

Impact Of Job Design And Motivation On Employee's In Public Sector, Putrajaya

Zarina Begum Ebrahim¹, Khairul Nizam Zakaria¹, Muna Kameelah Sauid¹, Nurul Ain Mustakim¹, and Noorzalya Mokhtar¹

Faculty of Business And Management, Universiti Teknologi Mara, Melaka, Malaysia
zarinal48@melaka.uitm.edu.my, khairul_nizam9250@yahoo.com,
munasauid@melaka.uitm.edu.my, ainmustakim@melaka.uitm.edu.my,
noorza2940@bdrmelaka.uitm.edu.my

Abstract: Designing interesting jobs are becoming a major concern among employers as one way of enhancing the employee's motivation. This study seeks to find the Impact of Job Design on Employee's Motivation amongst employee's in public sector at Putrajaya. The sample sizes of 350 respondents were randomly selected to participate in this study. The results of the study revealed that, elements of Job Design which is Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback is significantly correlates with employee's motivation. However, among the five elements, only Skill Variety, Task Identity, Autonomy, and Feedback have most impact on employee's motivation. Based on the yielded results, several recommendations were pointed out which is, employers need to focus on the areas in which affects the employee's motivation most and improve the areas which are not. Future study should also be conducted in the private sector on the similar area of study or different sector.

Keywords: Motivation, Job Design, Skill Variety, Task Identity, Task Significance, Autonomy, Feedback, Public Sector.

Introduction

The Public Sector in Putrajaya city has been growing at a rapid pace and aims to be the best and nationwide demand for quality service in shorter time periods. Although there are other sectors taking part in the contribution as well, but the public sector did its best in leading the economy towards the international level. Due to this, the government has introduced Government Transformation Program (GTP) whereby under this program the government focuses on the improvement of public services in Malaysia (Government Transformation Programme, 2011). To make sure the transformation programme success government should ensure public servants are highly competent and motivated to do their jobs. If the employee is not motivated it will affect not only individual but also the organizations as a whole. Thus, motivating employees to perform at a high level and encouraging their engagement are essential to an efficient and effective Federal Government. Today it is believed that employees' motivation is the base of effectiveness and efficiency and successful managers are those who can improve their employees' motivations (Mohammad Hadi Asgari, 2013). Moreover, Faizan Mohsan (2004) suggested that, organization will have a positive business operation when the employees are highly motivated and committed to provide excellent quality customer services and keeping the customer happy and satisfied. Therefore, motivation of employees becomes one of the most important duties of managers. According to Adeyinka, Ayeni and Popoola (2007), one way of stimulating people is to employ effective motivation, which makes the workers more satisfied with and committed to their jobs. Gayathiri, (2012) said there are several factors that build motivated employees and most of them are affected by various factors of job design. It was in line with Ugboro (2006) where employees' motivation is greatly affected by the nature and characteristic of the employee's work itself. Thus, designing an effective and systematically of job for employees can also see as the part of motivator. Today, job characteristics and its relationship with employee motivation have attracted attention of many experts. Hakman and Oldham job characteristics theory is among the popular theories of job characteristics used widely by most of the researcher in assessing job design. The model is based on the assumption that jobs can be designed not only to help workers get enjoyment from their jobs but also to help workers feel that they are doing meaningful and valuable

work. These characteristics include: skill variety, job identity, task significance, autonomy and feedback. This theory emphasizes on the false aspect of jobs and believes that employees will be satisfied with their jobs when they consider their job as important. This aim is reachable when five job characteristics are emphasized when designing a job (Sinjer, 2008, 127). Therefore, conducting a research in the field of relationship between job characteristics and employees motivation will be useful.

Problem Statement

Employee motivation has imposed a very crucial role in almost every organization because motivated employees are the bases of a successful organization and yields better performance in their jobs. According to Bauer & Erdogan (2013) they stated that almost everybody thinks that pay and wages is the most influential motivator. However, Erven (2008) pointed out a contradiction in which he proposed that well-designed jobs help employees to achieve two important goals which are getting the necessary work done in an appropriate and competent manner and also it helps motivating employees. Even though this issue became crucial, most of the organizations did not pay attention to such issue and it will eventually create dissatisfactions and ruckuses among employees. This is in tune with Erven (2008), where he mentioned that poorly designed jobs will cause question like whether the expected tasks will be accomplished in a timely and competent manner to emerge from the incident. In addition, he also stated that poorly designed job will direct discouragement, boredom and frustration to employees (Erven, 2008). Even if employees feel enthusiastically want to perform their job in a competent and productive manner, but poorly designed jobs are almost likely to arise dissatisfaction among employees (Erven, 2008). In this subject of interest, there are only a few studies were carried out in Malaysia regarding job design. A research carried out by Mohamad Noorman Masrek, et al. (2013) was pointing out on the relationship between job design and knowledge productivity among the Malaysian government officers while another research carried out by Siti Aisyah, et al. (2012) is concerning the psychological strains as the mediator in the connections between work design and work attitudes among Malaysian technical workers. As a matter of fact, the study on job design and employees motivation has not been able to attract much of researchers' attention in Malaysia as intensively carried out in overseas. Moreover, very thin material is available on the job design in public sector, so managers in Public Sector could not find out the ways to enhance motivation and performance of employees. Thus, there is an obvious literature gap in this subject in Malaysian perspective. To fill this gap, the researchers was called to conduct this study as an attempts to outline how job design can affect employees motivation amongst employees in public sector, Putrajaya, Malaysia.

Research Objective

1. To identify the relationship between job design elements on employee's motivation.
2. To assess which element of job design has the most impact on employee's motivation.

Literature Review

Motivation

There are numbers and variations of definitions used to describe the concept of motivation. Nonetheless, only definition that is related to the workplace need to be focused. Motivation is one or more activities that require greater effort and made consciously compared to other competing activities (Bloisi, 2007). However, Luthans (2003) define motivation as a behavior or drive that starts with a psychological or physiological deficiency or need that is aimed at a goal or incentive. According to Mullins (2002), motivation is a type of study on why people act in a certain way. In addition, motivation is also known as the internal strength that drives individuals to pull off personal and organizational goals (Reena, 2009). Meanwhile, in relation to the workplace, Ray Williams (2010) define motivation as predisposition to behave in a purposeful manner to achieve specific, unmet needs and the will to achieve, and the inner force that drives individuals to accomplish personal organizational goals (Burton, 2012). Nonetheless, Hadjiphanis (2012) reported that, research study

had concluded that there is a vast and never ending array of different factors that motivate the employees within business and industry. Many factors influence on employees' motivation. One of these factors is job characteristics which has a great control on employees' motivation and is necessary for improving organizations productivity. These characteristics include: skill variety, job identity, job importance, independence in action and feedback.

Job Design

Job design can be defined as a process of putting together a range of tasks, duties and responsibilities to create a composite for individuals to undertake in their work and to regard as their own. It is crucial, not only in the basis of individual satisfaction and achievement at work, it is necessary to get the job done efficiently, economically, reliably and safely (Torrington et al., 2011). The topics on job design have been debated ever since job has existed and the debate has raged about the best way to design them. However, job design remains a topic that receives much less attention from employers and policymakers as a driver of engagement compared with other aspects of management such as leadership or management style (Truss, 2012). The approaches to job design have been proposed in such a manner that they indirectly affect an employee's level of motivation. The approaches to job design have worked in different perspectives for various organizational developments. These approaches are: job engineering (J.Eng.); job enrichment (JE); quality of work life (QWL); social information processing approach (SIPA) and job characteristics. The first major theory of job design was introduced by Herzberg and his colleagues (Herzberg *et al.*, 1959). Their two-factor theory distinguished between two types of factors, namely motivators, which are intrinsic to the work itself (e.g. achievement, recognition, and responsibility), and hygiene factors, which are extrinsic to the work (e.g. work conditions, pay, and supervision). The proposition was that the hygiene factors are absolutely necessary to maintain the human resources of an organization. According to Herzberg's theory, only a challenging job has the opportunity for achievement, recognition, advancement and growth that will motivate personnel. To meet the limitations of Herzberg's approach to job enrichment which he prefers to call orthodox job enrichment (OJE), Hackman and Oldham (1976) developed the most widely recognized model of job characteristics. The job characteristics model is one of the most influential attempts to design jobs with increased motivational properties. Therefore in this study the researcher refers to this model in assessing job design and previous studies also have shown that jobs with high levels of these five features are the most motivational. The reason why Hackman and Oldham's job design features are important for employee motivation can be understood within the context of psychological theory. Figure 2.1 identifies five core motivational job features:

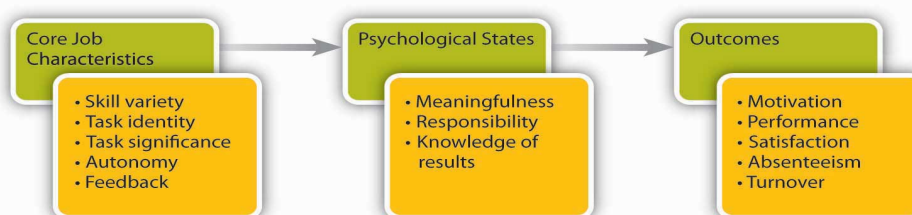


Figure 2.1 The Job Characteristics Model has five core job dimensions.

Research Methodology

The present research is a descriptive one and its population includes employees of public servants. Quantitative method of research was adopted and received 86.28 % responses out of 350 sample size. This study was conducted using self-administrate questionnaires. Employees were asked to fill out a survey about their demographics, job characteristics, and Motivation. The data was analyzed using descriptive analysis, correlation and regression techniques. Job characteristics were operationalized using Morgeson & Humphrey (2006) questionnaire. The instrument measures the five core job dimensions of skill variety, task identity, task significance, autonomy, and feedback. It consists of 19 items. The respondents need to indicate directly the amount of each job characteristic they perceive to

be present in their job. Meanwhile in measuring employee motivation the researcher used questioned developed by Blumber et al. (2005). A five-point rating scale anchored by 1 = “strongly disagree” and 5 = “strongly agree” were used. The results of analysis shows that the cronbach’s alpha for all the scales were greater than 0.7 which is enough for the acceptable level, as the recommended value is 0.5 by Nunnally (1970) and 0.60 by Moss et al. (1990).

Data Analysis

Response Rate

The researcher has distributed the questionnaire to 350 targeted respondents who are in public sector in Putrajaya. However, out of 350 questionnaires, only 302 questionnaires were received. Therefore, the total response rate for this study was 86.28 %.

The correlation analysis shows that there was moderate positive correlation between Job Design and Employee’s Motivation. Based on the table 1, Skill Variety, Task Identity, Task Significance, Autonomy and Feedback were recorded to have a moderate correlation which is (r= 0.542, p= 0.000), (r= 0.570, p= 0.000), (r= 0.457, p=0.000), (r= 0.544, p= 0.000), and (r= 0.551, p= 0.000) respectively. Therefore, all hypotheses were accepted.

Table 1: Correlation

Correlations						
	Total_Motivation	total_skill_variety	total_task_identity	total_task_significance	total_autonomy	total_feedback
Pearson Correlation						
Total_Motivation						
	Sig. (1-tailed)					
	N	302				
	Pearson Correlation	.542**				
total_skill_variety						
	Sig. (1-tailed)	.000				
	N	302	302			
	Pearson Correlation	.570**	.546**			
total_task_identity						
	Sig. (1-tailed)	.000	.000			
	N	302	302	302		
total_task_significance						
	Pearson Correlation	.457**	.503**	.540**		
	Sig. (1-tailed)	.000	.000	.000		

	N	302	302	302	302	
	Pearson Correlation	.544**	.472**	.497**	.520**	
total_autonomi	Sig. (1-tailed)	.000	.000	.000	.000	
	N	302	302	302	302	302
	Pearson Correlation	.551**	.541**	.537**	.607**	.487**
total_feedback	Sig. (1-tailed)	.000	.000	.000	.000	.000
	N	302	302	302	302	302

** . Correlation is significant at the 0.01 level (1-tailed).

Regression analysis is used to determine the variance among variables. As shown in Table 2, the coefficient determination of R Square is 0.481. The result summarized that, the Independent Variables explained 48.1% of the variables (R Square) and the F score is 54.78. The remaining 51.9 % was explained by other predictor variables. Whereas the predictor variables of Skill Variety, Task Identity, Task Significance, Autonomy, and Feedback recorded the regression coefficients of 0.192, 0.244, -0.29, 0.243, and 0.215 respectively. In addition, Table 4 shows that only Skill Variety, Task Identity, Autonomy, and Feedback predicted the employee's motivation, ($\beta= 0.192$, $p= 0.001$), ($\beta= 0.244$, $p=0.000$), ($\beta= 0.243$, $p= 0.000$), and ($\beta= 0.215$, $p= 0.000$) respectively. However, the coefficients table shows that, Task Identity has the most impact on employee's motivation.

Table 2: Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.693 ^a	.481	.472	.54217

a. Predictors: (Constant), total_feedback, total_autonomi, total_skill_variety, total_task_identity, total_task_significance

Table 3: Anova

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	80.512	5	16.102	54.781	.000 ^b
1 Residual	87.007	296	.294		
Total	167.520	301			

a. Dependent Variable: Total_Motivation

b. Predictors: (Constant), total_feedback, total_autonomi, total_skill_variety, total_task_identity, total_task_significance

Table 4: Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
1 (Constant)	1.128	.190		5.924	.000
total_skill_variety	.179	.051	.192	3.499	.001
total_task_identity	.214	.049	.244	4.358	.000
total_task_significance	-.027	.053	-.029	-.500	.617
total_autonomi	.199	.043	.243	4.595	.000
total_feedback	.183	.049	.215	3.718	.000

a. Dependent Variable: Total_Motivation

Discussion and Conclusion

Overall, the results of the present study were in tune with the previous research as the job characteristics were successful in predicting employee motivation. The result from the analysis depicted that most the employees at the Public Sector (Putrajaya) were feeling motivated towards their jobs. This is most probably due to the design of the jobs. According to Achiaa (2012), well designed jobs can have a positive impact on both employee satisfaction and the quality of performance. Based on the result of the correlation analysis, it shows that Skill Variety, Task Identity, Task Significance, Autonomy and Feedback have a positive moderate correlation on employee motivation. Furthermore, the result from the study also showed that workers who were strongly engaged were also more likely to perform better as well as helping others. However, the Task Significance theory does not really applicable to the employees who are working in public sector at (Putrajaya) as it was recorded to have the lowest correlation among all variables. Therefore, it can be concluded that some of the employees have a little knowledge of the impact of their job towards others. El-Asmar (2013) reported that, employees need to know how significant their work is beyond the mere task which is in the organization as a whole and if possible their contribution to others and the society in general. The impact of job design is shown in table 3 where the results yielded that 48.1% variability in employee's motivation is accounted for by the variables in the model. The remaining 51.9% was explained by other predictor variables. Task Identity has the highest significant coefficient towards motivation. This finding is harmonious with a recent study by Hadi and Adil (2010) who found that Task identity and feedback were significant and positive correlates of extrinsic motivation. Meanwhile, Autonomy and Feedback also has significant impact towards motivation. Hackman and Oldham (1976) stated that Autonomy leads to the critical psychological state of having experienced responsibility for every outcomes of the work. This will in turn leads to high work effectiveness and high internal work motivation (Langfred & Moye, 2004). Besides, a significant coefficient result was accounted for the variable Skill Variety. This is supported by a study conducted by Asgari (2013) where the result of his study stated that when the skill variety variable is inserted into the regression equation it turned out to be as the most effective variable in internal motivation. It can be summarized that the four predictors (Skill Variety, Task Identity, Autonomy, and Feedback) has a significant impact on motivation. Nevertheless, the result stated that, Task Identity has the most impact on employee's motivation.

Limitation and Future Direction

The researcher recommended that the research on the Impact of Job Designs towards Employees' Motivation should be continued. The recommendations for future improvements should be conducted in a wider geographical location as it will ensure a large sample size, strong reliability and smaller sampling errors. The future study should also be conducted in the private sector or combination of both public and private sector to ensure different findings and further confirmation of the results. Furthermore, the model can be tested with other independent variable like employee engagement, stress and work life balance. As the main respondents were public servants, the research can be proceed with respondents from different industry.

Reference

- Achiaa, M.-B. N. (2012). *The Effect of Job Design on Employee Motivation and Job Performance*. (A Case Study of GTBank and GCB). Kwame Nkrumah: Institute Of Distance Learning.
- Asgari, M. H. (2013). Studying the relationship between job characteristic and internal motivation among employees of Islamic Azad University of Mazandaran province. *International Research Journal of Applied and Basic Sciences*, 5.
- Bauer, T. & Erdogan, B. (2013). *Organizational Behavior: Motivating employees through job design*. Retrieved April 7, 2014 from http://catalog.flatworldknowledge.com/bookhub/reader/4?e=fwk-122425-ch06_s01
- Bloisi, C. W. (2007). *Management and Organization Behaviour*. Berkshire: McGraw-Hill.
- Blumberg, B., Cooper, D.R., and Schindler, P.S. (2005). *Business Research Methods*. Maidenhead: McGraw-Hill Education UK Limited.
- Burton, K. (2012). *A Study of Motivation: How to Get Your Employees Moving*. Indiana: Indiana University.
- El-Asmar, S. (2013). The Roles of Task Significance and Social Perceptions in Job Stress and Employee Engagement. Montreal: Concordia University.
- Erven, B.L. (2008). Designing jobs that motivates and challenge employees. Retrieved July 21, 2015, from http://www.progressivedairy.com/index.php?option=com_content&id=1953:1508
- Faizan, M. (2004). Are Employee Motivation, Commitment and Job Involvement Inter-related: Evidence from Banking Sector of Pakistan. *International Journal of Business and Social Science*, 2.
- G. Ranasinghe, A. F. (2012). *The Impact of Job Design and Motivation on Employee Productivity as Applicable in the Context of Sri Lankan Software Engineers: A HR Perspective*. Sri Lanka.
- Hackman, J. R. & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16, 250-279.
- Hadi, R., & Adil, A. (2010). Job Characteristics as Predictors of Work Motivation and Job. *Journal of the Indian Academy of Applied Psychology*, 3.
- Hadjiaphanis, L. (2012). Examining employee motivation in large scale organizations in Cyprus. *Journal of Business Administration Online*.
- Herzberg, F., Mausnek, B., And Snyderbman, B. (1959) *The Motivation to Work*. Second Edition. New York: John Wiley and Sons.
- Langfred, C. W., & Moye, N. A. (2004). Effects of Task Autonomy on Performance: An Extended Model. *Journal of Applied Psychology*, 935.
- Luthans, F. (2003). *Organizational Behaviour*. New Delhi: McGraw-Hill.
- Mohamad Noorman Masrek, Nur Izzati Yusof, Siti Arpah Noordin & Rusnah Johare. (2013). Exploring the relationship between job design and knowledge productivity: A conceptual framework in the context of Malaysian Administrative and Diplomatic Officers. *Journal of Organizational Knowledge Management*, 1-8.
- Morgeson, F. P., and Humphrey, S. E. (2006) 'The Work Design Questionnaire (Wdq): Developing and Validating a Comprehensive Measure for Assessing Job Design and the Nature of Work,' *Journal of Applied Psychology*, Vol. 91, pp. 1321-1339.
- Mullins, L. J. (2002). *Management and Organization Behaviour*. Essex: Pearson Education Limited.
- Schuler AS, Jacson SE. 1996. Human Resousce Management (Positioning For the 21 ST Cenury). 6th ed. West Publishing Company.
- Nunnally, J.C. (1970). *Introduction to psychological measurement*. New York: McGraw-Hill.
- Singer Mack J.2008. Human resource management. Translated by Farideh Ale Agha. Tehran: center of state management education, first publication.
- Siti Aisyah Panatik, Ishak Mad Shah & Hamidah Abdul Rahman. (2012). Psychological strain as the mediator in the relationships between work design and work attitudes among Malaysian technical workers. *International Journal of Social Sciences and Humanity Studies*, 4 (2), 439-450.

- Tella, Adeyinka; Ayeni, C.O.; and Popoola, S.O. (2007). "Work Motivation, Job Satisfaction, and Organisational Commitment of Library Personnel in Academic and Research Libraries in Oyo State, Nigeria". *Library Philosophy and Practice* (e-journal). Paper 118.
- Torrington, D., Hall, L., Taylor, S., and Atkinson, C. (2011) *Human Resource Management*. 8 th Edition. Harlow: Pearson.
- Truss, K., Baron, A., Crawford, D., Debenham, T., Emmott, M., Harding, S., et al. (2013). *Job Design and Employee Engagement :An Engage For Success White Paper*.
- Ugboro, L. O. (2006). Organizational Commitment, Job Redesign, Employee Empowerment and Intent to Quit Among Survivors of Restructuring and Downsizing. *Journal of Behavioural and Applied Management* , 232-254.