

Analyzing The Concept Of Job Design On Employee's Performance

Dr. Cross Ogohi Daniel

Department Of Business Administration, Nile University Of Nigeria, Abuja

Abstract: *This thesis was conducted to find out if the performance of employees in an organization can be affected the job design in the organization. Coca-Cola Bottling Company Abuja was used as a study. The objective was; to examine to what extent skill variety improves the productivity of employees in the company. To determine to what degree task identity influences the work environment of employees in the company. To investigate how task significance increases employees' commitment of employees in the Company. A descriptive research design was adopted in order to provide a framework to examine the characteristics of the independent variables (skill variety, target identity and target significance). A total of 151 participants were examined from the company with the use of questionnaires, a simple random sampling technique was used. Data collected was analyzed with the use of correlation coefficient and simple percentages. The Statistical Package for the Social Sciences (SPSS) in performing data entry and analysis. After analyzing, it was identified that there is significant relationship between the dependent variables and independent variables. The introduction of a productive job design in an organization will help in improving the overall performance of the organization.*

Keywords: *Job Design, Employee Performance, Skill Variety, Task Identity and Task Significance*

I. INTRODUCTION

The nature and characteristics of employees' work have a great effect on worker motivation and the way they perform at work. Well-designed jobs have a positive influence on employee motivation and performance, to improve individual and group organizational performance outcomes such as their membership (joining/leaving an organization), reliable role behavior, (Ugboro, 2006). Theories behind work design traditionally focus on creating or changing the nature of employee's job to improve their psychological state and therefore increase their performance outcomes.

Work design discusses a range of job features, extending from internal and external organizational features to the way responsibilities are systematized, that affect what individuals do at work and how successfully they can achieve it. The idea has backgrounds in psychological study and philosophies of work motivation to improve worker fulfillment and performance and therefore increase organizational productivity and efficiency (Campion, Mumford, Morgeson & Nahrgang, 2005).

The performance of a worker is that, in what way a worker executes his or her duties and responsibilities. Workers' performance is vital because the accomplishment of aims and objectives of the organization is evaluated by performance of its resources, to that end, workers' performance should be measured and sustained from time to time.

Human Resource is one of the most important resources associated with other resources like machine, material, land, etc. In the managerial perspective, the efficiency of human resource hinge on designing a job agreeing with the human competence and features. Job design is among the most significant utilities of Human Resource Management (Aswathappa, 2006).

Considerable amount of the investigation focuses on worker observations of responsibilities, the relationships between those observations and the behavioral results as an outcome of those relationships (Griffin, Welsh & Moorhead, 1981).

Hackman & Oldham's (1976) Job Characteristic Model (JCM) is also the basis for many work design theories and extends the notion of meeting employees' human/mental

needs to improve employee performance processes (Hackman & Oldham, 1976). They depicted positive work structure in the form of five job characteristics (skill variety, task identity, task significance, autonomy, feedback) which promoted higher intrinsic psychological factors (meaningfulness, responsibility, knowledge of results) and thus improve work performance (productivity, work environment and employees commitment). An employee with knowledge of results of their work, a sense of responsibility, and an understanding of the meaningfulness of their work will ultimately have greater satisfaction on the job.

In an era of knowledge economy like ours now, successful workplaces are likely to be those which use and develop the skills of their employees technically through good job design mechanisms that impacts employee performance and organizational productivity. In the course of job design, staffs learn new techniques, knowledge, routines and modalities with which effective performance arises and thus better output. Next, social and public/inter-relations between and among staffs abound with various prospects. Therefore, the need for this study to clarify the myths, tales, perceptions and realities of job design and employee performance in Nigeria is imperative, and thus gave rise to this study.

II. STATEMENT OF THE PROBLEM

The underlying basis for this study is about how employees tend to view and enjoy their work and its impact on their performance. The major problems organizations like Coca-Cola Bottling Company, Abuja, face is the inability to utilize concepts of job design like skill variety, task identity and task significance to improve employees performance which includes; productivity, work environment and employees commitment. This has actually had a negative effect on Coca-Cola Bottling Company Plc., Abuja in terms of performance evaluation. It is in furtherance to this that this study reviews literature from a number of studies that attempts to outline how the design of a job can affect employee job performance.

III. OBJECTIVES OF THE STUDY

The main objective of the study is to examine the effect of job design on employee performance. Other specific objectives of the study are:

- ✓ To examine to what extent skill variety improves the productivity of employees in Coca-Cola Bottling Company Abuja.
- ✓ To investigate how task significance increases employees' commitment of employees in Coca-Cola Bottling Company Abuja.

IV. RESEARCH HYPOTHESES

The study will be conducted with the help of the following null hypotheses:

H₀₁: There is a significant relationship between skill variety and the productivity of employees in Coca-Cola Bottling Company, Abuja.

H₀₃: There is a significant relationship between task significance and employees' commitment in Coca-Cola Bottling Company, Abuja.

V. RESEARCH METHOD

The purpose of this exploratory study is to bring to the fore how job design, an all-important concept has gained grounds on the front of Human Resource Management in terms of its influence on employee job performance. This research therefore covers the selected Coca-Cola Bottling Company in Abuja. Secondary data were obtained through books, journals, and internet. Empirical works of other scholars were consulted. A sample size of 213 was obtained from the population of 456 at 5% error tolerance and 95% degree of freedom using Yamane's statistical formula $213(100\%)$ of the questionnaires distributed 151(71%) were returned and 62(29%) were not returned. The questionnaire was designed in Likert scale format. The researchers conducted a pre-test on the questionnaire to ensure the validity of the instrument. A t-sample test was used to test the hypotheses.

VI. LITERATURE REVIEW

A. CONCEPT OF JOB DESIGN

In the view of Opatha (2002), 'Job design can be described as the functions of arranging task, duties and responsibilities in line with an organizational unit of work'. The working explanation for the study purpose is that, job design is seen as the way to organize the contents, methods and relationship of jobs in order to achieve goals and objectives of an organization as well as also the satisfaction of job holders. There are various approaches to job design. With that in mind, Aswathappa (2006) identified that, several approaches to job design are namely; Job Rotation, Job Engineering, Job Enlargement, and Job Enrichment.

Job rotation and job enlargement were designed to take advantage of specialization of labor from the job engineering approach (Luthans, 2005). Job rotation makes it possible for an employee to work in various departments or jobs in an organization to gain better insight in to the organizational operations. Job enlargement can be employed as a means to increase motivation by giving the employees more different tasks. Job enrichment (JE) can be seen as a technique that entails enriching job, which refers to the addition of greater availability of work content, requiring a more advanced level of knowledge and skill, allowing workers to have autonomy and responsibility in process of planning, directing and controlling their own performance and providing the opportunity for personal growth and meaningful work experience (Garg & Rastogi, 2006). According to Herzberg (2003), job enrichment brings opportunity for the employees' psychological growth, while job enlargement only makes a job structurally bigger.

According to Hertzberg's theory, only a challenging job has the opportunity for achievement, recognition, advancement and growth that will motivate personnel. Because of that Hackman & Oldham's (1976), job

characteristics model (JCM) superseded the two-factor theory and it is the most widely recognized model (Garg & Rastogi, 2006). The Hackman & Oldham model proposes the relationship between five (5) core job dimensions skill variety, task identity, task significance, autonomy and feedback – and the occurrence of intrinsic motivation (Samarakoon, 2002).

In the view of Garg & Rastogi (2006), Skill variety looks at the level to which the job demands an employee to channel from a number of several skills and abilities as well as upon various areas of knowledge. Task identity refers to whether the job has a well-recognized beginning and ending, Task significance refers the level in which the tasks or duties will have an impact on the lives or job of other people, Autonomy refers the level to which the duty provides freedom, independence, and discretion to the employee in scheduling the work and in identifying the procedures, and Feedback refers the level in which carrying out the work activities required by the job results in the individual's obtaining direct and clear information about the effectiveness of his or her performance.

B. CONCEPT OF EMPLOYEE PERFORMANCE

Job performance is explained as it looks directly on the productivity of the employees by examining the total number of acceptable quality of products produced by an employee in an organization, within a given time. For this study performance can be seen as, the fulfillment of the various tasks given to employees within a given period of time. The success of most businesses lies on the performance of the employee. One of the major ways to improve the performance of businesses and their profit is to effectively improve the employees' performance, from the bottom areas of the company to the top management. Improvement of performance is not just the outcome of a well-functioning system but it also lies on well stated human resource strategies that are used in recruiting and keeping a well committed and highly motivated workforce.

The scopes of performance on which a worker is assessed are called the criteria of evaluation. Numerous measures become needed in order to appraise job performance of an employee accurately. The information that managers obtain on how well employees are performing in their jobs can be of three different types. Trait-based information, Behavior-based information, Result based information. Trait-based information recognizes an individual character of the employee such as assertiveness, creativity or originality. Behavior-based evaluations of job performance focus on what is included in the job itself. Results are outcomes produced by the employee.

In the interpretation of Putterill and Rohrer (1995), Job performance is defined as it emphasizes directly on worker efficiency by measuring the amount of units of satisfactory capacity produced by an employee in work environment, within a given time period.

In the understanding of Mathis and Jackson (2003), the data that leaders obtain on how well workers are executing their works can be of three different types. Trait-based information, Behavior-based information, Result based information. Opatha (2002) specified that trait-based

information recognizes a subjective character of the employee such as attitude, initiative or creativity. Behavior-based assessments of job performance concentrate on what is encompassed in the job itself (Mathis & Jackson, 2003). Results are consequences created by the employee. Result based information reflect employee accomplishment. For jobs in which measurement is easy and obvious, a results-based approach works well (Opatha, 2002). There are numerous proofs for affiliation between job design and employees' performance. Al-Ahmadi (2009) showed that the nature of work itself was seen as positively related with performance, which indicates that fulfillment with amount of variety and challenge in one's job actually affects performance. The logic of job significance, feeling important in eyes of others, understanding ones' capability, and independence to make choices are positively linked to performance.

Ivancevich (1998) proposed that, the methods to job design place diverse highlight on performance and satisfaction as preferred results. In other words, certain approaches of job design are mainly involved in refining performance; others are more concerned with satisfaction. According to Borman, worker preparation and job redesigning, the aim is almost always on taming work performance (Borman, 2004 as in Kahya, 2007). Some debate that job design increases staffs enthusiasm and devotion to work, nonetheless at closer investigation job design can only contribute to improved productivity within an organization as well as remove some health problems. But will not impact employees' principles and interest at work.

In the opinion of Garg & Rastogi (2006), well designed jobs can have an optimistic influence on both the workers satisfaction and worth of performance. The observed job demands, work control and social backing through job design directs to high productivity (Love and Edwards, 2005 as in Garg & Rastogi, 2006). Likewise Campion et al (2005) recommended that nature of work has a significant impact on an employee's performance and attitude.

C. EMPIRICAL REVIEW

Aroosiya and Ali (2014) examined the Impact of Job Design on Employees' Performance (With Special Reference to School Teachers in the Kalmunai Zone). The main idea/purpose of this research was to examine the impact of job design on employees' performance in the school of Kalmunai Zone in Sri Lanka and which features of job design greatly has an impact on workers' performance in the organizations. To investigate this situation, a hypothesis was formulated by means of deductive method. The research was done by using a random sample of five schools in Kalmunai Zone. The type of research was correlation and it was cross-sectional on time horizon. The unit of investigation was structural level of each school. Teachers worked as participants on behalf of the firm. The measures employed in the research were of good quality after guaranteeing reliability and validity. Information were gathered from 103 respondents which was 100% response rate. In order to investigate the hypothesis that was concerned with "relationship between perceived levels of job design and perceived degree of employees' performance" the Pearson Product-Movement Correlation technique was used. The

outcomes of the research revealed a significant and positive relationship between perceived level of job design and perceived degree of employees' performance in the schools. Found relationship was significant (correlation coefficient was .363 that was significant at 0.01 level) indicating that a school would implement an efficient task identity, autonomy and feedback in order to develop teachers' performance level.

Ali et al (2014) inspected "the impact of job design on employee performance, mediating role of job satisfaction: A Study of FMCG's Sector in Pakistan". The research measured the influence of job design on worker performance while the mediation effects job satisfaction, although job design has several methods they made use of the JCM model (Oldman & Hackman, 1976), which includes five scopes of Job Characteristics Model (skill variety, task identity, task significance, job autonomy and feedback) on worker performance. The study was carried out since nearly all companies working in FMCG industry are multinational; they are following almost the same processes and strategies of their parent enterprise with minute change accordingly. A quantitative research method was implemented and it received about 90% responses out of the 150 sample size that was chosen. The findings of this investigation showed that there is a positive relationship between job design and employee performance. While the mediating impact of Job satisfaction is also found to be having a positive effect on employee's performance. Companies always have the mission of finding the distinctive means in order to improve the performance of the workers; this study would assist to analyze how an adequate job design would help to improve the worker performance.

Al-Ahmadi, (2009) his research on the impact job design on job performance, inspected the impact of job design on workers' performance in the school of Kalmunai Zone in Sri Lanka. He also tried to point out the factors of job design that greatly affected workers' performance in the company. Al-Ahmadi (2009) for that reason showed that the nature of job itself was found certainly correlated with performance, which revealed that the satisfaction with amount of variety and challenge in one's job essentially impact performance. The logic of job significance, feeling significant in the eyes of others, appreciating ones' competence, and the autonomy to make choices are clearly linked to performance. A repercussion here was that more thoughtfulness had to be given to refining task identity, feedback and autonomy so as to advance the quality level of job design that can develop workers' performance in accomplishing quality outcomes.

VII. TEST OF HYPOTHESES

A t-sample test was conducted with SPSS to know if the null hypothesis should be rejected or not.

HYPOTHESIS ONE

H₀₁: There is no significant relationship between skill variety and the productivity of employees in Coca-Cola Bottling Company, Abuja.

	Levene's test for equality of variance	t-test for equality of means							95% Confidence Interval of the Difference	
		f	sig	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Skill Variety	Equal variances assumed	.552	.459	3.422	149	.001	.87950	.25704	.37158	1.38742
	Equal variances not assumed			2.927	8.728	.017	.87950	.30045	.19659	1.56241

Table 1: t-sample test for H₀₁

The null hypothesis was rejected because $p = 0.001 < 0.05$, which means that there is evidence against H₀₁, therefore there is significant relationship between skill variety and the productivity of employees in Coca-Cola Bottling Company, Abuja.

HYPOTHESIS TWO

H₀₂: There is no significant relationship between task significance and employees' commitment in Coca-Cola Bottling Company, Abuja

	Levene's test for equality of variance	t-test for equality of means							95% Confidence Interval of the Difference	
		F	sig	t	df	Sig. (2-tailed)	Mean Difference	Std. Error Difference	Lower	Upper
Task Significance	Equal variances assumed	.241	.624	3.003	149	.003	1.04521	.34805	.35745	1.73296
	Equal variances not assumed			2.581	4.201	.058	1.04521	.40493	.05818	2.14859

Table 2: t-sample test for H₀₂

The null hypothesis was rejected because $p = 0.003 < 0.05$, which means that is strong evidence against H₀₂, therefore there is significant relationship between task significance and employees' commitment in Coca-Cola Bottling Company, Abuja.

VIII. DISCUSSION OF FINDINGS

After conducting a t-sample test to test the H₀₁, the test showed a figure of $p=0.001$, which is less than 0.05, with that in mind the hypothesis was rejected because it shows evidence against H₀₁, which states that there is no significant relationship between skill variety and productivity of employees. It was concluded that there is significant relationship between skill variety and the productivity of employees.

A t-sample test was also conducted to test the H₀₂. The results of the test showed that $p=0.003$, being that $p=0.003 < 0.05$, the H₀₂ was rejected because it shows evidence against it. With that in mind, it led to the conclusion that there is a significant relationship between task significance and employees' commitment. A reliability analysis was also conducted to test the level of consistency between the variables. The reliability score for job design was 0.90 that of skill variety was 0.74, Task Identity was 0.85 and the

reliability score for task significance was 0.71. The reliability scores show that there is a high level of internal consistency between the variables, being that the generally accepted standard is 0.70 and above.

IX. CONCLUSION

Based on the findings, this research came up with the following conclusion, After examining the results the analysis conducted and looking at the objectives of this research, Job design can be identified as a factor that has an impact on the performance of employees in an organization. Being that the objectives of this study were successfully accomplished.

The introduction of a productive job design in an organization will help in improving the overall performance of the organization. Because a well-designed job design is able to bring out the best in the employees which improves their productivity and commitment towards the organization as a whole.

X. RECOMMENDATIONS

After considering the findings and conclusions gotten, I would like to recommend the following;

- ✓ That the managers in an organization should not neglect the impact that job design in the work place can have on the performance of employees in the organization.
- ✓ I would also recommend that job design in the workplace should be executed in such a way that it aligns with the goals and objectives of the employees and not only with that of the organization.
- ✓ Leaders in organizations should endeavour to learn and understand the concept of job design because its effect in an organization helps to improve productivity.

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