

The Joint Moderating Impact of Personal Job Fit and Servant Leadership on the Relationship between the Task Characteristics of Job Design and Performance

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Abstract

Performance is the important construct widely investigated in various studies. Therefore, organizations design the jobs to simplify employee activities at work, manage social-interpersonal daily works, and help to achieve the goal of work efficiently. However, few scholars have investigated the effect of task characteristics of work design to performance. Based on self-efficacy, reinforcement and cognitive theory, this study investigates the five dimensions of task characteristics on performance, and tests the conditions that influence these relationships. The concepts of personal job fit and servant leadership were used tests the conditions that influence these relationships. The issues of competing model, higher order analysis, and confirmatory factor analysis (CFA) were included on the analysis of structural equation modeling (SEM). The result showed that personal job fit and servant leadership partially moderated the relationship between task characteristics and performance significantly. Implication of the findings for organizations and suggestions for future research are discussed.

Keywords: Work Design, Task Characteristics, Performance, Servant Leadership, Personal Job Fit

1. Introduction

Performance is an extremely important criterion that relates to organizational outcomes and success. Therefore, organizations design jobs to simplify employee activities at works, manage social-interpersonal daily work, and help to achieve the goal of work efficiently. The successfully practice of job design produced popular programs such as TQM and reengineering, and human capital management (Deming, 1986; Juran et al 1988; Hammer et al, 1993; Lepak & Snell, 1999). Hence, the success of work design hinges on positively influencing employee's behavior and attitudes such as performance, satisfaction, commitment, involvement, motivation, perception of outcomes, anxiety, and stress (Humphrey et al 2007). Previous empirical studies found that work design has an effect on performance (Fried and Ferris, 1987; Morgeson et al, 2006, 2008; Humphrey, 2007; Hollman, 2009; Indartono et al, 2010). For example, one study found that ability oriented of work design such as in task and knowledge characteristics, effects on the achievement of works and task characteristics have an effect on performance.

However, the empirical findings on work design related to performance are varying. For example, Fried and Ferris (1987) indicated that dimensions of task characteristics have weak relationships to job performance while Humphrey et al, (2007) found that task characteristics are related to high performance achievement. These phenomena were indicated as a different motivational context (Fried, Y., & Ferris, G. R., 1987; Humphrey 2007, Indartono et al, 2010), ability concern (Morgeson, 2006), issues of curvilinear of behavior (Humphrey, 2007), and moderation phenomena (Morgeson, 2006). Conceptually Job design referring to motivational aspects of work, was found related to various psychological, behavioral, and human resource outcomes (Morgeson, 2008). It was integrated to the motivational, social, and work context characteristics (Fried, Y., & Ferris, G. R., 1987; Humphrey 2007).

Therefore, scholars have attempted to provide suggestions to other less well-studied phenomena and identified potential new areas of inquiry. For example, Morgeson (2006) suggested that researchers should explore and discuss on the advancement of motivational phenomena of work design such as investigation on ability oriented to provide a more complex view of work design. At least, exploration on the moderation effect of individual differences is exclusively suggested to be in need of further empirical investigation, in particular, how sets of constructs measure work designs and outcomes are related. Moreover, Humphrey et al (2007) suggest the need to clarify previous findings and to investigate actively how the work change influences the relationship between work characteristics and outcomes. Exploration on the psychological related theories such as phenomena of self-efficacy, cognitive, reinforcement, equity and theory of expectancy was needed to enrich the accumulation of task characteristics and further understanding of empirical practices (Indartono, 2010). Furthermore, previous implicit assumption of the linear relationship between work characteristics and outcomes, invites future examination on the nature of curvilinear of its relationship (Humphrey et al, 2007). Therefore, further investigations are needed to respond to these various suggestions.

Nevertheless, attention on the motivational work features is limited and likely a 'case closed' (Humphrey 2007) and therefore, further studies of work design investigations are limited (Morgeson et al, 2008). Few scholars have investigated the motivational insight or work design effect on the work achievement. In attempt to address the issues, this study employed the self-efficacy, reinforcement and cognitive theory to provide further insight into the differences between work achievements of intrinsic and extrinsic motivational independently, and simultaneously. By using moderation test on job design and performance relationship, this study explores the curvilinear phenomena of its relationship.

Researchers indicated that worker suitability on the job (Saks and Ashfort, 1997) supported a by leader (Li, 2006) has a better chance of achieving the best performance. Hence, worker's belief that harmony on the job and leader's support will influence the different levels of working performance. Empirically, Humphrey et al (2007) indicated performance has the highest relationship on motivational characteristics. Furthermore, previous empirical studies indicated employee fit to organization and their job (O'Reilly et al 1991, Chatman 1991, Edward 1996, Cable and Judge 1996, Saks 1997) and different leader behavior (Ikell, 2005; Cantor and Bernay, 1992; Cleland, 1994; Helgesen, 1990; Hoffarth, 1993; Stanford et al., 1995; Johnson, 1976; Heller and Yukl, 1969) have an effect on sub-ordinate performance.

Therefore, it is worthy of exploring on whether the job characteristics may engage on worker job fit and leader support, in order to achieve higher performance. This investigation focus on task characteristic that represent motivational characteristics of job design, use the concept of personal job fit, reflects on what self-efficacy theory, and concept of servant leadership represents and the construct of leader support, reflects on what reinforcement theory. Interaction between personal job fit, and servant leadership on task characteristic for cognitive theory, are predicted to influence achievement at work. Accordingly, by employing self-efficacy, reinforcement, and cognitive theory, this study is purposed to understand the relationship between task characteristics of job design and performance moderated by personal job fit and servant leadership independently and simultaneously.

2. Literature review

2.1. Task characteristic of Work Design and Performance

As a topic of central importance in the management discipline, work design has emerged interesting that it produced work quality effects on employee well-being and performance (Hollman, 2009). A job is defined as a collection of related positions that are similar in terms of the work performed or goals served by the organization (Brannick, Levine, & Morgeson, 2007). Work design thus refers to the content and structure of jobs that is performed by employees (Oldham, 1996). The focus of work design research tends to be on the tasks and activities that job incumbents perform on a day-to-day basis. Task characteristics are primarily attributable to the traditional focus on job design of the work itself. Recent research demonstrated the importance of task characteristics (Humphrey et al., 2007; Morgeson & Humphrey, 2006).

Conceptually, Morgeson and Humphrey (2008) developed task characteristics into five dimensions that make jobs more satisfying for workers. It included autonomy, skill variety, task identity, task significance, and feedback from the job. Autonomy is defined as the freedom an individual should have in carrying out work. Whereas, skill variety is reflected as the extent of which various skills are needed for job performance. Task identity is shown as the extent of which an individual completes an entire piece of work. Task significance reflects the degree of which a job influence the lives of others, both inside and outside the organization. The last characteristic dimension of task is feedback from the job. It is the extent to which a job imparts information about an individual's performance.

Empirically Fried and Ferris (1987) indicated that dimensions of task characteristics are strongly related to job satisfaction, growth satisfaction, and internal work motivation, with weaker relationships to job performance and absenteeism. Recently, the study by Humphrey et al (2007) found that all five motivational characteristics are positively related to job satisfaction, growth satisfaction, and internal work motivation. Autonomy is related to objective performance. In contrast, autonomy, task identity, task significance, and feedback from the job had non-zero correlations with subjective performance. However, they were related to absenteeism, but had zero significance on skill variety and task significance.

In order to support performance, Humphrey et al, (2007) indicated that all dimensions of task characteristics are related to high performance achievement. For example, using task identity, employees can complete a whole piece of work. Recent empirical test of Morgeson et al (2008) concluded that overall, the five task characteristics have effect on performance. For example, autonomy linked to both objective and subjective performance ratings. Task variety had the expected effect on keeping workers motivated, involved and satisfied which in turn supports achievement of higher performance. Task identity can be useful information to start and finish the work and is related to performance evaluation. Task significance is positively related to subjective performance. Nonetheless, feedback from the job is able to timely provide reliable information and direct accurate feedback from the job performed. These previous findings indicated that task characteristics have the effects of increasing job performance. Therefore, based on the previous discussion, the following hypothesis is proposed:

Hypothesis 1: Task Characteristics (Autonomy, Skill Variety, task identity, task significance, and feedback from the job) are positively related to performance.

2.2. Moderation effect of Servant Leadership

Different findings of task characteristics effects on performance (Oldham 1996, Humphrey, 2007) suggest that scholars should investigate on further explanations for these vary of relationships. It may be caused by the work environments. Reinforcement theory of motivation suggests that individual differences are influenced by organizational activities. It ignores the inner state of the individual such as feelings, attitudes, expectations and other variables that are known to impact behavior. This theory concentrates solely on what happens to a person when he or she takes

some action (Judge, 2007). Service of leaders that support and serve their sub-ordinate reflects reinforcement theory of motivation (Page et al, 2003). Therefore, it reflects the consistencies of individual dependencies to act. Accordingly, the concept of servant leadership is used to explore task characteristics and performance relationship. Servant leadership addresses the leader's personal moral objects (Turner, 1998). They serve their followers by listening, empathizing, healing, being aware, persuading, conceptualizing, having foresight, being a steward, committing to the growth of others, and building community (Li, 2006). These leader behaviors will serve and encourage followers to engage in independent moral reasoning and follow it up with constructive participation in the organization (Graham, 1995).

Previous empirical studies found that servant leadership relates to job satisfaction (Ikel, 2005) and motivation (Graham, 1995). Leader behaviors are able to foster the interaction between the leaders and their subordinates more intensively and may have greater impact by affecting the values, attitudes, and behaviors of the subordinates (Meglino et al., 1991; Weiss, 1978). Li (2006) found that the service of a leader has a significant effect on the outcomes. Therefore, the leader's services are able to support and withdraw employees' desire to performance achievement. These indications direct this study to observe various intentions of a leader's services to employees, on task characteristics and performance relationship. Does servant leadership moderate the relationship between task characteristic and performance? Hence, this study predicts:

Hypothesis 2 : servant leadership is positively related to performance

Hypothesis 3 : servant leadership moderates the relationship between task characteristic (autonomy, skill variety, task identity, task significance, and feedback from the job) and performance

2.3. Moderation effect of personal job fit (PJF)

Employee fit on the job is reflected by personal job fit, which refers to the compatibility between an individual's knowledge, skill, and abilities (KSA) with the demands of the job. Personal job fit exists as worker's desires (needs, goals, values, interests, and preferences) are fulfilled by what the job supplies (occupational characteristics and job attributes) and/or as the demands of the job (performance requirements) are met by the employee's abilities. It is posited by most researchers that organizational members are more successful in their jobs when the jobs are compatible with their interests, values, and abilities (Edwards, 1991). Empirically, Personal job fit (PJF) was most commonly found in job stress, job performance, and promotion studies. It was found to be related to performance (Caldwell and O'Reilly, 1990), job satisfaction, and subjective performance (Cable and judge 1996, Chatman and Barsade, 1995; Harris and Mossholder, 1994; Silverhart and Hinchliffe, 1996, Saks and Ashfort, 1997).

Achievement motivation of workers is influenced environmentally and personally. Direct interventions on the reinforcement concept argue that workers ignore their feelings, attitudes, expectations at work. In fact, when workers are consistently reprimanded, it decrease their work productivity. They have optimum work conditions that are as curvilinear relationship of work motivation. Hence, a different view of motivational approach is needed to explore these different consequences. This study proposes that ability orientation is the other way to clarify different task characteristics and performance relationship. A worker's ability is indicated by their knowledge, skill, and capability fit to the job requirements. Self-efficacy is employed to explore the phenomenon. It has been described as the belief that one is capable of performing in a certain manner to attain certain goals (Ormrod, J. E., 2006). It is the beliefs or expectations, that the item-specific tasks and measurements of one's beliefs such as tasks can be performed. One's beliefs has the power to produce that effect by completing a given task or activity related to that competency.

It is plausible when employee feel adequate on the job thus their psychological burden will be released. Therefore, they will be more confident that they are capable to perform higher work achievement. Accordingly, they can use their competency to achieve higher performance effectively. Thus, PJF can possibly moderate the task characteristics and performance relationships. Therefore, the current hypothesis proposes that:

Hypothesis 4 : personal job fit is positively related to performance

Hypothesis 5 : personal job fit moderates the relationship between task characteristic (autonomy, skill variety, task identity, task significance, and feedback from the job) and performance

2.4. Joint Moderation effect of Servant leadership and personal job fit

Historically, motivation theorists generally assumed that intrinsic motivators such as achievement, responsibility, competence were independent of extrinsic motivators such as high pay, good promotions, and good supervisor relations. Whereas cognitive theory suggests that when extrinsic rewards are used by the organization, the intrinsic rewards are reduced. Based on cognitive theory workers are not always internally motivated on work, they sometimes need situated motivation, which is found in the environmental conditions that the organization creates.

The joint moderation effect of servant leadership and personal job fit employed cognitive theory to explain the extrinsic reward of servant leadership and intrinsic reward of workers doing what they like on job fit. The following hypothesis is therefore proposed:

Hypothesis 6 : servant leadership and personal job fit moderate the relationship between task characteristic (autonomy, skill variety, task identity, task significance, and feedback from the job) and performance simultaneously.

Insert figure 1 about here

3. Methods

3.1. Sample

The sample had 446 employees from various businesses. The sample profile indicates that employees were approximately 36.43 years old, worked for 12.45 year, 329 (74.6%) are married, 69 (15.6%) are divorce, and 159 (35.7%) were men. Also from the sample, 7 (2.4%) held doctorate degree, 23 (2.4%) held master degree, 17 (5.7%) graduated from college.

3.2. Measure Development

Items were written by the authors or obtained from previous research. After reviewing of words, content, and so forth, 62 item sets for total items were retained for inclusion in the instrument. Responses were made on a 5-point Likert-type scale with scale anchors ranging from 1 (strongly disagree) to 5 (strongly agree).

3.2.1. Endogenous variable

Task characteristics were measured using 24 items taken from Morgeson & Humphrey's (2006) WDQ. Participants were asked i.e., "The job allows me to make my own decisions about how to schedule my work". The five dimensions of task characteristics included autonomy (Work scheduling autonomy, decision-making autonomy, work-method autonomy; M=3.56,

Cronbach's $\alpha=0.844$), task variety (M=3.69, Cronbach's $\alpha=0.871$), task significant (M=3.72, Cronbach's $\alpha=0.903$), task identity (M=4.09, Cronbach's $\alpha=0.877$) and feedback from job (M=3.96, Cronbach's $\alpha=0.820$).

3.2.2. Control variable

Person Job fit was measured using 8 items taken from Cable and Judge (1996), Saks, and Ashforth (1997). Participants were asked i.e., "I possess the skills and abilities to perform this job". A Five-point likert-type scale was used, and the individual items were averaged (Cronbach's $\alpha = .850$; M=3.97, SD=0.54).

Servant Leadership was measured using 23 items taken from Page and Wong (2003). It was included empowerment, vision and service dimensions of servant leadership. Participants were asked about their direct supervisor, i.e., "seeking to serve rather than be served". A Five-point likert-type scale was used, and the individual items were averaged (Cronbach's $\alpha = .948$; M=4.06, SD=0.64).

3.2.3. Exogenous variable

Performance was measured using 7 items taken from William and Andersons (1991). Participants' supervisor were asked i.e., "Adequately completes assigned duties". A Five-point likert-type scale was used, and the individual items were averaged (Cronbach's $\alpha = .765$; M=3.96, SD=0.604).

4. Results

4.1. Measure validation

4.1.1. Competing model issues

Based on Koufteros (2009), the used model was found from the competing modeling of second order construct. This study tests the model of task characteristics and servant leadership. The first model of task characteristics specifies that all 24 items and 23 items of servant leadership are each reflective of one latent variable. The test indicates that chi-square per degree of freedom is above 3 and also other fit indices indicates model fit. The second model posits uncorrelated latent variables that are related to their respective observed variables. In view of the strong correlations between the latent variables, an orthogonal specification for the relationships between latent variables would be expected to produce poor model fit. Indeed, such was in fact the case where all fit indices here failed to pass muster. In situations where first-order factors are poorly correlated, this specification could prove to be appropriate.

Model 3 was similar to Model 2 except for the fact that the latent variables were free to correlate. The model fit was quite acceptable as all fit indices met respective criteria. However, retention of such a model would not resolve the issue of discriminant validity. In addition, when first-order factors are highly correlated, multicollinearity emerges. In instances however where first-order factors exhibit moderate correlations, a measurement model specification such as the one represented by Model 3 would be advisable. Model 4 presents a second-order factor (i.e., task characteristics and servant leadership) that is related to first-order factors/facets that in turn are related to the respective observed variables. At a first glance, it appears that the first-order factors act as both independent and dependent variables (Byrne, 1998). In Structural Equation Modeling, if a variable has an arrow pointing to it then it is targeted as a dependent variable and it will maintain such status throughout. A variable can either operate as a dependent variable or an independent variable but not both (Byrne, 1998). Within the context of higher-order modeling, the first-ordered factors are conceptualized as dependent variables. This implies that their variances and covariance are not estimable within the model.

Insert Table 1 here

4.1.2. High order constructs issues

A higher-order model (Koufteros, 2009) can be posited and can relate the manifest variables to their respective first-order latent variables which can then be related to their second-order latent variable(s). The contribution of each dimension to a higher-level construct can be assessed and delineated as compared to bundling all items together in a single composite score. If all items are bundled together (through just one first-order latent variable for example), the explication of the resultant construct is incomplete (Gerbing et al, 1994) and the contribution of various content domains to the final scale score will not be known. In other words, if all items/manifest constructs of autonomy, task variety, task significant, task identity and feedback from job as reflective items of a single first order construct, then it would be difficult to ascertain the contribution of each domain on the overall construct.

Higher order models are reflective of the body of literature that posits and tests higher-order models (e.g., Rindskopf and Rose, 1988; Arnau and Thompson, 2000; Somers et al., 2003; Lai, 2006). The model used was selected from structural model evaluated. Higher order model is been chosen if various fit indices are plausible such as chi-square per degrees of freedom, the norm fit index (NFI), the non-norm fit index (NNFI), the comparative fit index (CFI), and the standardized root mean square residual. Rindskopf and Rose (1988) suggested that at least each first order has two measure. If the model fits the data adequately, the model then could be used to test further research hypothesis.

Insert figure 2 here

Figure 2 shows the second order of task characteristics. Selected statistics for the final overall-model assessment shows acceptable fit of the measurement model. The data fit included: chi-square value (352.27)/df (127) = 2.77, Normed Fit Index (NFI) = 0.95, Non-Normed Fit Index (NNFI) = 0.96, Comparative Fit Index (CFI) = 0.97, Incremental Fit Index (IFI) = 0.97, Relative Fit Index (RFI) = 0.94, Root Mean Square Error of Approximation (RMSEA) = 0.063, Root Mean Square Residual (RMR) = 0.040, Goodness-of-Fit Index (GFI) = 0.92, and Adjusted Goodness-of-Fit Index (AGFI) = 0.89.

Insert figure 3 here

Figure 3 shows the second order of servant leadership. Selected statistics for the final overall-model assessment shows acceptable fit of the measurement model. The data fit included chi-square value (103.23)/df (62) = 1.66, Normed Fit Index (NFI) = 0.98, Non-Normed Fit Index (NNFI) = 0.99, Comparative Fit Index (CFI) = 0.99, Incremental Fit Index (IFI) = 0.99, Relative Fit Index (RFI) = 0.98, Root Mean Square Error of Approximation (RMSEA) = 0.039, Root Mean Square Residual (RMR) = 0.033, Goodness-of-Fit Index (GFI) = 0.97, and Adjusted Goodness-of-Fit Index (AGFI) = 0.95.

4.1.3. Confirmatory factor analysis (CFA)

Confirmatory factor analysis (CFA) was adopted to test for the quality and adequacy of the measurement model and its second order (HCFA) for the single factor of Task Characteristics and Servant Leadership (Anderson & Gerbing, 1988). In accordance with the two-step procedure suggested by Anderson and Gerbing (1988), prior to testing the hypotheses, confirmatory factor analysis (CFA) was performed to examine reliability, convergent and discriminant validity of the multi-item construct measures. Initial specification search led to deletion of some of the items in the constructs scale in order to provide acceptable fit. Selected statistics for the final overall-model assessment show acceptable fit of the measurement model. The data fit included chi-square value $828.88/df(477)=1.73$, Normed Fit Index (NFI) = 0.95, Non-Normed Fit Index (NNFI) = 0.97, Comparative Fit Index (CFI) = 0.98, Incremental Fit Index (IFI) = 0.98, Relative Fit Index (RFI) = 0.94, Root Mean Square Error of Approximation (RMSEA) = 0.041, Root Mean Square Residual (RMR) = 0.026, Goodness-of-Fit Index (GFI) = 0.90, and Adjusted Goodness-of-Fit Index (AGFI) = 0.88.

Latent variable structural equation modeling (SEM) was used to estimate the parameters of our hypothesized model. SEM was chosen as it is the most appropriate technique for modeling hierarchical latent constructs and is effective in removing the bias effects of measurement error (Kline, 2005). SEM analyses were performed using a covariance matrix as input to the LISREL software package version 8.80 (Joreskog and Sorbom 1996), with maximum likelihood as the method of estimation. As required for testing the hypotheses, a hierarchical, second-order factor model was used to represent the construct of task characteristics and performance.

Confirmatory factor analysis (CFA) test for the quality and adequacy by investigating reliability, convergent validity, and discriminant validity (Anderson and Gerbing, 1988) were adopted. This study assessed reliability jointly for all items of a construct by computing the composite reliability and average variance extracted (Steenkamp and van Trijp 1991). Cronbach's α is the most widely used criteria to measure the reliability of the items for each construct (Cronbach's, 1991). The Cronbach's α of construct is shown in table 2. Cronbach's α of Autonomy, Task Variety, Task Significant, Task Identity, Feedback from job, Servant Leadership, Person Job fit, Performance are all greater than 0.7. Hence internal consistency of each measurement construct has been achieved.

Convergent validity is determined by the reliability of each construct and the average variance extracted (AVE) for each construct. Anderson and Gerbing (1986) suggest that convergent validity can be assessed from the measurement model by determining whether each indicator's estimated pattern coefficient on its posited underlying construct factor is significant. As shown in Table 2, each item has a factor loading greater than 0.5 and ranging between 0.492 and 0.822, consistent with Anderson and Gerbing's (1986) suggestions. Therefore, the indicator variables of this study have good convergent validity.

 Insert Table 2 here

Variance extracted is not only the average percentage of variation explained among the items, but also a summary measure of convergence among a set of items representing a latent construct. Variance extracted is computed as the total of all squared standardized factor loadings divided by the number of items. In other words, it is the average squared factor loading. Fornell and Larcker (1981) suggest that variance extracted of 0.5 or greater is good. Discriminant validity describes the degree to which the operationalization is not similar to (diverges from) other operationalization to which it theoretically should not be similar. Campbell and Fiske (1959) introduced the concept of discriminant validity in their discussion on evaluating test validity. They stress the importance of using both discriminant and convergent validation

techniques when assessing new tests. A successful evaluation of discriminant validity shows that a test of a concept is not highly correlated with other tests designed to measure theoretically different concepts. In showing that two scales do not correlate, it is necessary to correct for attenuation in the correlation due to measurement error. It is possible to calculate the extent to which the two scales overlap by using the following formula, where r_{xy} is correlated between x and y , r_{xx} is the reliability of x , and r_{yy} is the reliability of y :

$$\frac{r_{xy}}{\sqrt{r_{xx} \cdot r_{yy}}}$$

Although there is no standard value for discriminant validity, a result less than .85 indicates that discriminant validity likely exists between the two scales (Campbell et al., 1959; John et al., 2000). A result greater than .85, however, shows that the two constructs overlap greatly and they are likely measuring the same thing. Therefore, the claim for discriminant validity between them cannot be made. Table 3 shows values of discriminant validity.

 Insert Table 3 about here

5. Hypotheses testing

Table 4 shows that dimensions of task characteristic related to performance are autonomy, task variety, task identity and feedback from job. Personal job fit and servant leadership shown positively related to performance. Thus, hypothesis 1, 2 and 4 were possibly supported.

 Insert Table 4 about here

Hierarchical moderated regression analysis was conducted to test the moderating effect of servant leadership and personal job fit. Table 5 shows the result of the estimations of the main effect and the moderating effect of servant leadership and personal job fit. Model 1 explains 48% of variance in the main effects on performance. It is indicated that only task identity ($\beta=0.12^{**}$) and feedback from job ($\beta=0.13^{**}$) are all positive contributors to performance. Thus, hypothesis 1 is partially supported. Model 2 servant leadership was included in the model to test for the main effect of servant leadership on performance. The result shows that servant leadership has a positive effect on performance ($\beta=0.249^{**}$). It explains 16% of variance in the main effect of performance. Thus, hypothesis 3 is partially supported. Model 3 personal job fit was included in the model to test for the main effect of personal job fit on performance. The result shows that personal job fit has a positive effect on performance ($\beta=0.355^{**}$). It explains 10.4% of variance in the main effect of performance. Thus, hypothesis 5 is partially supported.

 Insert Table 5 about here

In order to check whether or not the joint moderator -personal job fit and servant leadership- exerts moderating effect on the relationship as depicted in figure 1, model 4 was further introduced. Model 4 explains 4.7% of the variance in the main effects on performance. The result show that the joint moderator of personal job fit and servant leadership has negative effect on performance ($\beta=-0.03^*$) simultaneously. Thus, hypothesis 6 is partially supported. Model 5 test the joint moderation effect on personal job fit and servant leadership. Model 5 explains 7.1% of the variance in the main effects on performance after personal job fit and servant leadership and the product term of this moderator, and its predictors are included in the performance equation. The result reveal that the joint moderator or personal job fit and servant leadership indeed exert moderating effect on positive relationship between feedback from job and performance ($\beta=0.255^{***}$) and the negative relationship between task significant and performance ($\beta=-0.187^{***}$), and the negative relationship between task identity, and performance ($\beta=-0.179^*$). Whereas, joint moderator or personal job fit and servant leadership does not exert moderating effect on positive relationship between other dimensions of task characteristics (autonomy and task variety) and performance ($\beta=-0.032$ and $\beta=-0.016$).

6. Conclusion

6.1. Discussion

This study investigates the effect of motivational approach on task characteristics and outcomes relationship to clarify previous findings and provide curvilinear relationship. Self-efficacy and reinforcement of motivational theory are employed to achieve the individual differences of motivational approaches independently. Whereas cognitive concept was included to achieve the intrinsic and extrinsic motives, simultaneously. The concept of personal job fit and servant leadership were used to reflect self-efficacy and reinforcement of motivational theory. Joint moderator effect of personal job fit and servant leadership were used to reflect cognitive theory. The issues of competing model and higher order analysis were used to clarify the construct of task characteristics and servant leadership.

The result of this study revealed personal job fit and servant leadership moderated the relationship of task characteristics and performance independently and simultaneously. Preliminary hypothesis found that task characteristic partially has an effect and relates to performance. Second order analysis of task characteristics found that autonomy, skill variety, task identity, task significance, and feedback from the job to be represented by single construct of task characteristics. Empowerment, Vision and service of a leader are also to be reflected by single construct of servant leadership.

These findings extend Humphrey (2007) study that five dimensions of task characteristic are related to performance directly and strengthen Morgeson et al (2008) finding that concluded that overall five task characteristics have effect on performance. Moderation effect of servant leadership explains previous research (Ikel, 2005; Cantor and Bernay, 1992; Cleland, 1994; Helgesen, 1990; Hoffarth, 1993; Stanford et al., 1995; Johnson, 1976; Heller and Yukl, 1969) which indicate the leader behavior effect on their sub-ordinate performance. The leader serve their followers by listening, empathizing, healing, being aware, persuading, conceptualizing, having foresight, being a steward, committing to the growth of others, and building community (Li, 2006) in order to be able to motivate their sub-ordinate (Graham, 1995) and engage in independent moral reasoning and follow it up with constructive participation in organizational (Graham, 1995). Therefore, it is plausible that different behavior of leader moderate the task characteristics and their subordinate performance ($\beta=.249^{***}$).

The finding of moderation effect of personal job fit ($\beta=.355^{**}$) explains previous research by O' Reilly (1990). His study indicated that individuals with higher fit to the job were likely to perform more work tasks (O' Reilly, 1990). This finding indicates that the strength of task characteristics and performance relationship is significantly depended on the intention of employee's fit to the job. Low fit of employee on the job influences their psychological

attachment. It significantly effects their ability to perform their task. When the employees feel adequate on the job, their psychological burden will be released. Therefore, they will be more confident and capable of performing in a certain manner to attain certain goals (Ormrod, J. E., 2006) and capable to perform higher work achievement.

The joint moderation effects demonstrated the cognitive motivation theory significantly. This result diminishes the positive relationship between task characteristics and performance. When workers feel adequate to their job, the significant service of their leader will decrease their intrinsic motivation ($\beta = -.03^*$). Surprisingly this joint moderator of servant leadership and personal job fit enhance the positive relationship between feedback from job and performance. This indicates that even if the worker feels the fit on the job, the additional service from their leader is still needed to improve their achievement.

6.2. Managerial Implications

Based on the research findings, achievement of work is affected by personal job fit and servant leadership and the joint moderator of these two constructs. Moderation effect of personal fit imply that the process of recruitment, selection, orientation, and adaptation process of HRM is a crucial moment before new staff has been placed. The success of adaptation processes will influence the effect of task requirement to achieve high performance on work. Within the first interaction with organization, the highest support will come from the employee, while the moderation effect of servant leadership influences the supervision activities, performance management planning, training and development, compensation and empowering process of subordinates. The joint moderation of cognitive concept, emphasize that employed the extrinsic rewards should pay attentions on the intrinsic one.

6.3. Limitation and Future Research Direction

Notwithstanding these contributions, this study also has some limitations. Although this allows us to rule out task characteristics of job design-related explanations for the observed findings (i.e., personal fit, performance and servant leadership), it is an open question as to whether these results can be generalized to other different situations and other stakeholder perspectives. Complexity of individual and organizational effect is also uncovered. Individual differences on ability might be caused by other individual level effect such as education, work and training experience, gender, and organizational level effect as well. Further investigation is suggested on complexity of effect both on individual and organizational level, such as moral intension and judgment (Mei-Fang Chen et al., 2009) perception of worker on the organizational politics (Kacmar, KM and Baron, 1999), Perception of equity (One Jensen, 2001) and leader member exchange (Donald D Davis, 2010), that provide identification of motivational concept.

It is also important to understand that our performance measure focus on in-role performance (O'Reilly and Chatman 1986). In-role performance reflects activities that formally recognized as part of the job and support the organization's technical core. Extra role performance such as organizational citizenship behavior-OCB (Larry J William, 1991) was not included. OCB reflected activities, support the organizational, social, and psychological environment (Borman & Motowidlo, 1993). Finally, although these results support our hypotheses, additional research should be conducted to measure extra role performance outcomes and explore in advance categorizations. Investigation on mediation variables and different moderators is invited attractively.

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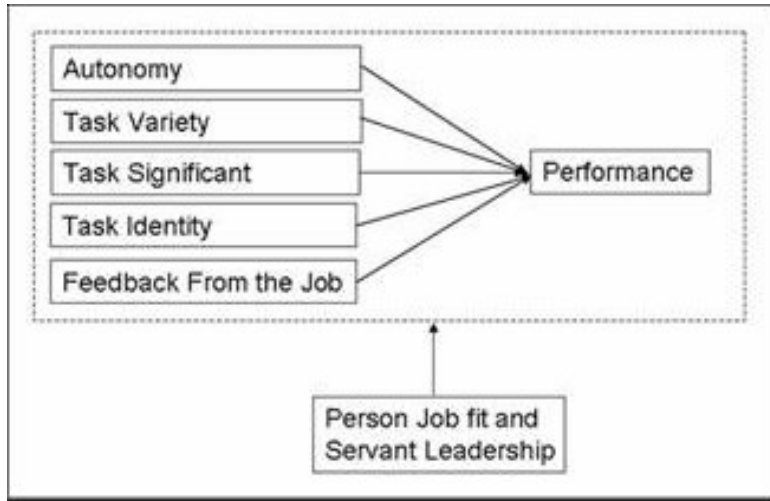


Figure 1: Model of joint moderating effects of personal job fit, and servant leadership on task characteristics (Autonomy, Task variety, task significant, task identity, feedback from the job) and performance relationship

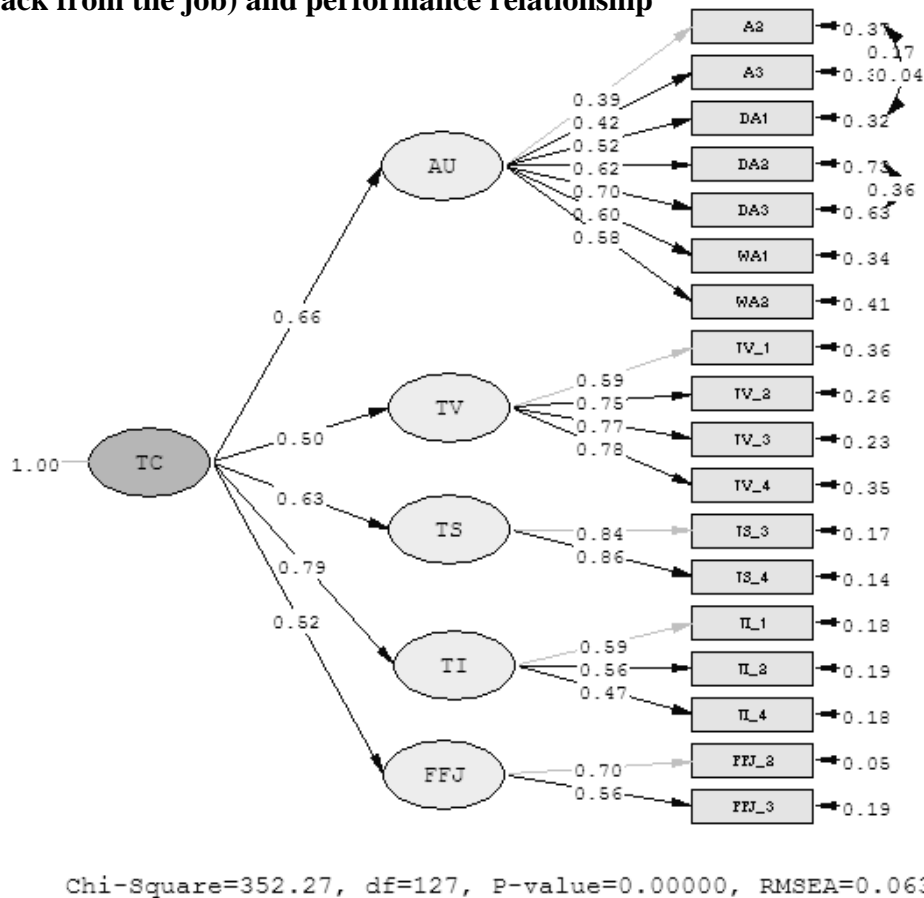
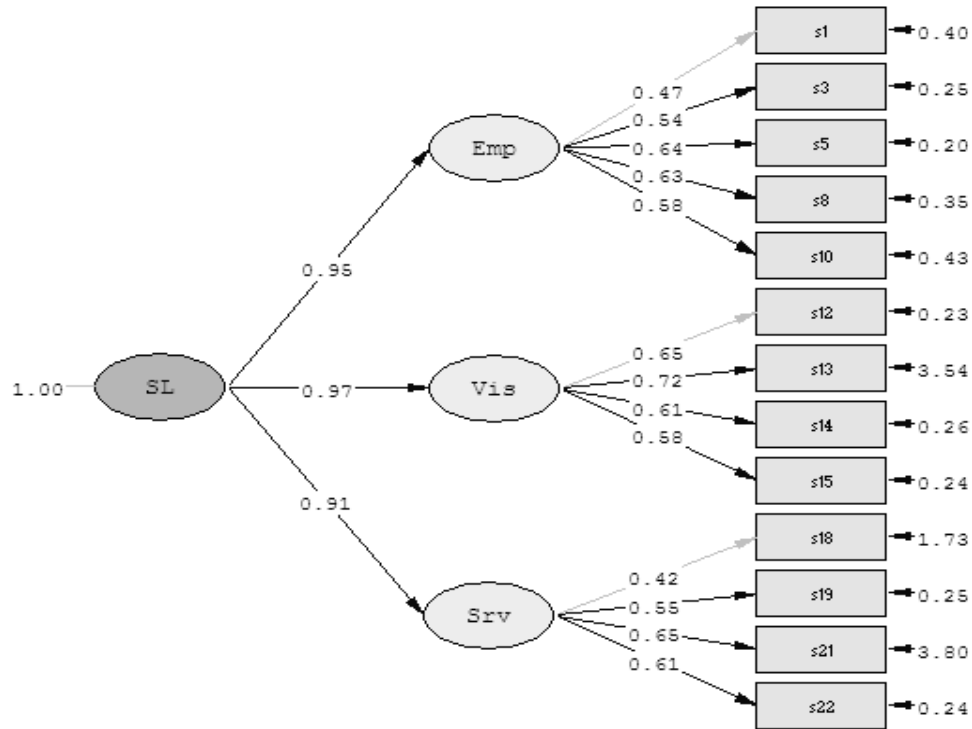


Figure 2: Second order of task characteristics



Chi-Square=103.23, df=62, P-value=0.00079, RMSEA=0.039

Figure 3: Second order of servant leadership

Table 1: Alternative measurement model structures for task characteristics and servant leaderships

Goodness of fit indices for alternative models of factor structure	Model 1 One first order factor	Model 2 Four first order factors-uncorrelated	Model 3 Four first order factors-correlated	Model 4 Four first order factors- one second order factors
Measurement Model of Task Characteristics				
Chi-square	2258.85	799.65	308.63	352.27
Df	132	132	122	127
Chi-square /df	17.11	6.06	2.53	2.77
Normed-fit index (NFI)	0.72	0.9	0.96	0.95
Normed-fit index (NNFI)	0.7	0.9	0.97	0.96
Comparative fit index (CFI)	0.74	0.92	0.97	0.97
Standardized root mean square residual (RMR)	0.13	0.2	0.046	0.058
Measurement Model of Servant Leadership				
Chi-square	150.79	774.95	103.23	102.63
Df	65	64	62	62
Chi-square /df	2.32	12.11	1.67	1.66
Normed-fit index (NFI)	0.97	0.86	0.98	0.98
Normed-fit index (NNFI)	0.98	0.84	0.99	0.99
Comparative fit index (CFI)	0.98	0.86	0.99	0.99
Standardized root mean square residual (RMR)	0.034	0.31	0.028	0.028

Table 2: Convergent Validity and Reliability

Construct	Items	Estimate	t value	p	SMC	CR	AVE
Autonomy	DA2	0.683			0.466	0.844	0.492
	DA3	0.738	15.58	***	0.545		
	WA1	0.638	10.77	***	0.407		
	WA2	0.725	10.66	***	0.526		
	WA3	0.718	10.85	***	0.516		
Task Variety	TV_1	0.687			0.472	0.871	0.624
	TV_2	0.825	15.41	***	0.681		
	TV_3	0.847	15.69	***	0.717		
	TV_4	0.792	14.97	***	0.627		
Task Significant	TS_3	0.911	17.83	***	0.830	0.903	0.822
	TS_4	0.902			0.814		
Task Identity	TI_1	0.793			0.629	0.877	0.673
	TI_2	0.817	17.22	***	0.667		
	TI_3	0.791	13.31	***	0.626		
	TI_4	0.878	13.16	***	0.771		
Feedback from job	FFJ_1	0.645			0.416	0.820	0.632
	FFJ_2	0.905	14.17	***	0.819		
	FFJ_3	0.813	14	***	0.661		
Servant Leadership	s3	0.725			0.526	0.948	0.549
	s4	0.736	16.96	***	0.542		
	s5	0.812	17.08	***	0.659		
	s6	0.797	16.77	***	0.635		
	s7	0.796	16.76	***	0.634		
	s8	0.682	14.24	***	0.465		
	s10	0.628	13.06	***	0.394		
	s11	0.619	12.82	***	0.383		
	s12	0.781	16.4	***	0.610		
	s14	0.742	15.55	***	0.551		
	s15	0.763	16.02	***	0.582		
	s19	0.691	14.42	***	0.477		
	s20	0.773	16.24	***	0.598		
	s22	0.726	15.18	***	0.527		
s23	0.808	16.97	***	0.653			
Person Job fit	pj3	0.659	7.209	***	0.434	0.850	0.522
	pj4	0.623			0.388		
	pj5	0.774	7.701	***	0.599		
	pj6	0.732	6.88	***	0.536		
	pj7	0.808	6.907	***	0.653		
Performance	ip2	0.649			0.421	0.765	0.524
	ip6	0.792	11.69	***	0.627		
	ip7	0.724	11.47	***	0.524		

Table 3: Average Variance Extracted, square correlation, and Discriminate Validity

		1	2	3	4	5	6	7	8
1.	Autonomy	0.492	0.094	0.176	0.129	0.043	0.041	0.068	0.015
2.	Task Variety	0.358	0.624	0.106	0.095	0.040	0.010	0.006	0.012
3.	Task Significant	0.480	0.368	0.822	0.181	0.064	0.016	0.009	0.008
4.	Task Identity	0.417	0.352	0.478	0.673	0.269	0.089	0.072	0.043
5.	Feedback form Job	0.250	0.238	0.294	0.612	0.632	0.035	0.044	0.041
6.	Personal Job Fit	0.226	0.111	0.137	0.327	0.211	0.549	0.065	0.152
8.	Servant leadership	0.510	0.091	0.106	0.310	0.252	0.283	0.522	0.086
9.	Performance	0.213	0.218	0.109	0.253	0.256	0.458	0.363	0.524

AVE value are shown in parentheses

Discriminate validity are shown on the left side AVE value

Table 4: Mean, Standard deviation, Correlations and Cronbach α

	Mean	SD	1	2	3	4	5	6	7	8
1. Autonomy	3.560	.756	0.844							
2. Task Variety	3.694	.773	0.307**	0.871						
3. Task Significant	3.719	.892	0.419**	0.326**	0.903					
4. Task Identity	4.096	.573	0.358**	0.308**	0.426**	0.877				
5. Feedback form Job	3.960	.642	0.208**	0.201**	0.253**	0.519**	0.820			
6. Personal Job Fit	4.057	.636	0.202**	0.101*	0.127**	0.298**	0.186**	0.948		
7. Servant leadership	3.966	.538	0.260**	0.078	0.093	0.268**	0.210**	0.254**	0.850	
8. Performance	3.959	.605	0.121*	0.109*	0.091	0.207**	0.203**	0.390**	0.293**	0.765

** Correlation is significant at the 0.01 level (2-tailed).

Cronbach α value are shown in parentheses

Table 5: Testing result of main effect and moderating effect of performance

	Model 1		Model 2		Model 3		Model 4		Model 5	
	beta	p	Beta	p	beta	p	beta	p	Beta	p
1. Autonomy	0.05		-0.01		0.01		0.05		0.028	
2. Task Variety	0.04		0.05		0.04		0.04		0.065	
3. Task Significant	-0.03		0.00		-0.01		-0.03		0.005	
4. Task Identity	0.12	**	0.08	*	0.03		0.12	**	0.139	**
5. Feedback form Job	0.13	**	0.10	**	0.11	**	0.13	**	0.078	
6. Servant leadership			0.249	***						
7. Personal Job Fit					0.355	**				
PJF*SL							-0.03	*	-0.057	
Autonomy*PJF*SL									0.032	
Task Variety*PJF*SL									0.016	
Task Significant*PJF*SL									-0.187	***
Task Identity*PJF*SL									-0.179	**
Feedback form Job*PJF*SL									0.255	***
R ²	0.59		0.172		0.114		0.060		0.094	
Adjusted R ²	0.48		0.161		0.104		0.047		0.071	

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

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