

**REPERCUSSION OF JOB DESIGN ON EMPLOYEE MOTIVATION AND PERFORMANCE****Dr. Sarika Suri****ABSTRACT**

*Organizations encounter the challenge of ensuring that the jobs are designed identifying the skills and motivation factors of employees. It is essential to design jobs so that stress can be reduced, motivation can be enhanced, and satisfaction of employees and their performance can be improved so that organizations can effectively compete in the global marketplace. The nature and characteristics of employees' work have a great impact on worker motivation and the way they perform at work. The present study aims to identify the key issues of job design research and practice. To provide the context for the account that follows, the researcher first takes a backward glance at job design. A conceptual framework has been proposed to show the construct of job design by job rotation, job enrichment and job enlargement and relationship of job design with employee performance. Then a brief description about the approaches to job design with emphasis on the job characteristics approach is discussed. The research study mainly focuses on understanding the role of job design on employee motivation and the subsequent impact on their productivity. The findings indicate that positive correlation exists between job design, motivation and performance of employees.*

**Keywords:** Job Design, Motivation, Performance, Satisfaction.

**INTRODUCTION**

Job design came about with swift scientific and industrial advancements at the turn of the 20th century when mass production and assembly line operations emerged. As jobs have been more specialized, the need for a motivated management of employees has become essential. It is also important for the HR departments of organizations to understand the importance of job design because better is the job design more will be the motivation there for the employee to perform better. The idea behind this research is to identify factors which play an important role in job design and secondly to know that whether these concepts of job design will be helpful to motivate employees, increase employee performance and productivity. As stated by Cook (1997) the objective of good job design is to design jobs which allow people to perform tasks in a safe, efficient and economical manner which facilitate the realization of various organizational goals such as profit and increased production. According to Knapp and Mujtaba (2010) job design can be defined as changing the content and processes of a job to increase an employee's satisfaction, motivation and productivity. Buchanan (1979) defined job design as specifying the contents or methods of any job in such a way that various requirements of the job holder can be effectively satisfied. Effective job design is measure of the degree to which the employee is involved in his tasks and assignments. Outcomes of an effectively designed job according to likes and dislikes of the employee are involvement, commitment, motivation, and satisfaction which ultimately lead to performance maximization and goals achievement.

**INFLUENCE OF JOB DESIGN ON MOTIVATIONAL LEVELS OF EMPLOYEES**

*"Job design is definitely the future as far as the company's human resource motivation is concerned".* The concept of job design recognizes the value it adds to the growth and/or motivation of the human resource base while enhancing and combining various mechanisms of employees' job in order to provide clarity, consistency and maximum satisfaction in terms of motivation of employees. In the modern era, organizations are facing several challenges due to the dynamic nature of the environment. One of the many challenges is to motivate its employees in order to cope up with the ever changing and evolving environment and to achieve success and remain in competition. Employee is an

essential component in the process of achieving the mission and vision of a business. The nature and characteristics of employees' work have a great impact on worker motivation and the way they perform at work. To meet the standards of organization, employees need a working environment that allows them to work freely without problems so that they can perform up to the level of their full potential. In order to enhance the motivation and commitment level of their employees, organizations must have a good job design policy. Job design brings involvement with work and is perceived to have a positive impact. This will lead to high level of employee job satisfaction thus making the employees more committed towards their business, more motivated to work hard and more inclined to get high productivity for their firms benefiting their respective businesses in the long run. As a consequence of this, employees feel satisfied, motivated and delighted in performing tasks and assignments. An effective job design motivates employees more than anything else; they enjoy performing their duties and consider themselves beneficial not only for the organization but for their own-self as well.

### **RELATIONSHIP BETWEEN JOB DESIGN AND EMPLOYEES' PERFORMANCE**

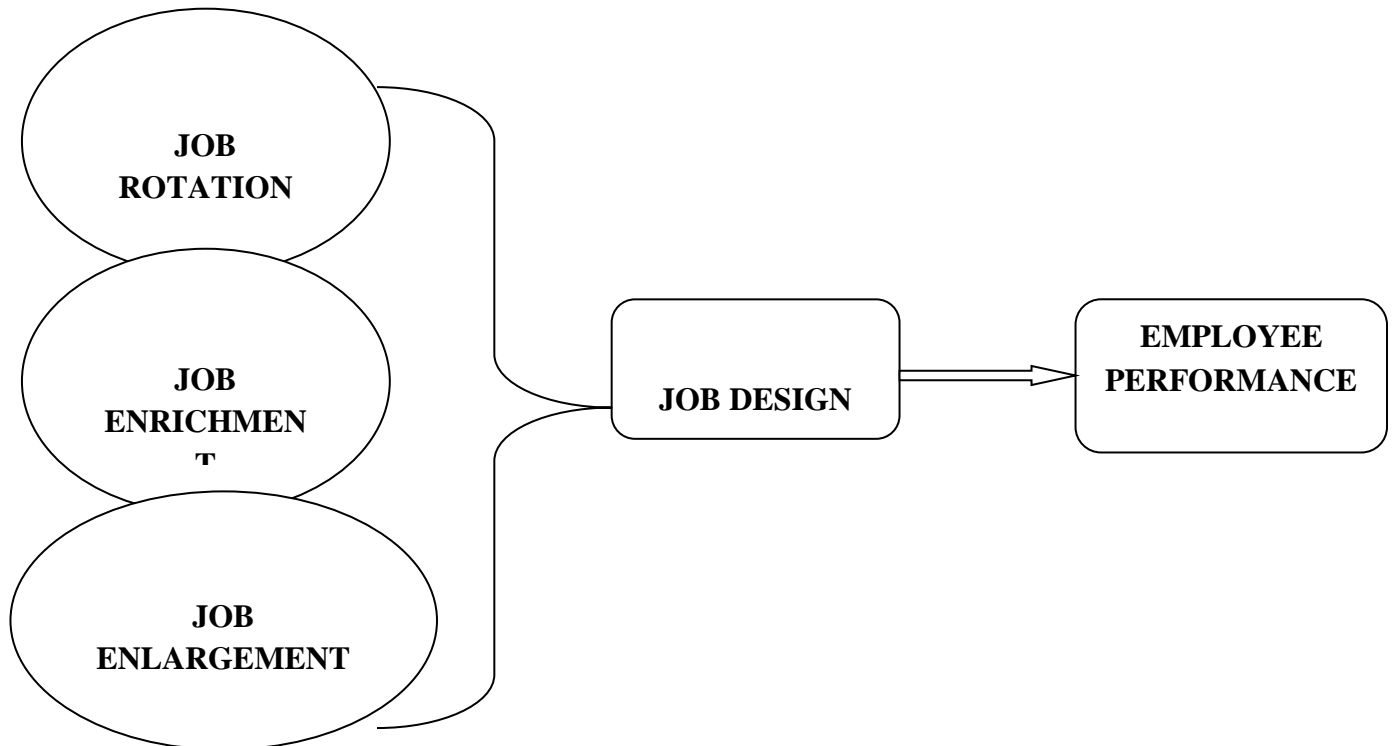
Human Resource is the most important resource compared with other resources like machine, material, land, etc. In the organizational context, the effectiveness of human resource depends on designing the job according to human capability and characteristics. A well designed job brings involvement and satisfaction to the employees and they perform well by employing all their energies in the work. It is one of the most effective tools used for optimizing an employee's performance. Job design is defined as specifying the contents or methods of any job in such a way that various requirements of the job holder can be effectively satisfied (Buchanan, 1979).

Many researchers have analyzed the relationship of job design and employee performance and concluded that there is a strong positive relationship between them. An effective job design brings involvement of an employee in work related activities which clearly forecasts employee output, departmental productivity and organizational success (Bates, 2004; Harter, 2002; Baumruk, 2004). Job design plays a crucial role in the achievement of organizational as well as personal goals. Al-Ahmadi (2009) indicated that the nature of job itself was found positively correlated with performance, which indicates that satisfaction with amount of variety and challenge in one's job actually influence performance. The sense of job significant, feeling important in the eyes of others, realizing ones' competence, and freedom to make decisions are positively related to performance. Ivancevich (1998) suggested that approaches to job design place different emphasize on performance and satisfaction as desired outcomes. In other words, certain methods of job design are primarily interested in improving performance; others are more concerned with satisfaction. In the view of Garg & Rastogi (2006), well designed jobs can have a positive impact on both employee satisfaction and quality of performance. The perceived work demands, job control and social support through job design leads to high productivity (Love & Edwards, 2005). Similarly, Campion et al (2005) suggested that nature of work has a substantial impact on an employee's performance and attitude.

There is an established body of knowledge supporting the idea that certain jobs and goal setting can enhance performance (Garg & Rastogi, 2006). It is experienced that well designed jobs can have a positive impact on both employee satisfaction and the quality of performance. A well-defined job would enhance motivation, satisfaction and performance of the employees. Thus, for both academicians and practitioners, job design takes on special importance in today's human resource management. It is essential to design jobs so that stress can be reduced, motivation can be enhanced, and satisfaction of employees and their performance can be improved so that organizations can effectively compete in the global marketplace. Some approaches to construct an effective job design are job rotation, job enrichment and job enlargement, which can be used to engage, encourage and involve employees in their work.

Figure 1 demonstrates that a job can be designed with an effective blend of job rotation, job enrichment and job enlargement, leading to performance maximization of employee and enhancing productivity.

**FIG. 1: CONTEXTUAL FRAMEWORK OF JOB DESIGN**



Job rotation is the systematic and planned rotation of individuals in pre-determined jobs (other than their own) so that they can gain additional knowledge or skills. Meyer (1994) identified job rotation as learning role in firms as employees get a chance to accomplish various task and changing roles. Job rotation is planned in the job training phase because it proves helpful while transferring employees from one job to another in order to learn more and increase their knowledge by doing various jobs. As a result efficiency of employees increase and it positively impacts the performance of employees.

#### **JOB ENRICHMENT**

Job enrichment is a method for redesigning jobs, a motivation technique that aims at making work more interesting and challenging for the employees. It mainly consists of giving more responsibility than what originally applied to the job, creating opportunities for professional growth and recognition. According to Podsakoff (1996) enriched jobs have been found to provide fundamentally satisfying tasks and job enrichment is positively related to a wide variety of employee attitudes and performance.

#### **JOB ENLARGEMENT**

Job enlargement is defined as the horizontal level expansion of a job by widening the scope and activities related to the job. It involves increasing the duties and responsibilities associated at the same job level. Job enlargement makes the individual realize of his increasing importance in the organization due to the increased scope of work that is being performed.

#### **ROLE OF MOTIVATION IN ENHANCING JOB PERFORMANCE**

Majority of organizations are competing to survive in today's volatile and fierce market environment. Motivation and performance of the employees are essential tools for the success of any organization in

the long run. In order to achieve their goals and objectives, organizations develop strategies to compete in highly competitive markets and to increase their performance. Getting the employees to reach their full potential at work under stressful conditions is a tough challenge, but this can be achieved by motivating them. Motivated employees are vital for organizations because of the critical part played by them in producing goods or offering services. Employee productivity is a critical aspect that directly impacts an organizations success. Its relation to motivation is shown through the function: Job Performance = f (ability) (motivation). Thus, motivation directly affects job performance. Irrespective of the degree of technical automation, attaining high levels of productivity is influenced by the level of motivation and effectiveness of the staff.

Motivation is among the key concerns of organizations in the modern business environment, as it has been identified to be critical in achieving business goals and objectives. Vroom (1964) suggested that motivation leads to effort and the efforts combined with employee's ability together with environmental factors which interplay shall result in performance. Kalimullah (2010) suggested, a motivated employee has his/her goals aligned with those of the organization and directs his/her efforts in that direction. Motivated people perform well. In this way they have impact on the productivity, and thus, profitability, of organizations. Compensation is the most important motivation factor. It is one of the key drivers of motivation. Compensation has a great impact on productivity. It is a powerful communicator of organizational goals and priorities. The vast majority of companies use pay, promotion, bonuses and other types of rewards to motivate employees and to increase their performance. Employees can also be motivated through proper leadership, as leadership is all about getting things done in the right way. Employees with high level of motivation tend to work hard and perform better in their work as compared to the employees with low level of motivation.

#### **RELATIONSHIP BETWEEN JOB DESIGN, EMPLOYEE MOTIVATION AND PERFORMANCE**

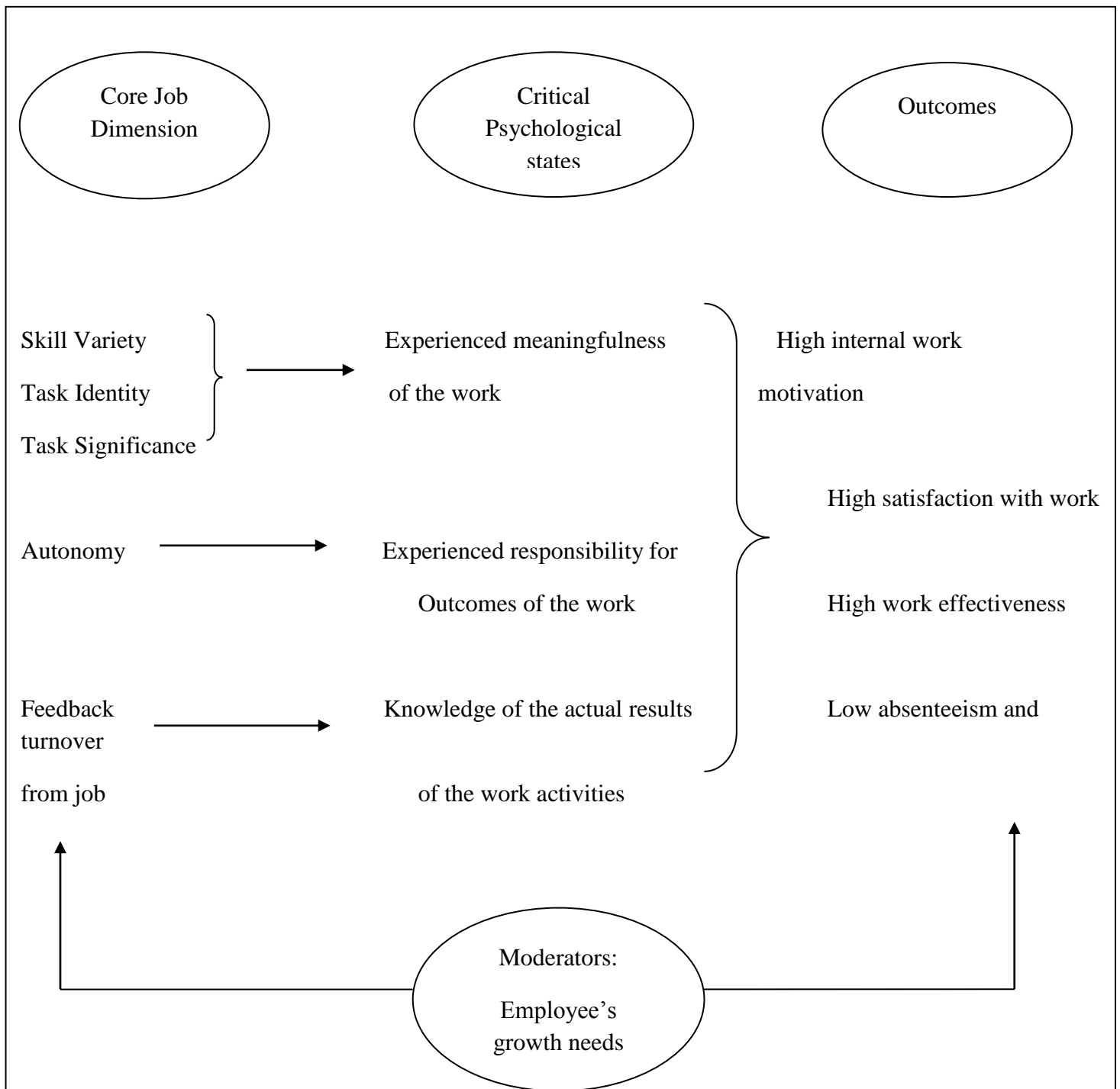
Due to ever-growing competition, organizations develop strategies to compete in highly competitive markets and to increase their performance. Organizations adjust by redesigning their employees' jobs. They design the jobs in order to produce lasting effects on the attitudes and performance of employees. An effective job design brings involvement of an employee in work related activities which clearly forecasts employee output, departmental productivity and organizational success (Bates, 2004; Harter, 2002; Baumruk, 2004). A well designed job brings involvement and satisfaction to the employees and they perform well by employing all their energies in the work.

With the evolution of management, researchers and practitioners are working on enhancing the performance of employees within the organization for better outcomes by motivating, involving, encouraging and engaging them. In the current era, employees are considered as human capital of the organization and every organization tries its best to utilize its capital for optimum performance and productivity. It is given that only well involved, satisfied and motivated employees can perform up to optimum level. The nature and characteristics of employees' work have a great impact on worker motivation and the way they perform at work.

This study seeks to provide insight into the concept of work design and how optimizing work design can be utilized to influence employee motivation and performance outcomes. According to Rush (1971) the main purpose of job design (or re-design) is to increase both employee motivation and productivity. A well-defined job enhances motivation, satisfaction and performance of the employees. A well-motivated and satisfied employee by an ideal job design become loyal to the organization and considers himself or herself a part of the organization and organizational goals becomes his/her personal goals. If the job is designed according to the attitude of the employees their stress level declines. Involved and motivated employees tend to show low absenteeism and spend their time in meaningful pursuits. They remain with the organization for longer tenures and become valued asset for the organization in the long run.

Job design serves to improve performance and motivation. Based on literature review findings, job design and motivation correlate to productivity. According to Rush, (1971) the main purpose of job design (or re-design) is to increase both employee motivation and productivity. Job design can have a significant effect on motivation. Increased productivity can manifest itself in various forms. For example, the focus can be that of improving quality and quantity of goods and services, reduce operation costs, and/or reduce turnover and training costs. Hence, an improvement in job design is assumed to result in high levels of motivation which in turn would lead to high productivity.

Moreover, Hackman and Oldham's Job Characteristic Theory (1976, 1980) describes the relationship between job design, motivation and performance. It states that employees will work hard when they are rewarded for their work and when work gives them satisfaction. The Theory shows that job design impacts motivation which in turn impacts productivity.

**Fig. 1.2 JOB CHARACTERISTICS MODEL (HACKMAN AND OLDFHAM 1980)**

**Task Identity:** the degree to which the job requires completion of a whole, identifiable piece of work; that is, doing a job from beginning to end with visible outcome.

**Task Significance:** the degree to which job significantly impacts the lives of others both within and outside the workplace.

**Autonomy:** the degree to which the job allows workers freedom in planning and scheduling and the methods used to complete the job.

**Feedback:** the degree to which the job itself provides workers with clear, direct and understandable knowledge of their performance.

All the five job dimensions impact employee's productivity. The first three dimensions affect whether or not workers view their job as meaningful. Autonomy determines the extent of responsibility workers feel. Feedback allows feelings of satisfaction for a job well done by providing knowledge of results. Hackman and Oldham (1976, 1980) stated that core job dimensions are more rewarding when individuals experience three psychological states in response to job design.

• **Personal and work outcomes:** jobs that are high on motivating potential must be high at least in one of the three factors that lead to meaningful work and must be high both in autonomy and feedback and vice-versa. These three critical psychological states lead to outcomes such as :

1. High internal work motivation,
2. High growth satisfaction,
3. High quality work performance,
4. High general job satisfaction,
5. High work effectiveness and
6. Low absenteeism and turnover.

The model states that internal rewards are obtained by an individual when he learns that he has personally performed well on a task that he cares about. Research findings on the job characteristic model indicated that:

- People who work on jobs with high-core dimensions are more motivated, satisfied and productive than those who do not.
- People with strong growth needs respond in a positive way to jobs that have high motivating potential than those with weak growth dimensions. The structure of work, therefore, has a significant bearing on employee's motivation level.

## CONCLUSION

In the modern era, organizations are facing several challenges due to the dynamic nature of the environment. Establishing how the job design tends to affect the motivational levels and the job performance of the employees is one all-important subject area. Job design is the most important function of Human Resource Management. It indicates designing of contents, methods, functions of a job. Outcomes of an effectively designed job according to likes and dislikes of the employee are involvement, commitment, motivation, and satisfaction which ultimately lead to performance maximization and goals achievement.

This study is based on review of the published literature to analyze the impact of job design on employee motivation and performance. The study provides insight into the concept of work design and how optimizing work design can be utilized to influence employee motivation and performance outcomes. The study set out to find out how employees view and enjoy the work they do, how best their jobs are designed so as to bring out the best in the employees whilst they stay motivated and also

stay aligned with the objectives of the company. The results of the study lead to the confirmation of the prediction made by the researcher that job design tend to affect job performance. Improvements in quality of job design result in improvements in employee's performance. Thus, job design plays a vital role in the performance maximization. It can clearly be concluded that good job design helps a lot in motivating employees and making them able to perform better than anticipated.

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