

An Effective Analysis on Effect of Job Characteristics on Employee Performance

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Abstract – Due to the progress of organization with the systems like rebuilding, right estimating merger or obtaining or the dynamic and expedient development the employee become unfocused, disarranged and oblivious their efficiency falls likewise there is an ascent in employee satisfaction. This research analysis finds the effective analysis on effect of job characteristics on employee performance.

Keywords - Job Characteristics, Employee Performance, Job Model

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1. INTRODUCTION

Performance in organizations depends on the development of Human Resource Management (HRM) procedures that are fruitful in drawing in, creating and holding very connected with and submitted staff (Al-Ahmadi, 2009). The development of a very connected with faculty is required to drive a brilliant activities framework to be a firm reason for performance. The commitment of staff is an issue that requires the plan of jobs such that will stir staff inspiration. As indicated by Armstrong (2006), work characteristics show is one method for planning employments dependent on their qualities. Oldham and Hackman (1976, 1980) demonstrated that an organization of the qualities of an job and employees' enthusiastic and social reactions comprises of three basic mental states to be specific experienced obligation, learning of results and experienced weightiness. These characterized conditions of the psyche are tended to by the five vital qualities of a vocation which are aptitude assortment, which includes diverse exercises requiring distinctive abilities, assignment personality which envelops the satisfaction of a whole and obvious bit of work; undertaking criticalness which includes the effect a specific errand has on other peoples' lives; independence which is the opportunity and delight in performing undertakings and input from the activity which incorporates the immediate data from the activity on the worker's proficiency and adequacy.

Jobs which have the best qualities enhance employees' inspiration, satisfaction and commitment to work and furthermore add to enhancement of efficiency in an organization henceforth destroying some medical problems while in the meantime not affecting the ethics and enthusiasm of the employees

at work (Borman, 2004). So also, Campion, Mumford, Morgeson and Nahrgang (2005), proposed that how work is planned considerably affects employees' demeanor and extreme performance.

Expertise assortment as a segment of job configuration demonstrates the scope of aptitudes required to finish a specific bit of work that prompts the ideal individual and employment results. Errand character is the rate at which a bit of work must be finished as one, via doing a specific bit of work from the earliest starting point as far as possible with and final result that can be seen. Errand importance then again mirrors the rate of impact of the activity to the organization and assumes an indispensable job at work and job of different employees and those without the organization (Hirschfeld, Schmitt and Bedeian, 2002).

Self-sufficiency is the rate at which work gives significant opportunity, circumspection and autonomy to the specialist (Utsch, Rauch, Rothfufs and Frese, 2006). In conclusion, input empowers employees to know how they have been performing in their work and whether there is enhancement or weakening on their work. Criticism from the specific work must offer unequivocal data to the staff about the convenience of their work yield and furthermore enables them to screen their individual advancement towards the hierarchical objectives and gives back data about their work result.

2. LITERATURE REVIEW

The activity request control model was utilized to depict how work requests influence employees and

the impact of accomplishing appropriate control at work. The model shows colossal measures of test control, that has supported expansive insightful work in the study of disease transmission and distinctive standards of job control as a noteworthy one in the work pressure writing (Ganster and Perrewe, 2011)

Notwithstanding the hypothesis and models utilized, the creators investigated past examinations on the part of worker performance in connection to the five employment qualities which are ability assortment, assignment character, errand essentialness, independence and criticism. As indicated by Hackman and Oldham (1975), aptitude assortment is where an job requires different assignments so as to do a total bit of work and includes utilizing different abilities and capacities by the worker. Ability assortment and learning of the activity can't be isolated where information of the activity is a normal for the activity that was not distinguished exceptionally in writing, but rather is depicted as a trademark that tends to issues of taking care of issues, handling data, basic leadership, age of creative thoughts and specialization (Davis, 2005). Ability assortment is considered as the quantity of different assignment components that are important for the activity satisfaction as it imparts lucidity of information (Pentland, 2003). As indicated by the writing of vocations, employees toward the beginning of their professions influence endeavors to find undertakings from which they to accomplish or accomplish their objectives (Feldman and Thomas, 2012). Natural characteristics of a vocation including essentialness of an assignment and expertise assortment are generally for the most part connected with low rates of non-appearance.

An investigation by Kemboi, Biwott, Chenuos and Rutto (2013) on expertise assortment, input and worker performance utilized a graphic structure that gave a portrayal of related parts of the regions important to the ebb and flow analyst. Their examination tried to take a gander at the plan of the activity and performance of employees who are medical attendants at the doctor's facility.

As per Gatauwa (2014), little mindfulness in PE is considered as the principle challenge that faces the business which might be identified with absence of suitable undertaking personality by the employee.

Additionally, Choge, Chepkinyang and Chelimo (2014) investigated the impact of Task Identity on Employee Motivation to see whether there was a noteworthy connection between undertaking character and worker inspiration. An overview of Eldoret polytechnic was done whose goal was to decide the connection between errand character, and employee inspiration. Distinct and inferential insights were utilized as the technique of the exploration. The discoveries demonstrated that assignment character significantly affected employee inspiration and is one of the techniques of enhancing the dimension of worker

inspiration. This implies up to 67.9% of employee inspiration could be clarified by assignment personality factor. The discoveries were restricted to the learning division and the previously mentioned establishment as it were. The examination was a contextual investigation thus the discoveries couldn't be summed up to various authoritative set ups. Adebayo and Ezeanya (2011) completed a study in Nigeria on undertaking personality and job independence as Correlates of Burnout among Nurses in Jos, Nigeria among medical caretakers. A sum of 79 attendants took an interest in the field think about. The examination found that undertaking personality was equipped for decreasing burnout during that time procedure recognized in the JDR demonstrate Task character was firmly identified with job self-governance despite the fact that not fundamentally (Adebayo and Ezeanya, 2011). Be that as it may, the example of attendants of this inquire about was excessively little and consequently constrains speculation of the burnout associates to Nigerian employee medical caretakers when all is said in done terms. Assignment noteworthiness is clarified as rate at which the vital errands of the activity are noteworthy to the organization and relevantly affect the activity and employment of associates and those without the organization (Hirschfeld, Schmitt and Bedeian, 2002). Undertaking noteworthiness is a vital piece of job characteristics which adds to worker performance. An abnormal state of undertaking hugeness is in respect to a low dimension of nonappearance from work (Rentsch and Steel, 2004). El-Asmar (2013), examined the jobs of assignment centrality and social discernments in job stress and Employee Engagement. The investigation joined writing in errand hugeness and social recognitions so as to assist clarify employee organization in its two measurements: job and organization commitment (Saks, 2006). The examination executed a traverse a time of three weeks from February sixteenth to March sixth, 2013. Information was gathered from 337 members. Accordingly, the relations between errand criticalness and the idea social impact and worth demonstrated the difference in obstacle stressors as affirmed by the directed intercession examinations. Another examination completed by Grant (2008) on centrality of errand criticalness on employment performance impacts, social components, and limit conditions found that correlational plans and perplexed controls have banned specialists from surveying the contributory effect of undertaking importance on job performance. Shane (2008) noticed that autonomy has impressive power over parts of one's work and is the individual's vitality to accept accountability of their work. Stewart, Stansfield and Tapp, (2004) suggest that self-rule is affected by desires for jobs, authoritative culture, open entryways for self-administering essential administration and opportunities to affect work life segments, for instance, booking. Furthermore, Lawler, Mohrman, and Ledford (2013) noticed that

undertaking independence and related kinds of employee duty at work were found ground-breaking in 90% of organizations. Adebayo and Ezeanya (2011) contemplated errand personality and self-governance as Correlates of burnout among Nurses in Jos, Nigeria, among the medical caretakers in this district. Seventy nine (79) attendants were associated with this investigation which was done utilizing field consider. Their investigation found that when employees appreciate expanded dimensions of freedom, they are probably going to satisfy assumption about their activity request subsequently diminishing their experience on burnout. They additionally have more noteworthy control on their employments which causes them manage the requests in that (Adebayo and Ezeanya, 2011).

Kemboi et al. (2013), found that input can help the medical attendants with understanding their effect on the organization, program, persistent and the human services framework as a rule. The examination tried the theory that input had no critical impact on job performance which was acknowledged after trial of the speculation. There was no huge connection between job input and employee's performance.

Job characteristics ought to be considered in arranging and assessment of employees' jobs and performance separately. Job pivot is a portion of the techniques that can be embraced to guarantee that all employees are a piece of the organization to accomplish extreme objectives. Further research is prescribed on PE firms to set up the elements that add to the general performance of these organizations rather than concentrate the performance of employees as it were.

3. JOB CHARACTERISTICS MODEL

To implements the theoretical model for the innovation Hackman and Oldham's Job characteristics approach has been use. Among the psychological states of worker, Job Characteristics Model focuses at the conversation and the job characteristics which can be prevalent to calculate those states and detect how undoubtedly a human will respond to a complicated and tough employment from the advantages of single that. With reasons, Distinct of the advantages of the path have been revise. This modifying approach then produces a base the conceptual skeleton of the innovation approach. Inside figure 1.1 shows a diagrammatic representation of the native original Hackman and Oldham's Job Characteristics Model. The center job highlights are noticeable as sending three psychological states that, in flip, prompt various points of interest non-open and work outcome. The fundamental psychological states are depicted as takes after:

- *Experienced proper meaning of the work. The level to which the individual experiences the job as generally valuable and meaningful.*
- *Knowledge of results. In this show that The degree to which individuals frequently study how effectively they are performing*
- *Experienced responsibility for the work outcomes. The degree to which individuals*

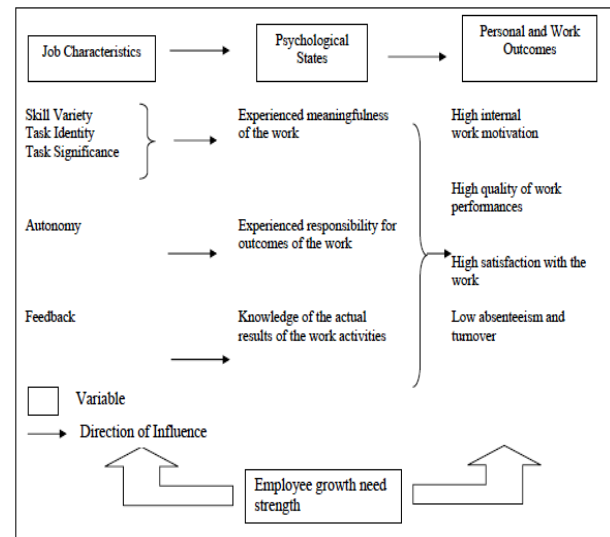


Figure 1.1: Hackman and Oldham's Job Characteristics Model

The theory proposes that personnel who enjoy these states at effectively excessive degrees are likely to be ok with them and respond definitely to their jobs. There are five core task dimensions of model can be obvious as compelling the volume to which workforce appreciates the three vital psychological states:

- *Skill variety:* The level to which the job essential an assortment of systems that shows diverse learning held capacity.
- *Task identity:* It is only the level in which the job important acknowledgment of a 'whole' and perceive bits of work, that is, an Job that has a starting and an end with an unmistakable outcome.
- *Task significance:* It is nothing but the level which the job affects the lives or human's work, both in the immediate institute and in the external environment.
- *Autonomy.* It is nothing but the level in which the activity lets in the character vast freedom, judgment and independence to plan the

paintings and decide the methods for carrying it out

- **Feedback.** It is nothing but the level in which the job function gives the single direct and lucid data regarding the efficiency of his or her outputs.

Particularly, project identity, skill variety and mission centrality are seen mixing to shape the accomplished seriousness of the works. Its miles proposed, thus, that job that require utilizing a few unique abilities, to complete a full-measure bit of work permit employees and are seen as having a effects on various humans can be idea of as worthwhile and meaningful by the employees in the ones jobs.

Job independence is viewed as deciding talented duty regarding the aftereffects of the work and comments is viewed as deciding information about the real consequences of the workshop exercises. The three physiological states are then unmistakable as uniting to choose different private and masterful creations results including unnecessary internal work inspiration (i.e. inborn inspiration), great work general execution, high fulfillment with the arrangements, and low non-appearance and turnover. To pack, the frame theorizes that an individual experiences fine effect to the volume that he/she experts (understanding of results) that he/she solely (experienced commitment) has done enjoyably on a test that he/she minds roughly (gifted significance). There may be immense confirmation that divergences between people slight how they react to their works of art. The Hackman and Oldham adaptation conveys this impact through comprehensive of a variable named 'development require quality', which can be taken as the trademark capacities of individuals that build up how hopefully somebody will respond to a multifaceted and extreme job.

Hackman and Oldham developed that a solitary with bigger GNS will carry on more emphatically to an Job high in the five center activity angles than a solitary with a low GNS. Moreover, the objective process dimensions and the physiological states of GNS may additionally effects on the link among or at the link between the psychological states and the outcome variables. Human beings with a high GNS are much more likely suggests that the first hyperlink to revel in the mental states at the similar time as that last speak to that person with an excess GNS action all the more emphatically to the psychological states. Creators, Hackman and Oldham use a multiplicative way to deal with settling the general advancing capability of a job.

MPS stands for Motivating capacity rating revolve in to measure the use of the formula:

$$MPS = \frac{SV+TS+TI}{3} \cdot \text{Autonomy} \cdot \text{Feedback} \quad (1.1)$$

Where,

SV = skill variety

TS = task significant

TI = task identity

Authors Oldham and Hackman innovated JDS (Job Diagnostic Survey) to check the Job Characteristics concepts, which measure employee theory of job attribute, divergent psychological steps, individual and work outcomes, and strategy of developing need.

4. EFFECT OF JOB CHARACTERISTICS ON EMPLOYEE PERFORMANCE

The benefits of providing challenging and interesting work to the employees are discussed below:

Learning new skills à since the beginning of the subject of human resource management, it has been identified by experts that the humans are always eager to learn something new. The feeling of learning something new or acquiring new skills motivates the employees and they give it their best shot. If business organizations are able to provide the human resources of their company with tasks that are challenging and exciting, the human resource will definitely learn something new out of it. As a result, the employees would start to perceive challenging tasks and jobs in a good way and would perform better so that they can acquire new skills and techniques (Bizcommunity.com, 2016).

Boredom à boredom is defined as the state of being bored. Boredom, in employees, usually occurs when they feel that their jobs are not interesting, are not challenging enough to test their skills or competencies or when they have to perform the same tasks over and over again. It has been identified that boredom kills all the scope for performance in an organization. When the employees are given the same tasks to perform over and over again, they feel that their work is monotonous and they start feeling bored. To take a break, the employees take unnecessary leaves, which results in increased absenteeism and fall in productivity. If the human resource managers of the organization can implement the process of job enrichment in the organization, they would be able to provide the employees with interesting and exciting work on regular basis, which would prevent the employees from becoming bored of their jobs (Smallbusiness.chron.com, 2016). Regular changes in their jobs will bring them out of their comfort zones and they will also become used to frequent changes.

Receive recognition à another major benefit of providing challenging and interesting work to the workforce on a regular basis is that it helps them in gaining recognition in the organization. Recognition

has been considered as one of the most important needs of the humans when they work in an organization. Recognition has also been included in the need hierarchy theory proposed by Maslow. The employees love to be a part of an organization where people know them and consider them an important part of the family. When the employees are given challenging and exciting work or tasks, they perceive it as an opportunity that could help them in gaining recognition in the organization. As a result, it increases their motivation levels and they end up performing better than they can (Study.com, 2016).

Employee motivation is when the employees get a feeling that they matter to the organization and the senior level employees can trust them with challenging and tougher jobs, they feel motivated. Their feeling towards the organization gets more positive and they become more committed towards the organization and the job. Thus, assigning the employees with the responsibility of fulfilling challenging and important tasks can help in motivating them to a great extent and when the employees are motivated, they work harder to contribute more towards the fulfilment of organizational goals and objectives (yourarticlelibrary.com: The Next Generation Library, 2015).

Sense of accomplishments is it takes a lot of efforts for the human resource management of a company to improve the work conditions for the employees and provide them with exciting work on regular basis. On the other hand, it is also somewhat difficult for the employees to get out of their comfort zones and deliver what the company expects from them. When both the parties fulfil their roles successfully, they get a feeling of accomplishment, which binds them together in a very positive manner. Thus, the relation between the employees and the employer improves too.

Benefits for the employers is the concept of job enrichment has benefits for the employees as well as for the employers. The employers can test the skills and talent of the employees by providing them difficult and exciting tasks and can identify the star and the weak performers in the organization. If the employers feel that the employees lack some skills or competencies, they can design training and development programs where the employees would be able to acquire the lacking skills. On the other hand, if the employers find that some employees are capable of handling higher positions in the organization, the management can consider them for promotions whenever there is a position vacant in the organization. Therefore, providing exciting and challenging tasks to the employees can also help the employers in internal staffing planning and design of training and development programs (Reddy, 2016).

Fosters a professional approach is providing challenging and exciting tasks to the employees on a regular basis helps in fostering a more professional approach in the organization as the employers expect higher performance and productivity from the employees. Such a work environment fosters a more professional approach in the organization.

Reduced absenteeism is one of the major benefits of improving the job characteristics is that it helps in bringing down the absenteeism rates in an organization. Absenteeism is defined as the condition when the employees take too many unnecessary leaves from their work, which results in loss of productivity. Absenteeism can cause great damage to an organization and as a result, it should be kept as minimum as possible. Absenteeism is found to occur in those organizations where the work provided to the employees is boring and monotonous. If the management can improve the characteristics of the jobs for the employees, it is highly possible that the employees will show less absenteeism as they would be more interested in performing well in their jobs and fulfilling the expectations of the company. Further, if the organization continues to experience high absenteeism, the labor turnover rates will also shoot up. Labor turnover rate is the rate at which the employee of an organization quit it. Higher labor turnover rates are always an issue for the business organization as they cause a lot of wastage of resources that have been invested in the employees that quit the organization. Therefore, if an organization is able to improve the work conditions for the employees and bring down the absenteeism rate, the organization will definitely be able to bring down the rate of labor turnover.

CONCLUSION

Job characteristics ought to be considered in arranging and assessment of employees' Jobs and execution separately. Job pivot is a portion of the techniques that can be embraced to guarantee that all employee are a piece of the association to accomplish extreme objectives. Further research is prescribed on PE firms to set up the elements that add to the general execution of these organizations rather than concentrate the execution of employee as it were.

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