

# A Review On The Relationship Variables To Job Design

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## Abstract

Many scholars have indicated that many factors, dimensions, environment, time, etc. are useful to design jobs in organizations. This review explores with the variety of literature support the relationship of variables with respect to job design. To extend and facilitate further studies contextually and empirically, a mind-map is presented to show how these relationship variables relate to job design. This would enhance the studies related to job design in particular.

**Keywords:** Job Design, Variables, Relationship, Mind-map.

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## 1. DEFINITIONS OF JOB DESIGN

Job design has been discussed in early 20<sup>th</sup> century by Fredric Taylor (Zareen, et al. [1]). Opatha [2] defines that:

*“job design is the function of arranging tasks, duties and responsibilities into an organizational unit of work for the purpose of accomplishing the primary goal and objectives of the organization”.*

Hence, Opatha [2] defines job design as the function of organizing tasks, duties and responsibilities into a unit of work in an organization for accomplishing the organizational primary goals and objectives. Further, Hackman and Oldham [3] argued that job design involves a set of opportunities and constrains into assign tasks and responsibilities, which are affected on employee accomplishes and experiences work.

Birbaum and Somers [4] suggested that job design is associated with the content of the job, which are undertaken by individual or group undertakes. Thus, job design means the roles and tasks fulfill by individual or group, as well as the methods that they use to complete their work. Moreover, job design is broadly defined as the process of the work is structured, organized, experienced and performed (Morgeson and Humphrey [5]; Parker and Wall [6]). Further, Garg and Rastogi [7] argue that the job design is viewed as broader perspective, which consists of various dimensions such as job enrichment, job engineering, quality of work life, sociotechnical designs, the social information processing approach and the job characteristics approach. All of the above definitions imply that designing the jobs in an appropriate manner is vital for an organization. However, there are rare models are created with respect to relationship variables to job design. This as considers the gap in the literature and this study aims to fill this gap. Further, the journals (e.g., European Journal of Business and Management, Journal of Management Development, International Journal of Management Business and Administration, etc.) and books (e.g., Opatha [2]; Parker and Wall [6]; Dessler [12]) are used to this study in order to cover the review of job design and related literature.

The rest of the study is organized as follows: the next section gives the variables related with job design. The final section offers the concluding remarks.

## 2. VARIABLES RELATED WITH JOB DESIGN

According to Opatha [2], the basic building blocks of an organization are the jobs in it. A unit of work in an organization is known as a job that consists of inter-related tasks, duties and responsibilities. Opatha [2] defines that

*“a task is a series of motions and is a distinct identifiable small work activity; a duty is a series of tasks and is a larger work segment; and responsibility is the obligation of performing the entrusted tasks and duties successfully”.*

According to Opatha [2], job design directly affects employee's efficiency, effectiveness, productivity, job satisfaction, training and development, and health; and these are related to employees and have impact on each other. Further, Reddy and Reddy [8] indicate that job design has impacts on the quality of work life, which is influenced by safe work environment, occupational health care, suitable working time and appropriate salary.<sup>1</sup> Thus, the job design is the major influencing factor (Opatha [2]); and moreover, the quality of work life leads to higher productivity and competitive advantage, reduces absenteeism and turnover, and improves job satisfaction (Barzega et al. [9]). However, poor or unsuccessful design of a job does lead to lower productivity, employee turnover, absenteeism, complaints, sabotage, unionization, resignations, etc.

Zareen et al. [1] argue that job design has been one of the most effective tools for optimizing an employee's job performance and there is strong positive relationship between job design and job performance. Opatha [2] suggests that the criteria for traits, behaviours and results are needed to evaluate job performance of an employee, more accurately; Hazucha et al. [10] argue that job autonomy, organizational support, training, distributive justice and procedural justice affect employee performance; and in addition, Zareen et al. [1] indicate that '*Psychological Perception*' affects the relationship between job designs and employee performance (Zareen et al. [1]).<sup>2</sup>

Scientific technique, job enlargement, job enrichment, job rotation, professional technique, group technique, ergonomics, and perceptual-motor technique are useful to design and redesign jobs in organizations. Scientific management suggests minimizing waste by identifying the most efficient method to perform job efficiently and job specialization is one of the major advances of this approach (Spreitzer [11]). According to Spreitzer [11], job specialization means breaking down tasks to their simplest components and assigning them to employees, so that each person would perform few tasks in a repetitive manner. Job enlargement (horizontal loading) is to assign workers additional new related activities, thus increasing the number of activities that they perform (Dessler [12]) and leading to job satisfaction (Chung and Ross [13]) and commitment (Donaldson [14]) of the employees in an organization. Opatha [2] indicates

*“Job enrichment or vertical loading means increasing the depth of the job by expanding the authority and responsibility for planning and controlling the job”.*

Hackman et al. [15] have developed a job characteristics approach to job enrichment and found job enrichment increases motivation and job satisfaction. Job rotation means working at different tasks or in different positions for a time horizon in a planned way and is also seen as an on-the-job training technique (Jorgensen et al. [16]). Job rotation leads to motivate employees (Kaymaz [17]) and reduce monotony, increase in knowledge, skill and competency, preparation for

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<sup>1</sup> Quality of work life is the quality of relationship between the employees and the total working environment (Bharathi et al. [18]).

<sup>2</sup> Psychological Perception is the attitude and behavior of the employee towards the likeliness of their jobs and the attitude answers the question how people feel towards some task, person, event or object (Zareen et al. [1]).

management, choice of correct work position and development of social relations. In addition, Opatha [2] also indicates professional technique, group technique or team contemporary approach or team working method, ergonomics or biological approach and perceptual-motor technique also use to design the job.

Job design includes efficiency and behavioural elements. Efficiency element includes division of labour, standardization and specialization. Behavioural elements as the job characteristic include skill variety, task identity, task significance, autonomy and feedback; and these behavioural and efficiency elements should be trade-off (Opatha [2]).<sup>3</sup> These job characteristics known as core dimensions (Lunenburg [19]) lead to three critical psychological states. These psychological states, according to Lunenburg ([19], produce work-related outcomes such as high internal work motivation, growth satisfaction, job satisfaction and work effectiveness.

Alternative work schedule also a part of the job design. According to Opatha [2], there are five alternative work schedules: (1) Flex-time (general flex-time, flex tour, gliding time and maxiflex time), (2) Compresses workweeks, (3) Part-time employment (job sharing with horizontal and vertical division, and work sharing), (4) Telecommuting and (5) Sift work (day, evening and night). Organizations can use one or more of this alternative work schedules in accordance with the business and employee needs.

Many scholars have indicated that many factors, dimensions, environment, time, etc. are useful to design jobs in organizations. This review explores with the variety of literature support the relationship of variables with respect to job design. To extend and facilitate further studies contextually and empirically, a mind-map is presented to show how these relationship variables relate to job design (see Figure 1).

### **3. CONCLUDING REMARKS**

The above review gives explanations from various studies on the job design with their related components and constructs. Moreover, this review defines job design as in the literature (e.g., Opatha [2]; Hackman and Oldham [3]; Birnbaum and Somers [4]; Morgeson and Humphrey [5]; Parker and Wall [6]; Garg and Rastogi [7]). Moreover, this review provides evidences for the relationship of job design to the other constructs such as employee's efficiency, effectiveness, productivity, job satisfaction, training and development, and health (Opatha [2]), quality of work life (Reddy and Reddy [8]), employee performance (Zareen et al. [1]), etc.

To extend and facilitate further studies with the literature support, a mind-map (see Figure 1) is presented to show these relationship variables to Job design. This would facilitate the studies related to job design in particular. Furthermore, this study can be further extended by considering other suitable variables and dimensions of job design other than the constructs and dimensions are considered for this study and further study can consider these as the extension of this study. This study can be a base for these studies to be extended.

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<sup>3</sup> According to Opatha [2], considering behavioural elements in job designing can result in satisfying the employees concerned, but cannot be productive. Conversely, if only efficiency elements are considered in job designing, the job designed can be more productive, but cannot be satisfying the employees. Hence, behavioural elements and efficiency elements should be balanced with a benchmark.

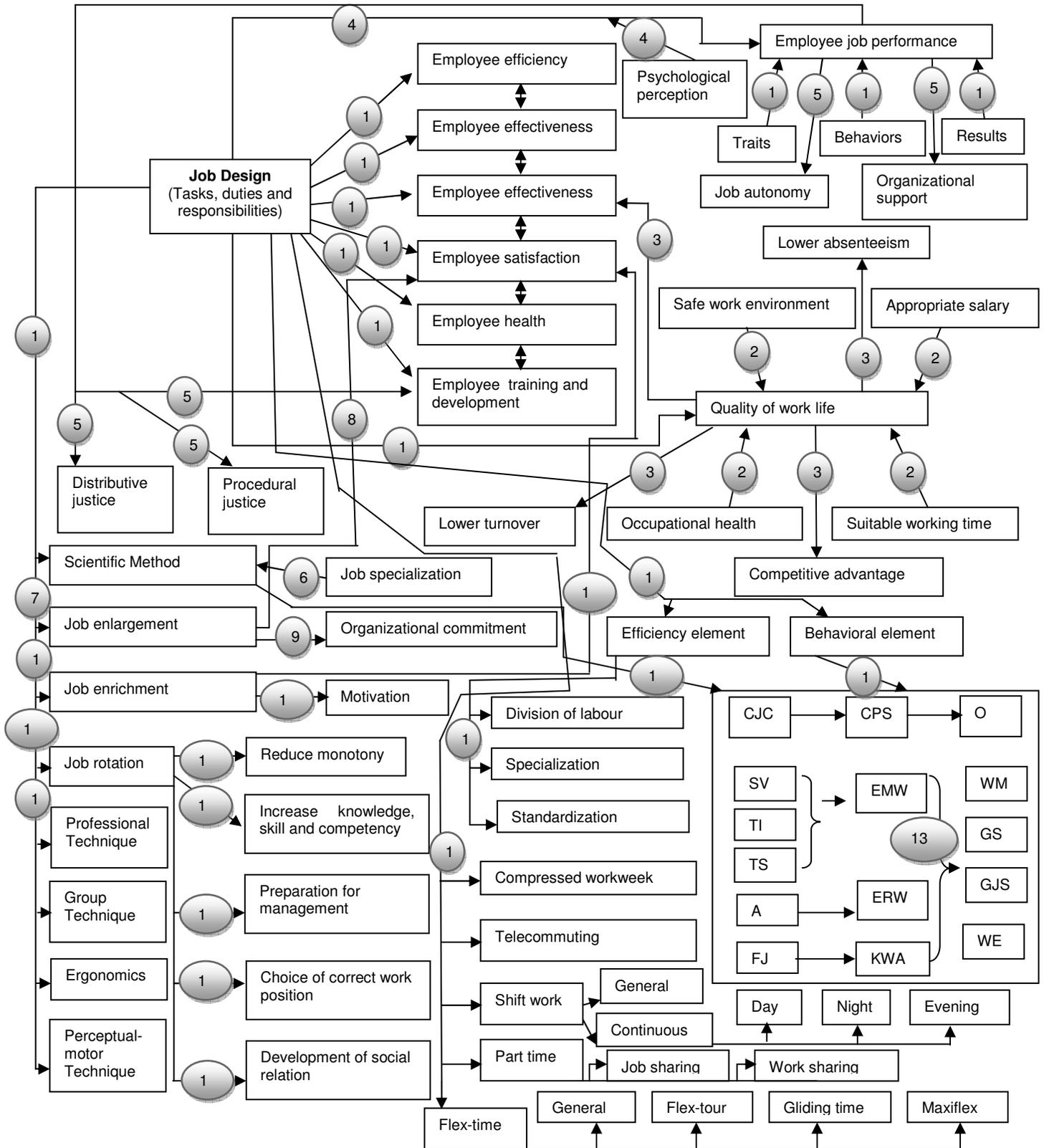


FIGURE 1: Mid-map of the review on relationship variables to job design.

In Figure 1, the numbers (and signs) in a circle indicate respective references as indicated below.

<b>SN</b>	<b>Reference</b>	<b>SN</b>	<b>Reference</b>
1.	Opatha (2009)	8.	Chung & Ross (1977)
2.	Reddy & Reddy (2010)	9.	Donaldson (1975)
3.	Barzega et al. (2012)	10.	Hackman et al. (1975)
4.	Zareen et al. (2013)	11.	Jorgensen et al. (2005)
5.	Hazucha at al. (1993)	12.	Kaymaz (2010)
6.	Spreitzer (1996)	13.	Lunenburg (2011)
7.	Dessler (2003)		

In Figure 1 meanings of abbreviation

CJC	Core Job Characteristic
CPS	Critical Psychological States
O	Outcomes
SV	Skill Variety
TI	Task Identity
TS	Task Significance
EMW	Experienced Meaningfulness of the Work
A	Autonomy
ERW	Experienced Responsibility for outcomes of the Work
FJ	Feedback from Job
KWA	Knowledge of the Actual Results of the Work Activities
WM	High Internal Work Motivation
GS	Growth Satisfaction
GJS	General Job Satisfaction
WE	Work Effectiveness

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