

Impact of job redesign on employee motivation: A case study of Bahawalnagar Pakistan

Abdul Hameed¹, Rana Muhammad Mubashar Ashraf², Rizwan Ashraf³, Muddsir

Saeed⁴, Khushbkhat⁵

¹Assistant Professor, ^{2,3,4,5}Research Scholar

Department of Management Sciences BWN Campus, The Islamia University of BWP Pakistan

E-mail: rmb.st44@gmail.com

Abstract-Purpose – To find out the impact of job redesign on employee motivation in the area of Bahawalnagar Pakistan. We extracted three variables of job redesign to check their impact on employee motivation which were job enlargement, job enrichment and job rotation. And conducted the survey which was consisting of questions on these variables. Employee responses have been obtained and a mathematical model has been proposed to evaluate the results. The parameters for job enrichment, enlargement and job rotation will vary in accordance with the geographical area. This article is an important tool for the managers as it will serve them to compare the effects of these job techniques to change the level of motivation of the employees. The role of job redesign techniques is been studied to generate a good scale for the measurement.

Keywords- job enlargement; job enrichment; job rotation; employee motivation

1. INTRODUCTION

In today's world, global institutes are contending worldwide. Globalization has shaped many likelihood as well as challenge in favor of the worldwide and limited firms. The rate of manufacturing is rising day by day due to innumerable common reasons together with world slump. Organizations are shifting this increased work burden on their current employees by broaden their jobs. In writing the equivalent condition is known as "job enlargement, enrichment, and rotation" which is corresponding expansion of occupation duty. Some influences are in the good turn of job enlargement with the intention of it reducing monotony. It is not necessary in the journalism that job improvement can lead to drive, job satisfaction and secretarial obligation.

In this study we analyze advantages and disadvantages of job rotation which can be used by the firm to increase workers productivity and profitability. . According to Ouchi (1981) job rotation increase the knowledge of workers it also gives the conditions to workers for learning and doing work. According our observation workers in job rotation meet different people though job rotation does not only give strong learning but as well promote contact among workers. Two justifications are often given for clarity of work alternation (Campion et al.1994). Job rotation boost job effectiveness except job rotation do not increase work production but it reduce the impact of work relaxations on workers. If work drawing include broken up project the workers have absolutely dissimilar set of work tasks. While conventionally utilize work alternation has significant low mutually force and complexity however job rotation naturally shift workers on different job.

There are different objectives to accomplish of our research like, what are the positive and negative impacts of job enlargements and enrichment? This research will contribute toward the solution of disastrous harms of the negative impacts of the job redesign and what are the positive impacts of job redesign techniques which can be promoted for the benefits of the organization

2. LITERATURE REVIEW

2.1 Job Rotation

Job rotation makes the work more and more interesting and enjoyable. This was extracted from the literature of 1970's on the topic of so called platitude with limited prospects of promotion with employee-employee. According to stoner (1977) the employee watches a potential solution in the job rotation which save from the lack of motivation. Miceli and cosgel (1999) have told that there is another factor which leads towards employee motivation and that is "employees are satisfied with job satisfaction.

In the model developed by cosgel and miceli(1999) it is revealed that the employee are more willing and happy to perform a variety of tasks instead of performing routine jobs and getting specialization in single or certain tasks so it leads to more job satisfaction .

It is more beneficial for the firm s because they can satisfy their employee with low salaries if another factor like job rotation is added in order to make them more satisfied and happy. But in the same place it is said that the job rotation has not a much contribution towards learning as the specialization has.

If we consider the job rotation as a motivation tool then the employee may think to be used by the firm where

employee have very poor chances of promotions. Employees have more chances to get more trained but may dissatisfy with their promotional prospect. This will lead them to leave the firm.

Campion, Cheraskin and Michael (1994) said that job rotation used for the grouping of employees just in order to provide the on the job training. But there are many types of job rotation like daily rotations regular rotations for appointments and orientations. According to them the job rotation was started in Japan in 1950s and spread across the world. It was paid so much attention in Denmark in 1980's. And it also paid attention as a tool for collaborative development among different trade associations and unions. They say that Japanese are more generalists then the Americans and the reason behind this is the difference between the rotational frequencies of both.

2.2 Job Enlargement

In these days as the globalization increased the completion is also increase in the market and to compete with others the organizations try to reduce their cost through overload the work on the existing employees. (Hellgren & Sverke 2001). Due to the service economy the work flexibility has increased and due to that the work load increase on the employees. (Burchell et al., 1999). Employee's perception about the work environment affects the employee's motivation. (Brown & Leigh, 1996). Work environment and its importance in the mind of employee is called psychology work climate. (James, Hater, Gent & Bruni, 1978).

The work overload effects on the employee for short term as well as for the long time period, in short term the work overload effect the performance of the employee and in long term it cause the stress and health problem of the employee. (Hellgren & Sverke 2001). The previous researches proved that good and relax work climate is main source of improve the employee's performance and to motivate him. (Brown & Leigh, 1996). The routine work is the cause of boredom for the employee and also reduces the employee's motivation. (Dessler, 2005). Job enlargement means "Assigning workers additional same level activities, thus increasing the number of activities they perform" (Dessler, 2005, p.138).

Through job enlargement we can check the employee's behavior at the work and his or her motivation. (Morrison, 1994). In the start of job enlargement the employee feels good but if the extra workload did not compensated with reward then the employee feel that work as fatigue and overload. (Dessler, 2005). Previous studies stated that through job enlargement the lower need of Maslow's theory is fulfilled therefore the job enlargement is a cause of job motivation. (Chung and Ross, 1977). When the workload increases then the social relationship of the employee's decrease that's why the employee demotivated and hence their performance decline. (Donaldson, 1975). Some researchers support job enlargement some are not in the favor of job enlargement. In the government

organization of Pakistan the employee's motivation level is low as camper to the private organization (khan, 2005). He also stated the reasons of that in his paper. The numbers of reasons are there. In the government organizations the reward is low as compare to their performance and there is no fear of fire from the job.

According to Khan (2005) government employees motivated with motivational techniques of non-profit organization. According to Luthan (1998) motivation is "a process that start with physiological deficiency or need that activities behavior or a drive that is amid at a goal incentive". An individual achieved his goal effectively if he is psychologically motivated. (Mitchell, 1982)

2.3 Job Enrichment

Job enrichment is increase the power of employee in the organization. Through job enrichment executives increase the employee's performance and motivation. (Vroom, 1964; Swinth, 1971). Motivation is goal oriented behavior. (Likert, 1967 and Odiome, 1970). Motivation of employees enhances through job enrichment on the work place and they become more goals oriented (Bryan & Locke, 1967; Latham & Baldes, 1975; Latham & Kinne, 1974; Latham & Yukl, 1975; Ronan, Latham, & Kinne, 1973; Herzberg & Frederick, 1968; Myers, 1970). Job satisfaction has an essential financial impact. Low job satisfaction is related with higher rates of quitting, higher rates of absenteeism and lower levels of work effort. Dissatisfaction then results in higher labor costs and lower productivity. On the other hand economists have take important step in understanding the demographic factors that force job satisfaction, they have normally not listening carefully on testing the influence of enriched job design on satisfaction.

Job enrichment includes a number of different places of work practices, like quality circles, independent teams, job rotation, information sharing and others. One possible motivation for adopting such practices is to tackle and motivate workers, and to help them to donate in improving productivity, security, and the quality of their product. To the extent that workers enjoy the confront and the independence, this will increase job satisfaction and reduce acquiring and training costs and raise productivity. An alternative motivation for adopting job peer enrichment is to increase the jobs by encouraging multi-tasking and to approve examines monitoring. These steps would also improve productivity, but without a relative enlarge in job satisfaction.

This lesson uses a survey of Canadian workers with flourishing data on job characteristics to look at whether firms that choose enriched job design and place of work practices have more satisfied workers. It extends the literature in some important ways. First, by focusing on job design, it focuses on factors that a firm's management might easily control. Second, the data permit us to discriminate between "Taylorist" jobs and "enriched" jobs and to evaluate these two opposing hypotheses about the pressure of enrichment on satisfaction.

3. CONCEPTUAL FRAMEWORK

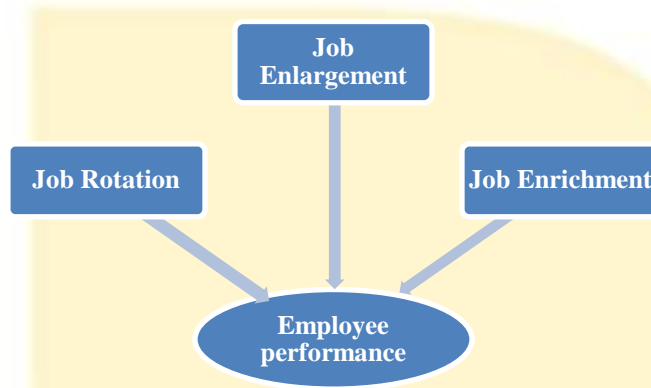
Independent Variables

(1) Job Rotation (2) Job Enlargement (3) Job Enrichment

Dependent variable

Employee Motivation

Schematic Diagram



4. METHODOLOGY

After reviewing relevant literature, following is proposed to conduct the study. We used non probability sampling technique for conducting this survey we used a type of non-probability technique which is a convenience sampling (Every person which have the relevant information regarding to our topic we go to that citizens industry and bank and fill from them a questionnaire). We tried to find out the different factors which can effect on

the employees performance for this purpose we will use the survey method, fill the questionnaire from 150 respondents. We got filled the questionnaires from city of Pakistan Bahawalnagar. All the questionnaires were filled from these city areas.

Because we filled questionnaires through personally meeting with respondents and no questionnaire was sent by mail or by post so that's why the response rate of the questionnaires is 100%. For the purpose of analysis of the data SPSS version 16 was used.

5. RESULTS AND DISCUSSION

5.1 Correlation Analysis

Table 1 shows a correlation analysis among the variables like job enlargement, job enrichment, job rotation and motivation. Now we will discuss their relation to one another one by one.

Job enlargement-job enrichment

Table shows that value of correlation between job enlargement and job enrichment is 0 .444. This means that these two variables have a weak positive correlation if we have change in job enlargement then job enrichment will also be changed in the same direction.

Job enlargement- job rotation

Table shows that value of correlation between job enlargement and job rotation is 0 .219. This means that these two variables have a weak positive correlation if we have change in job enlargement then job rotation will also be changed in the same direction.

Correlations(Table 1)

		Job Enrichment	Job Enlargement	Job Rotation	Motivation
Job Enrichment	Pearson Correlation	1	.444**	.433**	-.099
	Sig. (2-tailed)		.000	.000	.230
	N	150	150	150	150
Job Enlargement	Pearson Correlation		1	.219**	.130
	Sig. (2-tailed)			.007	.113
	N		150	150	150
Job Rotation	Pearson Correlation			1	-.140
	Sig. (2-tailed)				.089
	N			150	150
Motivation	Pearson Correlation				1
	Sig. (2-tailed)				
	N				150

**, Correlation is significant at the 0.01 level (2-tailed).

Job enlargement-motivation

Table shows that value of correlation between job enlargement and motivation is 0.130. This means that these two variables have a weak positive correlation if we have change in job enlargement then job rotation will also be changed in the same direction.

Job enrichment- job rotation

Table shows that value of correlation between job enrichment and job rotation is 0.433. This means that these two variables have a weak positive correlation if we have change in job enlargement then job enrichment will also be changed in the same direction.

Job enrichment-motivation

Table shows that value of correlation between job enrichment and motivation is -0.99. This means that these two variables have a negative correlation if we have change in job enrichment then motivation will be changed in the opposite direction.

Job rotation-motivation

Table shows that value of correlation between job rotation and motivation is -0.14. This means that these two variables have a negative correlation if we have change in job rotation then motivation will be changed in the opposite direction.

Descriptive Statistics (Table 2)

	N	Minimum	Maximum	Mean	Std. Deviation
Job Enlargement	150	2.89	5.00	4.2782	.51368
Job Enrichment	150	2.57	5.00	4.2426	.51927
Job Rotation	150	2.57	5.00	4.1802	.49050
Motivation	150	3.20	5.00	4.0591	.35603
Valid N (listwise)	150				

The table 2 shows the agreeableness from mean results. It means that job enlargement, enrichment, job rotation and motivation will increase the motivation of the employees. The results of standard deviation tells the variation in data. It is clear from the results of standard deviation table that job enlargement increases the motivation of the employees

as the answer 4.059 lies between 5 and 3.2, which shows the agreeableness. Job enrichment also increases the motivation of the employees as the answer 4.2 lies between 5 and 2.57. Job rotation also increases the motivation of the employees as the answer 4.18 lies between 5 and 2.57.

ANOVA Analysis On the basis of salary (Table 3)

		Sum of Squares	df	Mean Square	F	Sig.
Job Enrichment	Between Groups	.282	4	.070	.256	.906
	Within Groups	39.624	144	.275		
	Total	39.906	150			
Job Rotation	Between Groups	.801	4	.200	.828	.509
	Within Groups	34.807	144	.242		
	Total	35.608	150			
Motivation	Between Groups	.624	4	.156	1.238	.298
	Within Groups	18.137	144	.126		
	Total	18.760	150			
Job Enlargement	Between Groups	1.632	4	.408	1.570	.185
	Within Groups	37.420	144	.260		
	Total	39.052	150			

H₁= Variables (job enlargement, job enrichment, and job rotation) has different impact on different salary groups

Job enlargement

As table 3 shows that the result is insignificant because the significance value 0.185 is greater than the 0.05 and null hypotheses is accepted which means that the job enlargement has same impact on motivation of employees for all salary groups.

Job enrichment

For job enrichment result of ANOVA is insignificant because the significance value 0.906 is greater than the

0.05 and null hypotheses is accepted which mean that the job enrichment have same impact on motivation level of employees for all salary groups.

Job rotation

As table 3 shows that the result is insignificant because the significance value 0.509 is greater than the 0.05 and null hypotheses is accepted which mean that job rotation have not positive impact on motivation for all salary groups.

ANOVA Analysis On the basis of experience (Table 4)

		Sum of Squares	df	Mean Square	F	Sig.
Job Enrichment	Between Groups	2.458	4	.614	2.363	.056
	Within Groups	37.449	144	.260		
	Total	39.906	150			
Job Rotation	Between Groups	3.343	4	.836	3.731	.006
	Within Groups	32.265	144	.224		
	Total	35.608	150			
Motivation	Between Groups	.315	4	.079	.614	.653
	Within Groups	18.446	144	.128		
	Total	18.760	150			
Job Enlargement	Between Groups	1.511	4	.378	1.449	.221
	Within Groups	37.542	144	.261		
	Total	39.052	150			

H_1 = Variables (job enlargement, job enrichment, and job rotation) has different impact on different experience groups.

Job enlargement

As table 4 shows that the result is insignificant because the significance level 0.221 is greater than the 0.05. So alternative hypotheses is rejected which mean that the job enlargement have not positive impact on motivation for different experience groups.

Job enrichment

As table 4 shows that the result is insignificant because the significance level 0.56 is greater than the 0.05. So alternative hypotheses is rejected which mean that the job enrichment have not positive impact on motivation for different experience groups.

Job rotation

As table 4 shows that the result is insignificant because the significance level 0.006 is smaller than the 0.05. So alternative hypotheses is accepted which mean that the job rotation have positive impact on motivation for different experience groups.

5.2 Regression Analysis

The table 5 shows the impacts of independent variables on the dependent variables we will discuss all the independent variable one by one. Our alpha is 0.05 with help of this alpha we can check the significance or insignificance.

Regression table shows that level of significance for the variable of job enlargement is 0.153 which is greater than alpha. That mean the result is insignificant and hence the alternative hypotheses is rejected $0.153 > 0.05$ so we can say that job enlargement has no impact on motivation. In contrast with our literature it tells that the job enlargement for employees in this geographical area of Bahawalnagar has no negative or positive impact on their level of motivation so we can say employees are indifferent whether to be enlarged on the job or not. While in the case of job enrichment Significance level of job enrichment is - 0.098 which has negative impact on motivation. We can explain it as in Bahawalnagar the employees level of motivation is decreased by enriching their job. It means when an employee is given with more authorities and control over their job it leads them to perform poorly they don't feel themselves more responsible but act like bosses

and don't want to work as they watching their advancements and happy on that. Because the table shows that the negative value of job rotation which is -0.092 it means that job rotation has opposite relation with motivation. So the job rotation too has negative impact in the motivation level of employees in Bahawalnagar.

$$\begin{aligned} \text{Job Enlargement} &= X_1 \\ \text{Job Enrichment} &= X_2 \\ \text{Job Rotation} &= X_3 \\ Y &= 4.201 + X_1(.153) + X_2 (-.098) + X_3 (-.092) \end{aligned}$$

Coefficients^a(Table 5)

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	4.201	.319		13.164	.000
Job Enlargement	.153	.062	.221	2.462	.015
Job Enrichment	-.098	.067	-.142	-1.463	.146
Job Rotation	-.092	.065	-.127	-1.417	.159

a. Dependent Variable: Motivation

6. CONCLUSION

It is concluded from correlation analysis that job enlargement and job enrichment, job enlargement and job rotation, job enlargement and motivation have weak positive relationship which means that if one variable increases the other will also increases .But there is a negative relationship between job enrichment and motivation, and job rotation and motivation is negative which means that if one variable increases the other will decreases. By looking at descriptive results it is concluded that job enlargement, job enrichment and job rotation have positive impact on motivation of employees. By looking at ANOVA results, it is concluded that salary and experience has no difference while applied to different groups having different salaries and experiences. In Bahawalnagar job rotation and job enrichment has a little negative impact on employees and enlargement has nearly no effect on the employee motivation level as it is evident from the regression analysis.

REFERENCES

- [1] Brown, S. P., & Leigh, T. W. (1996). A new look at psychological climate and its relationship to job involvement, effort, and performance. *Journal of Applied Psychology*, 81, 358-368.
- [2] Bryan, J. F., and E. A. Locke. "Goal Setting as a Means of Increasing Motivation," *Journal of Applied Psychology*, Vol. 51 (1967), 274-277.
- [3] Burchell, B.J., Day, D., Hudson, M., Ladipo, D., Mankelow, R., Nolan, J., Reed, H., Wichert, I. and Wilkinson, F. (1999). *Job Insecurity and work intensification; flexibility and the changing boundaries of work*. York: York publishing
- [4] Chung, K. H & Ross, M. F. (1977). Differences in motivational properties between job enlargement and job enrichment. *Academy of Management Journal*, (2)1, 113-122.
- [5] Dessler, G (2005). *Human Resource Management* 10th ed., Pearson, Inc.
- [6] Donaldson, L. (1975). Job enlargement: A multidimensional process, *Human Relations*, 28(7), 593-610.
- [7] Hellgren & Sverke (2001). Unionized employees 'perception of role stress and fairness during organizational downsizing: Consequences for job satisfaction, union satisfaction and well-being. *Economic and Industrial Democracy*, 22, 543-567.
- [8] Herzberg, Frederick. "One More Time: How Do You Motivate Employees?" *Harvard Business Review*, vol. 46 (1968), 53-62.
- [9] James, L. R., Hater, J. J., Gent, M. J., & Bruni, J. R. (1978). Psychological climate: Implications from cognitive social learning theory and interactional psychology. *Personnel Psychology*, 31, 783-813
- [10] Khan, S. A. (2005). How to motivate good performance among government employees. *Pakistan Journal of Social Sciences*, 3(9), 1138-1143.
- [11] Latham, G. P., and G. A. Yukl. "Assigned Versus Participative Goal Setting with Educated and Uneducated Wood Workers," *Journal of Applied Psychology*, Vol. 60 (1975), 299-302.
- [12] Latham, G. P., and J. J. Baldes. "The 'Practical Significance' of Locke's Theory of Goal Setting," *Journal of Applied Psychology*, Vol. 60 (1975), 122-124.
- [13] Latham, G. P., and S. B. Kinne. "Improving Job Performance Through Training in Goal Setting,"

- Journal of Applied Psychology, Vol. 59 (1974), 187-191.
- [14] Likert, Rensis. New Patterns of Management (New York: McGraw-Hill, 1967).
- [15] Locke, E. A. "Toward a Theory of Task Motivation and Incentives," Organizational Behavior and Human Performance, Vol. 3 (1968), 157-189.
- [16] Luthans, F. (1998). Organisational Behaviour. 8th ed. Boston: Irwin McGraw-Hill.
- [17] Mitchell, T.R. (1982). Motivation: New direction for theory, research, and practices. Academy of Management Review, Vol. 7, pp. 80-8.
- [18] Morrison, E.W. (1994). Role definitions and organizational citizenship behavior: the importance of the employee's perspective. Academy of Management Journal, 37 (6), 1543-67.
- [19] Myers, M. S. Every Employee A Manager (New York: McGraw-Hill, 1970).
- [20] Odiorne, G. S. Management-By-Objectives (New York: Pitman, 1970).
- [21] Ronan, W. W., G. P. Latham, and S. B. Kinne. "The Effects of Goal Setting and Supervision on Worker behavior in an Industrial Situation," Journal of Applied Psychology, Vol. 57 (1973), 302-307.
- [22] Swinth, R. L. "Organizational Joint Problem-Solving," Management Science, Vol. 18 (1971), B68-B79.
- [23] Vroom, V. H. Work and Motivation (New York: Wiley, 1964).