

Impact of Job Design on Employees' Performance, The Moderating Role of Employee Commitment: A Qualitative Review

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Abstract

Job design is vital in improving job satisfaction and employee performance. A well-designed job provides an unbiased avenue for involvement and job satisfaction to an employee, which encourages higher perform. Job design has remained an important subject of research due to the important role it plays towards improving organizational and employee effectiveness. A well-designed job, according to Hackman and Oldham's (1976) aligns with five key identified core job characteristics namely: skill variety, task identity, task significance, autonomy and feedback. This study is based on qualitative technique which examined the impact of job design on employee performance. With a focus on the enhancing the various characteristics of job design to improve employees performance based on a well implemented job roles and task variety, the research has reviewed thematic evidence from 20 previous conceptual frameworks to show the construct of job design by the various elements of job rotation, job enrichment and job enlargement and their positive impact on employee performance.

Keywords: Job Design, Job Characteristics Theory, Job Rotation, Job Enrichment, Job Enlargement, Employee Performance.

1. Introduction

Job Design can be defined as alternating the content and processes of a job to increase an employee's satisfaction, motivation and productivity (Knapp & Mujtaba, 2010). It is the division of work and tasks assigned to an individual in an organization that specifies what the worker does, how, and why (Adjemian, Brorsen, Hahn, Saitone & Sexton, 2015). The idea of job design is not new; Fredrick Taylor and his predecessors explored it in the early 1900s, and since then, a great deal of research has been done on the relationship between job design and employee attitudes towards their designated roles or tasks.

According to Rush, (1971) the main purpose of job design (or re-design) is to increase both employee motivation and productivity. Employee engagement and satisfaction increase with a well-designed job, and they also work more productively. A psychological perspective on employee attitude states that well-designed jobs inspire workers to accomplish their tasks with motivation, and these workers grow to be extremely productive and devoted to the company. The process is important because it influences how productive employees and organisations are. Nonetheless, a lot of current problems come up when creating positions in organisations. These problems underlie the necessity of consistently presenting substitute work patterns that are just as successful in carrying out the tasks of the organisation.

The dimensions of performance on which an employee is evaluated are called the criteria of evaluation (Ivancevich, 1998). (Opatha, 2002) suggested that several criteria become needed in order to evaluate job performance of an employee accurately. In the view of Mathis & Jackson (2003), the data or information that managers receive on how well employees are performing their jobs can be of three different types. Trait-based information, Behavior-based information, Result based information. Opatha (2002) indicated that trait-based information identifies a subjective character of the employee such as attitude, initiative or creativity.

It is against this backdrop that the research was aimed at determining "The Impact of Job Design on Employees' Performance, The Moderating Role of Employee Commitment". The study's goal was to evaluate the efficacy of a well-known job design and how it affects workers' dedication and performance. This research work was also aimed at examining individual differences in terms of level of job satisfaction in accordance with the value system that applies, which involved assessing the perception of activity in accordance with the research objectives and questions raised. The mixed method of both quantitative and qualitative review was adopted in examining the various published literatures and personal observation in the workplaces within Abuja Metropolis, in abid to determine the impending impact of job design on workers performance and productivity in relation to overall organizational objective. The function of job design as the a determining factor of performance and attitude towards work based on theoretical expositions was another emphasis of this empirical study, which is organised based on introduction, literature review, and methodology. The theoretical construct of job design based on skill diversity, task identity, task importance, and job autonomy was the main focus of the conceptual framework. It also examined how these factors affect employee performance and commitment to the overall goals of the organisation.

2. Literature Review

Job design is the division of work and tasks assigned to an individual in an organization, that specifies what the worker does, how, and why (Adjemian, Brorsen, Hahn, Saitone & Sexton, 2015). Parvin (2011) stated that the purpose of job design is to increase the level of employee attitude in executing their roles which shall ultimately cause the good performance of the employee. 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, these requirements may include social, technological, personal and organizational desires (Zareen, Razzaq & Mujtaba, 2013). Job design has also been defined as the way tasks are combined to form complete jobs (Tahiri, Kovaci, Bushi & Meha, 2021). From the various conceptual frameworks and theoretical views, the concept of Job Design can be seen as "The science and art of developing a robust foundational structure for

implementation of routine and adhoc tasks of an employee to achieve optimal performance in relation to overall organizational objective” (A. Bello 2023).

However, in an organisational setting, an employee's performance is the culmination of their talents, efforts, and abilities, which all contribute to the organization's increased production and goal achievement. Improved organizational performance towards goal achievement requires more efforts in terms of improved employee performance (Ellinger et al, 2003). Employee performance is among the critical factors that contribute significantly to organizational success (Gitongu et al, 2016). Moreover, management standards to evaluate employee performance also play critical role in improving employee performance as they provide the picture of actual performance and its alignment with the benchmarks (Mackay et al, 2004). Employees performance also depends on their internal satisfaction towards their job, this is because, if employees are satisfied with their jobs as well as the organization, then they are more keenly interested to perform well towards organizational goal achievement (Harter et al, 2002).

With respect to the design of individual jobs, the first major theory was that of Herzberg and his colleagues (Herzberg et al., 1959). Their two-factor approach makes a distinction between two categories of variables: hygiene factors, which are external to the activity and include things like work environment, compensation, and supervision, and motivators, which are inherent to the task itself and include things like achievement, acknowledgment, and responsibility. The idea was that an organization's human resources could not exist without the hygienic elements. Herzberg's theory states that the only jobs that offer employees the chance for success, recognition, progress, and growth are those that are demanding.

Following the increased need to ensure increased performance through ideal job structures, other theories have purported to emphasize that one of the main factors influencing job happiness is job design and effective performance. Accordingly, various theories such as Job Characteristics Theory (JCT), Job Relevance Model, Job Enlargement Model, Job Enrichment Model and Motivator-Hygiene Theory (MHT).

Job Characteristics Theory was introduced by Frederick Herzberg as an improved version of the Job Enrichment theory, which was also further developed by various writers. This was further developed by Hackman and Oldham's (1976) with their various contributions in alignment with five key identified core job characteristics which were further adopted as the proxies for this publication, namely: skill variety, task identity, task significance, autonomy and feedback.

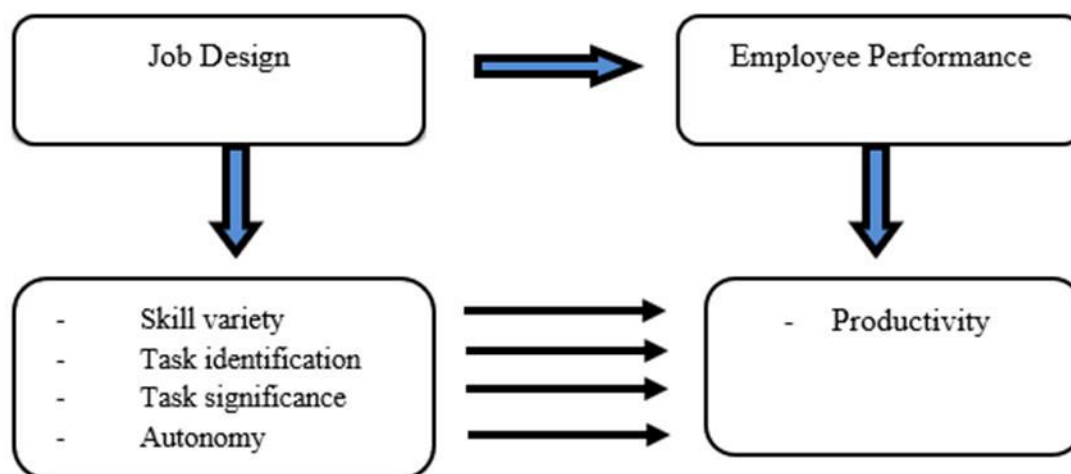
According to the job relevance theory, top executives and high performers are not the only ones who can find significance and relevance in their work. This element should be taken into account at all levels and tenure durations, from new hires to veterans, in order to prevent attrition and engagement problems. It views man as a machine and uses a scientific management approach to yield, productivity, and profit/wage gains—but at a cost. It places a strong emphasis on specialisation and standardisation. This notion is criticised, though, because specialisation can lead to a decrease in productivity and job satisfaction while simultaneously increasing quality and production. It can also cause monotony and a sense of alienation.

Job Enlargement on the other hand provides a photographic perspective of a guy pinning strings between numerous output of screen from an application. By giving one individual more responsibilities, job enlargement aims to address this problem. For instance, a worker would be in charge of multiple jobs rather than just one in a sequence. To ensure that employees are competent in carrying out the new responsibilities, job expansion must be combined with training. The design of a work expansion can improve satisfaction. The objection in this case is that, even when the quality might stay good or even improve, productivity and job satisfaction won't rise if job expansion is seen as just adding more repetitive chores with no emotional payoff. In fact, it might even decrease.

Frederick Herzberg, who is credited with saying that "if you want people to do a good job, give them a good job to do," is the source of another notion of job enrichment. "Job enrichment" can increase employee satisfaction, according to Herzberg. Performance is mostly dependent on the addition of new tasks related to a work that offer more engagement and contact with that job. More specifically, he suggested that: "Any employee who demonstrates an increasing level of ability should be given correspondingly increasing levels of

responsibility. The job must use the employee's full potential and provide them with sufficient challenge."Here, it is seen that a worker is considered only for additional tasks without much consideration towards incentives. It is clear from the analysis of the literature that job design has a significant impact on employee performance. It's common knowledge that better work designs result in increased performance. However, we are unable to generalise this because different employees perform at varying levels even when given similar tasks and assignments. It is a known that workers perform at their best when they believe their employment is effectively designed to meet their needs and preferences.

Research focuses on the Job Characteristics idea, which was produced by multiple authors and presented by Frederick Herzberg as an enhanced version of the Job Enrichment idea. According to DeCenzo, et.al., Herzberg's theory proposes increasing the content of a job with opportunities for personal growth, progress, responsibility, fascinating work, recognition and achievement to provide additional prospects for job satisfaction and motivation. With their diverse contributions in line with the five major identified core job characteristics—skill variety, task identity, task significance, autonomy, and feedback—Hackman and Oldham's (1976) work further refined this. They further divided the traits into three main groups based on crucial psychological states: knowledge of outcomes, experienced responsibility, and meaningfulness.



Source: The computation of the author, 2023

Figure 1. Showing the impacting interrelationship between job design and employee performance

The diagram above shows the interconnectivity between job design which is the independent variable and employee performance which is the dependent variable. It is evident that skill diversity, job identification, task significance, and autonomy serve as stand-ins for the dependent variable and have an effect on the independent variable, which is employee productivity. The diagram aims to demonstrate how a job requires a variety of diverse activities to be completed, including the application of a person's skills and talents; how a job requires the completion of a whole, identifiable piece of work, or finishing a task from beginning to end with a visible outcome; and the extent to which a job has a significant impact on other people's lives, whether those people are in the immediate organisation or the wider world, the extent to which the job affords the individual significant autonomy, independence, and discretion in planning the work schedule and choosing the method

to complete it, and the extent to which completing the tasks necessary for the job gives the individual a clear and concise understanding of how well they performed.

To meet the limitations of Herzberg's approach to job enrichment (which he prefers to call orthodox job enrichment (OJE)), Hackman and Oldham (1976) developed the most widely recognized model of job characteristics, as shown in Figure 1 above. Basically, this model identified the degree to which employees' demands for growth are met as a significant moderating factor and the specific job features that contribute to particular psychological states. Beyond this, various researches have attempted to corroborate the finding of theoretical sources, which have yielded positive results.

According to the findings of Ali and Zai-ur-Rehman's (2014) study, "Impact of job design on employee performance," job design has a significant impact in employee happiness and performance in Pakistan's FMCG business. They found that, in practice, organisations must adjust to the cultural norms of the host nation; in a similar vein, international corporations operating in Pakistan have adjusted their organisational procedures and practices. Individuals do prefer professions with meaning and autonomy in collectivist societies like Pakistan; the majority of responses show that individuals want autonomy in their work, or the ability to make decisions for themselves when doing tasks.

According to Zareen and Razzaq (2013), their job was carried out to enforce the idea of designing a job according to employee's psychology and to help managers and human resources professionals in achieving higher organizational productivity. They found that workers operate more productively and effectively when given tasks that are in line with their behaviour and meet their psychological needs. Over time, these workers become a prized asset for the company as their motivation and involvement levels rise. They added that not all workers can be inspired and fulfilled by a certain job design, and that some workers want to succeed and complete challenging tasks with greater goal setting. A successful job design should take into account an employee's psychological view. Similar to this, some employees are creative and have original ideas, while others are content to carry out conventional tasks. It is best to manage and inspire these individuals with distinct job designs that better suit their attitude. It was mentioned that when an employee's job, tasks, and assignments align with their psychology, they will typically be more productive, effective, and supportive of the organisation in helping them achieve both their own objectives and organisational outcomes.

From a study by Moeed Abid et al (2013), they discovered that, from the arrays of the of individual responses regarding both job design and employee satisfaction, there is strong positive relation between job design and job satisfaction. There is a positive correlation, indicating that both job design and job satisfaction are moving in the same direction. Their data study led them to the conclusion that an employee's job satisfaction is positively correlated with a well-designed job, while a poorly designed job has the opposite effect.

3. Methodology

This study adopted the qualitative research process. This involved viewing and reviewing published literatures from other reputable researchers through the database and collections of google scholar to garner secondary data. In addition, the advanced search of "Hub of Science" on job design and employee performance was used with literatures gotten with extensive outreach.

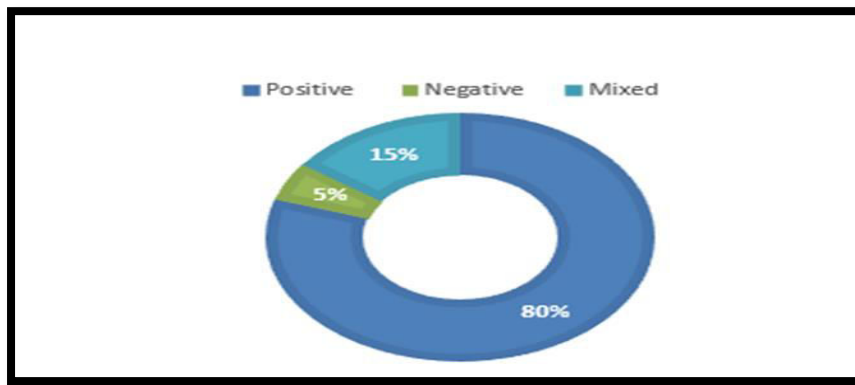
Size and leverage were the main topics of analysis for the empirical data from earlier research projects. The findings were derived from a descriptive synthesis of earlier, diverse research on the relevant theme. Verification techniques were used throughout the investigation, which was founded on the generalisation concept, to guarantee reliability and rigour. Also, the findings are based on review and adoption or adaption of related existing theories and models, which ensure the theoretical significance of the findings.

4. Results

This section includes an empirical appraisal of studies that explored the impact of work design on employee performance from. Groupings based on the results from the numerous samples of the 20 publications that

satisfied the selection criteria were used to explain the empirical investigations. Based on the study's methods and results showing a range of relationships—positive, negative, and mixed—between job design and worker performance, the groups were formed. The results are displayed in Figure 2, where good outcomes account for 80% of the analysis about the effect of job design on worker performance. Over 50% of the analysis yields a favourable outcome. Of the findings, the mixed results account for fifteen percent and the negative association for five percent.

Based on the methods used and the conclusions, Table 1 presents an analysis of the distribution of the results. According to the data, the most often used estimating model was the Ordinary Least Square (OLS) approach, which was used in 35% of the investigations. Additionally, it demonstrated the prevalence of good, negative, and mixed perceptions regarding the effect of job design on worker performance, with sixteen positive outcomes, one negative result, and three mixed results. This attests to the beneficial effect in keeping with the particular conclusions from the empirical review of the findings of the different investigations.



Source: Author's computation, 2023

Figure 2. Finding the impact of job design on employee performance

Table 1. Distribution of the results and the adopted approach

S/N	Methodology	Results				
		Positive	Negative	Mixed	Total	Percentage %
1	Pooled Ordinary Least Square (OLS)	7	0	0	7	35.00
2	Simple Linear Regression Model	3	1	1	5	25.00
3	OLS and GMM	1	0	0	1	5.00
4	Partial Adjustments model	2	0	1	3	15.00
5	Threshold estimation technique	1	0	0	1	5.00
6	Fixed Effect Model	1	0	0	1	5.00
7	Generalized Method of Moments (GMM)	1	0	1	2	10.00
	Total	16	1	3	20	100.00

Table 1 also reveals that the pooled ordinary least square technique was the most often employed model by researchers during the evaluation period, with 35% of the studies using it for estimate; Simple linear regression approaches were also employed in additional studies with good, negative, and mixed outcomes, making it the second most popular method among the studied theoretical frameworks. Other techniques included in Table 1

are the GMM and OLS, which only yield favourable results 5% of the time. Several more research with varying approaches produced a range of outcomes, some of which were favourable.

5. Discussions and Implications

Different findings about how job design affects employee performance in particular public parastatals are revealed by the analysis. As the study shows, work design generally has a beneficial effect on employee performance, with mixed or negative results. It follows that further research has demonstrated that a strong job design tends to inspire workers and enhances job happiness and output. This is more consistent with the theory underlying the job characteristics theory. This study highlights the significance of intervening variables as drivers of predictable and consistent outcomes instead than emphasising the qualities of efficient job design. When a job is well-designed to take into account an employee's preferences, the results are involvement, dedication, motivation, and contentment, all of which eventually contribute to maximising performance and achieving objectives. Employees that are involved put their related hand, head, and heart energy to use at work (Khan, 1992). Each study produced a diverse set of findings, suggesting that different approaches to data collection and processing may produce different ends. Based on theoretical foundations, the results support the favourable correlation between work design and employee effectiveness. Empirical evaluations support the study's thesis by demonstrating a majority of positive reviews and a small number of unfavourable or inconsistent findings. Therefore, the study is in line with the Job Characteristics Theory (JCT), which used a more theoretical triangulation to describe the conceptual analysis in a way that was convenient.

6. Conclusion

The effect of work design on employee performance was examined in this paper. It covered earlier research and conclusions, which had a number of theoretical ramifications. The qualitative analysis showed that the use of several models had produced positive findings in research on the effect of job design on employee performance. Eighty percent of the reviewed publications yielded favourable outcomes, five percent yielded negative results, and fifteen percent produced mixed findings. The study also showed that roughly seven models were used in the several investigations spanning across the various parastatals, with the panel simple regression model and the Ordinary Least Square Method being the most widely used analytic techniques with positive results. This study is constrained by its inability to establish a connection between the degree to which intervening variables impacted the findings of earlier investigations. The role and direction of the intervening variables in the study were not taken into consideration, despite the possibility that the researchers used different intervening variables. In conclusion, the use of a well-designed job may have an impact on worker productivity. Moreover, comparable qualitative research on the financial services sector may be undertaken in the future.

Conflicts of Interest

Regarding the publishing of this paper, the authors have no conflicts of interest.

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