



JOB DESIGN AND EMPLOYEE MOTIVATION IN ORGANIZATION

BY

Selekede, Moses – Lecturer, Department of Public Administration, Bayelsa State Polytechnic Aleibiri.

Abstract

This paper tends to examine how job design can be used to motivate workers in organization. Job design has to do with structuring the content and nature of jobs with the aim of improving organizational performance and workers job satisfaction. Job design is aimed at ensuring that workers derive maximum satisfaction from the job assigned to them. A well assigned job brings the best out of the workers which leads to job satisfaction and enhances his/her performance. The paper is anchored on Frederick Herzberg two factor theory or motivation hygiene theory. Herzberg's two factor theory is concerned with "what people want from their job" and how job should be designed in order to enhance workers satisfaction and motivate them. The study draws its arguments basically from published literatures. The study concluded that in order for job design to be effective, management need to assign tasks that better fit the skills and knowledge of the employees.

Keywords: Job Design, Motivation, Employee, Organization.

INTRODUCTION

Organizations are established to achieve goals which could be long or short term depending on the nature and the activities of the organization. For organization to achieve its goals efficiently, jobs must be properly design in order to bring satisfaction to employees which in the long run motivates them. When jobs are not properly designed, it leads to job dissatisfaction on the part of the employee and ultimately affects their motivation. Job design has been one of the most effective tools used for optimizing employee's motivation. It can be defined as changing the content and processes of a job to increase an employee's satisfaction, motivation and productivity (Knapp and Mujtaba, 2010). A well designed job, according to psychological perception and attitude of employees, motivate workers towards task performance, and such employees become highly productive and loyal to the organization (Zareem *et. al*, 2013).

CONCEPTUAL REVIEW/THEORETICAL FRAMEWORK JOB DESIGN

Job design can be traced to the era of scientific management philosophy propounded by Frederick W. Taylor. Fredrick Taylor, known as father of scientific management, was one of the intellectual leaders of the efficiency movement. Taylor believed that managers should design jobs in such a way that can help workers perform their assigned task efficiently. He demonstrated that by analyzing the work, the "One Best Way" to do it can be found. This best way can maximize the level of workers performance. Taylor argued that even the most basic, mindless tasks could be planned in a way that dramatically would increase productivity. He believed that the scientific management of the work was more effective than the initiative and incentive methods of motivating workers. According to Taylor, if managers give the workers rewards for increased productivity the workers will try to achieve it by working harder but soon they will become exhausted because they will not be familiar with the right way, so it is the responsibility of the managers to design the job for workers, giving them the best way so they can perform well without getting exhausted (Zareem, *et al.*, 2013). Job design is one of the most effective tools used for enhancing an employee's performance. Knapp and Mujtaba, (2010) sees job design as changing the content and processes of a job to increase an employee's satisfaction, motivation and productivity. In the opinion of Amah (2006), job design refers to the process of assigning task to a job in addition to the interdependency of the task with other jobs. She added that jobs are designed in order to improve organizational efficiency and employee job satisfaction. In a similar vein, Norris & Porter (2012) averred job design is the division of work tasks assigned to an individual in an organization that specifies what the worker does, how, and why the job is to be done. They added that effective job design contributes to the achievement of organizational objectives, motivation, and employee satisfaction.

Parvin (2011) maintained that the purpose of job design is to increase the level of job satisfaction which shall ultimately cause the good performance of the employee.

Going from the above definitions, job design has to do with structuring the content and nature of jobs with the aim of enhancing employee job satisfaction. Job design is aimed at ensuring that workers derive maximum satisfaction from the job assigned to them.

OBJECTIVES OF JOB DESIGN

The objectives of job design include:

- (i) **People capability.** Job design consider existing capabilities both internally and in the wider labour market
- (ii) **Quality.** Job design reduces the risk of errors and to impose a degree of self-checking by employees to ensure highest possible quality standard.

- (iii) **Speed.** Jobs should be design to ensure that timely completion of task is appropriate to the job. For example, in the case of an emergency, the speed and appropriate of the response is probably the most important feature of job design.
- (iv) **Health and Safety.** Job must be design to ensure that they don't endanger the well-being or safety of the person performing the job, their colleagues etc.
- (v) **Productivity.** Job must be design to ensure that the primary focus of the job holder is to add value to the organization. That is, jobs should be designed in order to make the organization productive.
- (vi) **Sustainability.** Jobs should be designed with a view to sustain and ensure that the organization can respond flexibly in the face of changing economic, social and political environment. Also, to ensure there is room to develop the job over time to take accountability of the evolving individual and organizational capabilities.

BENEFITS OF JOB DESIGN

The following are the benefits of good job design in any organization.

- (i) **Employee Input.** A good job design enables a good feedback from workers in the organization. Employees have the option to vary tasks as per their personal and social needs, habits and circumstances.
- (ii) **Employee training.** Training is an integral part of job design. Contrary to the philosophy of leave them alone, job design lays emphasis on training people so that they are well aware of what their job demand and description is and how it is to be done.
- (iii) **Work/Rest Schedule.** Job design offers good work and rest schedule by clearly defining the number of hours an employee has to spend on the job on that particular day, week, month and year.
- (iv) **Adjustment of Job.** A good job design allows for adjustment of physically demanding jobs by minimizing the energy spent in doing the job and by aligning the manpower requirements for the job.

APPROACH TO JOB DESIGN

Noe *et al.*, in Amah (2006) identified the following approach to job design.

(i) Mechanistic Approach

The mechanistic approach is based on classical industrial engineering and it focused in identifying the simplest way to structure work to achieve maximum efficiency. It entails high job simplification such that anyone can be trained quickly to perform it. The approach is centered on task specialization, skill simplification and repetition.

The mechanistic approach has its roots in scientific management which is of the view that productivity can be increased through scientific approach. For example, Frederic Taylor, in trying to identify 'one best way' of performing a job, time and motion studies were embarked upon.

(ii) Biological Approach

According to Noe *et al.*, in Amah (2006), this approach is based on the science of biomechanics (i.e, the study of body movement), work physiology and occupational medicine and it's often referred to as ergonomics. Ergonomics is concerned with how the design of equipment and the physical work environment affect how well workers perform their job. It tends to align the individuals physical characteristics with the physical work environment. The aim of this approach is to minimize the physical strain on the worker by structuring the work around the way the human body works. It tends to reduce outcomes such physical fatigue, aches and pains and health problem. It is a known fact that a healthy is employee is more productive and sick employee. Ergonomics is applied to physiological as well as

anatomical problems. Jobs are redesigned to reduce their physical demands so that many more people can perform them. Equipment are designed to minimize occupational illness. The biological approach is aimed at designing the machine to fit the person rather than fitting the person to the machine (Amah, 2006).

(iii) Perceptual – Motor Approach

This approach focuses on human mental capabilities and limitations. It tends to design jobs in a way that ensures that the job does not exceed mental capabilities and limitations of the people assigned to the job. The approach aimed at improving reliability, safety while reducing the information processing requirements of the job. Jobs are designed in such a way that the least capable worker could perform it with less stress or difficulty.

(iv) Motivational Approach

This approach is based on organizational psychology. The focus of this approach is increasing the scope of the job through job enlargement, job enrichment and the construction of jobs around socio-technical systems. Motivational approach leads to higher job satisfaction, motivation, job performance and greater job involvement. The approach is of the view that if the motivational potentials of jobs are increased through job design, the overall performance of the organization will be improved (Amah, 2006).

MOTIVATION

The word motivation is derived from the Latin word “movere” which means to move (Sharma *et al.*, 2013). Motivation is the drive that propels workers to put extra effort into their jobs. It has to do with human instincts, aspirations and urges that direct and control human behaviour. Robbins in Faisal *et al.*, (2017) averred that motivation is “the willingness to exert high level of effort toward organizational goals, conditioned by the efforts ability to satisfy some individual need”. What Robbins is saying is that, the essence of motivating workers is to achieve individual needs and organizational goals. In the opinion of Onah (2015), motivation represents the forces within a person that affect his or her direction, intensity and persistence of voluntary behavior.

From the foregoing definitions, motivation can be defined as the drive that propels workers to put in their best in the organization. Motivation requires the use of both financial and non-financial incentives to induce workers to perform optimally.

JOB DESIGN AND WORKERS MOTIVATION

Job design can be used to motivate workers in organization through the various techniques of job design. These techniques are job enrichment, job enlargement and job rotation.

(i) Job rotation

Job rotation involves moving employees from job to another at regular intervals within an organization. When employees are periodically move to different jobs, the monotonous aspects of job specialization can be relieved. For example, an administrative officer in the Polytechnic can be moved to different departments or units such as Exams and Records Units, Human Resources Units, Admission Units and various academic departments. The essence of such posting is to acquaint them with the different jobs in the Polytechnic. Posting employees from one unit and department to another in the Polytechnic will no doubt motivate employees because it is a way of acquiring new skills and knowledge. This position is supported by Champion *et al.* (1994) when they averred that job design is an effective way for employees to acquire new skills and in turn for organizations to increase the overall skill level of their employees. Job rotation helps to cross-train workers in order to perform the job efficiently. It is also a way to transfer knowledge between departments (Kane *et al.*, 2005). Job rotation may also have the benefit of reducing employee boredom, depending on the nature of the jobs the employee is performing at a given time. Job rotation can also be used to

increase employee satisfaction. When employees are not satisfied with professional endeavours, they feel demotivated, unhappy and irritated. Through job rotation, employees are likely to experience satisfaction by identifying their strength and weaknesses.

(ii) Job Enlargement

Job enlargement refers to expanding the tasks performed by employees to add more variety. By giving employees different tasks to be performed, as opposed to limiting their activities to a small number of tasks, organizations hope to reduce boredom and monotony as well as utilize the human resources more effectively. Job enlargement has similar benefits to job rotation, because it may also involve teaching employees multiple tasks in the organization. Research indicates that when jobs are enlarged, employees view themselves as being capable of performing a broader set of tasks (Parker, 1998). There are also some proof that job enlargement is beneficial, because it is positively related to employee satisfaction and higher quality customer services, and it increases the chances of catching mistakes (Campion & McClelland, 1991). Giving employees more tasks that require them to be knowledgeable in different areas seemed to have more positive effects on the organization (Campion & McClelland, 1993). Job enlargement can be used to motivate staff in the Polytechnic system by adding more tasks to the job workers are assigned to perform. For example, the job of the admission officer in the Polytechnic whose duty is to handle students admission can be enlarged to include advertising students admission, counselling of students about Polytechnic education amongst others. This will motivate the workers since they will be engaged in other activities outside his/her primary job description.

(iii) Job Enrichment

This technique entails enriching the job, which refers to the inclusion of greater variety of work content, requiring a higher level of knowledge and skill, giving workers autonomy and responsibility in terms of planning, directing, and controlling their own performance, and providing the opportunity for personal growth and meaningful work experience (Pooja & Renu, 2016). Job enrichment was first presented by the American psychologist Frederick Herzberg in 1950s (Zareem *et al.*, 2013). Herzberg suggests that job should be enriched by including the motivating factors which provide the opportunity for employee's psychological growth. In attempting to enrich an employee's job, Herzberg suggests that management should give the employee the opportunity for growth in his/her existing job. Job enrichment calls for vertical job loading where opportunities for achievement, responsibility, advancement and learning are designed into the job (Sapru, 2013). The basic reason of this idea is to motivate workers by providing those opportunities of utilizing their abilities so that productivity and performance of the employees increases and positively impacts the organizational environment and smoothing the way for achieving organizational goals (Zareem *et al.*, 2013).

Job enrichment can be used to motivate employees by allowing them to have greater control and autonomy over the job they are assigned to perform.

THEORETICAL FRAMEWORK

This paper is anchored on Frederick Herzberg two factor theory or motivation hygiene theory. This theory is concerned with "what people want from their job" (Sapru, 2013). Herzberg's two factor theory is centered on how job should be designed in order to enhance workers satisfaction which ultimately motivates them. Herzberg's main point was that job should be enriched in such a way that employees get motivated to do an assigned task which ultimately enhances their performance. Herzberg's claim was that the job should be designed or assigned in such a way that it will aid in enhancing workers growth, competence, achievement, advancement, recognition and responsibility.

CONCLUSION

Job design is an important aspect of organizational management. A well designed job leads to employee job satisfaction, motivation and the growth of both the organization and the employees. In order for the job design to be effective, management needs to look at the aspects of the jobs that are important and better fit the skills and knowledge of the employees. Thus, one of the major purposes of job design is to be able to discuss what is needed from the job and the employees.

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