchers for decades. Reviewing previous research, Gupta and Joshi (2008) conclude that JS is essential for motivating employees to work harder (Saleem et al., 2010). They agree that JS is critical because most people spend most of their time at work. When employees are happy with their jobs, they have a more positive impression of the organization's products and services, and that provides better customer service (Bontis et al., 2011).

3 The relationship between organizational pride, job characteristics and job satisfaction

Many studies have shown a positive relationship between JC and JS and also a positive relationship between OP and JS. Still, there is not enough research on the relationship between JC and OP. Table 1 shows findings about the previously mentioned variables.

Table 1: Literature review on the previously reported findings about organizational pride, job characteristics and job satisfaction

Authors	Year	Variables	Findings
Seddik, Elsetouhi and El-Biali	2022	Job Characteristics Organizational Pride	Direct positive significant effects of job characteristics on organizational pride.
Widyanti, Irhamni, Ratna and Basuki	2020	Organizational Pride Job Satisfaction *Organizational Justice* *Job Performance*	Organizational pride has a positive and significant influence on job satisfaction.
Anh, Tri and Tu	2022	Organizational Pride Job Satisfaction *Work-life balance* *Organizational Commitment*	Organizational pride is positively related to job satisfaction.
Mas-Machuca, Berbegal-Mirabent and Alegre	2015	Organizational Pride Job Satisfaction *Work-life balance*	Organizational pride is positively related to job satisfaction.
Fiernaningsih, Nimran, Raharjo and Arifin	2019	Organizational Pride Job Satisfaction *Work-life balance*	There is no significant effect of organizational pride on job satisfaction.
Ali, Said, Yunus, Kader, Latif and Munap	2014	Job Characteristics Job Satisfaction	Job characteristics are positively related to job satisfaction.
Andrew, Haris, Zakariah and Zekaria	2014	Job Characteristics Job Satisfaction	Job characteristics are positively related to job satisfaction.

Source: Ali et al. (2014), Anh et al. (2022), Fiernaningsih et al. (2019), Andrew et al. (2016), Mas-Machuca et al. (2016), Seddik et al. (2022), Widyanti et al. (2020).

Seddik et al. (2022) examined the effect of JC named skill variety, task identity, task significance, autonomy and feedback on OP for employees of Mansoura banks. The questionnaire was distributed to 400 Mansoura bank workers in order to collect data for the study. According to the findings of the study, JC (skill variety, task identity, task significance, autonomy and feedback) had a direct positive significant effect on OP (Seddik et al., 2022). Furthermore, Widyanti et al. (2020) analyzed the relationship between organizational justice and OP on JS and job performance among employees at private universities in Indonesia. This study uses a quantitative approach by administering a questionnaire to 200 respondents. The results show that organizational justice and OP can positively and significantly influence JS and

job performance (Widyanti et al., 2020). Some authors analyze how work-life balance affects OP and JS of employees, and results show that OP can positively and significantly influence JS. (Anh et al., 2022; Mas-Machuca et al., 2016). On the other hand, Fiernaningsih et al. (2019) have also analyzed the mentioned variable, and the results show no significant effect of OP on JS.

Ali et al.'s (2014) study examined the application of the JC model to JS from the viewpoint of fast food outlet managers. The primary goal of this study is to identify the link between JC and JS among fast food restaurant managers, as well as which of the five aspects of the JC model contributes the most to JS among fast food restaurant managers. According to the findings of the study, the five dimensions of the JC model positively connect to JS among fast food restaurant managers (Ali et al., 2014). Similarly, Andrew et al. (2016) explored the positive relationship between JC and JS among employees at the Human Resource Department at Craun Research Sdn. Bhd., Kuching. According to the findings of this study, there is a link between JC and JS. Employees who were treated well were more likely to do well at work. Employees should be encouraged to be honest about their job or line of employment. According to the studies, proper employee placement will provide an organization and its employee's wealth and satisfaction (Andrew et al., 2016).

4   Conclusion

Pride is a positive emotion that arises when a perceived performance exceeds expectations or social standards. On the other hand, JS is the degree to which someone is satisfied or dissatisfied with their job. JC such as autonomy, feedback and task identity are positively related to OP and JS. The paper highlights the importance of OP and JC in improving JS. A better understanding of OP, JC and JS can be used as a guide for future research on explaining the relationship between the mentioned variables. The JC model is positively linked to JS, and findings suggest that organizations can improve OP and JS by considering and addressing JC. OP has not been thoroughly studied, like JC and JS, and it is crucial for business success. Future research should examine how JC relate to OP and JS and managers should improve the work environment and characteristics for employees in order to increase their loyalty and sense of respect while doing their duties.

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