

Impact of Job Design on Managerial Employees' Job Performance in Apparel Sector in Matale District, Sri Lanka

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Abstract- Proper people management drives to the success of an organization. In order to having Optimum employee performance within the organization Job design is crucial. In Sri Lankan context apparel industry plays significant role in relate to enhancing the GDP, employment rate and foreign exchange. The purpose of this study was to examine the impact of job design on managerial employees' performance in apparel sector in Matale district. Therefore, this study could make important contribution to management field. A structured questionnaire was used to measure the dependent and independent variable. Total of 70 managerial employees were selected from garment factories in Matale district. Results of the study were analyzed using the univariate, bivariate and multivariate analysis. Results of the study revealed that there is significant positive impact on job design on employee performance. Results indicated that there is a significant positive impact of Skill Variety on Job Performance, Task Identity and Job Performance, Task Significance and Job Performance and Feedback and Job Performance. Hence it can come to the conclusion that managerial employees job performance depends on their job design. Furthermore, R^2 indicated that 61.8% variance of employee performance was explained by independents variables. (skill variety, task identity, task significance, feedback) The study suggests that improving Job Design factors to upgrade the employees' Performance is essential.

Index Terms- Employee Performance, Job Design

1. INTRODUCTION

Sri Lankan Apparel industry is the largest value addition industry in Sri Lanka which provides the highest contribution for the Gross Domestic Production (GDP) of Sri Lanka. The beginning of the Apparel industry occurred in early 1950s with some pioneering industrialists. At the beginning, it limited to some popular garment items, only in the local market. Over the decade of 1960s, textiles and other readymade garments were begun to be manufactured locally. Exporting of our readymade garments to the international was started in late 1960s. Apparel exports grew rapidly during the 1980s resulting being the largest share of all exports in 1986. The operation under the 200 Garment Factories Program (200-GFP) is considered to be a turning point in the history of Sri Lankan apparel industry. Through this program, Board of Investment (BOI) offered incentives for manufactures to transfer their operations to rural parts of the island. In 2002, the island's textile and garment sector accounted for 6% of GDP, 30% of industrial production, more than half of total exports and just over two thirds of industrial exports. In 2014, apparel industry accounts nearly 70% industrial exports from Sri Lanka. Sri Lanka is estimated to be more than \$4.8 billion and is regarded as one of the best clothing export destinations in the Asia Pacific region for its reliability, quality, and lead time. (World Bank, 2018) The clothing industry in Sri Lanka accounts for more than 30% of the total employment for all the manufacturing industries nationwide and constitutes over one-third of the industrial output for the country every year. The Government of Sri Lanka has also taken several initiatives through invested around \$70 million in 2017 for Research and Development to promote the growth of the apparel industry in Sri Lanka. Also, the textile industry in Sri Lanka aims to make 15 zones with a focus on export of apparels. (Deshappriya & De Zylva, 2016)

Apparel industry in Sri Lanka has grown to be one of the largest contributors to the export revenue of the country. According Sri Lanka export development board Apparel Contribution to total merchandise exports in 2019 is 44.25% and Export performance in 2019 US\$ Million 5,205.95. Moreover, Sri Lanka's apparel industry continuous to manufacture world renowned quality apparels for global brands. The apparel industry in Sri Lanka accounts for a market share of almost 1.2% of the global garment industry, which means it is still not among the top 10 garment manufacturing countries in the world. However, the Sri Lankan apparel industry has set a goal to of figuring in the list of top 10 garment manufacturing countries in the world by the year 2023. (Apparel Industry in Sri Lanka, 2018) Thus, focusing on uplifting employee performance in apparel industry is important to development of the country. Apparel factories' operation run through the target or mission driven activities, for such companies having trained, efficient employees within the organization is mush important, meanwhile for achieving the firm's goals on time well performing employees are really crucial.

Hence, employee Performance is the achievement of targets of the tasks assigned to employees within particular period of time. The success of business depends on employees' performance. One of the most effective ways to increase business performance and profit is to increase the performance of employees, from the lowest levels of the organization to senior management (Aroosiya & Ali, 2010). Focusing on enhancing employees' performance becoming major strategy to accomplishing organization goals and objectives. Most of managerial level employees' focusing on monetary benefits, promotion, job satisfaction, and job design in order to enhancing the employee performance. (Ali & Rehman, 2014; Sarwar, Imran, Jabbar & Hannan, 2013) According Hackman and Oldham's job characteristic model is basis for many work design theories and extends the notion of meeting employee's human/mental needs to improve performance processes. They depicted positive work structure in the form of five job characteristics (skill variety, task identity, task significance, autonomy, feedback) which promoted higher intrinsic psychological factors (meaningfulness, responsibility, knowledge of results) and thus improve motivation and work performance. If employee have knowledge of results of their work, a sense of responsibility, and an understanding of the meaningfulness of their work will ultimately have grater satisfaction on the job.

2. PROBLEM STATEMENT

Job design plays significant role for optimizing employee performance. In order to increasing job satisfaction and motivation of employees it is important to focusing on job design. Effective job design measures of the degree which employee is involved in task and assignments. Even though job design is not a new concept it has failed to attain much attention from managers. (Zareen, Razzaq, Mujtaba, 2013) Thus, it is important to examine the impact of job design on job performance. Even though many researches have done studies factors affecting job performance, many of them included training, motivation, employee satisfaction, (Hijr & Haleem, 2017; Zhangpeidi, 2016; Hailesilasie, 2009) it has few empirical evidence to examine the impact of job design on job performance. There is no study to examine the impact of job design on job performance on managerial employees in apparel sector in Sri Lanka or Matale District, hence this study within Sri Lankan context is a new thing. Factors affecting job designs empirically studied dimensions indicate organizational factors, environmental factors and behavioral factors, (Rajaguru, 2019) work flow, autonomy, work practice (Sinha, 2017) Job rotation, job enrichment and job enlargement (Zareen, Razzaq, Mujtaba, 2013) But dimensions of skill variety, task identity, task significance, feedback less addressed in studies to examine the impact on managerial employees performance in apparel sector in Matale district.

Therefore, here contradictions on job design and its impact on managerial employees' performance in apparel sector in Matale district lead to the identification of a research problem that is worth to study. The problem statement addressed;

Do skill variety, task identity, task significance, feedback, contribute to managerial employees' performance in apparel sector in Matale district?

3. LITERATURE REVIEW

3.1 Employee Performance

Well performing employees contribute to the efficiency and success of the organization. (Hameed & Wasead, 2011) Quality of work will refers completion of the task on time with desired standards. The working quality can be carried out through the employee maximum commitment to perform task, employee positive attitudes to meeting organization's expectation being understand personal performance objectives. (Zhangpeidi, 2016) Organizational optimal performance depends on human resources attempts in order to develop organizational capabilities of employees. Performance is considered as behavior or a method which operates based on the organizations, groups and individuals. In other words, performance is behavior by determined indicators which can be evaluated positively or negatively for employees (Saravani & Abbasi, 2013). Job performance is one of the most important dependent variables and has been studies for a long decade. Borman & Motowidlo (1993) identified two types of employee behavior that are necessary for organizational effectiveness: task performance and contextual performance Viswesvaran (2005) Task performance is defined as 'the proficiency with which incumbents perform activities that are formally recognized as part of their jobs; activities that contribute to the organization's technical core either directly by implementing a part of its technological process, or indirectly by providing it with needed materials or services. Task performance entails the accomplishment of duties and tasks that are specified in a job description. Contextual performance consists of behavior that does not directly contribute to organizational performance but supports the organizational, social, and psychological environment. Contextual performance is different from task performance as it includes activities that are not formally part of the job description. It indirectly contributes to an organization's performance by facilitating task performance (Sonnentag et al., 2010). All concepts refer behaviors that go beyond the formally core work goals. Extra tasks, showing initiative, coaching newcomers on the job included in contextual performance. Contextual task performance included with the in direct activities related to the job. Cooperating with others, defending organizational objectives, volunteering to contribute more are included with the contextual performance. (Pine, Desa & Asaari 2016)

3.2 Job Design

Goncalves, (2015) Job design is a key element that defines the individual's relationship to their work and organization and has been suffering numerous changes over the years. In fact, in the early job design research, companies were only focused on job simplification in order to require less skilled and cheaper workforce, assuring the elimination of all unnecessary movement to execute a particular task, in order to achieve the most efficient ways of performing work activities. However, due to several reasons like technological revolution and changes of organizational demands, nowadays companies are designing and applying different kinds of work organization such as working in teams rather than individually and increasing the challenge inherent to every job. From a conceptual perspective, job design is defined as determining the specific job content, the methods used at work and the relationships between jobs to correspond the firm's technological and organizational and the employees' social and personal expectations (Kaymaz, 2010). Skill variety is to the extent to which the job requires the employee to draw from a number of different skills and abilities as well as on a range of knowledge. (Ajgaonkar et al., 2012) Skill variety is a job characteristic, which workers are required to perform a variety of skills to achieve in the assigned work (Tungkiatsilp, 2014). Task identity measures the degree to which a job requires the completion of an identifiable piece of work. This would involve doing a job from beginning to end with a visible outcome. Task identity is important for workers to find their work meaningful. Employees must feel that the work they perform is their own, and must feel personally responsible for whatever successes and failures occur as a result of the work. According to Ajgaonkar et al., (2012) task significance involves importance of the task. Task significance is the degree to which a job has substantial impact on the lives of other people either in the immediate organization or external environment. Feedback is the measure of the degree to which performing the work activities results in the job incumbents obtaining direct and clear information about the effectiveness of their performance. By providing information on task performance, feedback can increase knowledge acquisition for complex tasks (Folami & Jacobs, 2005).

3.3 Empirical Evidence

Study carried out by Malkanthi and Hussain (2016) Impact of job design on employees' performance in peoples' bank using 54 employees indicated that there were significant impact skill variety, task identity, task significance, autonomy, feedback on employee performance. When a job is designed to include or increase characteristics such as skill variety, task identity, task significance, autonomy, feedback, it is predicted to have positive effects on employee motivation, satisfaction and performance (Crane, 2012) The importance of job design in enhancing individual's productivity and performance has been discussed extensively in few studies. From the organizational aspect, job design plays vital part in supporting the employees' work performance in achieving organizational outcomes as it may directly or indirectly influence the manner they perform their responsibilities and tasks (Masrek, 2013). Phoomphong (2008) studied on the relationship between the perceived self-efficacy, job characteristics, job satisfaction, and job performance of employees in faculty of Agriculture, Chiang Mai University. The finding has showed that the overall job characteristics revealed the significant positive relationship job performance. Skill variety, task identity, autonomy and feedback showed the significant positive relationship with job performance. However task significance presented no relationship with job performance. Josephine (2014) study on effects of job design on employees' performance using 180 respondents indicated that there is positive significant impact task identity, autonomy and feedback on job performance. Impact of job design on employee performance, mediating role of job satisfaction: a study of FMCG's sector in Pakistan, research findings indicated positive impact of Skill variety, task identity, autonomy, task significance and feedback on employee performance. (Ali & Rehman, 2014)

Based on above evidence following hypothesis were developed for the study.

H1: There is positive impact of job design on managerial employees' performance in apparel industry in Matale District.

H2: There is positive impact of Skill variety on managerial employees' performance in apparel industry in Matale District.

H3: There is positive impact of task identity on managerial employees' performance in apparel industry in Matale District.

H4: There is positive impact of task significance on managerial employees' performance in apparel industry in Matale District.

H5: There is positive impact of feedback on managerial employees' performance in apparel industry in Matale District.

4. METHODOLOGY

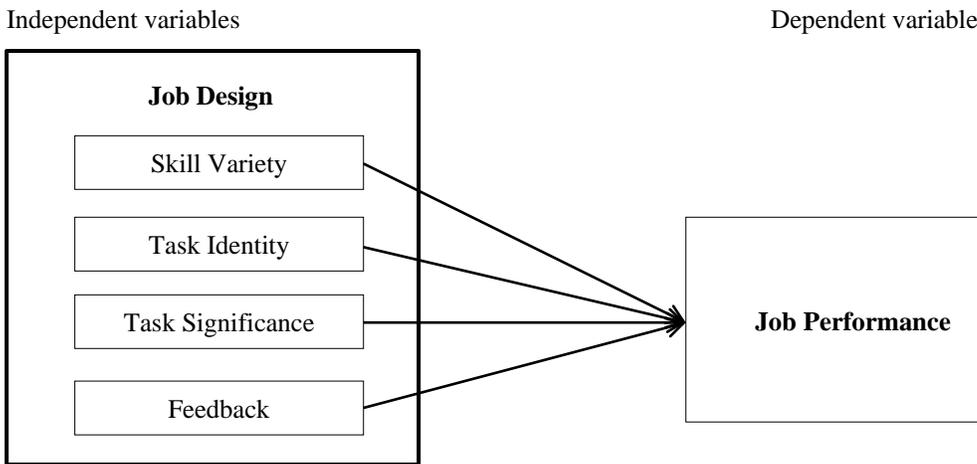
Objective of the study is to examine the impact of job design on job performance thus study is a hypothesis study and field of study is conducted within the natural environment in the garment sector under minimal interference within a non-contrived setting. The research is purely based on primary data, which was collected by giving a questionnaire to the managers in the apparel industry. Also, secondary data such as published research articles, books, annual reports issued by apparel sectors, government publications were used for the study. The unit of the study is individual, as data collected from each managerial employee in the garment sector in Malate District. Sample of the study was randomly selected 70 managerial employees in the apparel industry.

4.1 Conceptual Framework

A conceptual framework is one's beliefs on how certain variables or concepts are related to each other and an explanation of why those variables are associated with each other (Sekaran & Bougie, 2010).

The figure 4.1 shown below, described the relationship between Job design and Job performance. Following conceptual framework has developed based on the empirical evidence shown above and the purpose of the study is to examine the impact of job design on job performance.

Figure 4.1: Conceptual Framework



5. RESULTS AND DISCUSSION

5.1 Reliability Analysis

5.1.1 Reliability of Job Design Questionnaire

To measure the reliability of the job design questionnaire inter item reliability test was used. Reliability level of job design measures are in range between 0.703 and 0.748. The table 5.1 shows the results of inter item reliability for each dimension of job design.

Table 5.1 – Cronbach Coefficient Alpha value for Job Design

Variables	Cronbach Coefficient Alpha	Number of Items
Skill variety	0.703	3
Task identity	0.724	3
Task significance	0.738	3
Feedback	0.747	3

5.1.2 Reliability of Job Performance

Researcher has used inter item reliability test measure the consistency of the questionnaire. Cronbach alpha scores of job performance measures are 0.706 and 0.812. The table 5.2 shows the results of inter item reliability for each dimension of job performance.

Table 5.2 - Cronbach Coefficient Alpha value for Job Performance

Variables	Cronbach Coefficient Alpha	Number of Items
Task performance	0.706	7
Contextual performance	0.812	13

5.2 Demographic profile of the Respondents

Table 5.3 - Demographic profile of the Respondents

Gender	%	Educational Level	%
Male	53	G.C.E.A/L	67
Female	47	Diploma	18
	100	Degree	12
		Other	3
			100
Age	%		
Below 21	-		
21 – 30	69	Experience (Years)	%
31 - 40	23	Less than 1	15
41 – 50	8	Between 1 – 2	51
Above 51	-	Between 3 – 4	12
	100	More than 5	22
			100
Marital Status	%		
Single	51		
Married	49		
	100		

5.3 Descriptive statistics

Table 5.4: Descriptive statistics for Variables

	Mean	Std. Deviation
Skill Variety	3.5693	.58844
Task Identity	3.5946	.55744
Task Significance	3.2103	.61961
Feedback	3.5895	.53932
Job Performance	3.3094	.37831

Statistics revealed that, the Skill Variety, Task Identity and Feedback reported moderate mean scores as 3.5693, 3.5946 and 3.5895 respectively. Task Significance subscale reported slightly lower mean score as 3.2103. However, Task Significance cluster reported the highest standard deviation of .61961. The data shows that the mean value of Job Performance is 3.3094.

5.4 Correlation Analysis

Table 5.5 Results of Correlation Analysis

Variable	Correlation	Job Performance
Skill Variety	Pearson Correlation	.705**
	Sig. (1-tailed)	.000
Task Identity	Pearson Correlation	.644**
	Sig. (1-tailed)	.000
Task Significance	Pearson Correlation	.332**
	Sig. (1-tailed)	.004
Feedback	Pearson Correlation	.297**
	Sig. (1-tailed)	.008
Job design	Pearson Correlation	.758**
	Sig. (1-tailed)	.000

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

According to the data was reported in the above table, the Pearson correlation between Job Design and Job Performance was 0.758. It indicated that there was a strong positive relationship between Job Design and Job Performance. This relationship was statistically significant as the correlation was at 0.01 levels (1 –tailed). The associated significant value (p) is less than 0.05. Hence hypothesis can be accepted. These results explained that the Job Design is positively and significantly related to managerial employees Job Performance in apparel sector in Matala district.

According to the data was reported in the above table, correlation between Skill Variety and Job Performance was 0.705. It was indicated that two variables are positively correlated. It was statistically significant at 0.01 levels (1 –tailed). Table 5.5 indicated that the correlation between Task Identity and Job Performance was 0.644. It was indicated that two variables are positively correlated. It was statistically significant at 0.01 levels (1 –tailed). According to the data was reported in the above table, the Pearson correlation between Task Significance and Job Performance was 0.332. It indicated that there was a strong positive relationship between Task Significance and Job Performance. This relationship was statistically significant as the correlation was at 0.01 levels (1 –tailed). Correlation between Feedback and Job Performance was 0.297. It was indicated that two variables are positively correlated. It was statistically significant at 0.01 levels (1 –tailed), these results support the hypothesis of the study.

5.5 Regression Analysis

Table 5.6: Result of regression Analysis

Adj. R ² = .618 F Value = 21.630 Sig F = .000 ^a					
Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	.812	.270		3.005	.004
Skill Variety	.305	.065	.474	4.702	.000
Task Identity	.214	.068	.315	3.164	.002
Task Significance	.071	.050	.117	1.436	.156
Feedback	.049	.062	.074	.788	.434

b. Predictors: (Constant), Skill Variety, Task Identity, Task Significance, Feedback

According to the table 5.6 R² value of .618 indicates that predictor variables (Skill variety, Task identity, Task significance and Feedback) for the test have ability to explain 61.8% variation of the dependent variable (Job Performance). According to the above table F value of 21.630 was significant at 0.000 (p = 0.001), researcher assume that linear relationship between the independent and dependent variable is not violated.

The major purpose of the study was to explore the impact of Job Design on Job Performance of managerial employees in apparel sector in Matala district. For the purpose of this study, the researcher hypothesized that there will be a positive and significant correlation between managerial employees as mentioned in the theoretical framework.

By considering the hypothesis one, the results indicated there is a significant positive relationship between Job Design and Job Performance. This finding empirically confirms the theoretical arguments given by (Ambrose, Geoffrey, Nehemiah & Augustine, 2013; Ivancevich, 1998; Al-Ahmadi, 2009; Garg&Rastogi, 2006; Aswathappa, 2006; Ali & Rehman, 2014; Campion et al., 2005)

6. CONCLUSION AND RECOMMENDATION

6.1 Conclusion

Main objective of this research was to examine the impact of job design and job performance. According to the research findings job design positively affected on job performance of the managers. The correlation analysis denotes that there is a significant positive relationship between job design and job performance(r = 0.758).

The second objective of this research was to examine the impact of each dimension of job design on job performance. The four dimensions comprised in job design were the skill variety, task identity, task significance and feedback. According to the results obtained from the calculations, effect of each dimension can be identified as follows.

There is a significant positive relationship between Skill Variety and Job Performance (r = 0.705), Task Identity and Job Performance (r = 0.644), The correlation analysis denotes that there is a weak positive relationship between Task Significance and Job Performance (r = 0.332), Feedback and Job Performance (r = 0.297). Therefore correlation analysis result has been accepted research hypothesis.

That means, most of the managerial employees job performance depends on their job designs. Based on the major findings related to two objectives of the thesis, it can come to the conclusion that managerial employees job performance depends on their job design.

6.2 Recommendation

Above results of the research verify that the job design significantly and positively affected on job performance of managerial employees in apparel sector. According to the results four dimensions of job design have shown positive impact on job performance of the managerial employees, up to the satisfactory level. Anyway, more steps can be taken to motivate the employees to be more satisfied with their jobs. Mainly, managerial employees should give the opportunity to actively participate in decision making. They should give the full responsibility. It really helps to enhance their self-confidence and to widen their capacity. Therefore their job performance will be significantly increased. In order to increase job performance of managerial employees, task identity and job feedback should be taken into consideration. Task identity could be formed through task combining and natural work units forming. Job should be designed identifying similar tasks to increase task identity. Giving feedback to the employees in order to acquiring knowledge and self-performance evaluation is much important. Company can organize different kind of functions, teamwork and competitions for increase the co-worker relationship and if there is a better co-worker relationship company can increase the job satisfaction of the employees, subsequently the job performance. According to that result researcher can conclude good job design may reason to increase job performance of respondents. The researcher has selected four dimensions to measure the job design. According to the research findings mean value of skill variety, task identity, task significance, and feedback indicate high.

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