

A Critical Assessment of Job Design and Employee Retention (with special reference to Management Institutes in Nasik City)

* Dr. Sanjay D. Khairnar, ** Sarika Patil

Abstract

Job design is one of the important variables of Employee retention in the organization. As we know in today's era, employees are the lifeblood of the organization without them organization would not be able to survive. So retention of such life blood cells is paramount importance. Employee engaged in the organization for doing job or work, so job is designed in such a fashion which gives a feeling of satisfaction & comfort to the employee. Employee retention in the academic institutes is for reasons other than just good pay, benefits & other sundry perks. Intrinsic rewards are equally important as material reward. This means, employees value their job not only when they are rewarded but often because doing a job itself a rewarding experience. It is fulfilling, challenging, interesting & stimulation. Hence in this paper, researcher focused to correlate the factors of job design with employee retention.

Keywords : *Job design, Factors of Job design, Employee retention*

Introduction

Definition of Job

Collection or aggregation of tasks, duties & responsibilities as a whole is regarded as regular assignment to an individual employee. In other words total work is divided & grouped into packages we call it a job. Each job has a definite title based upon standardized trade specification within a job. (VSP Rao)

In the organization, employee role is very crucial as Human resource is equally important in comparison to the other resources like machine, raw material, land etc. The effectiveness of human capital depends on designing the job according to human efficiencies & characteristics. Job designing is an important process of Human Resource Management. It indicates that designing of contents, process & function of job.

If the job is designed by taking into consideration, the skill, knowledge, ability, interest and overall personality of the employee then only employee can well perform in his or her job which gives them intrinsic motivation and boost their morale. Because the achievements of organizational goals & objectives are evaluated by the performance of the employee and performance of employee is depend upon his or her job design which gives them feel good factor.

* Head & Associate Professor, LVH College, Panchavati, Nashik

** Assistant Professor, Sandip Institute of Technology & Research Centre, Nashik

Faculty members are also one of the employee categories in education sector. Therefore faculty member's job is very important in education sector. The education is the most important factor to produce a total man with knowledge, attitude, and skills required not only for the current scenario but also for that of the future scenario. In the case of delivery of quality education the faculty members are the most important & valuable resource.

In recent days the scenario of education system has changing, the quality & standard of education deteriorating day to day. Navratna (1995) indicated that reading habit and use of libraries in the learning process have almost vanished from our education culture. Growing private tuitions is also one of the reasons of deteriorating quality of education sector. This necessity leads to curriculum development. The curriculum development has an impact on all i.e. students, faculties & society, but it is a costly affair - costly in sense of printing new study material, designing new curriculum, train the teachers, other relevant people to implement the new curriculum. Hence it requires highly skilled human resource.

So it's important to analyze the job of faculties & its impact on the performance & retention.

According to researcher, maximum faculty members face lot of problems in relation to their roles & responsibilities' changes and become complicated day by day which include alteration in subject, teaching methodology, assessment & control.

These changes highly impact on their satisfaction & retention. So it is paramount importance to be carried out job design in relation to employee satisfaction & retention.

Review of Literature

Denton (2000) has clearly stated that employees who are enjoyed their jobs are more devoted towards their work and always put their effort to upgrade their organizational customer's satisfaction. Stauss et al., (2001) has defined retention as "customer liking, identification, commitment, trust, readiness to recommend, and repurchase intentions, with the first four being emotional-cognitive retention constructs, and the last two being behavioral intentions"

Job design can be explained as "the specification of the contents, methods, and relationships of jobs in order to satisfy technological and organizational requirements as well as the social and personal requirements of the job holder" (Armstrong, 2003, p. 494). According to another definition, job design "is the functions of arranging task, duties and responsibilities in to an organizational unit of work" (Ali and Aroosiya, 2012, p. 4).

The main objective of job design is "to increase a firm's ability to meet its objectives effectively and to provide job satisfaction to the employees" (Durai, 2010, p. 92). Job design has two primary aims. The first is "to satisfy the requirements of the

organization for productivity, operational efficiency and quality of product or service”, whereas the second is “to satisfy the needs of the individual for interest, challenge and accomplishment” (Armstrong, 2003, p. 494).

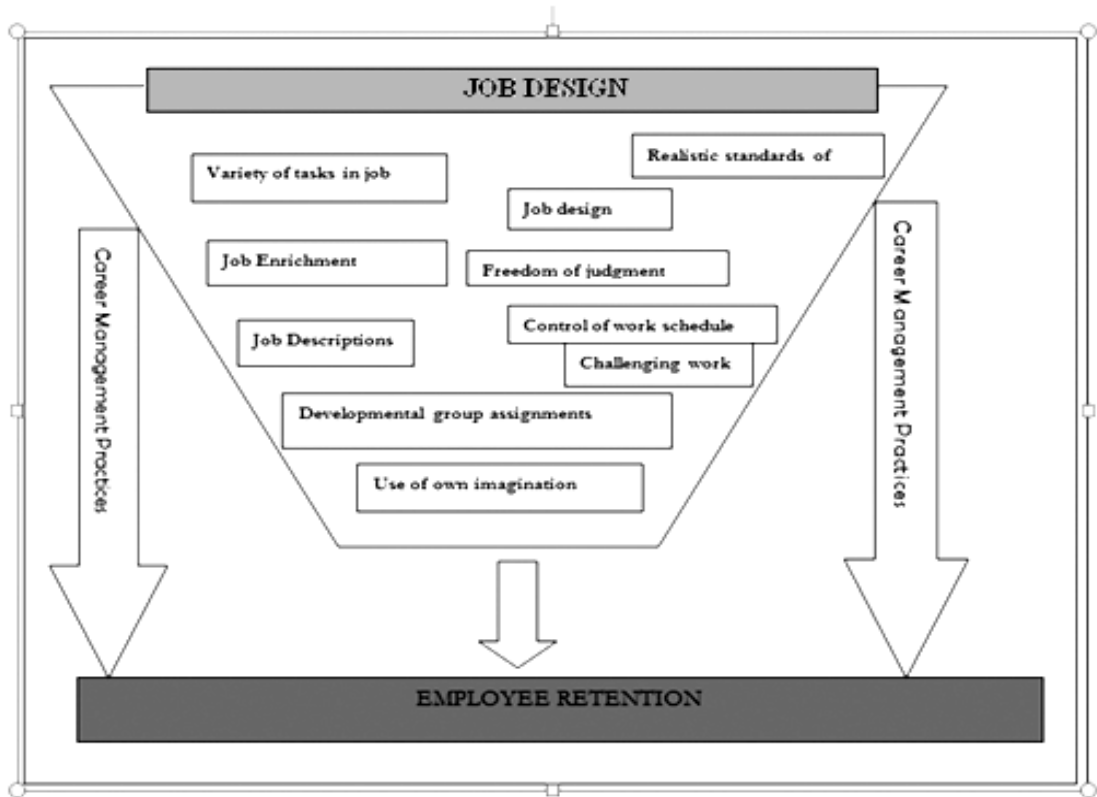
According to Aswathappa, there are various dimensions to job design are namely job rotation, job engineering, job enlargement

Job rotation: job rotation means transferring employees from job to job to add value and reduce boredom. Job rotation is a system, which allows employees to rotate from one job to another, in a predetermined way (Durai, 2010). Job rotation has many advantages, such as improvement of productivity, provision of training possibilities, increase of employees’ retention, enhancement of employees’ career (Jorgensen et al., 2005), Furthermore, job rotation seems to foster employee learning, increase employee motivation and human capital accumulation, while at the same time it leads to reduced employee boredom (Bhadury and Radovitsky, 2006), reduced employee absenteeism, and inclusion of workers with disabilities in job positions suitable for their capacities and skills (Asensio-Cuesta et al., 2012),

Job Enlargement: Job enlargement refers to addition of number of tasks performed by the employee in a single job. Job enlargement “transforms the jobs to include more and/or different tasks” (Durai, 2010, p. 96). The basic aim of job enlargement is to stimulate the interest of employee in the job, namely increasing job attraction, through the differentiated and various tasks that the employee performs in his/her job. Consequently, the objective of job enlargement is to design jobs where the needs of employees meet the interests of the organisation (Durai, 2010).

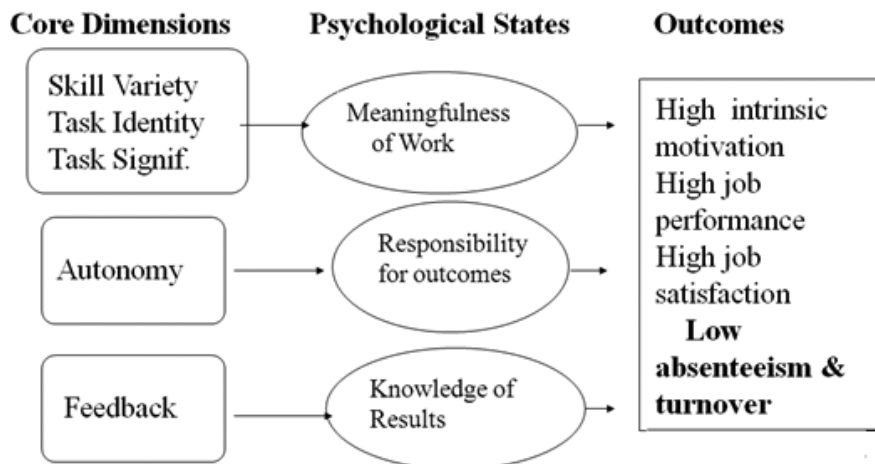
Job Enrichment: Job enrichment includes adding more responsibilities to a job. Job becomes enriched when it provides the holder more authority and controlling powers. Job enrichment refers to “the development of work practices that challenge and motivate employees to perform better” (Durai, 2010, p. 92). Job enrichment includes a number of different workplace practices, such as quality circles, self-directed teams, job rotation, and information sharing (Mohr and Zoghi, 2006). The goal of job enrichment is to provide an enhanced autonomy for the employees of an organisation and increased operational efficiency for the organization itself (Durai, 2010).

Job Engineering: Job engineering focuses on total organization of the job, the tasks to be done, approaches to be used, workflows among employees, layout of the workplace, performance standard and interdependencies among people and machine.



Hackman and Oldham's Model

Hackman and Oldham, stated that that if the job responsibilities create feeling of autonomy, responsibility and satisfaction, employees are automatically feel motivated and they enjoy their work. Hence as per this approach any job can be designed in terms of five core job dimension.



Job Design Variable: Following 10 job design variables were indicated for the study from the review of literature.

1. **Autonomy:** Job gives autonomy to a job holder to decide their work schedule and own way to work.
2. **Task Variety:** Job should have design in such a way where it should include various different tasks to avoid boredom.
3. **Task Identity:** job enables the workers to complete whole work from start to end.
4. **Feedback:** Job is enabling to provide feedback to the employees.
5. **Skill Variety:** Job should be designed in such a fashion that workers should use variety of different activities, talent & skill to complete the job requirements.
6. **Tasks significance:** Job is meaningful & important so that it effects the lives or work of other people
7. **Job enrichment:** Job enrichment means adding more responsibilities to a job to make it more rewarding.
8. **Specialization:** The job is important according to purpose, tasks, or activities
9. **Working condition:** The work environment is comfortable in all the terms like temperature, cleanliness, lightening.
10. **Social Support:** the job enables the person to interact with other person & expertise.

Research Question:

1. What is the co- relation between job design & Employee retention?
2. In which ways job design can contribute to retention of faculties in Management Institute?

Objectives:

1. To recognize job design factors which bring out employees retention
2. To know the relationship between the factors of job designed and how it relates with retention among the employee.
3. To examine the influence of job design on employee retention among faculties of Management Institute.

Research Methodology

The above objectives were studied by conducting primary questionnaire survey of the faculty members from Management Institutes located in Nasik city. Researchers were conducted a Pilot study before distribution of questionnaire.

Data collection:

Data collection method used in this research is a combination of primary & secondary sources. Primary data is gathered by the questionnaire method of the Management Institutes' faculty members & secondary data is gathered from research paper & reports.

Research Hypothesis

The hypothesis Formulated for this study is stated as:

H0: There is no remarkable relationship between job design variables and employees retention.

H1: There is a remarkable relationship between job design variables and employees retention.

Research Design

The researchers were eager to investigate whether job design relates to employees' retention of Management Institutes' faculty members. Researchers were not having any intention of constituting any relationship between the two variables. The type of investigation of this study was co relational. The researchers used a questionnaire method for the faculty members of Management Institutes.

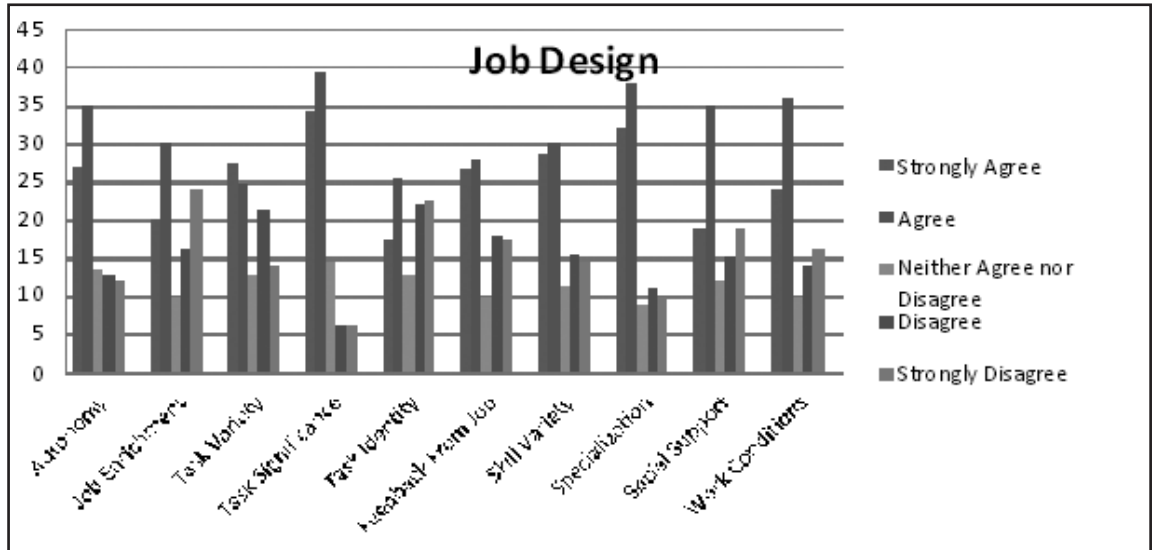
Population of this research is the Management Institutes in Nasik City. There are 16 Management Institutes in Nasik city. Structured questionnaire was developed and distributed among the selected faculty members in the Management Institutes. The researchers were able to collect data from 08 Management Institutes only.

| Particulars | Total Sample | Selected Sample |
|------------------------------|--------------|-----------------|
| No. of Management Institutes | 16 | 08 |
| No. of faculty members | 128 | 48 |
| No. of respondents | 48 | 30 |

Data Analysis

Job Design: Researcher have chosen 10 features i.e., Skill Variety, Task Identity, Task Significance, Autonomy, Feedback , Specialization, Tasks significance, Job enrichment, Working conditions and Social Support of Job. The 15 question items are divided into 10 factors: skill variety, task identity, task significance, autonomy, feedback, Specialization, Tasks significance, Job enrichment, Working conditions and Social Support. For this study a 5-point Likert scale is used.

Table: 1 Features of Job Design



Source: Primary Data

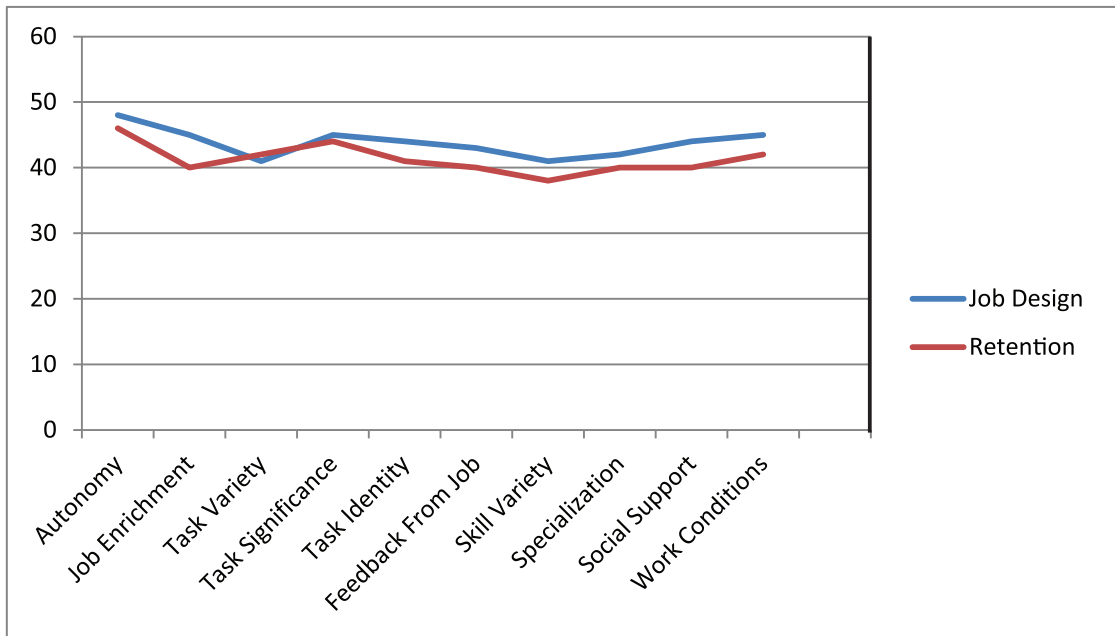
As the study is about relationship between two variables, the Pearson Correlation technique is used.

The factors of job design and their retention have been examined by the researchers and identified that the 10 features of job design are important.

The hypothesis developed for this study was judged by the features of Job Design is remarkably related to employee (faculties) retention. The null hypothesis suggests that there is no remarkable relationship between Job Design and employees' retention. So in order to test alternative hypothesis Pearson correlation test is used by the researcher.

Table: 2 Relationship between Job Design and Employee retention.

| | Job Design | Retention | Pearson correlation |
|--------------------------|------------|-----------|---------------------|
| Autonomy | 48 | 46 | 0.728783274 |
| Job Enrichment | 45 | 40 | |
| Task Variety | 41 | 42 | |
| Task Significance | 45 | 44 | |
| Task Identity | 44 | 41 | |
| Feedback From Job | 43 | 40 | |
| Skill Variety | 41 | 38 | |
| Specialization | 42 | 40 | |
| Social Support | 44 | 40 | |
| Work Conditions | 45 | 42 | |



From the above table, Pearson correlation is 0.728 shows that there is a positive correlation between Job Design and Employee retention. Hence alternative hypothesis can be obtained while rejecting the null hypothesis. So it has been proved from the above study that proper designing of Job has impact on employee's retention.

Conclusion

From the results of the study it has been concluded that systematic use of Job Design has positive impact on Employees' retention of Management Institutes.

In general, job design has advantages for both the organization and the employees. The organizational benefits are the increased productivity and efficiency, effective team work, skilled employees ready to meet the job position requirements, targeted training of employees which increases the human capital accumulation, effective talent management, and finally improved employee attraction, commitment and retention.

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