

## Facets of Job Design

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**Abstract:** *One useful tactic for satisfying worker expectations and accomplishing organizational goals is job design. Three primary job design concepts are covered in this research: job rotation, work expansion, and job enrichment. Job rotation helps employees stay with the company longer, develop their abilities, and manage musculoskeletal conditions. It also lowers worker exposure to work-related accidents. As a result of the additional responsibilities that come with a growing job, employees are more likely to participate in decision-making. The technique of increasing the level of complexity and interest at work while allowing employees to make decisions is known as "job enrichment." The primary finding of the literature review is that well-designed employment may boost workers' motivation to work and sense of contentment there, which may subsequently boost output and performance.*

**Keywords:** *Job design, Job enlargement, Job enrichment, Job rotation, Job satisfaction, Motivation*

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### INTRODUCTION

Actually, job design integrates the job content with the work methodology utilized to complete the task (Durai, 2010). There are several systems for job design. The following are listed by Armstrong (2003) as the main tactics: high performance work design; job enlargement; job enrichment; job rotation; self-managing teams (independent work groups). Other strategies include job reengineering, participative management, and peer performance evaluation (Durai, 2010). In the early 1950s, Viteles developed the first work design theory. This theory holds that job rotation and expansion were both utilized to address the problems brought on by the monotony and boredom that come with work specialization, which in turn led to a drop in employee morale and productivity (Hsieh & Chao, 2004).

Furthermore, job rotation and expansion were developed so that workers may benefit from the task specialization that the job engineering technique brought about (Ali and Aroosiya, 2012).

This article's objective is to examine several aspects of work design, particularly the job

rotation system and the job growth and enrichment strategy. People are interested in this stuff for two reasons. First, as Tement and Korunka (2013) point out, job design modifies job features including workload, autonomy, variety, and workplace support in an effort to enhance workers' attitudes toward their work and, ultimately, their performance. Barrett, 2007). The second set of advantages is related to work design and includes improved skills, increased job satisfaction, and increased employee motivation (Armstrong, 2003; Durai, 2010). Moore and colleagues (2005)). Better work designs are positively connected with higher employee performance and productivity, according to research by Ali and Aroosiya (2012). For this reason, some of the most well-known theories of motivation, job satisfaction, and work design systems are all included in this research.

## **SYSTEMS OFJOBDESIGN**

### **Overall for Job Design**

In the words of Armstrong (2003), job design is "the specification of the contents, methods, and relationships of jobs in order to satisfy organizational and technological requirements as well as the social and personal requirements of the job holder." According to Ali and Aroosiya (2012), job design may also be defined as the process of arranging duties, responsibilities, and tasks into an organizational unit of work. Job design should start with a task needs analysis, or what needs to be done. Then, motivating traits like independence, accountability, judgment, and self-control need to be taken into account (Armstrong, 2003). Chaneta (2011), page 2. Job design is defined as "the specification of the content, methods, and relationship of jobs in order to satisfy organizational, technological, and individual worker requirements." According to Chaneta (2011), the following factors should be taken into account when designing a job: maximizing the use of machines; minimizing the degree of flexibility in job performance; optimizing the level of specialization; reducing the time required to complete the task; lowering the skill level required; reducing the amount of time spent training or learning.

### ***Job Rotation***

Employees can purposefully switch between occupations thanks to the "job rotation" technique (Durai, 2010). The worker's gender, the physical demands of the job, the worker's knowledge, abilities, and skills, and the demands and time required to complete other activities are the four factors that must be taken into consideration for the work rotation operation to be successful and to ensure that the employee is not rotated into an unsuitable employment position (Carnahan et al., 2000). For example, it's crucial to assess management skills while thinking about job rotation in the sport administration profession (Ko et al., 2011). Numerous advantages come with changing jobs, such as enhanced output, chances for training, retention of staff, and professional progression (Jorgensen et al., 2005). The worker also gains a better comprehension of the organization's functions (Ali and Aroosiya, 2012). Furthermore, job rotation seems to support employee learning, motivation, and the development of human capital. Concurrently, it decreases employee absenteeism, lessens

employee boredom (Bhadury and Radovilsky, 2006), assigns workers with disabilities to jobs that suit their skills and abilities (Asensio-Cuesta et al., 2012), and, in the end, enhances workers' capacity for problem-solving (Allwood and Lee, 2004). Furthermore, organizational reform and the regular rearranging of employee work assignments are two other elements that might influence an organization's choice to adopt job rotation (Jaturanonda et al., 2006). In addition to the benefits already mentioned, job rotation is thought to be a way to reduce exposure to hazardous noise levels (Tharmmaphornphilas et al., 2003), work-related injuries (Jorgensen et al., 2005), and physically demanding material handling (Carnahan et al., 2000). It can also be used to treat musculoskeletal issues related to the workplace (Frazer et al., 2003; Jorgensen et al., 2005; Asensio-Cuesta et al., 2012).

The purpose of job rotation is to minimize the cumulative biomechanical loading on a certain body part for all workers by having employees alternate between jobs for a predefined period of time (Jorgensen et al., 2005, p. 1721). Furthermore, according to Frazier et al. (2003), the "general principle of job rotation is to alleviate the physical fatigue and stress for a particular set of muscles by rotating employees among other jobs that use primarily different muscle groups."

Furthermore, in contrast to early 1950s research suggesting that job rotation could be used to lessen employees' fatigue, monotony, and boredom as a result of either the mechanical and repetitive nature of their jobs or the job specialization and mass production of that era, Hsieh and Chao's (2004) study found that job rotation reduces job burnout. Nonetheless, there has been contradictory studies in the international literature about the advantages of employment rotation. While some studies have shown no evidence of any influence on employee satisfaction, others have claimed that job rotation may boost employee work satisfaction but not performance (Bhadury and Radovilsky, 2006).

To successfully implement a job rotation process, however, a number of challenges must be addressed, such as the bargaining power of labor unions, the requirement to rotate employees to a new role with equal risks, and employees' lack of experience in a particular role (Jorgensen et al., 2005). Another barrier to job rotation is the enduring gender stereotypes in the workplace. More specifically, Sundin (2001) claims that women are more likely than men to work in specific occupations. The system of gender-determined employment makes job rotation more difficult or inappropriate, not easier.

### ***Job Enlargement***

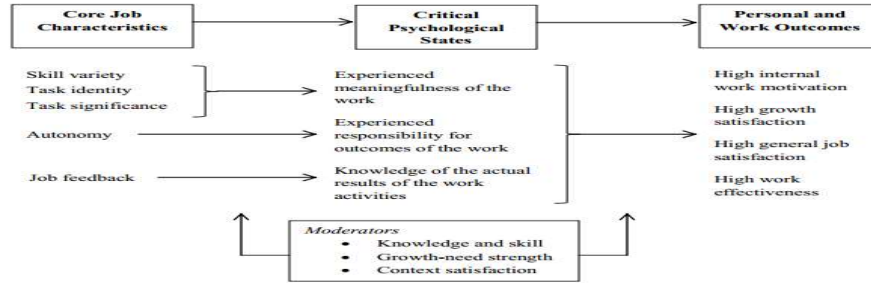
Durai (2010) states on page 96 that "job enlargement transforms the jobs to include more and/or different tasks." Increasing an employee's interest in their work by offering them a range of stimulating activities related to their field of work is the main objective of job expansion. We call this improving the attractiveness of a stance. As a result, creating jobs that satisfy employer and customer expectations is the aim of employment growth (Durai, 2010).

To accelerate the rise of employment, there are two approaches. The horizontal expansion is "the extent to which a job involves multiple tasks" (initial expansion), according to Durai (2010), p. 96. More duties are added to the ones that employees with equal ability levels now complete in order to achieve this. The principal aims of horizontal growth are to reduce the quantity of specialized work and job dissatisfaction, enhance the quantity of challenging activities, and ultimately facilitate the acquisition of new skills by individuals. These qualities make this method appropriate for demanding and well-organized tasks (Durai, 2010). According to Durai (2010), p. 96, "the extent to which the employees determine how the task is to be done" describes the second form of development, also known as vertical expansion. This strategy's main goal is to provide employees with the chance to take part in task organization, planning, and control while also meeting their desires for self-actualization and elevating their position. (Durai 10).

### ***Job Enrichment***

Job enrichment is described as "the development of work practices that challenge and motivate employees to perform better" (Durai, 2010, p. 92). In the words of Ali and Aroosiyah (2012), job "enriching a job through the inclusion of a 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, as well as providing the opportunity for personal growth and meaningful work experience." Four essential elements of work enrichment were identified by Armstrong (2003): the utilization of talents, diversity, feedback, and the belief that the action is important. Workplace practices that fall under the umbrella of job enrichment include knowledge sharing, self-directed teams, quality circles, and job rotation (Mohr and Zoghi, 2006). More worker autonomy and increased overall firm operational efficiency are the two main objectives of job enrichment (Durai, 2010).

Work enrichment is positively correlated with feedback-seeking behavior in addition to employee motivation (Armstrong, 2003; Durai, 2010). According to Cheng and Lu (2012), this conduct improves job performance as well as organizational success. Lastly, there is evidence to support the relationship between job enrichment and a high degree of employee participation in decision-making and the decentralization of decision-making (Wood and Wall, 2007). One way to do this is by developing careers that are meant to be self-sufficient, which brings up the topic of intrinsic motivation—which will be discussed in more length later. The image below depicts the job enrichment model, according Lunenburg (2011) .



**Figure1:JobEnrichmentModel**

**ADVANTAGES OF JOBDESIGN**

**Job Satisfaction**

The good and bad views a person has about their work are considered their level of job satisfaction (Koustelios & Kousteliou, 2001, p. 31). Job satisfaction has been defined by Locke (1976, as referenced in Zournatzi et al., 2006, p. 19) as a pleasant or positive emotional state that arises from an evaluation of one's work or work experience. As Zournatzi et al. (2006) point out, work satisfaction is a multifaceted term, thus there isn't a single, definitive definition for it.

According to Koustelios and Kousteliou (2001), job satisfaction is influenced by a number of variables, including the kind of work being done and the environment in which it is done. It is also correlated with employee absenteeism and staff relocation. According to Zournatzi et al. (2006), there is a decrease in workplace mistakes and a decrease in employees' propensity to resign as additional characteristics linked to job satisfaction. According to international research, work satisfaction is also supported by engagement and involvement in the organization's decision-making process (Shuck et al., 2011; Greasley et al., 2005; Joensson, 2008).,Workplace performance and congruence with self-efficacy beliefs (Greasley et al., 2005); accomplishment; connections with colleagues; financial incentives (Stringer et al., 2011); and general working circumstances (Halepota and Shah, 2011). Young et al. (2013) discovered a positive correlation between job satisfaction and working conditions, work environment, resources, and employee perks, particularly in the leisure services sector, such as sports.

According to the previously mentioned study, there is a direct link between role ambiguity and role conflict—two factors connected to work design—and job satisfaction. When someone is unsure about what is required of them at work, how to meet those needs, or how they anticipate others acting in similar circumstances, they are said to be in a condition of role ambiguity. When a worker interacts with individuals or groups of individuals (parents, friends, family, coworkers, or relatives) who have differing expectations for their conduct, it can lead to a role conflict (Amarantidou and Koustelios, 2009).

***Ayub and Rafif (2011) found that motivation and work satisfaction were positively correlated. A multitude of elements, both material and immaterial, influence people's levels of job satisfaction. For example, the idea that motivation plays a significant role in influencing work satisfaction—which encompasses both good and negative attitudes about one's job—is supported by Schultz and Schultz (1998, referenced in Ayub and Rafif, 2011). The next section examines the many theories of motivation to get a deeper comprehension of the significant impact that job growth and design have on workers' motivation.***

### ***Motivation of Employees***

Motivation is an intense desire that propels someone to action (Kotler and Keller, 2006). When a need partially meets a purpose, it becomes a motivation. There are many different ways to inspire people, ranging from giving them more responsibility to granting monetary prizes. The hierarchy of needs model developed by Abraham Maslow is the most widely used theory of motivation. Maslow is primarily responsible for the concept of motivation, which is based on a five-tiered hierarchy of needs. These values range from lower to higher: The demands are as follows: a) biological and physiological; b) safety; c) love and belonging; d) esteem; and e) self-actualization. Maslow believed that a man should make an effort to fulfill as many of his desires as he could during his life in the most cost-effective and efficient manner. The urge to satiate higher level demands arises when a lower level need is satisfied. Maslow's hierarchy of needs is a bit strict. It eliminated temporality, disregarded the dynamic character of needs, and interacted with its cultural surroundings in order to produce an eternal and unalterable model. A person's common experience guarantees that they can take the required care to meet the needs of all levels of command, claim Kotler and Keller (2006).

Alderfer updated Maslow's paradigm and included the ERG theory. More precisely, Alderfer (Kotler and Keller, 2006) divides individual criteria into three groups: Needs can be divided into three categories: needs of growth (a desire for psychological development that falls into the two higher categories of Maslow needs: self-esteem needs and self-realization needs); needs of relationships (social needs satisfied by connections with friends, family, and coworkers); and needs of existence (security and physiological needs). Herzberg was the first researcher to suggest that an employee's feelings of satisfaction or unhappiness might be influenced by a variety of circumstances. In his theory, Herzberg distinguished between two types of factors: motivations that result in satisfaction and disincentives that create discontent. The impacts of one's environment are referred to as "hygiene" (Herzberg et al., 2009). While motivational factors like one's position in the business and hierarchy encourage workers to work longer hours more successfully, these traits also lessen the unpleasant stimuli connected with labor and the ensuing unhappiness (Herzberg et al., 2009).

Workplace satisfaction and motivational ideas are related. More specifically, the concept of cognitive inconsistency maintains that an employee's impression of their contribution to the



work should match the expected reward in order for them to be happy in their position and become more productive. If this doesn't happen, the worker won't be able to defend his efforts to fulfill the job criteria, which will make him question the worth of his pay (Stiff and Mongeau, 2003). The ability to manage circumstances that need a lot of effort, solve complicated issues rather than easy ones, and start work requiring original problem-solving are some indicators of cognitive motivation (Schei et al., 2002).

In addition to theories of motivation that focus on monetary rewards, there are other theories that highlight different kinds of benefits. To give one example, the outcome-based theory of job motivation (Cadona et al., 2003) distinguishes between four categories of motivation: a) Extrinsic motivation: this kind of drive originates from the advantages that a worker expects from their company. For example, if an employee expects to be paid for overtime, they could work longer hours. b) Intrinsic motivation: this kind of motivation is derived from the impact a choice will have on the person. For example, an employee could work longer hours since it gives him a sense of fulfillment to finish a task; c) Contributive motivation: this type of motivation is derived from an expectation of the reactor's reaction to a certain activity. For example, an employee may put in longer hours or even harder effort if he wants to contribute more to the goals of the company or organization; d) Relational motivation: this kind of motivation is based on how a behavior is expected to affect the subject's and reactor's relationship. For example, an employee could work longer hours since, in the alternative, they run the danger of losing their job. .

## **CONCLUSIONS**

"To increase a firm's ability to meet its objectives effectively and to provide job satisfaction to the employees" is the primary goal of job design (Durai, 2010, p. 92). The main objectives of work design are twofold. While the second is "to satisfy the organization's requirements for productivity, operational efficiency, and quality of product or service," the first is to "satisfy the individual's needs for interest, challenge, and accomplishment" (Armstrong, 2003, p. 494). It's crucial to draw attention to an additional work design feature that connects the task to the job's attributes: Personal life equilibrium (Lingard et al., 2010). The following basic queries make sense when considered in the context of job design objectives: a) What motivates individuals to work? b) What facets of the work role are most crucial? c) How will substitutes for the work design be found? and d) what adjustments to the work design should be made, and how?

In actuality, job design is a helpful tool for raising employee motivation and job satisfaction, which will eventually result in increased employee output and performance. Chen and Lu (2012) claim that a positive relationship exists between work design and employee motivation and performance. It also has a connection to the psychological importance and feedback-seeking behaviors of employees. Previous studies have established a connection between career incentives and job design (Kaarboe and Olsen, 2006; Fried et al., 2007). In any case, the many strategies that job design uses can positively affect employees' motivation, job satisfaction, and eventually, output and performance. As mentioned earlier, employers use job

design to try to boost workers' productivity using non-cash rewards including raising accountability, feeling good about accomplishments, applying problem-solving strategies, or accomplishing objectives. This is in line with studies on intrinsic motivation techniques. It is believed that intrinsic motivation techniques have received more attention than other motivating tactics because they produce highly desired outcomes like originality, quality, spontaneity, and vigor.

Conversely, extrinsic incentive components—like financial gains—produce desired outcomes apart from the activity itself (Reinholt, 2006). Reinholt (2006, p. 2) makes the observation that "whereas extrinsic motivation is claimed to be important in relation to unattractive and simple tasks, intrinsic motivation is often associated with the involvement in complex tasks." The distinctions between these two sets of motivating factors are emphasized by this remark.

This effect is noteworthy since high levels of job satisfaction are linked to increased productivity and improved work performance (Saari and Judge, 2004). Moreover, a correlation has been seen between an overall better life and increased job satisfaction (Saari and Judge, 2004; Drakou et al., 2006). On the other hand, poor performance and productivity, tardiness, retirement decisions, and absenteeism are all associated with work dissatisfaction (Saari and Judge, 2004). Employers and employees benefit from employment design most of the time. The benefits to the organization include increased productivity and efficiency, enhanced teamwork, qualified applicants prepared to fill positions, focused employee training that builds human capital, efficient personnel management, and, lastly, enhanced employee attraction, commitment, and retention. From the perspective of the worker, a well-designed job offers chances for both personal and professional development, a cohesive work environment, well-defined roles and responsibilities, focused training to meet future organizational and individual needs, and, in the end, more job satisfaction and company loyalty.

Nevertheless, our research has only scratched the surface of the ideas surrounding job design. In order to determine how various job design methods impact employees' performance, motivation, productivity, and degree of satisfaction, a second research would evaluate each approach's component parts.



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