

Job characteristics and its relationship with individual work performance

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Abstract

Understanding the core and important component of any job is a vital part in the work design, which ensures the satisfactory requirement of the organization. One of the prime aspects is job demands, therefore we made an attempt to study and understand what job characteristics have impact on their work performance. To study the relationship the 100 executives were selected and they completed the individual work performance questionnaire developed by Koopmans and job characteristics were measured by Hackman and Oldham. The results of the study revealed that the executives who belong to 31 to 35 age category were high in task significance dimension of job characteristics. Further, results and implications of the study were discussed in the article.

Keywords: Job characteristics, work performance and executives.

INTRODUCTION

Understanding the core and important component of any job is a vital part in the work design, which ensures the satisfactory requirement of the organization. It is vital part in the human resources management that could be avoided or overlooked. Further, it is an indispensable activity in improving and ensuring the smooth sailing of the job functions and provides the job satisfaction among the executives.

In today's competitive business environment that too sector which are highly exposed to information revolution two i.e, driven by the cloud computing and automation. At the age of digitalization the executives are working in the sector which is changing nature. Hence it is imperative to look back the way it works which is bound to affect in various angles in which they operate. Human resources are the first to handle these effects and organizations has to adapt to it. In which the work design is the first and foremost to adapt the changes. The globalization and technological development brought various changes in the way executives work than the any other factors.

Hence the executives should undergo makeovers to compete with others in the highly competitive world. But the job redesign or work design could not be implemented or complete overnight. One of the prime aspects is job demands, therefore we made an attempt to study and understand what job characteristics have impact on their work performance. It should be studied in the perspectives of all the stake holders and especially how the changes to work context could make or require changes in the human resources. From this perspective the current article represents the job characteristics of the executives and its impact on their work performance. For that the Hackman and Oldham (1980) five job dimensions viz., skill variety, task identity, task significance, feedback, and autonomy has been selected.

The individual performance in their organization is another important aspect in any organization. The organizations which are exposed to the information technology need high work performance to obtain goals so that it will increase the organization and competitiveness. In order to understand the individual work performance the three dimensional scale developed by the Koopmans et.al., (2013) to measure the individual work performance across occupational sectors has planned. The individual work performance questionnaire has adopted in this study which was developed by Koopmans (2014) to measure the individual performance in three different dimensions viz., task performance, contextual performance and counterproductive work behavior.

RESEARCH METHODS

The sample comprises of 100 executives who works full time and resides in the Chennai area completed self-report surveys containing items assessing the variables described follows,

Koopmans (2015) developed the Individual work performance questionnaire (IWPQ). This tool is a self report measure about individual performance based on individual rating, which consists of 18 items. Koopmans (2015) has established the reliability of the questionnaire as

0.79 for task performance, 0.83 for contextual performance and 0.89 for counterproductive work behavior.

The employee's perception of job characteristics was measured by Hackman and Oldham (1980). This tool is a self report measure about the job characteristics, which consists of 15 items in five dimensions viz., skill variety, task identity, task significance, feedback, and autonomy. Hackman and Oldham (1980) has established the reliability of the scale as 0.81.

HYPOTHESES

The following hypotheses are framed to study the relationship between job characteristics and work performance the executives,

There is a significant difference in job characteristics and work performance of executives on the basis of their age, length of service, number of dependents and educational qualification.

Job characteristics (and each of its five components such as skill variety, task identity, task significance, feedback, and autonomy) will positively relate to dimensions work performance viz., task performance, contextual performance and counterproductive work behavior of the executives.

RESULTS AND DISCUSSION

The 'F' test was used for testing the significant difference between the means of the selected demographic variables such as age, experience, number of dependents and educational qualification. To find out the relationship between the job characteristics and work performance linear correlation analysis was used and the correlation values were calculated.

Hypothesis: Executives differ in the job characteristics and work performance on the basis of their age.

From the Table - 1, it is found that 'F' values are significant for most of the job characteristics dimension viz., skill variety, task significance and feedback along with total job characteristics as well as all the three dimensions of task performance viz., task performance, contextual performance and counterproductive work behavior. Hence the hypothesis is accepted for both the variables job characteristics and work performance.

Table: 1. JOB CHARACTERISTICS AND WORK PERFORMANCE WITH REGARD TO THEIR AGE

Job Characteristics	Age				F-Value	Scheffe – Post hoc
	A Mean	B Mean	C Mean	D Mean		

	(S.D)	(S.D)	(S.D)	(S.D)		
Skill variety	11.21 (1.95)	10.64 (2.12)	12.67 (2.25)	12.90 (2.17)	4.081*	4 Vs 3 Vs 1 Vs 2
Task identity	11.03 (1.37)	11.04 (1.13)	11.05 (1.60)	11.28 (1.19)	2.175 ^{NS}	----
Task significance	11.62 (2.12)	13.81 (2.21)	13.03 (2.18)	10.62 (3.18)	7.878*	2 Vs 3 Vs 1 Vs 4
Feedback	8.33 (1.98)	10.72 (1.56)	10.99 (1.62)	8.77 (1.67)	9.173*	3 Vs 2 Vs 4 Vs 1
Autonomy	10.62 (1.50)	9.90 (1.85)	10.42 (1.84)	10.86 (1.49)	1.825 ^{NS}	----
Job Characteristics total	42.19 (4.82)	46.21 (5.02)	47.74 (5.16)	43.57 (4.87)	13.069*	3 Vs 2 Vs 4 Vs 1
Work performance						
Task performance	16.83 (2.62)	18.59 (2.65)	19.79 (2.87)	18.76 (2.35)	7.387*	3 Vs 4 Vs 2 Vs 1
Contextual performance	29.49 (4.86)	30.17 (4.69)	31.79 (3.89)	33.62 (4.16)	6.617*	4 Vs 3 Vs 2 Vs 1
counterproductive work behaviour	19.57 (3.12)	19.31 (2.40)	18.73 (2.78)	17.05 (2.39)	4.184*	1 Vs 2 Vs 3 Vs 4

N₁ = 29N₂ = 33N₃ = 24N₄ = 17* - Significant at 0.05 level ^{NS} - Not Significant

A. Less than 30 years

B. 31 to 35 years

C. 36 to 40 years

D. Above 40 years

From the table-1, it is found that executives who falls under less than 30 years where high in counterproductive work behavior dimension of work performance. It may be due to the young executives who came into the organization with the lots of hope and dreams. When they could not match with the demands of the job nature and industry may leads to the high in counterproductive work behavior.

The executives who belong to 31 to 35 age category where high in task significance dimension of job characteristics. It may be due to ability of the individuals what they developed over a period of time in the organization makes them to contribute technically by which the core task or the important functions in their day to day operations complete on time.

The executives who belong to 36 to 40 age category where high in task performance dimension of work performance as well as feedback dimension of job characteristics along with the job characteristics total. It may be due to job specific task proficiency of the individuals developed over a period time makes to perform and complete the task. High in feedback may be due to the

The executives who where belong more than 40 age category are high in skill variety dimension of job characteristics and contextual performance dimension of work performance. It may be due to ability of the individuals to meet the different requirements of the job which

involves the adoption of different skills and talents of the executives. It is concluded that the executives differ significantly in their job characteristics and work performance based on their age.

Hypothesis: Executives differ in the job characteristics and work performance on the basis of their educational qualification.

From the Table - 2, it is found that 'F' values are significant only for skill variety and feedback dimensions of the job characteristics, whereas for work performance 'F' values are significant for all three dimensions. Hence the hypothesis is accepted for both the variables job characteristics and work performance.

Table: 2. JOB CHARACTERISTICS AND WORK PERFORMANCE WITH REGARD TO THEIR EDUCATIONAL QUALIFICATION

Job Characteristics	Education			F-Value	Scheffe – Post hoc
	A Mean (S.D)	B Mean (S.D)	C Mean (S.D)		
Skill variety	13.21 (1.95)	13.64 (1.42)	11.67 (1.25)	4.082*	2 Vs1 Vs 3
Task identity	10.03 (1.17)	10.05 (1.03)	10.24 (1.20)	1.275 ^{NS}	----
Task significance	11.02 (1.81)	10.45 (2.01)	11.20 (1.56)	2.012 ^{NS}	----
Feedback	8.33 (1.78)	10.72 (1.36)	9.56 (1.42)	8.455*	2 Vs 3 Vs 1
Autonomy	9.62 (1.50)	8.80 (1.85)	9.42 (1.84)	1.525 ^{NS}	----
Job Characteristics total	52.21 (4.55)	53.66 (5.12)	52.09 (4.38)	2.123 ^{NS}	----
Work performance					
Task performance	19.79 (2.87)	18.76 (2.35)	16.83 (2.62)	12.195*	1 Vs 2 Vs 3
Contextual performance	31.79 (3.89)	33.62 (4.16)	29.49 (4.86)	13.525*	2 Vs 1 Vs 3
counterproductive work behaviour	18.73 (2.78)	17.05 (2.39)	19.57 (3.12)	9.092*	3 Vs 1 Vs 2

N₁ = 25

N₂ = 34

N₃ = 41

* - Significant at 0.05 level ^{NS} - Not Significant

A. Graduate

B. Post Graduate

C. Professional Degree

From the table-2, it is inferred an interesting note that the executives who are graduates were high in task performance, post graduates were high in contextual performance and professional degree holders were high in counterproductive work behavior. High in task performance may be due to the ability of the graduates to complete the task on time. Further

the decision making ability of the executives what the job demands enhance the task performance. High in contextual performance by the post graduates may be due to the abilities of the individual belief that their work performance has demanding more than the meeting the prescribed work design. High in counterproductive work behavior by the professionals may be due to the process of balancing their life ambition or their dreams and their day to day work nature.

The executives who belong to post graduates are high in task variety and feedback dimension of job characteristics. High in task variety may be due to the knowledge gained in their study of master degree made them to meet the job demands in the competitive industry and constant update themselves in the skills proposed for the day to day operations in their job. High in feedback may be due to the ability of the individuals to obtain the feedback and look into in a constructive ways to enhance their performance. It is concluded that the executives do not differ significantly in their job characteristics and differ in the work performance based on their educational qualification.

Hypothesis: Executives differ in the job characteristics and work performance on the basis of the number of dependents.

From the Table - 3, it is found that 'F' values are significant for most of the dimensions of the job characteristics viz., task identity, task significance, and autonomy along with the total job characteristics and only for the task performance dimension of work performance. Hence the hypothesis is accepted for job characteristics and rejected for work performance.

Table: 3. JOB CHARACTERISTICS AND WORK PERFORMANCE WITH REGARD TO THEIR NUMBER OF DEPENDENTS

Job Characteristics	Number of dependents			F-Value	Scheffe – Post hoc
	A Mean (S.D)	B Mean (S.D)	C Mean (S.D)		
Skill variety	11.07 (1.25)	11.40 (1.17)	11.21 (1.95)	0.882 ^{NS}	----
Task identity	11.15 (1.57)	13.28 (2.34)	12.23 (1.65)	6.527*	2 Vs 3 Vs 1
Task significance	13.03 (2.18)	10.62 (3.18)	11.62 (2.12)	7.978*	1 Vs 3 Vs 2
Feedback	8.53 (1.26)	8.77 (1.35)	8.41 (1.62)	2.120 ^{NS}	----
Autonomy	13.45 (2.17)	12.49 (2.09)	10.49 (1.89)	7.431*	1 Vs 2 Vs 3
Job Characteristics total	57.23 (4.75)	56.56 (4.15)	53.96 (4.02)	11.674*	1 Vs 2 Vs 3
Work performance					
Task performance	21.57	20.37	18.61	6.625*	1 Vs 2 Vs 3

	(2.87)	(2.65)	(2.62)		
Contextual performance	32.64 (2.68)	33.23 (2.96)	32.87 (2.76)	2.013 ^{NS}	----
counterproductive work behaviour	17.57 (2.62)	17.21 (2.13)	17.74 (2.41)	1.092*	----

N₁ = 38N₂ = 42N₃ = 20* - Significant at 0.05 level ^{NS} - Not Significant

A. 2 or less than 2 numbers

B. 3 to 4 numbers

C. 5 and above numbers

From the table-3, it is found that executives who belong to two or less than two number of dependents where high in task significance, and autonomy dimension of job characteristics along with the total job characteristics as well as task performance dimension of work performance. It is a noteworthy observation that the lesser number of dependents high in autonomy and task significance as well as total job characteristics. It may be due to the complete freedom or responsibility or independence felt by the individuals resulted high in autonomy. Whereas high in task performance and job characteristics total may be due to the organization system or the job description permits the individual to exercise their decisions or authority.

The executives who belong to 3 to 4 number of dependents where high in task identity dimension of job characteristics. It is an interesting and note worthy outcome that the technological advancement in the industry or the sector may demands the individual to exhibit their abilities to complete task resulted high in task identity. It is concluded that the executives differ significantly in their job characteristics and don't differ in their work performance based on the number of dependents.

Hypothesis: Executives differ in the job characteristics and work performance on the basis of their experience.

From the Table - 4, it is found that 'F' values are significant for task identity and task significance dimensions of the job characteristics along with the total job characteristics and also significant for task performance dimension of work performance. Hence the hypothesis is accepted partially for job characteristics and rejected for work performance.

Table: 4. JOB CHARACTERISTICS AND WORK PERFORMANCE WITH REGARD TO THEIR EXPERIENCE

Job Characteristics	Experience			F-Value	Scheffe – Post hoc
	A Mean (S.D)	B Mean (S.D)	C Mean (S.D)		
Skill variety	12.76 (1.85)	12.94 (1.67)	12.51 (2.01)	1.812	----
Task identity	10.12 (1.51)	11.98 (1.28)	12.30 (2.16)	6.197	3 Vs 2 Vs 1

Task significance	10.81 (1.90)	11.80 (2.25)	13.21 (2.37)	7.978	3 Vs 2 Vs 1
Feedback	10.14 (1.51)	9.91 (1.44)	9.83 (1.78)	2.235	----
Autonomy	11.24 (2.21)	10.68 (1.74)	10.89 (1.86)	1.846	----
Job Characteristics total	55.07 (4.32)	57.31 (4.93)	58.74 (4.98)	3.910	3 Vs 2 Vs 1
Work performance					
Task performance	19.31 (2.76)	17.53 (2.41)	18.05 (2.63)	8.137	1 Vs 3 Vs 2
Contextual performance	30.71 (2.96)	31.12 (2.71)	30.62 (2.16)	1.965	----
counterproductive work behaviour	18.91 (2.56)	18.79 (2.78)	18.67 (2.53)	1.621	----

$N_1 = 28$

$N_2 = 37$

$N_3 = 35$

* - Significant at 0.05 level ^{NS} - Not Significant

A. 5 or less than 5 years

B. 6 to 10 years

C. More than 10 years

From the table-4, it is found that executives who belong to five or less than five years of service where high in task performance dimension of work performance. It may be due to the abilities of the individuals to have complete job knowledge for which the system and leadership allows to understands the job proficiencies required.

The executives who where belong to more than 10 years of service are high in task identity and task significance dimension of job characteristics along with the total job characteristics. It may be due to the realization of the executives over a period of decade experience that they are responsible for the complete pack or whole services given to the customers or clients. Further it is evident from the previous study conducted by Anand.R (2015) that the experienced persons are dominated in this demographic category that the lesser experienced groups. It is concluded that the executives differ significantly in their task identity and task significance as well as total job characteristics and task performance based on their experience.

Hypothesis: There is significant relationship between the job characteristics and work performance of the executives.

From the Table - 6, it is found that the correlation co-efficient are not significant for most of the work performance. Hence, the hypothesis is rejected. It is concluded that the job characteristics of executives have not significant impact on their work performance.

Table: 5 – JOB CHARACTERISTICS AND WORK PERFORMANCE:

CORRELATIONAL ANALYSIS

Work performance	Task performance	Contextual performance	counterproductive work behaviour
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Job Characteristics			
Skill variety	0.188*	-0.035	0.262*
Task identity	0.249*	0.064	-0.039
Task significance	-0.059	0.093	0.189*
Feedback	0.237*	-0.079	-0.057
Autonomy	0.172*	-0.204*	0.021
Job Characteristics total	0.234*	-0.066	-0.156

* Significant at 0.05 level

NS – not significant

It is noticed from the table – 5 that task performance dimension of work performance has a positive relationship with skill variety, task identity, feedback, and autonomy dimensions of job characteristics as well as total job characteristics. The positive relationship between the task performance and skill variety may be due to the ability of the individuals to evaluate themselves the requirements of the work in terms of quality and quantity. This was supported by the study conducted by Johanim Johari and Khulida Kirana Yahya (2016), as the skill variety has significant direct influence in the job performance.

The positive relationship between the task performance and task identity may be due to the ability of the individuals to handle and complete the task which results in the pride and feel realized as outcome of the particular task performed. The positive relationship between the task performance and feedback may be due to the ability of the individuals to capitalize the opportunity available to test their different skills and talents. Further, the task or work will remain forever that it has completed by them and the necessary feedback also revealed to them.

The positive relationship between the task performance and autonomy may be due to the nature of responsibility assigned to the individuals or the job demands in determining the completion or outcome of the task. The positive relationship between the task performance and total job characteristics may be due to the motivational level available to the individuals and the job attractiveness makes them to exert into the day to day operations in the organization.

The contextual performance has negative relationship with autonomy. It may be due to the organization system which allows the individuals to behave or to take decisions independently for their task which enhances the effectiveness of the task they are performing.

The counterproductive work behaviour has positive relationship with the skill variety and task significance. It may be due to the technological advancement in the sector makes them to match and be secure as well as constant updates are inevitable results in the positive relationship.

The changes in the work nature and constant updating in the technological world due to the second generation information technology development, makes the individual to meet the demands required for competing in the present scenario. Which was evident from the study conducted by Lauren A.W, et al., (2018) reported that changing demands supports the development and necessity of the learning orientation towards the application of new ideas

which requires for job success. Hence, it is concluded that there is no significant correlation between the job characteristics and work performance of the executives.

Conclusion

The present study examines the job characteristics of the executives in relation to their work performance. This study provides a number of contributions to the theoretical debate about job characteristics and work performance, that is, "Job characteristics and its relationship with individual work performance." The first contribution is that this research studied the relationship between job characteristics of executives and their tendency to work performance. Moreover, researcher constructed the research work on the valid models of job characteristics and work performance. The second contribution establishes that work performance does leads to wide variety of task and work nature performed by the executives and finally the result of the current study tried to make executives shell out much more focus to work nature of their organization by adopting special training programs on the basis of the job demands.

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