

## AN ASSESSMENT OF EFFECTS OF JOB CHARACTERISTICS MODEL OF JOB DESIGN ON EMPLOYEE INNOVATIVENESS: THE STUDY ON SELECTED ETHIOPIAN MANUFACTURING COMPANIES

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### ABSTRACT

Employees should be creative and innovative enough at their workplace for the company to cope up with everlasting technological changes that arise from competitors. Job Design theories identified several tools used to enhance employees' creativity and innovativeness at the workplace. One of the powerful job design models that affect employee innovative work behavior is Job Characteristics Model (JCM)(Hackman & Oldham, 1976; Holman et al. (2011)). This study isto investigate the effects of JCM on employee innovativeness. Using stratified simple random sampling, 456 sample employees were selected from Steel, Garment, and leather industries in Ethiopia. Confirmatory Factor Analysis (CFA) was conducted to validate the model fit using Amos 24. Results revealed that, except task identity, the four job characteristics dimensions (skill variety, task significance, autonomy, and feedback) have a significant positive effect on the employee innovativeness with a different magnitude. Feedback and Skill Variety wasthe most important influencer of innovativeness. Regarding Critical Psychological State, only Knowledge of the Work Result has the mediating effect, but negatively. Experienced Meaningfulness and Experienced Responsibility were not mediate the respective job characteristics-innovativeness relationship. The study also found that there is a significant difference in employee innovativeness inthe private and public sectors.The study addressed only three manufacturing sectors namely steel, garment, and leather. Hence, future studies should be directed to investigate others manufacturing sectors to generalize the effect of Job Characteristics on innovativeness.

**KEYWORDS:** *Autonomy, Feedback, Innovativeness, Skill Variety, Task Identity, Task Significance*

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