

Contributory Role of Job Design to Employee Performance in an Organisation

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Abstract

The recent changes in technology have made the global market become highly competitive and dynamic. Most work systems and methods have become obsolete and do not match these changes, hence inhibiting communication and employee motivation. These developments are now making managers to take more cognizance of changing attitudes and expectations of employees. They are supposed to diagnose current work system in order to find new ways to organizing work so that it allows more flexibility, brings motivation and job satisfaction to employees. For any organisation to have productive employees and also to maximize its production, work design is vital. The related concepts that are highlighted to provide a better understanding of job design include skill variety, role identity, job feedback, job significance, accountability, empowerment, autonomy and knowledge. The literature established that there is a need for methods and tools that organisations can utilize to design jobs with the motive to eliminate poor performance. The objective of the study is to examine the contributory role of job design to employee performance in an organisation. The study adopted qualitative research to broadly discuss about the concept of job design and its contributory role to employee performance. The study is generally literature based and it was established therein that job design breeds job satisfaction and employee commitment, organisational productivity, performance, trust, justice, training and goals realization and creates room for variation of work skills and roles, innovation and efficiency. The study recommended that both private and public enterprises (firms, organisations and institutions) must start designing their jobs in most suitable ways so as to rouse employee performance, motivation and job satisfaction.

Keywords: Job-Design, Motivation, Organisation, Performance, Job Satisfaction.

Introduction

Generally, organisations have currently realized the importance of human resources in their organisation and try to attract, retain and motivate in order to achieve the organisational goals (Malkhanti & Hussein, 2016). Organisations give higher priority on human resource related issues such as employee satisfaction, retention, turnover, brain drain, job enrichment, job enlargement, job design, performance evaluation and other human resource functions in order to keep the employees loyal to the organisation (Abid, 2013).

Job design is an important factor that makes a significant amount of impact over employee performance. The more efficient a job is designed the more it leads to job satisfaction and effective employee performance. So, employers and the company managers are always looking for the opportunity and alternatives to increase a well-developed job design and employee satisfaction because employee performance is basically dependent on the level of job design and satisfaction on the job (Malkhanti & Hussein, 2016). Job Design focuses to the way that a set of tasks, or an entire position, is organized (Grant, 2005). Opatha (2005) defines job design as the function of arranging tasks, duties and responsibilities into an organisational unit of work for the purpose of accomplishing the primary goal and objectives of the organisation. He further noted there are two categories of elements, i.e. efficiency elements and behavioural elements. Efficiency elements include division of labour, standardization and specialization. Behavioural elements include skill variety, task identity, task significance, autonomy and feedback. The skills, task identity, task significance, autonomy, feedback, job security and compensation are important factors for the motivation of employees (Bassey, 2002 as cited in Garg & Renu, 2005).

Armstrong (2003) states that design of job starts with task requirements analysis, that is what must be done, and after that it must take into consideration the following characteristics of motivation: responsibility, autonomy, self-control and finally discretion. Tasks are the jobs' essential and fundamental bases which ignore the actuality that jobs are planned with extremely structured relational system which influences not only interpersonal relations of employees but their associations too. According to Garg and Renu, (2005) occasionally the impending bond of goals and job setting could assist to improve the performance level as well as the job design can enhance not simply the satisfaction but as well the performance worth too. It is against this background that the study shall examine the effect of job design on employee performance.

Problem Statement

The major problems organisations face are whether organisations' staff are motivated to perform on their jobs and whether employees find their work interesting and meaningful. Memoona (2013) noted that employees with an ideal job design are determined to invest their hand, head and heart to their job. An ideal job design of one's own choice brings Involvement, satisfaction and motivation to employees and in turn enhances their performance. Such employees bear more pain for their work, they enjoy their work and stay extra hours willingly. They consider optimum work performance as virtue and a part of their professional lives (Memoona, 2013). Consequent upon this, the study shall tend to assess the effect of job design on employee performance; While in the area of job design and its effect on employee motivation and job performance (Lawler, 2006), a relatively few studies attempt to combine the two relationships into a larger relational flow between job design, employee motivation and job performance. Vroom (1964) proposed that people are motivated by how much they want something and how likely they are to get it. He suggested that motivation leads to effort and the efforts combined with employee's ability together with environmental factors which interplay result in performance.

Several studies had been conducted on job design techniques and its correlation with employee job satisfaction has emerged in the parlance of human resource management. The study of Hackman (2013) revealed that individuals on works that are enriched are more satisfied as well as motivated by the works than those individuals whose works are not enriched. Therefore, this necessitated the need for this study tend to highlight the importance of various job design techniques (job rotation, job enlargement, job enrichment and job simplification) and employee job satisfaction to performance in an organisation.

The main objective of this study is to examine the contributory role of job design to employee performance. The secondary objectives are to:

i) explore the relationship between job design and employee motivation within a work environment ii) Highlight the importance of various job redesign techniques (job rotation, job enlargement, job enrichment, job simplification) and employee job satisfaction.

The study methodology is exploratory descriptive design, with discuss and finding based on the reviewed literature on contributory role of job design to employee performance. Following the introduction is literature review, theoretical bases of the discussion, conclusion and recommendation.

Literature Review

Job design refers to the specification of jobs methods, relationships and contents so as to satisfy organisational as well as technological requirements and the job holders' personal and social requirements (Armstrong, 2003). According to Ali & Aroosiya (2012), design of job is the functions of task arrangement, responsibilities and duties into an institutional work unit. Armstrong (2003), states that design of job starts with task requirements analysis, that is what must be done, and after that it must take into consideration the following characteristics of motivation: responsibility, autonomy, self-control and finally discretion. Tasks is the jobs' essential and fundamental bases which ignore the actuality that jobs are planned with extremely structured relational system which influences not only interpersonal relations of employees but their associations too (Grant, 2007). Tanner (1998) as cited in Munyinri (2018), stressed that leaders of businesses at all times motivate individuals that they must follow a work design which is collaborative in which they ensure that workers must be accountable for their performance of work.

Garg and Renu (2005), states that the impending bond of goals and job setting could assist to improve the performance level as well as the job design can enhance not simply the satisfaction but as well the performance worth too. Design of job and the concepts related to it has entrenched back to 1900. This is when many scientific management pioneers had discovered new ways regarding the ideology of business such as Gilbreth (1911). Taylor (1947), systematically examine the jobs with many techniques and methods but all of these deem design of job is the most significant in the scientific management. Herzberg, Mausner, and Snyderman, (1959), as cited in Munyinri (2018), stressed that the first theory (adopted as the underpinning theory of this study) which was linked to job design of an individual is the theory of two factor(s) which essentially explains the two types of motivational factors. One of this factor is linked to intrinsic motivation (for instance achievement, self-recognition and authority) and the other is a hygiene factor and it describes to individual work extrinsic motivation (For instance working environment, salary and additional extreme benefits). The operational merit originates from a system of human resource management that as well produces financial achievement within institutions with the aid of design of job in addition to its impending objectives (Huselid & Becker, 1997 as cited in Munyinri, 2018). Munyinri (2018), states that this is dependent on the job nature; some jobs exhibit dominant flexibility in the roles to be performed and some needed performance of role which is found extremely persistent on the other role.

Love and Edwards (2005) reported that, design of job comprises of demand of perceived work control of job and social support which results in superior productivity. Professionals of human resources have revealed that there is a strong job design relationship on the motivation and productivity and employees' job satisfaction within an institution. Munyinri (2018) suggested that job design is a major component for performance of employee. Appropriate designing of roles as well as jobs is extremely vital in uplifting the employees' performance, which is tackled via the model of job characteristics, which describes more particularly on the job design of an individual; it as well identifies five major dimensions that include variety of skill, identity of task, and significance of task, feedback and autonomy.

Job design has several techniques: job enlargement, job rotation, job simplification and job enrichment. Durai (2010), defines job rotation as a system that permits workers to rotate from one job to another in a prearranged manner. Job rotation is said to be a role of learning within organisations as workers get an

opportunity to achieve a variety of job as well as varying roles (Meyer, 1994 as cited in Munyinri, 2018). Rotation of job is as well recognized as a practical approach to job associated tasks. This explains why rotation of job is planned within the phase of job training since it confirms useful whilst moving workers from one job to another so as to discover more as well as enhance their knowledge by conducting a range of tasks. Consequently, employees efficiency rise and it impacts positively to the employee performance.

According to Durai (2010), job enlargement refers to the transformation of the jobs to comprise additional and/or dissimilar responsibilities. Enlargement of job refers to the different jobs combination and addition of associated responsibilities to work. Herzberg (1966), Hackman and Oldham, (1980), as cited in Munyinri (2018), suggested that enlargement of job is stimulated by several motivational job design mode chiefly built on socio-psychology factors. These job design models confer about attitudes related to job such as autonomy, significance of task and variety. Enlargement of job widens scope of job and the worker carries out numerous different responsibilities in her/his work. Durai (2010), states that job enrichment refers to the work development practices which motivate as well as challenge workers to execute their responsibilities better. Herzberg and his intentions of companions were to raise satisfaction of employees at place of work with respect to job allocated to them and as well to encourage workers concerning their allocated task.

Enrichment of job was presented by the Frederick Herzberg in 1950s who was an American psychologist. The essential motive of this thought was to encourage workers through provision of those opportunities of using their capabilities in order that employee performance as well as productivity goes up and impacts positively the environment of an organisation and even the manner for attaining the goals of organisation. Enrichment of job increases depth of job, the level to which workers can plan as well as manage the task involved in their occupations (Munyinri, 2018).

Job simplification is the narrow and standardization, clear tasks activities specification for employees. The approach of scientific management highlighted effectiveness but as well dehumanized work. This approach underrates the capacity of human for originality and thought, leading in boring, lack of involvement and monotonous work.

Elements of Job Design

To understand job design, it is very important to provide a framework that identifies the goals of job design and the major demands it faces or the elements inherent in it. Ugboro (2006), noted that the elements of job design are both organisational and behavioural elements. When they are properly harnessed or combined together, high productivity is sustained but when the inputs and desired outcomes are mismatched or overlooked, problems occur. Therefore, to create an effective job design requires a proper understanding of the two basic elements which are organisational and behavioural (Ugboro 2006). These elements are broadly discussed below:

Organisational Elements

Sokoya (2000), suggested that organisational elements of job design are concerned with how efficiently designed jobs a highly motivated and competent employee to attain maximum productivity level. It is a deliberate plan to orchestrate or establish efficiency within a workforce setting. This allows management scholars to have a formalized way for creating efficiency by devoting their time to finding the best ways to design efficient jobs (Wrezesniewski & Dutton, 2001). Their success with stop watches and motion picture paved way for the conception of industrial engineering. They also made efforts in contributing to the study of management formally as a separate discipline. From their efforts, we deduced that specification is central to job design. When employees are limited to a few repetitive tasks, output is still at maximum. The findings of these researchers are still prevailing till today. Ugboro (2006) asserted that organisational elements comprise of mechanistic approach, work flow and work practices.

Mechanistic Approach: The mechanistic approach seeks to identify every task in a job so that tasks can be arranged to minimize the efforts and time of workers. Once task identification is complete, a limited number of tasks are grouped into a job. The result is specialization. The mechanistic approach stresses efficiency in effort, time, labour costs, training, and employee learning time. Today, this technique is still widely used in assembly operations. It is especially effective when dealing with poorly educated workers or workers who have little industrial experience. But the efficient design of jobs also considers such organisational elements as work flow and work practices.

Work Flow: The flow of work in an organisation is strongly influenced by the nature of the service or product depending on the organisation's mission. The product or service determines the sequence if balance between jobs if the work is to be done efficiently. Once the sequence of job is known, then, balance amongst jobs is immediately established

Work Practices: These are set or a well-designed way(s) of performing a work. These methods may arise from tradition or the collective wishes of employees. Either way, the human capital department's flexibility to design jobs is limited, especially when such practices are part of a union-management relationship. Inability to consider work practices can have undesired outcomes.

Behavioural Elements

Successful job designs consider behavioural elements if workers are to have a high quality work life. Jobs cannot be designed by using only those elements that aid efficiency. It is pertinent to make provisions for human elements which are to execute each task. Job designed relies solely on behavioural research to provide a work environment that helps satisfy individual needs. Higher level needs are of particular importance. One pair of researchers provided a useful framework when they are suggested.

Employees with overwhelming desire to satisfy higher order needs totally exhibit their potentials when they are placed on the job. The elements embedded in the behavioural context of job design are;

Autonomy: Sinha and Ven (2005), enunciated that for employees to feel motivated and work under less pressure; there is a need for organisation to establish autonomy in work place. By doing this, employees will have the freedom needed to make strategic decisions on their own whenever such decisions are required. Autonomy is having responsibility for what one does on a regular basis. It is the liberty or freedom to control one's response to the environment. Job that establishes freedom presents an opportunity for employees to be well motivated and it tends to increase their sense of recognition and self-esteem (Sinha&Ven, 2005). The absence of autonomy can make employees to perform poorly.

Variety: Sinha and Ven (2005), also noted that the lack of variety may cause boredom which in turn leads to fatigue, fatigue causes errors and dissatisfaction. By injecting variety into jobs, human resource specialists can reduce fatigue caused errors. Being able to control the speed of the bottling line in the brewery for example added variety to the pace of work and probably reduce both boredom and fatigue. The addition of variety will create stability and make the work flow in an appropriate manner.

Task Identity: Ugboro (2006), asserted that one constraint with most jobs is that they are deficient of task identity. Employees will usually find it difficult to point or identify an executed unit of work if a job does not have task identity embedded in it. Employees will have little responsibility and which may tend to decrease their morale and change their perception from positive to negative as a result of the fact that a job lacks task identity (Sinha & Ven, 2005). Even if a job without task identity is completed, it is possible employees will have low feeling of accomplishment and which may degenerate their level of motivation. When tasks are well structured in terms of grouping, employees will believe they are making obvious efforts and this may tend to increase their level of job satisfaction (Ugboro. 2006).

Feedbacks: When managers do not give employees feedback about how they are evolving on the job, there will be little guidance or motivation for better performance. By communicating the progress made so far to employees on a frequent basis, it will make them to know where to make adjustments and the areas that requires improvements (Ugboro, 2006).

Characteristics of Job Design

It would appear from the historical review of job design as well as a selective review of previous research that the design of the job is multidimensional. There are many key concepts associated with job design and as a more holistic and integrated approach to job design as it is developed, The traditional job characteristics identified by Hackman and Oldham (1980), cited in Munyinri (2018), in the Job Characteristics Model still have some merit for the design of jobs but require ‘tweaking’ for employees as they are knowledge workers providing a human service needs. These traditional job characteristics include task variety, task identity, job significance, job feedback and autonomy. Other job characteristics that is important to consider when designing jobs are also identified. These include accountability, empowerment, knowledge, self-efficacy, interdependence, emotional identity, and social identity. Further to these job characteristics are influencing variables that are more external in nature.

Task Variety

Hackman and Oldham (1980), as cited in Munyinri (2018), defined task variety as the opportunity to use a number of valued skills and abilities. Some job design literature has argued that enriched or complex jobs promote increased satisfaction and motivation while others report that organisational climate moderates the relationship between job satisfaction and job complexity (Methah& Shah, 2006). Certain jobs are known to be high in task variety and thus require attention to organisational supports including opportunities for new skill acquisition, ongoing training and development as well as attention to standards of skill competence (Munyinri, 2018). Task variety would require sufficient knowledge of the issue at hand.

Munyinri (2018), noted that task variety refers to the degree to which a job requires a variety of activities that involve the use of a number of different skills and talents of employees. Task identity is the degree to which the job requires an employee to perform a complete piece of work that is, doing a job from beginning to end with a visible outcome; while task significance refers to the degree to which the job has an impact on the work of other people within or outside the organisation (Clegg & Spencer, 2007). Autonomy is the degree to which the job provides freedom, independence, and discretion to the employee in scheduling his or her work and in determining the procedures to be used in carrying it out. Feedback, on the other hand, is the amount of information that results from the performance of a job by an employee about how well she or he is performing (Munyinri, 2018). The jobs that are high on task variety, task identity, and task significance influence the meaningfulness of the work. Job autonomy and feedback influence responsibility for outcomes of the work and knowledge of the actual results of the work (Opatha, 2002).

Task Identity and Employee Performance

Task identity has its roots in the job characteristic as identified by Hackman and Oldham (1980). They refer to task identity as knowing that a piece of work is complete so that the worker can perceive that a result has been achieved. It is important within some service oriented organisations not to focus on individual tasks but to focus on objectives, desired outcomes and accomplishments. A job should be seen as an integrated whole rather than as a collection of distinct tasks (Mayo, 2003). Task identity needs to be broadened for most employees because it has implications for them as they determine ‘whose role is what’ when collaborating with each other (Mayo, 2003). For some, task identity may not be viewed in its broadest sense and may be embedded in its traditional roots. Occasionally, this may be reflected in job descriptions or models of banking care that emphasize a set of tasks to be complete without recognizing the integrated whole (Kahya, 2007).

Task identity is synonymous to task clustering which refers to a small collection of related tasks that are normally performed by a single person (Mayo, 2003). Once individual tasks are clustered, they are rated in

terms of interdependency between clusters, significance of job characteristics, integration into work flow or work process, and appropriateness of whether the job should perform the task cluster. A criticism of this strategy is that it starts with an analysis of tasks.

Task Significance

Task significance refers to the degree in which the job has a substantial impact on clients or families or communities, unit, or the organisation (Mayo, 2003). Senior employees wish to perform more critical tasks and less of those tasks that could be more appropriately carried out by their subordinates. It is important here to recognize that it is not the completion of the task that identifies the significance of the job but the contribution that employees offer to healthy client outcomes. Baumann, Gordon and Campbell (2001), states that employees work best when their expertise is respected. Traditional job designs deal with employees' interpretation of task elements and social information to produce motivational and attitudinal responses to the work. The understanding of task significance should be expanded to more intentionally address and revise the meaning of work and the social environment within which employees work (Ugboru, 2006). The meaning of work relates to employees' understanding of the purpose of their work and relates back to role identity. Job crafting is suggested by Wrzesniewski and Dutton (2001), as a strategy to reframe the purpose of the job and thus the meaning of work. The significance of a task is closely related to empowerment.

Empowerment is suggested here as a job characteristic rather than as an outcome of a well-designed job because of the factors that influence empowerment. Laschinger(2003), summarize empowerment theory into two themes, namely psychological and structural. The first theme, psychological empowerment, relates to perception of empowerment and increased intrinsic task motivation which is influenced by the psychological variables of choice, competence, meaningfulness and impact. Choice (or self-determination) refers to using one's judgment and taking responsibility for one's actions. Choice could also be related to ones feelings of control over work (Laschinger, 2003). Competence is the degree to which one can perform skillfully. Meaningfulness refers to value-added of one's work. Impact refers to the degree to which one's actions are seen as making a difference. These variables are similar to the three psychological states defined in the Job Characteristics Model: that is experienced meaningfulness, knowledge of results, and experienced responsibility. However, the psychological empowerment approach recognizes that influences beyond job characteristics such as peer support can be influential (Sinha & Ven, 2003). The second theme, structural empowerment, relates to the structural variables that impact on empowerment. As discussed under accountability, these include having access to information as well as resources, receiving support and having opportunities to learn and grow. Although these structural variables enhance empowerment, empowerment is not something that one can give to someone else. It is a recognition and application of the power that is already present in a job (Mayo, 2003).

Employee Performance and Job Design

Employee job performance directly focuses on productivity of worker via assessment of the number of suitable quality created by a worker in a processing environment, in aspecific period of time (Memoona, 2013). The business success is dependent onperformance of employees. Increasing the employees' performance from the lowestorganisation levels to senior management is one of the most efficient techniques ofincreasing business profit as well as performance. According to Munyinri (2018),improvement of performance is not only an outcome of well-running system but as wellis dependent on efficient strategies of human resource that thrive in employing as wellas keeping a motivated and committed employees. Grant (2007) opines that the performance dimensions on which a worker is assessed are called the evaluation criteria. Literature has shown that numerous criteria turn out to be useful so as to assess performance of job of a worker correctly (Opatha, 2002). Mayo (2003), suggested that the information or data that managers obtain on how well workers are executing their tasks can be divide into three dissimilar types and they include; Behavior-based information, Trait-based information, Result based information. Trait-based information spots employees' subjective character for instance initiative, creativity or attitude (Opatha, 2002).

Mayo (2003) stressed that behavior-based assessment of performance of job focuses on what is incorporated in the task itself. The outcomes are the results produced by the worker. On the other hand, result based information put into consideration achievement of employee. For the case of jobs in which evaluation is obvious and easy, an approach of results-based is appropriate.

Different evident for association between performance of employees and design of job exists. According to Sokoya (2000), job nature is positively associated with performance, which signifies that satisfaction together with quantity of variety as well as challenge in one's job essentially impact on performance. This feeling is important in eyes of others, sense of job significant, realizing competence of an individual, and liberty to make decisions have been shown to be positively associated to performance.

Approaches to design of job put dissimilar stress on satisfaction and performance as preferred results (Hackman, 2013). Some job design methods are interested chiefly in improvement of performance while others are mostly concerned with satisfaction. Bassey (2002) enunciated that training of employee as well as redesigning of job, the aim is roughly at all times on improving performance of job. Other researchers have disputed that design of job gets better motivation of employees and their devotion to their job nevertheless at closer assessment. Design of job could simply contribute to improved effectiveness in an institution, eradicate several problems of health, but will not influence morale of employees and their interest at work. Jobs which are well designed can have a helpful influence on equally satisfaction of employee and performance quality.

Theoretical Framework

The underpinning theory adopted in this study is Herzberg's "Two-Factor Theory". The basis for this adoption was as a result of its unquantifiable importance to job satisfaction and motivation within a workplace. The theory of two-factor (as well recognized as dual-factor theory and Herzberg's motivation-hygiene theory) was created by psychologist Frederick Herzberg in 1959. He hypothesized that satisfaction of job and dissatisfaction of job work separately of each other. The theory indicates that there are some factors in the place of work which result to satisfaction of job, whilst a different factors set result to dissatisfaction of job.

The momentum for enrichment of job mainly came from Frederick Herzberg's (1966, 1968), which was a reply to the 'white collar woes' and the 'blue-collar blues' (Gooding, 1970), which happened for the period of the 1960's plus 1970's. The period was characterized by workers responding to their job in different 'unproductive ways' for instance through sabotage, absenteeism, strikes and turnover fuelled by poor job design; a reply which was seen to be partially an outcome of a universal increase in aspirations and abilities of people via improved access to education.

The basic theory's' tenet is that change of factors of hygiene could conquer discontent but can't enhance satisfaction as well as motivation. Job satisfaction can just be motivated by shifting jobs intrinsic aspects. It has been reported that functioning in a state of motivation-seeking is extra industrious as compared to functioning in a state of hygiene-seeking, and so anticipated making work extra enriching via doing an increment of the motivators present at works (Herzberg, 1959 as cited in Munyinri, 2018).

Several principles have been recommended and they include; increasing accountability of an individual, removing some controls on workers, giving workers natural or whole work units, offering direct feedback received slight practical support (King, 1970 as cited in Munyinri, 2018) According to Hulin and Blood (1968) as cited in Munyinri (2018), this supposition evidently refutes the individual differences importance in responses to redesigns of job.to workers rather than feedback just to supervisors, increasing freedom, discretion and authority, assigning specialized responsibilities to workers in order that they can become professionals and initiating more difficult responsibilities (Herzberg, 1968 as cited in Munyinri, 2018). The above approach signified a significant forward step in research of job design. Instead of only documenting the

simplified jobs harmful effects, a theory of psychology was created and practical suggestions regarding the jobs redesign were prepared. Nevertheless, though it encouraged research of job design as well as practice.

In the theory, managers at all levels have the chance to manipulate the levels of satisfaction of their workers via their jobs design. Borman (2004) opines that jobs which are well-designed aid in accomplishment of two significant objectives; challenging as well as motivating workers and getting the required job done in an appropriate and experienced way. Organisation as well as the worker benefit from flourishing design of job. The following principles must be practiced as suggested by Herzberg (1968) to reduce some controls on employees; increase autonomy; increase discretion as well as freedom; give direct feedback to workers rather than introducing more complicated responsibilities. Jobs that are badly designed are probable to be frustrating, boring and discouraging to workers. In line with this theory, a job that is challenging has the chances for recognition, accomplishment, growth and advancement that will inspire workers if rightly designed.

Conclusion

In this changing world, adaptability is becoming the most important capability for employees and the organisation as well. In other word, adaptability is the key factor to employee job performance (Pulakos, 2000). While most existing studies mainly explore how job design influence employee job performance, it is necessary to consider its contributory role to performance, motivation and job satisfaction. Therefore, in this study, relevant suggestions and contributions of scholars were broadly highlighted. It was observed that job design played a positive role in promoting employee performance, motivation and job satisfaction, thus, enhancing individual adaptability to changing environment. Besides, a good adaptability ensures that employees can perform effectively in the workplace if job design is rightly done.

A well designed job breeds a well-performing job. This is because such a job has the capacity of ensuring or producing high employee performance motivation and job satisfaction. A well designed job is of immense benefit to both employees and employers. It breeds job satisfaction and employee commitment, organisational productivity, performance, trust, justice, training and goals realization and creates room for variation of work skills and roles, innovation and efficiency.

Recommendations

Based on the study discussion, the following recommendations are made:

Both private and public enterprises (firms, organisations and institutions) must start designing their jobs in most suitable ways so as to rouse employee performance, motivation and job satisfaction;

Organisation's management must be up and doing, proactive, decisive, functional and conscious of their job design in accordance with changing work conditions;

Organisations must design its existing job in such a way that will accommodate flexibility to justify the relative of job redesign;

Organisations should promote rotation of job, job enrichment, job enlargement and simplification of job in their place of work by putting in place proper mechanisms to deal with the affected employees; and

Managers can input efficiency and effectiveness measures in terms of productivity which could be used as comparison against values of job design and motivation.

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