



The Relationship between Job Characteristics and Job Pride for Mansoura Banks Employees

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The Relationship between Job Characteristics and Job Pride for Mansoura Banks Employees

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Abstract

This study aims to examine the effect of the dimensions of job characteristics named skill variety, task identity, task significance, autonomy, and feedback on job pride for Mansoura banks employees. Data collection instrument utilized in the study was the questionnaire, which was directed to 400 employees of banks in Mansoura. Only 327 questionnaires were statistically valid and free of missing data. Path analysis was employed to test the research hypotheses through Warp PLS 7 programs. The study results indicated that there were direct positive significant effects of job characteristics (skill variety, task identity, task significance, autonomy, and feedback) on job pride.

Keywords: (Job Characteristics, Job Pride, Bank Employees)

1. Introduction

Work environment is full of stress and difficulties faced by the employee on a daily basis (Lee et al., 2018). This stress, changing nature of the business has led to an increased interest in behavioral aspects for employees specially in banking industry. It is also becoming more important for employees to be able to cope with the change in workplace by using the characteristics of job.

According to Hackman and Oldham's (1975) renowned Job Characteristics Theory (JCT), the research has shown that five core-motivating job characteristics (i.e., skill variety, task identity, task significance, autonomy, and feedback) are related to job enrichment (Sims et al., 1976). However, aspects of Job Characteristics Theory (JCT) remain understudied, as also recognized by Oldham and Hackman (2010), Oerlemans and Bakker (2018) and Cai et al (2019).

As a result, many researchers have focused those studies can regard employee responses to temporal variations in motivating work characteristics. Job characteristics often show greater commitment to their organization. (Fisher et al., 2013; Bakker, 2015), so, it is anticipated that organizational pride is a strong intrinsic motivator for employees (Kraemer & Gouthier, 2014). The more highly workers evaluate the organization, the greater their organizational pride, and the greater their commitment to it. (Carmeli, 2005; Brosi et al., 2018). As organizational pride particularly fuels employees' affective commitment to the organization and motivates employees, then, employees will satisfy about their job and proud of it (Kraemer & Gouthier, 2014).

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Since job pride is basically a psychological construct which originally researched in psychology studies with specific focus on employees' relationship with their job. Employees' pride in doing their assigned tasks or being a member of an organization or community is referred to as pride-in-work. (Nigli & Joseph, 2017). It reflects the individual relation felt by workers to the organization's resources, pride derived from a sense of personal accomplishment resulting from the work, and efforts made by organizations to recognize effective achievement of employees. (Lau & May, 1998; Nigli & Joseph, 2017).

By reviewing literature review, the previous studies have not examined why and how combinations of motivating job characteristics at the job level may interact to predict job pride.

Based on the above discussion, this research aims to study the relationship between five core characteristics and job pride of banks' employees. Consequently, the researchers are seeking to answer the following question:

- What is the impact of job characteristics (skill variety, task identity, task significance, autonomy, and feedback) on job pride?

2. Literature and Hypotheses Development:

2.1. Job characteristics:

Hackman and Oldham (1975) developed the job characteristics model as a tool for organizations to determine whether certain jobs could be redesigned to improve employee well-being. According to Hackman and Oldham (1975, 1976), the job characteristic model stated that work should be designed to have five core job characteristics named skill variety, task identity, task significance, autonomy, and feedback.

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Skill variety requires various activities in job and develop of skills and talents for the employee, therefore, increasing more meaningfulness in jobs by experiencing different skills (Hackman & Oldham, 1976; Oldham & Hackman, 2010; Oerlemans & Bakker, 2018; Cai et al, 2019; Siruri & Cheche, 2021).

Task identity requires the employee to identify and complete a work piece or entire with a visible outcome, and this will experience more meaningfulness in a job when employees are involved in the entire process rather than being responsible for a part of the work (Hackman & Oldham, 1976; Oldham & Hackman, 2010; Oerlemans & Bakker, 2018; Cai et al, 2019; Siruri & Cheche, 2021).

Task significance is the degree where the job affects other's people lives that can be either in the immediate organization that experience more meaningfulness that improving the effect of other's well-being than a job has limited effect (Hackman & Oldham, 1976; Oldham & Hackman, 2010; Oerlemans & Bakker, 2018; Cai et al, 2019; Siruri & Cheche, 2021).

Autonomy in work provides the employees with completely freedom, independence to carry out the work (Hackman & Oldham, 1976; Oldham & Hackman, 2010; Oerlemans & Bakker, 2018; Cai et al, 2019) and allow them more flexibility in how, where, or when they define their daily work (Morgeson et al., 2005). Furthermore, employees will be responsibility for their outcome either their own successes or failures at work.

Feedback when receives clear and actionable information from supervisor or dealing with other about the effectiveness of employee's performance, he or she will know about his or her results (Hackman & Oldham, 1976; Oldham & Hackman, 2010; Oerlemans & Bakker, 2018;

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Cai et al, 2019). Thus, an employee has better overall knowledge of the effect of his or her activities, and what specific actions he or she need to improve his or her performance (Hackman & Oldham, 1976).

Sequentially, the aforementioned characteristics can combine into a single index that reflects the overall motivating potential of a job. Where specific job characteristics (skill variety, task identity and task significance) affect the worker's experience meaningfulness of work, autonomy leads to experience responsibility for outcomes and feedback from job to know of the actual results of the work activities. This leads to the formula of motivating potential score (MPS) as follows:

$$MPS = \left[\frac{Task\ Identity + Task\ Significance + skill\ Variety}{3} \right] \times Autonomy \times Feedback$$

Consequently, jobs should score well on at least one of the three variables that contribute to reported meaningfulness, as well as on autonomy and feedback.

2.2. Job pride

Obviously, achieving corporate goals can be easier and more convenient because the work has a particular value for workers who can demonstrate their merits by doing it, and when employees are proud of the accomplishments and contributions of people in other departments and proudly promote the company to others. (Kamani, 2017).

Based on the definition of organizational pride as organizational performances, such as the creation of a productive, motivating work atmosphere, as well as a high level of social identification with the organization (Kraemer & Gouthier, 2014; Machuca et al., 2016). Organizations that have a comfortable working environment for their

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workers and help them develop a sense of pride in them, causing them to respect and be proud of their jobs. (Kamani, 2017).

Sequentially, employees feel proud of what they do, they do it with efficiency, commitment and productivity) Burchell & Robin, 2011). Additionally, Employees are proud while they believe their roles are worthwhile and have an importance to the organization and the public in general. (Gouthier & Rhein, 2011). Also, employees have a sense of pride when they progress in their jobs (Tracy & Robins, 2007).

According to Kamani (2017), job pride is a self-awareness meaning that produces a character in which the individual draws all of the attention to himself rather than to another person, thing, or activity. Furthermore, Wollack et al. (1971) define job Pride as the happiness and pleasure an employee gets by doing a good job. As well, Chegini et al. (2019) define it as a sense of satisfaction and happiness in one's work and in one's company. Consequently, based on the above definitions and Jones' (2010) definition of organizational pride, which considers the degree to which individuals feel satisfaction and self-esteem as a result of their organizational membership (Jones, 2010), this study adopts the definition “**Job Pride**” as the extent to which employees experience a sense of pleasure, satisfaction and self-respect arising from their jobs.

2.3. Hypotheses Formulation:

The relationships between study variables were clarified as shown in the following figure (1).

The Relationship between Job characteristics and Job pride

Theorists focused on the impact of job characteristics have concluded that job characteristics can create environments that increase workers' intrinsic motivation (Hackman and Oldham, 1975). Hackman and

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Oldham (1976) intended to integrate, simplify, and expand understanding of the relationship between job characteristics and employee reactions to their jobs using the job characteristics model. As well, this model included three psychological states with five core job dimensions:

- A high degree of skill variety, task identity, and task significance in a job contributes to a high level of intrinsic motivation because these attributes increase **the perceived meaningfulness of jobs** (Ilgen & Hollenbeck, 1991).
- A high degree of autonomy is expected to be more closely correlated with prior **experiences with responsibility for job results** (Hackman & Oldham, 1976).
- A high degree of feedback often offers **knowledge about the outcomes of job tasks** as well as the effectiveness of various methods for meeting desired end goals. As a result, providing feedback clarifies the means-end relations (Ilgen & Hollenbeck, 1991), thereby providing motivational potential through these three psychological states for work outcomes. These levels of motivation are thought to result in greater levels of performance and psychological well-being for the job holder (Hackman & Oldham, 1976).

Further, job characteristics can be linked positively to employee attitudes and behaviors such as job satisfaction and affective commitment and negatively to turnover intentions (Baral & Bhargava, 2010). As well, Job pride can be thought of as a work outcome and an expanded source of job satisfaction (Kamani, 2017) and is related to employee's performance and attitude toward his job.

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Furthermore, several empirical studies have found autonomy to be significantly related to work outcomes like commitment (Galletta et al, 2011; Aube et al, 2007; Loscocco, 1989; Emre & De Spiegeleare; 2019), performance (Hackman & Oldham, 1975; Dodd & Ganster, 1996); and job satisfaction (Becherer et al., 1982; Cavanagh et al, 2019).

Additionally, Empirical studies suggested that skill variety is one of the best predictors of job satisfaction (Becherer et al., 1982), that organizational commitment is greater among those who possess a variety of job skills (Dunham et al., 1994; Lapointe & Vandenberghe, 2017) and performance (Dodd & Ganster, 1996).

As well, previous studies suggested that task identity has seldom emerged as strong predictors of work outcomes (Dunham et al., 1994). In addition, some empirical research has found task significance to be positively related to job satisfaction (Becherer et al., 1982) and organizational commitment (Dunham et al., 1994). As well, feedback is related to job satisfaction, affective commitment and performance (Dodd & Ganster, 1996; Dunham et al., 1994).

Consequently, Employees have a higher intrinsic motivation to persist conducting their things correctly, since it has been recommended that the greater a job scores on each of these characteristics, the higher the job is and the greater the motivation, performance, and satisfaction of the person performing this job will be (Abu Elanain, 2009), thus, may lead to job pride (Kamani, 2017).

Based on Affective Events Theory (Weiss & Cropanzano, 1996), stable work environment characteristics such as job design or job characteristics influence the occurrence of specific stimuli artefacts in the context of work events. Then, encountering these types of events causes

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the unexpected appearance of positive or negative work feelings (Basch & Fisher, 2000). Furthermore, employees are feeling good about their employment, which can contribute to increased job satisfaction and affective commitment (McNall et al., 2010).

As a result, both work climate attributes (job characteristics) and work emotions have a significant impact on employee attitudes toward his work. Based on the above discussion, this study assumes the following hypothesis:

H1: Job characteristics have a significant positive direct effect on job pride.

This hypothesis is divided into the following sub-hypotheses:

H1a: skill variety has a significant direct positive effect on Job pride.

H1b: Task identity has a significant direct positive effect on Job pride.

H1c: Task significance has a significant direct positive effect on Job pride.

H1d: Autonomy has a significant direct positive effect on Job pride.

H1e: feedback has a significant direct positive effect on Job pride.

Depending on the previous hypothesis, the study developed the conceptual framework that presents in the following figure (1)

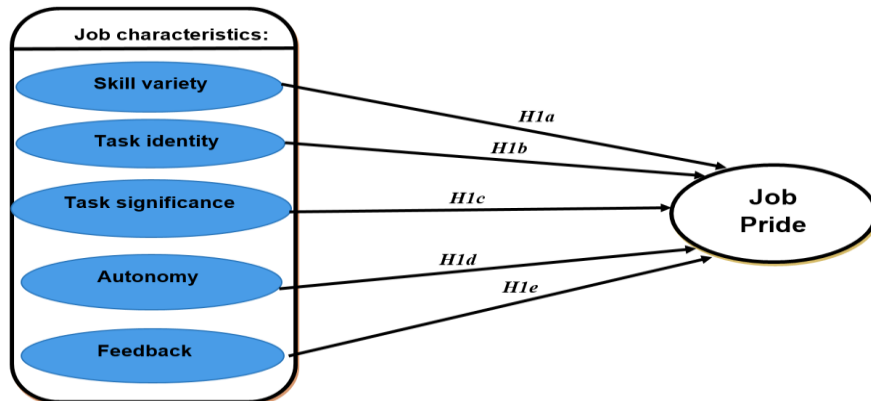


Figure 1. Theoretical framework and hypotheses

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3. Research Method

3.1. Population and sampling

The population of this study is Mansoura banks employees. The researchers collected data through questionnaire that was directed to 400 employees but only 327 of them accepted the questionnaire. Finally, the researcher collected only 327 questionnaires with a response rate of 82%, which were statistically valid and free of missing data. Table 1 shows the sample characteristics.

Table 1. Demographic characteristic profile of respondents (n = 327)

Characteristic	Frequency	Percentage	Cumulative %
Gender			
Male	159	48.6%	48.6%
Female	168	51.4%	100%
Total	327	100%	
Age			
Less than 30	163	49.8%	49.8%
30 – 40	71	21.7%	71.6%
40 – 50	75	22.9%	94.5%
50 – 60	18	5.5%	100%
Total	327	100%	
Bank type			
Public	277	84.7%	84.7%
Private	50	15.3%	100%
Total	327	100%	
Income			
Less than 5,000 L. E	75	22.9%	22.9%
5000 – 10000	150	45.9%	68.8%
10000 – 15000	81	24.8%	93.6%
More than 15000 L. E	21	6.4%	100%
Total	327	100%	
Qualifications			
Pre-university	19	5.8%	5.8%
Bachelor degree.	243	74.3%	80.1%
Post graduate.	65	19.9%	100%
Total	327	100%	
Job experience			
Less than 5 years	144	44%	44%
5 – 10	43	13.1%	57.2%
More than 10 years	140	42.8%	100%
Total	327	100%	

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3.2. Variables measurement

Job characteristics are classified into five dimensions which are: skill variety, task identity, task significance, autonomy and feedback, and each dimension is measured by Morgeson and Humphrey (2006)'s items. Job pride is measured by 6 items (lee, 2016). The constructs employed in this study are measured by five – point Likert scale with choices ranging from “1= strongly disagree” to “5=strongly agree”.

4. Data analysis

This study employs path analysis to test the research hypotheses through the Structural Equation Modeling (SEM) model using Wrap PLS7.

4.1. Measurement Model:

The aim of this part is to evaluate the instruments' quality (factor loadings, internal consistency and discriminant validity) (Fornell & Lacker, 1981; Elbeltagi et al., 2013). Table (2) shows that the items' factor loading was well above the suggested threshold of 0.70 (Henseler et al., 2009; Elsetouhi et al., 2018). Moreover, composite reliability and cronbach's alpha for each of the constructs are higher than the suggested threshold of 0.70. This means that the measures were reliable (Hair et al., 2010; Elbaz et al., 2020)). Furthermore, Fornell and Larcker (1981) proposed that average variance extracted (AVE) should be equal or greater than 0.50. table (2) shows that AVE is above 0.50 for all constructs, which means, this measure is consistent.

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Table 2. Loading, Cronbach's Alpha, Composite reliability and Average Variance Extracted

Constructs, dimensions, and indicators	loading	α	CR	AVE
Job characteristics				
Skill variety (SV)		0.851	0.893	0.737
SV1	(0.883)			
SV2	(0.795)			
SV3	(0.893)			
Task identity (TID)		0.827	0.828	0.624
TID1	(0.578)			
TID2	(0.888)			
TID3	(0.863)			
Task significance (TSIGN)		0.713	0.824	0.620
TSIGN1	(0.948)			
TSIGN2	(0.564)			
TSIGN3	(0.801)			
Autonomy (AUT)		0.797	0.861	0.611
AUT1	(0.722)			
AUT2	(0.642)			
AUT3	(0.846)			
AUT4	(0.892)			
Feedback (FEED)		0.772	0.852	0.592
FEED1	(0.792)			
FEED2	(0.861)			
FEED3	(0.721)			
FEED4	(0.692)			
Job pride (JP)		0.895	0.910	0.670
JP1	(0.783)			
JP2	(0.787)			
JP3	(0.924)			
JP4	(0.702)			
JP5	(0.880)			

Table (3) assured that the square root of average variance extracted (AVE) for each of the constructs is larger than the variance shared with the remaining constructs. Thus, the measures endorsed in this study were valid and consistent (Henseler et al., 2009; Elsetouhi et al., 2015).

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Table 3. Construct Correlations and Square Root of Average Variance Extracted

Construct	SV	TID	TSIGN	AUT	FEED	J Pride
SV	(0.858)	0.371	0.569	0.351	0.337	0.501
TID	0.371	(0.790)	0.381	0.470	0.292	0.361
TSIGN	0.569	0.381	(0.787)	0.299	0.313	0.482
AUT	0.351	0.470	0.299	(0.782)	0.522	0.455
FEED	0.337	0.292	0.313	0.522	(0.769)	0.549
J Pride	0.501	0.361	0.482	0.455	0.549	(0.819)

Note: Square roots of average variances extracted (AVE's) shown on diagonal.

The Path Coefficients

H	Exogenous Variables	Mediator variables	Endogenous Variables	Path Coefficients	P-value	Results
Effects						
H1a	SV		JPRIDE	0.246	<0.001	Supported
H1b	TID		JPRIDE	0.058	= 0.011	Supported
H1c	TSIGN		JPRIDE	0.177	<0.001	Supported
H1d	AUT		JPRIDE	0.118	0.007	Supported
H1e	FEED		JPRIDE	0.307	<0.001	Supported

4.2. Structural model and hypothesis testing

The goal of a structural model is examining the analyzed research model. There are three subsequent measures, namely Average Path Coefficient (APC), Average R-squared (ARS), and Average Variance Inflation Factor (AVIF), and those measures were applied to estimate the comprehensive fit of the model fit indices. Kock (2013) argued that APC and ARS were significant if P value is lower than 0.05, while the value of AVIF must be less than 5. In table (3), it is confirmed that these measures located in the fitting model's range for the second order model. Therefore, a good fit model was accomplished.

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The results show that a significant positive effect existed between five dimensions of job characteristics and job pride as mentioned in Table 3 (the path coefficients), and its effect sizes were ($f^2(\text{SV}) = 0.131$, $f^2(\text{TID}) = 0.021$, $f^2(\text{TSIGN}) = 0.086$, $f^2(\text{AUT}) = 0.059$, $f^2(\text{FEED}) = 0.171$). Thus, H1 was accepted.

5. Discussion

This study aimed at determining the relationship between five core characteristics and job pride of banks' employees. The study adopted the deductive approach, and the quantitative research method, the data collection instrument utilized in the study was the questionnaire, according to Elsetouhi et al. (2018). The researcher tested the measurement model goodness of fit and validity and reliability where the measurement model showed an acceptable level of validity and reliability. Further, the structural model was developed and research hypotheses were tested, the results showed that all of the research hypotheses were accepted.

In details, the findings of this study stated that skill variety has a significant positive direct effect on job pride. Bank employees would use a variety of skills in various aspects of their position. For example, while creating new bank accounts, they may utilize customer service skills to communicate with customers. In addition, cash handling and mathematics skills are required when withdrawing money from an account, as well as problem-solving skills when customers come to the bank with a problem. Whether it is a lack of finances or a problem with their bank account. In addition, good computer skills are required to access customer accounts and execute employee responsibilities such as transferring, depositing, and withdrawing funds. Furthermore, if the activities are difficult for an

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employee, more skills may be required to have a better understanding of the tasks. Thus, the employee will feel that he has done something meaningful in his job and will be proud of himself for doing so.

The current study argued that task identity has a significant positive direct effect on job pride. For example, at the end of each shift, bank tellers must balance their cash receipts. This necessitates the gathering of bank papers and statements that will enable the bank to trace transactions. It is the bank teller's responsibility to understand his assignment and then determine the procedures required to do it. When an employee understands of the tasks in his work and how these ordered to complete a piece of work. This allows the employees to take greater pride in their work because it contributes to the tangible outcomes of their task.

This study noted that task significance has a significant positive direct effect on job pride. For employees, it is important to have a certain perception about the significance of their job. As example, Bank employees perform an important role in society by protecting, investing, and lending money. Many take a direct part in assisting customers in making some of life's most significant decisions, including as saving for education, purchasing a house, and preparing for their business and retirement requirements. Bank employees have the opportunity to fulfil community desires as well. According to Hackman and Oldham (1976), if an employee acknowledges that the outcome of the job may have an effect on others or well-being of others, the meaningfulness of the job increases and he will feel that he did something worthwhile in his job.

The current study declared that autonomy has a significant positive direct effect on job pride. Employees did experience high autonomy in their workplace, so they probably can deal with conflicting situations and solve problems, where employee has a freedom and uses his personal

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initiative to carry his job out, and this encourages the employee to work smart. Furthermore, the employee experiences the responsibility for job results and the pride when doing his job.

This study claimed that feedback has a significant positive direct effect on job pride. By asking a supervisor or coworker for feedback, an employee can understand specific skills and areas where he or she can improve. With all feedback, consider specific steps that an employee can take to improve each skill to enhance his or her performance. Consequently, when the work activities provide feedback from supervisor, co-workers, and even from job itself about the effectiveness of the employee's job performance, the knowledge about the outcome of job tasks increases and the employee feels a sense of personal accomplishment.

5.1. Theoretical and practical implications

This study is the first study, which investigated impact of five core characteristics on job pride. Some previous studies have focused on studying the relationships between job characteristics and employee reactions and behaviors toward his job, Such as job satisfaction, motivation, performance, affective commitment, and work engagement (Hackman & Oldham, 1976; Ayandele & Nnamseh, 2014; Ozturk et al., 2014; Russell et al., 2020). If work performance meets standards, it can result in high levels of job satisfaction. Employees who are satisfied with their jobs are more likely to be proud of their jobs and committed to their employers, resulting in a task that leads to improved performance (Ridha et al., 2020). When pride in doing a specific job is the main guide for having a good commitment so that it can have positive outcomes (Nusannas et al., 2020).

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As managers empower their employees through increasing a level of intrinsic motivation, the employees feel more willing toward their job and become more proud of their job. Additionally, this study contributes to the understanding of job pride, which suffers from a lack of a unified definition and a theoretical framework.

Furthermore, this study provides significant practical implications and guidelines for bank employees, managers and human resources managers. Firstly, the study suggested that banks' employees could improve their job pride via enhancing their job characteristics. Nowadays, the economic and social situations in the Egyptian industry in general and the banking business in particular, require the need for employees who can cope with tough situations and persist in the face of failure reasons. These capabilities assist employees in successfully completing tasks or achieving particular goals, as well as confronting difficulties with new solutions.

In addition, the study concluded that managers should improve variety of skills and challenges for employees in their jobs where some tasks are routines and bank employees were bored.

Moreover, the study stated that human resource managers should give continuous workshops to their workers to empower them on the importance of their job and how to perform it till they are proud of their job. As well, Managers, HR, and supervisors should continually assess their workers' performance and advise them to enhance their efforts; similarly, employees who do a good job will feel a sense of achievement. Furthermore, Managers should listen the feedback of their employees about their co-workers, supervisors, and themselves.

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Finally, Managers should improve the work environment and characteristics for employees in order to increase their loyalty and sense of respect while doing their duties.

5.2. Limitations and future research

The current study provided useful theoretical and practical implications; it also recommended that future studies could implement the qualitative method, for example, by using person-to-person interviews to obtain more obvious results concerning the improvement of employees' job pride, as the researcher selects a quantitative research methodology to perform the research. It is also seen as a negative since it limits the application and the high accuracy of the outcome.

Furthermore, this empirical study used a work environment that included bank employees, the researcher suggested that future research should focus on nurses who confront and cope with difficult situations and pressures on a daily basis at work.

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العلاقة بين خصائص الوظيفة والفخر الوظيفي لموظفي البنوك بمدينة المنصورة

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ملخص البحث:

يهدف هذا البحث إلى دراسة العلاقة بين أبعاد خصائص الوظيفة والفخر الوظيفي بالتطبيق على موظفي البنوك بمدينة المنصورة. تم استخدام الاستبيان لجمع البيانات من ٣٢٧ موظف ببنوك المنصورة. أظهرت نتائج البحث أن أبعاد خصائص الوظيفة (تنوع المهارات، وضوح المهمة، أهمية المهمة، الاستقلالية، التغذية العكسية) لها تأثير إيجابي مباشر على الفخر الوظيفي.

الكلمات المفتاحية: (خصائص الوظيفة، الفخر الوظيفي، موظفي البنوك).