

A New Optimal Model of job design and Characteristics for Governmental Banks; Global Approach

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Abstract: The main objective of this article is to find suitable models of job design for state banks in order to enhance their performance. The statistical population of the research includes all the employees of Mellat Bank branches, human resources experts at university and headquarters of Mellat Bank. In order to select employees and human resources experts stratified random sampling method, proportional sample size, has been employed. With regard to application the present study is a fundamental research. All the assumptions of this study were accepted through testing and three characteristics of experience, personality, and competence were added to fivefold Hackman factors and this model was changed into an eight factor model in line with enhancing the performance. After performing Freedman variance analysis test, these eight factors include: (1) competence (ability), (2) experience, (3) feedback, (4) personality, (5) significance of the job, (6) identity of the job, (7) independence and authority and (8) diversity of skills.

Keywords: job design, occupational motivations, occupational performance.

1. Introduction:

Job designing is the best place for making motivational theories operational. Jobs must be designed in a way that they will be able to motivate employees. In this way the employer will see the fulfillment of his demands in the successful performance of the jobs and aims assigned by the employer. Job design can be either very simple or complicated. The more coordinated the requirements of the Job and the employee, the more will the employee and the employer benefit from them. Job design is the process of combining the necessary and significant components of the Job with the characteristics of the employees (with regard to environmental, technological, cultural... factors) in order to create organizational positions in a way that these positions can meet the expectations of the management as well as employees. Hackman's five factor model considers organizations and their environment as equal. But the significant issue is that with organizational difference, Job design also changes. Hackman considers five factors effective for all jobs. However, he ignores other important factors such as personality, experience, and competence (ability) of the individuals which can affect the individuals' level of motivation. Hackman's five factors include: (1) diversity of skill, (2) identity of the Job, (3) significance of the Job, (4) independence and authority and (5) feedback. Therefore, each organization must pay due attention to its human resources and organizing its Job. Job design is an issue which can simultaneously concentrate on both matters and, thus, affect the organizational performance. The main aim of this study is to find a suitable Job design model for state banks in line with the objective of enhancing the performance.

2. A critique of Hackman and Oldham's five factor model

The aim of this study is to explore a new optimal model of job design and characteristics' for governmental banks, global approach. In fact, the basic question of this study is: "Which factors in organizational jobs lead to optimal organizational performance? Is there any other factors affecting job

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design besides Hackman's fivefold factors? Are there any ineffective factors in Hackman's model which can be omitted?" Job development is the horizontal expansion of the number and type of duties of a job which prevents from boredom and by adding variety to jobs creates motivation. In job enrichment, in order to redesign jobs and create occupational satisfaction, organizations create challenges which satisfy the need for success, understanding, responsibility, growth, and perfection in the employees. Hackman and Oldham describe psychological states under the titles of variety of skills, identity of duty, significance of duty, independence and authority, and job feedback [1]. First three features affect the significance of the performed job. The fourth feature (independence) influences responsibility for the performed job. And the last feature (feedback) refers to awareness of the results of the performed job. On the whole, these psychological states determine the four major results which are occupational satisfaction, internal motivation for work, work performance, and absence and transfer. In spite of all its advantages, this model has its own limitations. The first limitation concerns the personal nature of these five features. The second limitation is the role of psychological states in connecting job features and results. The third problem is the modifying effects of the need for growth, occupational satisfaction, and scientific skill. And the fourth problem is that there is little backup for the effect of a particular problem on the potential motivation. In brief, in evaluating this model it must be mentioned that only Hackman's five factors are not important and that also environment and community group matter. The model for processing social data of job design indicates that social realities build up personal needs, understanding of duties and reactions [2]-[5]. The conceptual framework of the present study has been designed in line with a new optimal model of job design and characteristics for governmental banks, global approach. Independent variables were Hackman's five factors including variety of skills, significance of duty, identity of job, independence and authority, and feedback as well as three factors of personality, competence, and experience which were assumed in keeping with enhancing the organizational performance[5].

3. Methodology, Research and Sampling population:

In this research statistical population is the branches and central headquarters of this bank which includes all employees of Mellat Bank branches in Tehran as well as human resources experts at Mellat Bank administrations and also branch management office located in Tehran. For taking samples from human resources experts, since accurate information about the number of these experts at Mellat Bank was not available, 64 experts were randomly interviewed- 10 experts were university instructors. In this study, in order to select employees of the branches and human resources experts stratified random sampling method was employed. In order to gather data regarding the number of Mellat Bank branches in Tehran and the number of employees and human resources experts document survey method has been used. In order to identify the aspects of the job and designing the questionnaire the interview method and for evaluating the characteristics of the job questionnaires have been used. With regard to application the present study is a fundamental research, with regard to aim it is a descriptive research, with regard to time it is a temporary research, and with regard to the method used for gathering information it is a combination of quantitative and qualitative methods. In order to answer the main question of the study, two major and 32 minor assumptions have been formulated.

3.1. Research hypothesis:

Main hypothesis 1: There is significant difference between job designing features in the status quo and desired conditions from the view point of employees and specialists.

In orders to study this main hypothesis the below subsidiary hypothesizes have been analyzed the results of which comes as follows:

H 1-1: There is significant difference between diversity of skills in the status quo and desired conditions from the view point of employees.

H 1-2: There is significant difference between identity of the job in the status quo and desired conditions from the view point of employees.

H 1-3: There is significant difference between significance of the job in the status quo and desired conditions from the view point of employees.

H 1-4: There is significant difference between independence and authority in the status quo and desired conditions from the view point of employees.

H 1-5: There is significant difference between feedback in the status quo and desired conditions from the view point of employees.

H 1-6: There is significant difference between personality in the status quo and desired conditions from the view point of employees.

H 1-7: There is significant difference between experience in the status quo and desired conditions from the view point of employees.

H 1-8: There is significant difference between competence (ability) in the status quo and desired conditions from the view point of employees.

H 1-9: There is significant difference between diversity of skills in the status quo and desired conditions from the view point of specialists.

H 1-10: There is significant difference between identity of the job in the status quo and desired conditions from the view point of specialists.

H 1-11: There is significant difference between significance of the job in the status quo and desired conditions from the view point of specialists.

H 1-12: There is significant difference between independence and authority in the status quo and desired conditions from the view point of specialists.

H 1-13: There is significant difference between feedback in the status quo and desired conditions from the view point of specialists.

H 1-14: There is significant difference between personality in the status quo and desired conditions from the view point of specialists.

H 1-15: There is significant difference between experience in the status quo and desired conditions from the view point of specialists.

H 1-16: There is significant difference between competence (ability) in the status quo and desired conditions from the view point of specialists.

Main hypothesis 2: There is significant difference between job designing features in the status quo from the view point of employees and specialists.

In orders to study this main hypothesis the below subsidiary hypothesizes have been analyzed the results of which comes as follows:

H 2-1: There is significant difference between diversity of skills in the status quo from the view point of employees and specialists.

H 2-2: There is significant difference between identity of the job in the status quo from the view point of employees and specialists.

H 2-3: There is significant difference between significance of the job in the status quo from the view point of employees and specialists.

H 2-4: There is significant difference between independence and authority in the status quo from the view point of employees and specialists.

H 2-5: There is significant difference between feedback in the status quo from the view point of employees and specialists.

H 2-6: There is significant difference between personality in the status quo from the view point of employees and specialists.

H 2-7: There is significant difference between experience in the status quo from the view point of employees and specialists.

H 2-8: There is significant difference between competence (ability) in the status quo from the view point of employees and specialists.

H 2-9: There is significant difference between diversity of skills in the desired conditions from the view point of employees and specialists.

H 2-10: There is significant difference between identity of the job in the desired conditions from the view point of employees and specialists.

H 2-11: There is significant difference between significance of the job in the desired conditions from the view point of employees and specialists.

H 2-12: There is significant difference between independence and authority in the status quo from the view point of employees and specialists.

H 2-13: There is significant difference between feedback in the desired conditions from the view point of employees and specialists.

H 2-14: There is significant difference between personality in the desired conditions from the view point of employees and specialists.

H 2-15: There is significant difference between experience in the desired conditions from the view point of employees and specialists.

H 2-16: There is significant difference between competence (ability) in the desired conditions from the view point of employees and specialists.

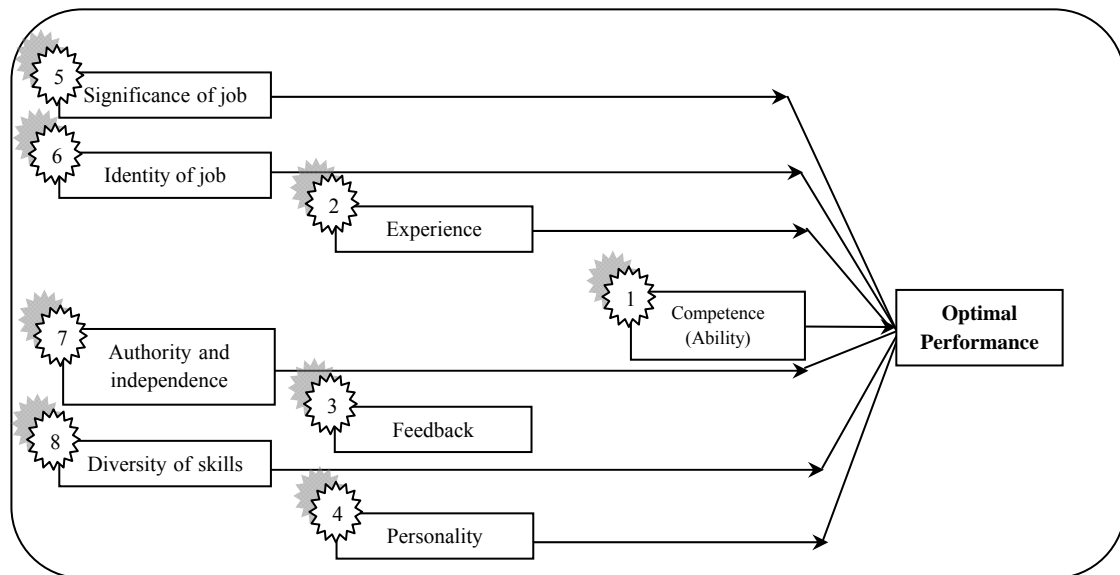
4. Findings of the research:

According to the result, maximum average job features from the employees' point of view pertains to experience at work with 2.4 and the minimum relates to independence and choice at work with 2.91. Also the maximum job features from specialists stand point is assigned to work experience with 3.4 and minimum pertains to independence and authority with 2.64. According to this, maximum average job features from the employees' point of view pertains to experience at work with 4.5 and the minimum relates to independence & authority at work with 4.09. Also the maximum job features from specialists stand point is assigned to work experience with 4.64 & minimum pertains to independence and authority with 4.01. The result of research hypothesizes examination, is shown in table no.1.

Table 1: The result of research hypothesizes examination

hypothesis	Result	hypothesis	Result	hypothesis	Result	hypothesis	Result
1-1	Accepted	1-9	Accepted	2-1	Accepted	2-9	Accepted
1-2	Accepted	1-10	Accepted	2-2	Accepted	2-10	Accepted
1-3	Accepted	1-11	Accepted	2-3	Accepted	2-11	Accepted
1-4	Accepted	1-12	Accepted	2-4	Accepted	2-12	Accepted
1-5	Accepted	1-13	Accepted	2-5	Accepted	2-13	Accepted
1-6	Accepted	1-14	Accepted	2-6	Accepted	2-14	Accepted
1-7	Accepted	1-15	Accepted	2-7	Accepted	2-15	Accepted
1-8	Accepted	1-16	Accepted	2-8	Accepted	2-16	Accepted

All the assumptions of the study which are based on Hackman's five factors including (1) variety of skills, (2) significance of duty, (3) identity of duty, (4) independence and authority, (5) feedback and also three factors of personality, competence, and experience have been formulated in order to enhance performance. All the assumptions of this study have been confirmed by tests and statistical analyses. Thus, considering the confirmation of assumptions by tests, there are no ineffective factors in Hackman's model which may be omitted. After all study assumptions were confirmed, Hackman's five-faceted model was modified into an eight-faceted model and the results of Freedman's variance analysis test with regard to job characteristics in the current and ideal situations from the viewpoint of employees and experts in the new and final model obtained from the test of study assumptions have been shown in graph 1 in order of priorities:



Graph 1: The final model obtained from the test of study assumptions

5. Summary and conclusion:

As it was mentioned in the “findings” section, all the assumptions of this study have been confirmed and apart from Hackman’s five job characteristics factors, three factors of experience, personality, and competence have been identified as factors affecting the enhancement of organizational performance. No ineffective factors were observed in Hackman’s model which can be omitted. According to the final model of the study, effective factors in order of priorities are: (1) competence (ability), (2) experience, (3) feedback, (4) personality, (5) significance of duty, (6) identity of duty, (7) independence and authority and (8) variety of skills. Since job design using the new model is introduced at Mellat Bank for the first time, our recommendation is to perform it in two phases.

In the first phase, it is recommended that the model be enforced in 51 branches in Tehran’s first district.

In case the model was modified and finalized in the first phase (In the first phase, it is recommended that the model be enforced in 51 branches in Tehran’s first district), in the second phase it will be definitely enforced in its latter eight factors form. Below is a brief explanation of these eight aspects:

- **Competence (ability):** It is recommended that the bank use fourteen learning methods to enable its employees: (1) Enabling through paying attention to integrity (holism), (2) Variety, (3) Logical debate, (4) Open and free environment, (5) Anywhere and anytime, (6) Learning as a wonderful attraction, (7) Feedback, (8) Emergence, (9) Self-development, (10) being nonlinear, (11) Condensation and accumulation, (12) Pursuit, (13) Internal modeling and (14) Basic elements.
- **Experience:** Taking into consideration the importance of this aspect and its place at the bank which has been emphasized by employees and experts, it is recommended that employees gather required experience through group trainings, and job shifts (between different jobs of the same level).
- **Feedback:** By creating feedback for the employees and based on the results it can be expected that the performance will improve. Implicit expression of feedback is necessary for reporting the performance of employees to them. In this regard, it is recommended that the bank use 360 degree feedback method or balanced score card model.
- **Personality:** In personality tests given at the banks it is necessary that apart from specific characteristics such as self-confidence, self-reliance, risk taking, etc. due attention be paid to fitness between personality type and the nature of the job.
- **Significance of duty:** By proper education bank can explain the status and significance of the employees’ jobs to them and prevent them from having negative feelings towards their jobs due to their insignificance.
- **Identity of the job:** In order to strengthen this aspect, explanatory courses can be held at the bank during which significance of the job and the duties of the employees can be stressed.

- Independence and authority: It is recommended that organizational performance be enhanced by reviewing the organizational job descriptions with the aim of decentralization, seeking the expertise and consultation of experts within the organization, and giving authority to employees.
- Variety of skills: By job circulation the bank can familiarize employees with more jobs so that they will enjoy more variety at work (job skills) and in this way their motivation will be strengthened.

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