

The Effect of Job Design on Employee Performance in Jordanian Health Private Sector

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Abstract: The present study intends to measure the effect of job design which consist of (Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback) on employee performance which consist of (High Motivation, High Quality of Work, High Satisfaction, accept more responsibility, Low Absenteeism and Turnover). The population study consist of all the employee who are working in private Health Care Organizations in Middle region Amman-Jordan Simple random sampling technique was used to select respondents from the various Hospitals, (450) respondent was randomly select from the study population from the private Hospitals, of which four hundred ten (410) was retrieved shaped .91% of total study population. The model analysis of Regression (Enter Method) was to analyze data and test the mentioned hypothesis to decide the effect of job design which consist of (Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback) on the performance of employee in private health care organizations which consist of((High Motivation, High Quality of Work, High Satisfaction, accept more responsibility, Low Absenteeism and Turnover) .

The result shows the following:

- A- The determination factor (R) is (.923), This means that the change one unit in job design as a whole will increase the employee performance (92%).
- B- The effect degree B (beta) is (.71), This means that the change in characteristics of job design one unit will increase Employee Performance (.71).
- C- From the findings of the regression analysis(Enter method), The R square value is 0.851 which clearly suggests that there is a strong relationship between Job Design and Job Employee Performance, This indicates that the job design which consist of (Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback) share a variation of 85.1 % of employee performance in private health care organizations which consist of((High Motivation, High Quality of Work, High Satisfaction, accept more responsibility, Low Absenteeism and Turnover)
- D- The remaining 15% implies that there are other factors that have not been studied which affect Employee Performance
- E- So Job Design is responsible or can interpret (85%) Of employee performance in private Health Organizations.

Keywords: (Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback), (R) is (.923), B (beta) is (.71), Hospitals, (450), High Quality of Work, High Satisfaction, accept more responsibility,

I. INTRODUCTION

Health Human Resource is the most important resource compared with other resources like machine, material, land, etc. In the organizational context, the effectiveness of human resource depends on designing the job according to human capability and characteristics.

Job design is the most important function of Human Resource Management. It indicates that, designing of contents, methods, functions of a job. Job design is the process of Work arrangement (or rearrangement) aimed at reducing or overcoming job dissatisfaction and employee alienation arising from repetitive and mechanistic tasks. Through job design, organizations try to raise productivity levels by offering non-monetary rewards such as greater satisfaction from a sense of personal achievement in meeting the increased challenge and responsibility of one's work. Job enlargement, job enrichment, job rotation, and job simplification are the various techniques used in a job design exercise.

One of the main aspects of Human Resource Management is the measurement of employee satisfaction. Companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, and quality and customer service. Job design, the process of defining the way work will be performed and the tasks that a given job requires, or job redesign, a similar process that involves changing an existing job design. To design jobs effectively, a person must thoroughly understand the job itself (through job analysis) and its place in the larger work unit's work flow process (through work flow analysis). Having a detailed knowledge of the tasks performed in the work unit and in the job, a manager then has many alternative ways to design a job. As shown in Figure , the available approaches emphasize different aspects of the job: the mechanics of doing a job efficiently, the job's impact on motivation, the use of safe work practices, and the mental demands of the job.

II. STATEMENT OF THE PROBLEM

This study aims to answer the followings question:

Is there any effect of job design which consist of (Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback) on employee performance which consist of (High Motivation, High Quality of Work, High Satisfaction, accept more responsibility, Low Absenteeism and Turnover).

A. Important of the study

The main important factor of this study is to find what is the real factors that effect the performance of the employee in the health care organizations regarding the content of the job design. So it is very important to determined what the factors regarding the job design which consist of (Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback) that effect directly the performance of employee in health care organizations which consist of((High Motivation, High Quality of Work, High Satisfaction, accept more responsibility, Low Absenteeism and Turnover).

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B. Objective of the study:

The Objectives of this study is to determined the extent of the job design which consist of (Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback) that effect directly the performance of employee in health care organizations which consist of((High Motivation, High Quality of Work, High Satisfaction, accept more responsibility, Low Absenteeism and Turnover).

C. Hypothesis of the study:

There effect of the job design which consist of (Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback) on the employee in health care organizations which consist of((High Motivation, High Quality of Work, High Satisfaction, accept more responsibility, Low Absenteeism and Turnover).

III. LITERATURE REVIEW

The top management of an Health organization needs to establish how committed the workforce is to the organization and if workers are really contented with the way of things for gauging their likelihood to stay with the company. One of the main aspects of Human Resource Management is the measurement of employee satisfaction. Companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, and quality and customer service (Sageer, 2012).

Al-Ahmadi (2009) in his study about the impact job design on job performance, investigated the impact of job design on employees' performance in the school of Kalmunai Zone in Sri Lanka. He also tried to find out the factors of job design that highly influenced employees' performance in the organizations. Al-Ahmadi (2009) therefore indicated that the nature of job itself was found positively correlated with performance, which indicated that satisfaction with amount of variety and challenge in one's job actually influence performance. Work must possess some inherent purpose or provide value to its incumbent; a salary or Reward, a feeling of achievement or prestige, or perhaps something more meaningful. In recent years,

More people are choosing to search for meaning at work than in any other domain of life (Holbeche & Springett, 2004). Other literature, however, suggests that autonomy does contribute to the experience of meaningful work. A review of research by Fried and Ferris (1987) reported that autonomy was significantly associated with meaningful work. Meaningful work occurs when there is a fit between an employee's personal values and work goals and burnout arises from a misfit between one's intentions and the reality of the job (Schaufeli & Enzmann, 1998; Spreitzer, 1995). Five core job characteristics define the motivating potential of a job: skill variety, task identity, task significance, task autonomy, and task feedback. Skill variety is the opportunity to use numerous and varied skills in one's personal repertoire to perform the work. Task identity is the degree to which the job requires the completion of a whole, recognizable piece of work. Task significance is the degree to which a job affects the lives of other people. Task autonomy is the extent to which the job provides individual discretion relating to the work process. Task feedback is the

well-defend opportunity to know how effectively one is performing directly from the job itself. For the most part, confirmatory factor analyses have supported Hackman and Oldham's a priori structure for the five job characteristics (Champoux, 1991; Harvey et al., 1985).

Characteristics-skill variety, task identity, task significance, task autonomy, and task feedback would relate positively to activated pleasant affect. Moreover, Spector's work suggested that, with the exception of skill variety, all job characteristics correlate negatively and significantly with anxiety and frustration. (Spector and Jex, 1991. Spector et al., 1988), implying that most job characteristics may also be significantly and negatively correlated with activated unpleasant affect. Skill variety requires a demonstration of an employee's personal skill and competency repertoire and is apt to promote some performance distress, especially for individuals with a low level of Growth Need Strength. Growth Need Strength is the degree to which individuals have needs for accomplishment, for learning, and for personal development (Hackman and Oldham, 1980, p. 85). A broad definition of Job design would encompass disclosure by scholars have customarily describes jobs as set of tasks which is deliberated plan to be accomplish by one employee and tasks in simple words is the allocation of small patches of work to an employees who have been accomplish it within the given time period (Griffin, 1987). Grant (2007) further elaborate tasks as the fundamental and essential bases of jobs that neglect the reality that jobs are intended with highly structured relational mechanism that impacts not only employee's interpersonal relations but associations as well.

Business Leaders always motivate the people that they should pursue a collaborative work design in which they make sure that employee should be responsible for their work performance (Tanner, 1998). It is found that sometimes the imminent bond of job and goals setting can help to enhance the level of performance and the design of job can increase not merely the satisfaction but also the worth of performance as well (Garg & Renu, 2005). Job design and related concepts has rooted back to 1900. When many pioneers of scientific management had explore new ways about the business ideology like Taylor (1947). Gilbreth (1911) systematically exam the jobs with numerous methods and techniques but all of these consider job design is the most important in the scientific management.

The first ever theory was presented related to individual job design that was two factor theory (Herzberg, Mausner, & Snyderman, 1959) which basically describe two types of the motivational factors. One is related to intrinsic motivation (e.g. authority, achievement and self recognition) and other is a hygiene factor, which describes to extrinsic motivation of individual work (e.g. salary. Working environment and other fringe benefits). Huselid and Becker (1997) maintain that operational excellence emanates from human resource management systems that also generate financial gains in organizations with the help of job design and its imminent goals ahead. some required role performance which is found highly recurring on the other and, some other jobs display dominant flexibility in the tasks to be executed (Mueller, Boyer, Price, & Iverson, 1994). Job design includes perceived work demands, job

control and social support that lead to higher output (Love & Edwards, 2005).

As many human resources professionals have discovered that there is strong impact of job design on the productivity and the motivation and job satisfaction of employees in an organization. In order to avoid these issues, it is pertinent to look for alternative strategies and approaches to job design which includes job enrichment, job engineering, quality of work life, socio technical designs, the social information processing approach and the job characteristics approach (Garg & Renu, 2005). Job designs one of the major components for employee performance. Employers and company's managers are always looking for opportunity and alternatives, which can increase employee satisfaction because performance of workers is dependent (along with other things) on the level of satisfaction on job in the organization. Meanwhile company's objectives and mission is also reliant of employee's performance. Designing jobs and roles appropriately is very imperative in elevating the performance of employees, which is addressed through Job characteristic model. So this motivates us to test that how job design can enhance the performance of the employees.

The concept further explores by Hackman and Oldham's (1976) through job characteristics model, which describe more specifically about the individual job design, it also identifies five core dimensions which are skill variety, task identity, task significance, autonomy and feedback. It added more value and practical approach to the job design with changing circumstance. With the employees perspective for the perceived task Job characteristic model (Hackman & Oldham, 1975) is commonly used. The model has five important dimensions, which is skill variety, task identity, task significance, autonomy and feedback. According to Garg and Rastogi (2005) skill variety is the degree of utilization of different skills and abilities. Skill variety is the extent of diversity in any task of the occupation (Price & Mueller, 1986). Researcher argues that the claim for skills in the economy is originated from the goal /aim requirements related with jobs (Cappelli, 1993). Intrinsic job characteristics, such as skill variety and significance of task, are normally associated with low absenteeism (Taber & Taylor, 1990). Task identity is the amount to which a job demands for the accomplishment of a given task that is considered its commencement with the desired outcome and if the task has no identity than employee will not be motivated for the drama of the task (Locke & Edwin 1981). Task identity required a pragmatic action to complete 'whole' task; responsibility of job completion of job from its start to end with visible result. Complex task and difficult goal can better perform due to the effect of both cognitive and motivational processes (Campbell & Gingrich, 1986).

Task significance is a very important element of JCM according to study of Hackman and Oldham's (1975) is defined as it is the extant in which job has a effect on the life of the people. Another study describe that the worth of the task depend on internal and external significance. Research in psychology and organizational behavior proposes that individual job performance's effect by characteristics of the work environment might, in turn, interact with employees' personal characteristics (Hyatt & Prawitt, 2011) Task autonomy is extent in which an individual given a freedom,

choice and liberty to precede a task, such as self time management for a task and the way to be done (Hackman, 1980). the feedback and the workers' ability to structure the work, whether working independently or in teams. Certain jobs and goals setting can enhance the level of performance and the design job can increase satisfaction at the same time, the quality of performance as well (Garg & Rastogi, 2005). Evidence found that representing that task-related feedback is positively correlated with motivation, satisfaction, and performance in virtual teams (Geister, Konradt & Hertel, 2006).

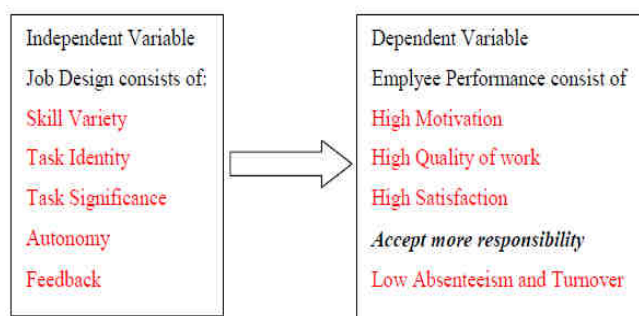
In order to enhance individual performance, feedback channels play significant part in organizations (Elkins & Phillips, 2000). Moreover, this feedback can yield productive result in the development of employees' attitudes and conduct (Lam, Yik & Schaubroeck, 2002) Favorable feedback can be taken as an additional motivation in employees to accomplish their career targets (Lowry, 1994). Feedback is an important job characteristic that boosts a person intellectual ability of the mind and used to control his or her behavior by having internal control over it Managers received hostile feedback for job demands and negative outcomes as compared to managers who had not received hostile feedback (Emmerik, Bakker, Martin & Euwema, 2008). Employees contributes towards training in a reasonable & effective way if employees equip through knowledge of what standard performance is all about & then compare it with standard, via assessment and feedback (Kluger & DeNisi, 1996). outcomes then a such type of situational approach may forecast that he is satisfied with his job. However job satisfaction is based on the particular task environment concluded by Locke's (1976). Furthermore the concept of job characteristics has received the more pragmatic consideration as interpreter of employee job satisfaction (Glisson & Durick 1988).

IV. METHODOLOGY OF THE STUDY

The methodology of this study consists of the followings:

A. Study Model:

The study model was built according to literatures and previous studies, The model consist of the effect of job design as independent factor which consist of (Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback)on the performance of employee in health care organizations as dependent variable which consist of((High Motivation, High Quality of Work, High Satisfaction, accept more responsibility, Low Absenteeism and Turnover). The following model illustrate booth independent variable and dependent variable :



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B. Definition of variable:

Skill variety: refers to the extent to which the job requires a person to utilize multiple high-level skills. **Task identity:** refers to the degree to which a person is in charge of completing an identifiable piece of work from start to finish. **Task significance:** refers to whether a person's job substantially affects other people's work, health, or well-being. **Autonomy:** is the degree to which a person has the freedom to decide how to perform his or her tasks. **Feedback :** refers to the degree to which people learn how effective they are being at work. Feedback at work may come from other people, such as supervisors, peers, subordinates, and customers. **Employee performance (work outcome) :** is defined as whether a person executes their job duties and responsibilities well, employee performance consist of(High Motivation, High Quality of Work, High Satisfaction, Low Absenteeism and Turnover).

C. Study Population

The population study consist of all the employee who are working in private Health Care Organizations in Middle region Amman-Jordan which consist of four governorates (Amman , Zarka , Madaba, Salt).

D. Study Sample

The simple random sampling technique was used to select respondents from the various Health Organizations, (450) respondent was randomly selected from the study population from Private Health Organizations. The total number of population that the questionnaires were administered was (450) , of which four (410)) was retrieved shaped (91%) of total study population, Table (1) below overview of respondents characteristics.

Table (1) below overview of respondent's characteristics.

Detail	Frequency	Percentage (%)
Gender		
Male	243	59
Female	167	41
Total	410	100
18 - 28	63	15
29 - 39	131	32
40 - 45	145	36
50 - 69	71	17
Total	410	100
Educational Background:		
Secondary school	65	17
Diploma	134	33
Higher education	206	50
Total	410	100
Work Experience		
Below 5 Years	123	30
5 – 10 Years	127	31
11 – 15 Years	98	24
15 and Above	52	15
Total	410	100

E. Study instrument:

Questionnaire was designed to collect data for this study, it contain personal characteristics of the respondent and group

of Questions related to the hypothesis, Likert measurement was used to evaluate the respondent Questionnaire.

F. Validity and Reliability of study:

Validity: There is positive respondent from concerned qualified persons regarding the Questionnaire components.

Reliability: Reliability was tested through cronbach test alpha, the value test was 76%.

G. Data analysis:

The model analysis of Regression (Enter Method) was to analyze data and test the mentioned hypothesis to decide the effect of job design which consist of (Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback) on the performance of employee in private health care organizations which consist of(High Motivation, High Quality of Work, High Satisfaction, accept more responsibility, Low Absenteeism and Turnover) .

H. Test Hypothesis

Ther is significant effect of job design which consist of (Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback) on the employee performance in private health care organizations which consist of(High Motivation, High Quality of Work, High Satisfaction, accept more responsibility, Low Absenteeism and Turnover), (significant level $\leq 5\%$).

The model analysis of regression is shown in the table above:

Table (2) Model Summary

Dimension	R (determination factor)	R -Square	B-beta (effect degree)	(Significant level $\leq 5\%$)
Job Design	.923a	.851	.71	.001

a. Predictors: (Constant), in dependant variable, Job design which consist of (Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback) .

b. Dependent Variable: employee performance in private health care organizations which consist of(High Motivation, High Quality of Work, High Satisfaction, accept more responsibility ,Low Absenteeism and Turnover)

Table (2) describe the result of regression (Enter method) The result show the following:

A- The determination factor (R) is (.923), This means that the change one unit in job design as a whole will increase the employee performance (92%).

B- The effect degree B (beta) is (.71) , This means that the change in characteristics of job design one unit will increase Employee Performance (.71).

C- From the findings of the regression analysis(Enter method), The R square value is 0.851 which clearly suggests that there is a strong relationship between Job Design and Job Employee Performance, This indicates that the job design which consist of (Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback) share a variation of 85.1 % of employee performance in private health care organizations which consist of(High Motivation, High Quality of Work, High Satisfaction, accept more responsibility, Low Absenteeism and Turnover)

- D- The remaining 15% implies that there are other factors that have not been studied which effect Employee Performance.
- E- So Job Design is responsible or can interpret (85%) Of employee performance in private Health Organizations

V. CONCUSSION

From the findings of the regression analysis(Enter method), The R square value is 0.851 which clearly suggests that there is a strong relationship between Job Design and Job Employee Performance, This indicates that the job design which consist of (Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback) share a variation of 85.1 % of employee performance in private health care organizations which consist of((High Motivation, High Quality of Work, High Satisfaction, accept more responsibility, Low Absenteeism and Turnover). The remaining 15% implies that there are other factors that have not been studied which effect Employee Performance. So Job Design is responsible or can interpret (85%) of employee performance in private Health Organizations.

RECOMMENDATIONS

Since the study was limited to private Health sector a similar study may be carried out in the public Health sector focusing on the Health public Sector. The study strongly recommended the private health sector to enhance and strength of job design, Since Job design responsible on (85%) of employee performance in private Health Organizations .

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