

**THE EFFECT OF JOB DESIGN ON EMPLOYEE MOTIVATION
AND JOB PERFORMANCE. (A CASE STUDY OF GTBANK
AND GCB)**

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DECLARATION

I hereby declare that this submission is my own work towards the Executive Masters of Business Administration and that, to the best to my knowledge, it contains no material previously published by another person nor material which has been accepted for the award of any other degree of the University, except where due acknowledgement has been made in the text.

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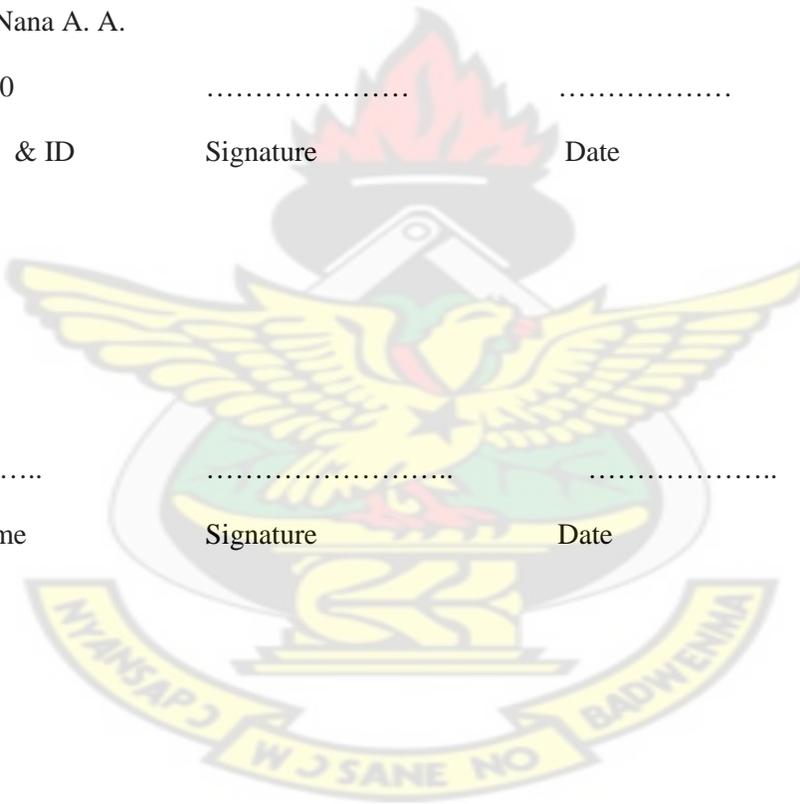
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ABSTRACT

Performance improvement in service organizations is of major concern to managers as one way of enhancing organizational growth. This proposition in turn leads to the suggestion that performance improvement gains can be realized for service organization by expanding conventional motivation and having a good job design policy. The study examined the effects of job design and employee motivation on job performance between employees at GCB and GTBANK who were purposively and conveniently selected. A cross-sectional survey and a case study were employed. A sample size of one hundred and twenty (120) respondents was selected to partake in the study; sixty (60) respondents each were selected from GTBANK and GCB respectively. The study made use of both primary and secondary sources of data collection. The results of the study confirmed that job design tend to affect motivation and job performance significantly. The study also revealed that workers' performance does not depend on the behaviour of other workers in the company but on the motivation policies available in the company.



DEDICATION

This work, the culmination of my Masters in Business Administration Degree is dedicated to God Almighty, for making the impossible possible. Also, to my wonderful parents who acted as the driving force in my academic life.

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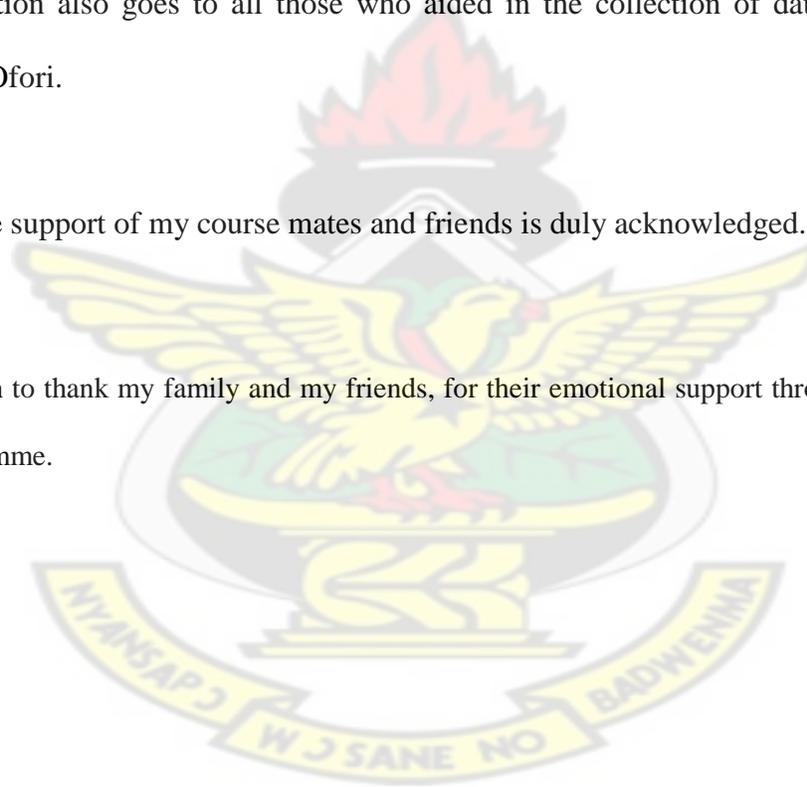
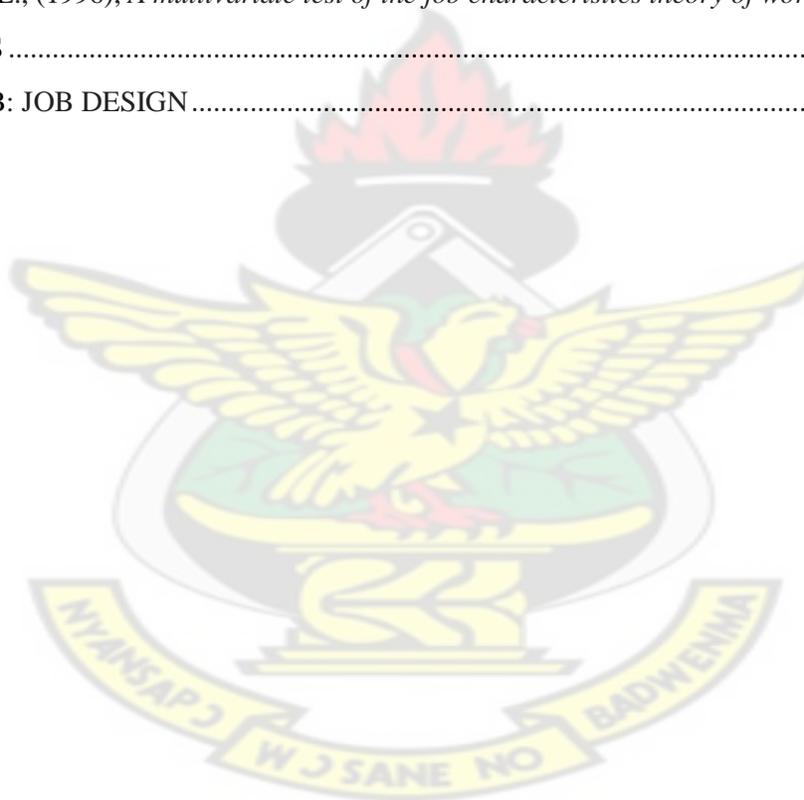


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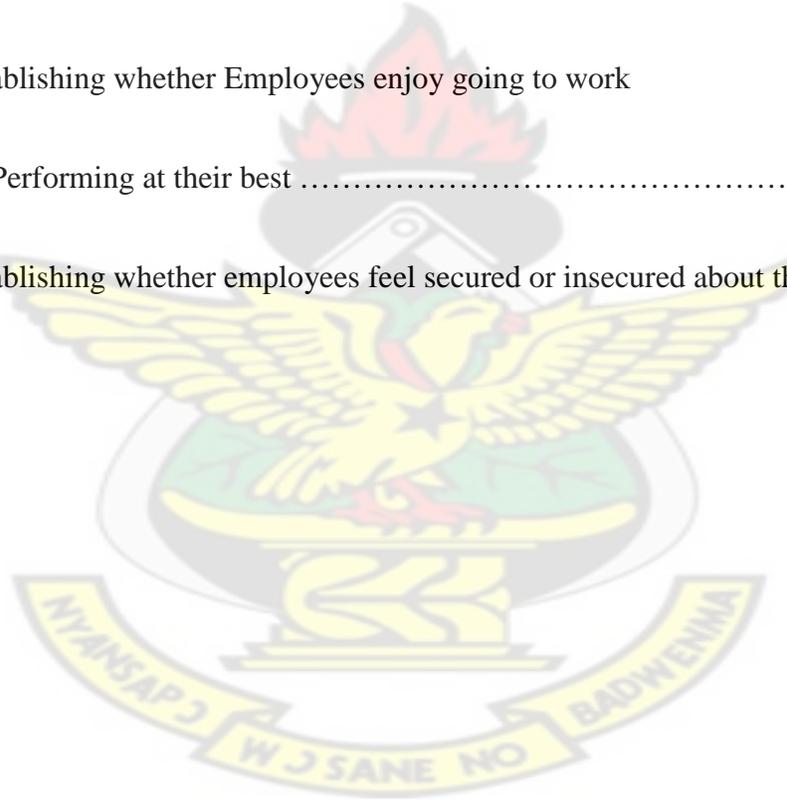
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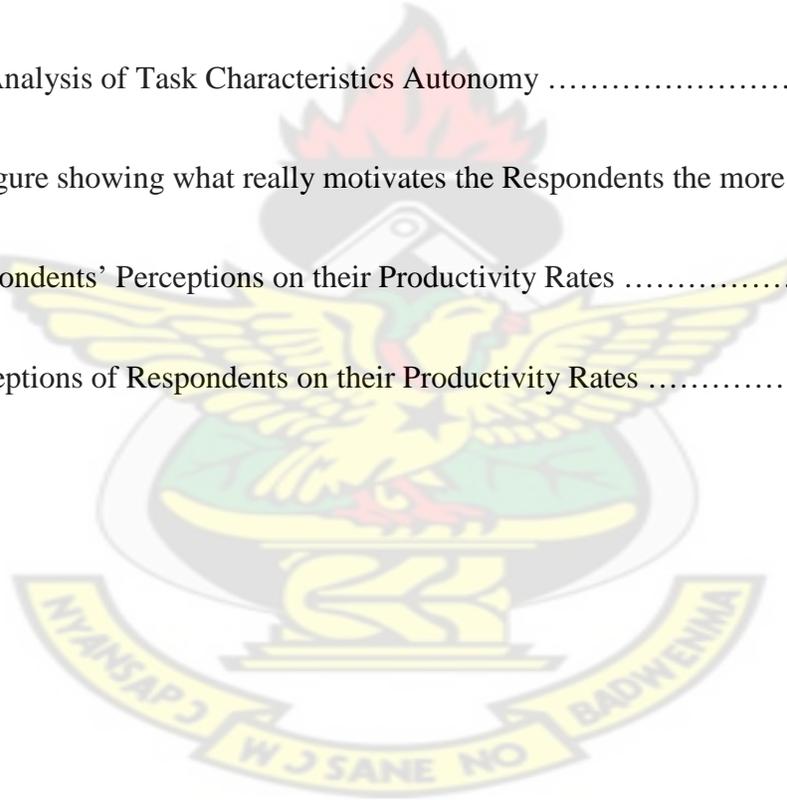
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CHAPTER ONE

GENERAL INTRODUCTION

1.0 INTRODUCTION

Many people tend to assume that the most important motivator at work is pay. Yet, studies point to a different factor as the major influence over worker motivation, job design. How a job is designed has a major impact on employee motivation, job satisfaction, commitment to an organization, absenteeism, and turnover. The question of how to properly design jobs so that employees are more productive and more satisfied has also received attention from managers and researchers since the beginning of the 20th century. This chapter therefore discusses background studies relating to how job design tends to affect employee motivation and job performance and then based on the background, the research problem, objectives of the study, research questions, relevance of the study, among others are stated.

1.1 BACKGROUND INFORMATION TO THE STUDY

The nature and characteristics of employees' work have a great impact on worker motivation and the way they perform at work. Well designed jobs have a positive influence on employee motivation and performance, leading to improved individual and group organizational performance outcomes such as their membership (joining/leaving an organization), reliable role behaviour (how well the worker does their job), and innovative/spontaneous action (going above and beyond the normal job) (Ugboro, 2006). Theories behind work design traditionally focus on creating or changing the nature of employee's job to improve their psychological state and therefore increase their performance outcomes. This study seeks to

provide insight into the concept of work design and how optimizing work design can be utilized to influence employee motivation and performance outcomes.

Work design refers to a spectrum of job factors, ranging from internal and external organizational factors to the way tasks are organized, that affect what people do at work and how effectively they can do it. The concept has roots in psychological research and theories of work motivation to improve employee satisfaction and performance and therefore increase organizational productivity and efficiency (Campion, Mumford, Morgeson & Nahrgang, 2005). Much of the research centers on employee perceptions of tasks, the relationships between those perceptions and the behavioral outcomes as a result of those relationships (Griffin, Welsh & Moorhead, 1981).

The first conceptualization of motivational directed performance is based on Herzberg's Two-Factor theory which hypothesized a causal relationship between external or internal work factors and performance (Herzberg, 1966). He defined two types of factors—extrinsic hygiene factors (i.e., management, working conditions, salary, etc.) and intrinsic motivators (i.e., recognition, responsibility, achievement, etc.). The theory emphasizes attention has to be given to both employees' intrinsic and extrinsic needs in order to motivate them and create contentment and job satisfaction.

Hackman & Oldham's (1976). Job Characteristic Model (JCM) is also the basis for many work design theories and extends the notion of meeting employees' human/mental needs to improve performance processes (Hackman & Oldham, 1976). 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. An employee with knowledge of results of their work, a sense of responsibility, and an understanding of the meaningfulness of their work will ultimately have greater satisfaction on the job.

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1.2 PROBLEM STATEMENT

The underlying basis for the research is about how employees tend to view and enjoy their work and its impact on their performance. The major problems organizations face are whether organizations' staff are motivated to perform on their jobs and whether employees find their work interesting and meaningful.

While there are contributions in the area of job design and its effect on employee motivation and job performance (Lawler, 2006), a relatively few studies attempt to combine the two relationships into a larger relational flow between job design, employee motivation and job performance. Vroom, (1964) proposed that people are motivated by how much they want something and how likely they are to get it. He suggested that motivation leads to effort and the efforts combined with employee's ability together with environmental factors which interplay shall result in performance.

It is in furtherance of this that this study reviews literature from a number of studies that attempts to outline how the design of a job can affect employee motivation and job performance.

1.3 OBJECTIVES OF THE STUDY

1.3.1 General Objective

The general objective of this study was to explore whether there is a relationship between job design, employee motivation and job performance between GCB and GTB.

1.3.2 Specific objectives

In this regard, the specific objectives of the study were to:

1. Identify the relationship between the way a job was designed and how it illicit motivation among employees.
2. Examine how job design affects employee job performance.
3. Determine if motivation influences job performance.
4. Establish the relationship between job design, employee motivation and performance in a contemporary bank (GTB) as against a traditional bank like GCB.

1.4 RESEARCH QUESTIONS

Within the framework of the study, several issues were grounded in the theoretical and practical analyses. For this reason, specific research questions stand out and are as follows;

1. Does job design influence the motivation of staff at both GTB and GCB?
2. What is the relationship between job design and performance at GTB and GCB?
3. What role does motivation play in enhancing performance of staff at GTB and GCB?

4. What relationship exists between job design, employee motivation and performance in a contemporary bank (GTB) as against a traditional bank like GCB?

1.5 SIGNIFICANCE OF THE STUDY

The first and foremost significance of the study rises from the fact that little is known about the extent to which banks' managements engage in job design for their employees; when it became important to them and how they have implemented such an approach. Very few research projects have actually been conducted in this area of research within the banking arena in Ghana. In addition, despite searches, there is no evidence that any research on job design and how it relates to employee motivation and job performance in the banking industry has ever been conducted in Ghana.

In addition, banks have increased in importance recently and their unique characteristics development and implementation of job design in these organizations, warrant more detailed investigation. Hence, the purpose of this study was to conduct a research into how relevant, applicable and operational job design was to the banking industry.

Research on employee motivation means innovation and creativity. It also means a change in the gear for HR policies and practices. The faster the organizations nurture their employees, the more successful they would be. The challenge before HR managers today was to delight their employees and nurture their creativity to keep them a bloom. This study helps the researcher to realize the importance of effective employee motivation. This research study examines types and levels of employee motivational programmes and also discusses management ideas that can be utilized to innovate employee motivation. It helps to provide

insights to support future research regarding strategic guidance for organizations that are both providing and using reward and recognition programs.

This study would in no small way help project a unified message and image of the companies (GTB and GCB) that are being made use of in this study and help to keep a strong brand image.

1.6 SCOPE OF THE STUDY

The purpose of this exploratory study was to bring to the fore how job design, an all-important concept has gained grounds on the front of Human Resource Management in terms of its influence on employee work motivation and job performance. Thus, a qualitative case approach was chosen. Because this study sought to answer questions that arose from a review of theories and tried to understand the theoretical framework within a specific setting, it was considered an instrumental case study. In actual fact this study was a case study that focused specifically on how the employees of GTB and GCB were influenced by the design of their jobs. Instead of testing prior hypotheses, the aim here was to analyze the employees' responses to the design of their jobs. In this research, the main attempt was not to make statistical generalizations to a larger population. Rather the attempt was to make analytical generalization to expand theory.

However, as Gomm *et al.*, (2000) pointed out, results of research of this nature could provide grounds for generalizations about the case under study and to other similar cases. What was attempted in this study was “a detailed examination of an event (or series of related events) which exhibits (or exhibit) the operation of some identified general theoretical principles”

(Mitchell, 1983, p. 192). Thus, the validity of the case study depended not on the typicality or representativeness of the case but upon the cogency of the theoretical reasoning.

1.7 LIMITATIONS AND ANTICIPATED SOLUTIONS OF THE STUDY

It should be noted that the selected cases are not considered representative of a larger population. Since this study was a qualitative one, its results were not automatically generalizable. However, it was prudent to note that generalizability of qualitative research was not related to the collected material itself, but to the interpretation of the data in terms of categories, concepts and explanations. Nonetheless, to be able to make generalizations future research would benefit from large-scale cross-cultural and/or cross-industry surveys.

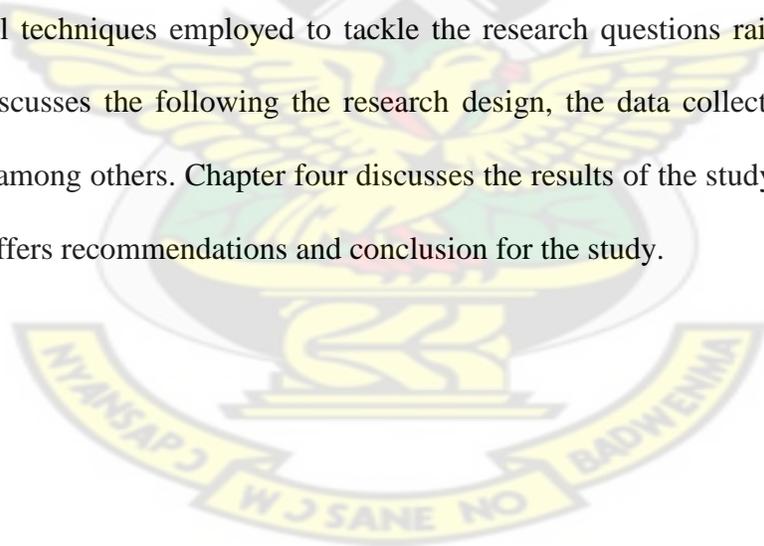
Although the researcher included several dimensions in explaining the concept of job design, a limitation could be placed on this as the factors affecting the way job design influences employee motivation and job performance are often more context-specific and thus in future, studies should take an even more holistic view and include more constructs in explaining the concept of job design.

Additionally, more work could also be directed towards developing setting-specific instrument for the interview or data collection. The interview used for this study was developed in Pakistan to assess the extent of relationship among job design, employee motivation and job performance, making use of companies situated in Pakistan so therefore it is likely that it would not apply to other settings like Ghana. It is thus highly recommended that future researchers realize the need to get an instrument that fits the Ghanaian setting.

In addition, although the procedure was common research, self-reported assessments may not reveal all sides of the subject that was studied. In general, however, it was perhaps the most thorough study design available.

1.8 ORGANIZATION OF THE STUDY

Chapter one i.e. the general introduction to the study, discusses the concept of job design in terms of its value (as a motivating factor and an influence on job performance) through a background information to the study, the problem statement, objectives, research questions, significance, scope and limitations of the study. Chapter two reviews related literature on relevant works done in this area of study through a theoretical framework and empirical analyses while chapter three explains how the study was carried out through the various methodological techniques employed to tackle the research questions raised. In this regard, this section discusses the following the research design, the data collection strategies, data specifications among others. Chapter four discusses the results of the study while chapter five summarizes, offers recommendations and conclusion for the study.



CHAPTER TWO

LITERATURE REVIEW

2.0 INTRODUCTION

Motivation can be induced by the employer or resides within the employee so can a job that ought to be performed by an employee be designed to illicit expected job performance. Employees therefore tend to have higher levels of motivation when they perceive that management cares about their welfare, when they are involved in the management process, and when the management-labour environment is positive. That is, if workers feel they are being treated fairly and with respect, this attitude will develop and guide their behaviour in a positive direction. However to be motivated, they must be excited about and interested in their jobs. This section thus reviews several findings, facts and opinions from various authors in an attempt to answer the research questions. More to the point, this chapter would review relevant literature by examining the theoretical and practical applicability of job design and how it relates to employee motivation and job performance.

2.1 HISTORICAL INFORMATION OF GTB AND GCB IN GHANA

2.1.1 Corporate Profile of Ghana Commercial Bank Limited (GCB)

Ghana Commercial Bank Ltd, (GCB) started operations in 1953 as the Bank of the Gold Coast to provide banking services to the emerging nation for socio-economic development. The Bank was to pay special attention to Ghanaian traders, businessmen and farmers who could not elicit support from the expatriate banks. In 1957, when Ghana attained

independence, Bank of Ghana was established as the Central Bank while Bank of Gold Coast was renamed Ghana Commercial Bank to focus solely on commercial banking services.

Since then, GCB has opened branches across the length and breadth of the nation tapping the potential of the 10 regions in Ghana. The Bank was then wholly government owned until 1996 when under the economic recovery programme as part of the government ownership was divested. Today, government ownership stands at 21.4% while institutional and individual holdings add up to 78.6% (www.gcb.com.gh). GCB abounds in high quality human resource; with total staff strength of 2,315. The growth of the Bank has been synonymous with its customer base. During the first five years of the Bank's operations, its customers were mainly small scale Ghanaian traders (now termed SMEs) and other nationals who were expected to maintain credit balance accounts because the bank was not adequately capitalized. From this insignificant customer base, GCB now has a customer profile that ranges from salaried workers through small and medium scale entrepreneurs to large trading concerns, quasi-governmental institutions and corporate customers. (www.gcb.com)

GCB provides a wide range of products and services for the benefit of its customers, including packages for corporate customers. From the traditional products of Current and Savings Accounts, GCB now offers specially-designed products and services. In addition, GCB has taken advantage of an enhanced information technology platform, to introduce a range of e-banking products and services.

2.1.2 Corporate Profile of Guaranty Trust Bank (Ghana) Limited

Guaranty Trust Bank (Ghana) Limited was registered in Ghana in October 2004 and obtained its universal banking license from the Bank of Ghana on 23rd February, 2006, thereby paving the way for the commencement of operations.

The Bank is a subsidiary of Guaranty Trust Bank Plc, one of the foremost banks in Nigeria. In 2008, it became the first new generation indigenous African bank to obtain a banking license to carry out fully fledged commercial banking activities in the United Kingdom. GTBank Plc, Nigeria, currently owns 95.72% of the issued share capital of the Bank with Nederlandse Financierings-Maatschappij Ontwikkelingslanden N.V. (FMO) holding 2.14% and Alhaji Yusif Ibrahim, a Ghanaian business entrepreneur, holding the remaining 2.14% (www.gtb.com.gh).

The Bank is built on the strengths of its staff, its structures, policies and procedures. Out of total staff strength of 490 people, only three members are Nigerian, the rest are all Ghanaian, reflecting the bank's preparedness to invest and develop the country's human capital. The Bank leverages on its robust IT infrastructure to roll out customized e-banking products and services to meet its Ghanaian customer needs, anytime and anywhere within and outside Ghana.

The Bank also has an open door policy which reinforces the informal atmosphere and breeds a feeling of equality. Everyone is accessible and approachable, working in open offices alongside their colleagues. In addition, the bank has a flat organizational structure that engenders effective communication and prompt decision-making.

2.2 THEORETICAL FRAMEWORK

The reason for job design as outlined in the study is to create a job specification which will elicit a form of motivation in employees and also bring out their best performance. The study set out to find out how employees view and enjoy the work they do, how best their jobs are designed so as to bring out the best in the employees whilst they stay motivated and also stay aligned with the objectives of the company.

According to Rush, (1971) the main purpose of job design (or re-design) is to increase both employee motivation and productivity. Job design can have a significant effect on motivation. Increased productivity can manifest itself in various forms. For example, the focus can be that of improving quality and quantity of goods and services, reduce operation costs, and/or reduce turnover and training costs.

On the other hand, increasing employees' motivation can be achieved through increased job satisfaction. To this end, the Two-Hygiene Theory by Herzberg, (1959, as cited in Rush, 1971) describes two sets of factors, satisfying and dissatisfying, that affect an employee's self-esteem and opportunity for self-actualization in the workplace.

There is an established body of knowledge supporting the idea that certain jobs and goal setting can enhance performance (Garg & Rastogi, 2006). This research focuses on motivating performance through job design. It is experienced that well designed jobs can have a positive impact on both employee satisfaction and the quality of performance. The study proposed that, a well-defined job would enhance motivation, satisfaction and performance of the employees. Thus, for both academicians and practitioners, job design takes on special importance in today's human resource management. It is essential to design jobs so that stress

can be reduced, motivation can be enhanced, and satisfaction of employees and their performance can be improved so that organizations can effectively compete in the global marketplace.

Initially, the field of organizational behaviour paid attention only to job enrichment (JE) approaches to job design. Now, job design has taken a broader perspective, with various dimensions such as job enrichment (JE), job engineering (JEng), quality of work life (QWL), socio-technical designs, the social information processing approach (SIPA) and the job characteristics approach to job design. The proposed model recognizes certain job characteristics that contribute to certain psychological states, and that the strength of the employee's need for growth has an important moderating effect.

The aim of this research is to identify the key issues of job design research and practice, particularly in relation to higher-level jobs. To provide the context for the account that follows, the researcher first takes a backward glance at job design. The researcher then briefly describes the approaches to job design with emphasis on the job characteristics approach to job design in detail.

More attention is being paid to job design for three major reasons:

- Job design can influence performance in certain jobs, especially those where employee motivation can make a substantial difference. Lower cost through reduced turnover and absenteeism are also related to good job design.
- Job design can affect job satisfaction. Because people are more satisfied with certain job configurations than with others, it is important to be able to identify what makes a “good” job.

- Job design can affect both physical and mental health. Example problems such as backache or leg pain can sometimes be traced directly to job design, as can stress and related high blood pressure and heart disease.

Herzberg, (1966) made a critical distinction between these factors in that a person does not move in a continuum from being dissatisfied to becoming satisfied or vice versa. Rush, (1971, p. 7) tried to explain Herzberg's (1966) point by stating that, "the opposite of satisfaction is not dissatisfaction, but no satisfaction; and that the opposite of dissatisfaction is not satisfaction but no dissatisfaction". In a practical sense, this means that dissatisfying factors help support and maintain the structure of the job, while the satisfying factors help the employee reach self-actualization and can increase motivation to continue to do the job.

According to the Two Factor Theory, there are certain factors in the workplace that cause job satisfaction, while a separate set of factors cause dissatisfaction so therefore people are influenced by two factors. Satisfaction and psychological growth are a result of motivation factors. Managers have the opportunity to influence the motivation of employees through design of their jobs. Well-designed jobs help accomplish two important goals: getting the necessary work done in a timely and competent manner, and motivating and challenging employees (Borman, 2004). Both the business and the employee benefit from successful job design. Poorly designed jobs leave to chance whether the expected tasks would get done in a timely and competent manner. Poorly designed jobs, moreover, are likely to be discouraging, boring and frustrating to employees. Even if employees would otherwise be enthused, competent and productive, poorly designed jobs almost certainly lead to employee disappointment.

Job design serves to improve performance and motivation. Job-design analysis starts by looking at a job with a broad perspective and swiftly moves toward identifying the specific activities required to do the job. This is done for the purpose of identifying and correcting any deficiencies that affect performance and motivation. Hence this literature review satisfies all the variables (i.e. relationships between Job design and employee performance/job design and motivation) of this study.

Job design and its approaches are usually considered to have begun with scientific management in the year 1900. Pioneering scientific managers such as Taylor, (1947), systematically examined jobs with various techniques. He suggested that task design might be the most prominent element in scientific management.

With respect to the design of individual jobs, the first major theory was by 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 Hertzberg's (1959) theory, only a challenging job has the opportunity for achievement, recognition, advancement and growth that will motivate personnel.

Hackman and Oldham's (1976) job characteristics model (JCM) superseded the two-factor theory which identified five core job characteristics, namely: skill variety, task identity, task significance, autonomy and feedback. The core job characteristics were followed by three

critical psychological states, namely: experienced meaningfulness, experienced responsibility and knowledge of results.

In turn, the critical psychological states are accountable for increased work satisfaction, internal work motivation, performance and reduced absence and employee turnover. The model assumes that autonomy and feedback are more important than the work characteristics, and that individuals with higher growth need strength (i.e. desire for challenges and personal development) will respond more positively to enriched jobs than others. To this end, an extension to job design has been proposed that would help organizations and employees to survive in the turbulent marketplace.

Different variables of job design, employee motivation and job performance (Wrzesniewski & Dutton, 2001) are discussed below:

- **Job content:** the activities required of the job or the task to be done on the job
- **Job Requirements:** the personal characteristics (education, experience, licenses, etc) necessary to do the task
- **Job Context:** the environment within which the job is performed .Working relationships with other employees
- **Job rotation:** Job design technique in which employees are moved between two or more jobs in a planned manner. The objective is to expose the employees to different experiences and wider variety of skills to enhance job satisfaction and to cross-train them.
- **Job enlargement:** Job Enlargement is the horizontal expansion of a job. It involves the addition of tasks at the same level of skill and responsibility. It is done to keep workers from getting bored. It is different than job enrichment (see sidebar).

- **Job enrichment:** Job Enrichment is the addition to a job of tasks that increase the amount of employee control or responsibility. It is a vertical expansion of the job as opposed to the horizontal expansion of a job, which is called job enlargement.
- **Rating scales:** A **rating scale** is a set of categories designed to elicit information about a quantitative or a qualitative attribute. In the social sciences, common examples are the Likert scale and 1-10 rating scales in which a person selects the number which is considered to reflect the perceived quality of a product.
- **Management by objectives (MBO):** MBO aims to increase organizational performance by aligning goals and subordinate objectives throughout the organization. Ideally, employees get strong input to identifying their objectives, time lines for completion, etc. MBO includes ongoing tracking and feedback in the process to reach objectives.
- **Peer or team evaluations:** Things to consider in making this evaluation include:

Competence: Was the team member capable of completing his/her part of the project? In other words, did he/she learn anything in the course?

Quality of Work: Did the team member strive to and do a good job in his/her assigned tasks?

Participation: What was the level and extent of participation by the team member in all phases of the project?

Promptness: Did the team member meet the task completion deadlines set by your group?

Attendance: How often did the team member miss a group meeting?

Clayton Alderfer's **ERG theory** (1969) also sought to condense Maslow's five human needs into three categories: **Existence**, **Relatedness** and **Growth**.

1. **Existence Needs** include all material and physiological desires (e.g., food, water, air, clothing, safety, physical love and affection). Maslow's first two levels.
2. **Relatedness Needs** encompass social and external esteem; relationships with significant others like family, friends, co-workers and employers. This also means to be recognized and feel secure as part of a group or family. Maslow's third and fourth levels.
3. **Growth Needs:** Internal esteem and self actualization; these impel a person to make creative or productive effects on himself and the environment (e.g., to progress toward one's ideal self). Maslow's fourth and fifth levels. This includes desires to be creative and productive, and to complete meaningful tasks.

Even though the priority of these needs differed from person to person, Alderfer's ERG theory prioritized in terms of the categories' concreteness. **Existence needs** are the most concrete, and easiest to verify. **Relatedness needs** are less concrete than existence needs, which depend on a relationship between two or more people. Finally, **growth needs** are the least concrete in that their specific objectives depend on the uniqueness of each person. On a work level, this means that managers must recognize his employees' multiple simultaneous needs. In Alderfer's ERG model, focusing exclusively on one need at a time will not motivate your people. The frustration-regression principle impacts workplace motivation. For example, if growth opportunities are not provided to employees, they may regress to relatedness needs, and socialize more with co-workers. If you can recognize these conditions early, steps can be taken to satisfy the frustrated needs until the employee is able to pursue growth again.

In order to be effective, management should be concerned with motivating individuals on the job. Therefore, managers should seek different methods of designing motivating jobs. Job design should incorporate environmental dynamics, the organization's resources, and individual preference. Job enlargement, job enrichment, and the job characteristics model are three methods

that can be used in the process of designing motivating jobs (Robbins & Coulter, 1996). Job enlargement is a type of horizontal expansion designed to overcome the narrow focus of highly specialized jobs. It involves the concept of knowledge enlargement--enrichment of the individual through increased job knowledge/training. Some examples of the results of enrichment include increased worker satisfaction, enhanced customer service, and increased accuracy. In contrast, job enrichment is a vertical expansion that provides for increased worker responsibility (i.e., planning and evaluating duties). Greater responsibility increases job depth (worker control) and results in employee empowerment. This empowerment often leads to a higher quality of output and employee motivation since workers feel connected to their jobs. The job characteristics model is a method of job analysis and design which identifies five job characteristics: 1) skill variety (range of skill/talent), 2) task identity (worker-task connection), 3) task significance (degree of impact), 4) autonomy (worker freedom/independence), and 5) feedback (worker critique/performance evaluation).

The above characteristics measure the intrinsic rewards derived by workers via increased knowledge and performance review--such rewards have led to greater motivation, performance, and satisfaction while decreasing employee absenteeism and turnover rates. According to the job characteristics model, managers should:

- 1) Combine tasks to increase skill and task identification,
- 2) Create natural work units to encourage worker-task identification,
- 3) Establish client relationships to increase variety, obtain valuable feedback, and increase worker autonomy,
- 4) Expand jobs vertically via job enrichment, and
- 5) Open feedback channels via employee performance reviews (Robbins & Coulter, 1996).

Employers and managers must also realize that sometimes it becomes necessary to take a break from the job. This helps to reduce stress that can build up in a person who is faced with a high degree of job enlargement. Friendships can also be made during these periods of relaxation. This is possible through company gatherings and/or parties. Many organizations sponsor company picnics at recreational facilities for employees and their families. These facilities are rented at the company's expense and lunch is often catered. Activities such as door prizes, bingo, face painting, etc. are offered (also at the company's expense).

In addition, many organizations sponsor a Christmas party for employees and their spouses/dates. This event is also usually catered and entertainment is provided at the company's expense. Most organizations appreciate the work endeavors of their employees and wish to convey thanks via social gatherings such as these. Most organizations believe that it is important to promote healthy work relationships, and these events place employees face-to-face with individuals they might not encounter during a normal workday (i.e., executive management, manufacturing personnel, second and third shift employees).

In the view of Putterill and Rohrer, (1995) job performance is defined as it focuses directly on employee productivity by assessing the number of units of acceptable quality produced by an employee in a manufacturing environment, within a specific time period. Hence the researcher has developed the working definition for study purpose is that, achievement of 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 (<http://www.quantisoft.com/index/html>). Performance improvement is not only a result of well functioning system but also depends on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce (Al-Ahmadi, 2009).

The dimensions of performance on which an employee is evaluated are called the criteria of evaluation (Ivancevich, 1998). Opatha, (2002) suggested that several criteria were needed in order to evaluate job performance of an employee accurately. In the view of Mathis and Jackson, (2003), the data or information that managers receive on how well employees are performing their jobs can be of three different types as Trait-based information, Behavior-based information, Result-based information. Opatha, (2002) indicated that trait-based information identifies a subjective character of the employee such as attitude, initiative or creativity. Behavior-based evaluations of job performance focus on what is included in the job itself (Mathis & Jackson, 2003). Results are outcomes produced by the employee. Result based information consider employee accomplishment. For jobs in which measurement is easy and obvious, a results-based approach works well (Opatha, 2002).

Most commonly, work design is expected to facilitate reliable behavioural outcomes from employees and establish role expectations for work output and participation. Furthermore, manipulating job characteristics, through internal and external inputs, can develop motivating factors in employees to affect their perception of their job and provide gains in productivity and efficiency (Harmon, 2003). Increased worker authority and understanding of magnitude of work showed increased work quality in typically mundane tasks or jobs, in which autonomy gives employees a greater sense of trust from the management and the ability to employ their knowledge and skill (Jackson, 2004). Feedback provides immediate transparency and allows employees to be responsive to organizational and client needs, increasing efficiency (Mehtha & Shah, 2005). Ugboro, (2006) also identified task identity and task significance as two characteristics which enhance an employees' ability to cope and produce constructive responses to maintain positive performance behaviours.

Job design characteristics accentuate the fact that the nature of work has a significant impact on role performance, however, practical challenges remains in actual implementation of work-design changes. An organization's perspective on reliable role behavior may be dependent upon maximizing work efficiency versus satisfaction, a conflicting dichotomy of work design mindsets and principles (Campion, et al, 2005). The complexity of organizations with different needs and varying performance outcomes underscores the difficulty in generalizing performance behaviors across organizations (Griffin, 1981).

In fact, Mehta & Shah, (2005) showed that in organizations where focus was on lean production (quality, efficiency and responsiveness), employees actually thrive better in the absence of task identity, autonomy, and task significance-factors that suggested that workers may perform more accordingly to how well their personal values and personality traits align with organizational values (Mehta & Shah, 2005). Job design characteristics have traditionally focused on tailoring jobs towards individual employees, yet when work designs are generalized and applied to a class of workers, certain job characteristics become detrimental to performance (Sinha & Ven, 2005). In this case, task identity and autonomy become less important than hierarchical authority and broadly defined tasks. Job dimensions, when applied appropriately, can complement an employee's inherent values and strengthen their job satisfaction.

Work design that is satisfying has the potential to incite workers to go above and beyond normal work behaviors; however the desire to do so is often dependent on alignment of individual personal goals with organizational commitment (Jackson, 2004). Job characteristics are not deterministic of high quality performance to do “whatever it takes to do the job”, but instead have the potential to support employees who are already committed to the organization. Task significance coincides well with developing intrinsic motivation to engage in spontaneous actions, but environment (in terms of relationships with coworkers) is also ranked as a key motivational factor for employees who want to feel comfortable with colleagues, many of whom they spend more time with than their own family (Bassey, 2002). In such cases, the causal effects for performance behaviors are not as clearly defined and environment becomes a moderating effect on job satisfaction.

2.2 EMPIRICAL ANALYSES

A study conducted by Griffin, (1989) on 1,000 tellers from 38 banks found from the job design intervention that, employees perceive meaningful changes and tend to recognize those changes over time. In addition to this, a meta-analysis of the job characteristics model (Fried and Ferris, 1987) found general support for the model and for its effect on motivation and satisfaction and performance outcome. Hackman, et al, (1975) also conducted a study and the results showed that people on enriched jobs are more motivated and satisfied by the jobs as compared to those whose jobs are not enriched.

Adler, (1991) found that systems in which employees reported higher perceptions of skill variety, task significance, autonomy, and feedback reported higher levels of satisfaction and internal work motivation. Moreover, Dodd and Ganster, (1996) examined the interactive relationship between feedback, autonomy and variety of job design characteristics by manipulating these characteristics. In his study, Arce, (2002) also espoused that the reward from outside activities is affected by the performance on inside activity. The study provided a rationale for the existence of synergies between both the inside activities of an employee and the outside activities of the employee.

Loher, et al, (1985) also tried to find the relation between job characteristics and job satisfaction. In their study, they tried to provide a comparative analysis of the overall level of job satisfaction between Franchisees and Small Business Owner Managers (SBOMs) in Australia, and to empirically examine key personality and job characteristic factors influencing franchisee and SBOM job satisfaction. Using a mailed questionnaire, data were obtained from 399 franchisees and 347 SBOMs. The study findings demonstrated that, the work roles of franchisees and SBOMs are markedly different. Statistically significant

differences were found in the work characteristics and personality of franchisees and SBOMs. The franchisees and SBOMs were found to possess different levels of work satisfaction, with the SBOMs reporting significantly higher levels of job satisfaction than their franchisee counterparts. In addition, both personality and job characteristic were found to influence franchisee job satisfaction, thus lending support to the interactionist perspective. However, little statistical support for the interactionist perspective was found for the SBOM sample, the results suggesting that only personality factors were valid predictors of SBOM job satisfaction. In the study, it also found that the relation was stronger for employees high in growth need strength.

Sandmann and Vandenberg, (1995) aimed to ascertain the relationship between registered nurses' (RN) job characteristics on and their intention to leave critical care nursing in Saudi Arabia as well as their personal and work outcomes. Their study utilized an exploratory, cross-sectional survey design to examine the relationships the study sought to find. Respondents completed a self-administered survey including demographic items and validated measures of the variables that were studied. A convenience sample of 182 RNs working in critical care areas during the data collection period were included. Regression analysis predicting RN intention to leave found that demographic variables including age, parental status and length of ICU experience, and three of the job satisfaction subscales including perceived workload, professional support and pay and prospects for promotion, were significantly associated with the outcome variable. The study also identified the strongest support for the job characteristic model that allowed the core job dimensions to have direct and indirect effects on personal and work outcomes.

Another study conducted by Morrison, et al, (2005) about how job designs affect levels of employee control as cited in Garg and Rastogi, (2006), identified that job designs that provide for high levels of employee control also provide increased opportunities for the development and exercise of skill. Also, mediational influence of perceived skill utilization on job control job satisfaction has been observed. Garg and Rastogi, (2006) concluded that perceived work demands, job control and social support through job design leads to high productivity.

Sokoya, (2000) explored the aspect of satisfaction with jobs and career, and the predictors of job satisfaction among the emerging adults in Alberta. Obtaining data from the Alberta High School Graduate Survey among a sample of 1,030 emerging adults from Alberta, it was found in his study that job design and personal characteristics tend to affect job satisfaction and that level of job satisfaction is determined by a combination of jobs, work and personal characteristics. Rotating managers to different jobs added the benefit of task variety, resulting in increased performance of employees. He thus concluded that the performance of an employee undoubtedly depends on the level of satisfaction and dissatisfaction of the workforce. However, this attitude is determined by a diversity of factors or predictors where contextual forces play the dominant role and the same has been reported over and over again.

Bassey, (2002) aimed to aims to identify the key issues of job design research and practice to motivate employees' performance. His study therefore sought to look at job design with respect to employee motivation and job performance that skills, task identity, task significance, autonomy, feedback, job security and compensation are important factors for motivating employees. The conceptual model of Hackman and Oldham's job characteristics was adopted to motivate employees' performance. The findings depicted that a dynamic

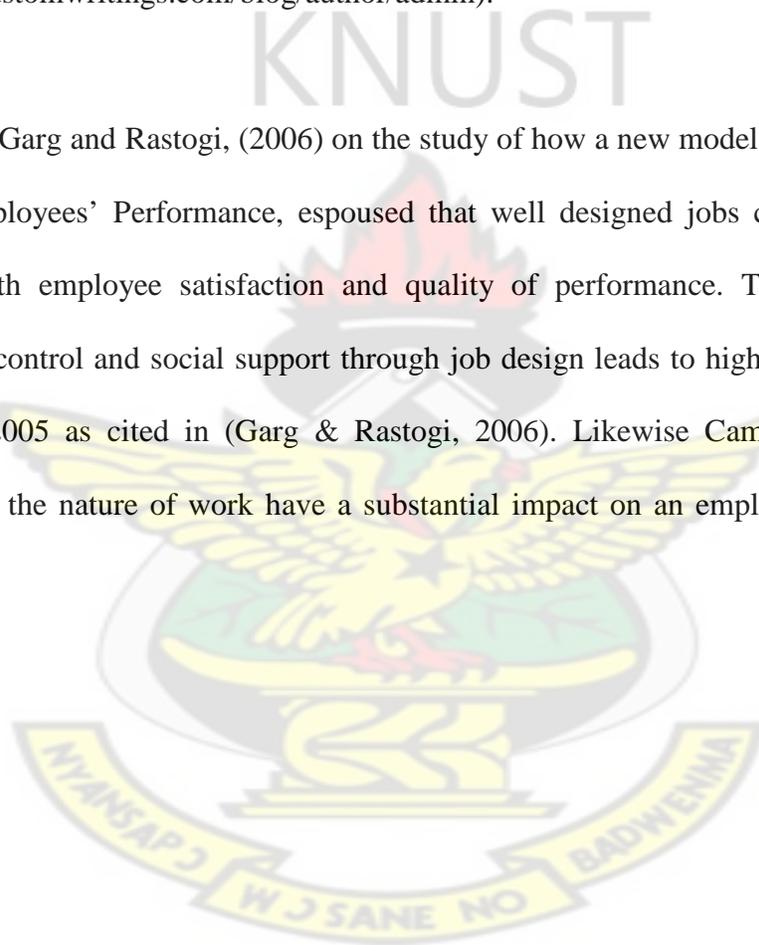
managerial learning framework is required in order to enhance employees' performance to meet global challenges. He therefore recommended that attention be given specifically to the psychological needs of workers and how they may be met. The technical aspects of design in which the normal techniques of industrial engineering, organization and methods were however not employed in his study.

Al-Ahmadi, (2009) in his study about the impact job design on job performance, investigated the impact of job design on employees' performance in the school of Kalmunai Zone in Sri Lanka. He also tried to find out the factors of job design that highly influenced employees' performance in the organizations. Al-Ahmadi (2009) therefore indicated that the nature of job itself was found positively correlated with performance, which indicated that satisfaction with amount of variety and challenge in one's job actually influence performance. The sense of job significance, feeling important in eyes of others, realizing ones' competence, and freedom to make decisions are positively related to performance. An implication here was that more attention had to be given to improving task identity, feedback and autonomy so as to improve quality level of job design that can improve employees' performance in achieving quality results.

Ivancevich, (1998) suggested that, approaches to job design place different emphasis on performance and satisfaction as desired outcomes. In other words, certain methods of job design are primarily interested in improving performance while others are more concerned with satisfaction.

According to Borman, (2004) employee training and job redesigning focuses on improving job performance (Borman, 2004 as cited in Kahya, 2007). Garg and Rastogi, (2006) argued that job design improves workers motivation and dedication to work however at closer examination job design can only contribute to better efficiency within an organization eliminate some health problems. But will not impact employees' morals and enthusiasm at work (www.customwritings.com/blog/author/admin).

In the view of Garg and Rastogi, (2006) on the study of how a new model of job design affect motivated employees' Performance, espoused that well designed jobs can have a positive impact on both employee satisfaction and quality of performance. The perceived work demands, job control and social support through job design leads to high productivity (Love & Edwards, 2005 as cited in (Garg & Rastogi, 2006). Likewise Campion, et al, (2005) suggested that the nature of work have a substantial impact on an employee's performance and attitude.



CHAPTER THREE

RESEARCH METHODOLOGY

3.0 INTRODUCTION

In this section of the study, the research design is explained (i.e. the research strategy and approach, unit of analysis and replication logic) as well as the population, sampling and sampling procedures, sources of data, instrumentation, data collection (which discusses the data collection method and instrument, instrument administration and data specification) and procedures for data presentation and analysis.

3.1 RESEARCH DESIGN

3.1.1 Research Strategy and Approach

The research design used for this study was the combined approaches of a cross-sectional survey and a case study. This study made use of a case study because it sought to identify how employees of GTB and GCB (which in this situation were the cases) were affected by the design of their jobs and how this in turn illicit employee motivation as well as job performance. Instead of testing prior hypotheses, the aim here was to analyze the firms' employees by looking at how their job design affected their motivation and performance at their respective workplaces. In this study, efforts were not geared towards making statistical generalizations to a larger population but rather an attempt was made towards analytical generalization to expand theory (Yin, 1994). The cross-sectional survey design was also used here because the responses of the employees were taken at a single point in time by making use of the items or questions that were provided in the questionnaire.

3.1.2 Unit of Analysis

The unit of analysis of a research methodology defines what the case is and so considering the this study, the organizations/firms' employees as a whole formed the study's unit of analysis. In this regard, the study sought to analyze whether the job performance and level of motivation of the employees of GTB and GCB, were significantly affected by the design of their jobs.

3.1.3 Replication Logic

This part of the study's methodology tries to establish the domain within which a study's findings can be generalized. Since case studies offer a poor basis for generalization, an analytical generalization rather than statistical generalization was carried out. That is to say that, the validity of the case was dependent not on whether the case was representative or not but was based on the clarity of the theoretical reasoning.

3.2 POPULATION

Two groups of respondents participated in the study. That is, the population that was of interest in this study consisted of all employees of GTB and GCB. Efforts were therefore made in this study to select participants with diverse socio-economic and demographic backgrounds. A total population of ten thousand (1000) employees from both GCB and GTB were employed in this study.

3.3 SAMPLING AND SAMPLING TECHNIQUES

A sample size of one hundred and twenty (120) respondents was selected to partake in the study i.e. sixty (60) respondents were selected from GTB and sixty (60) respondents were also selected from GCB. Putting into consideration the fact that respondents were selected from

among employees of GTB and GCB, the study first of all made use of a purposive sampling technique to gather diverse views from the population of GTB and GCB employees. Here, participants were selected on the basis of the fact that they were employees of GTB and GCB, hence the justification of the use of the purposive sampling technique. The respondents were consequently grouped into strata of support staff, middle management staff and top management staff and efforts were made to select respondents from each of these strata from both banks (i. e. GTB and GCB).

Table3. 1 Category of Staff

	GCB	GTB	TOTAL
SUPPORT STAFF	41	29	70
MIDDLE MANAGEMENT	16	27	43
SENIOR MANAGEMENT	3	4	7
TOTAL	60	60	120

Source: Research Data May, 2012

Further, the study made use of a convenient sampling technique; this is a type of non-probability sampling technique. This technique did not create a platform where every respondent had equal chance of being a part of the sample. However, this technique was appropriate for this study because the respondents had different work schedules. Respondents were thus selected primarily on the basis of their availability and willingness to respond.

3.4 SOURCES OF DATA

The study employed both primary and secondary sources of data collection. Primary data was necessary because the study could not find all the data needed from secondary sources. Here, the study sought to obtain primary data about the demographic characteristics as well as the opinions of staff members of both GTB and GCB on how job design and employee motivation affect job performance. With this end in view, the basic means of obtaining such primary data was done through the cross-sectional survey method using a battery of questionnaires, where the administration of the questions to the employees of GTB and GCB took place at a single point in time. Secondary sources which supplemented that of the primary sources were the companies' published reports on job design, employee motivation as well as job performance of employees (various issues), the company's service websites, press releases, journals, news reports and among others.

3.5 DATA COLLECTION

3.5.1 Data Collection Method

A letter of introduction was obtained from the school of administration of the Kwame Nkrumah University of Science and Technology (KNUST) and sent to the public relations directorate of the above-mentioned companies to put in a request that grants access to respondents (employees) for information to enrich the study. The purpose for which the study was being conducted was clearly spelt out to these authorities.

3.5.2 Ethics

As an MBA student, the researcher was aware of ethical standards of research. To this end, the researcher tried to meet professional, institutional and social standards for conducting research and so ensured that respondents voluntarily participated in the research with full knowledge of relevant risks and benefits.

Upholding individuals' rights to confidentiality and privacy is a central tenet of every research work. This study interviewed different employees of the two banks. The study therefore devised different ways to ask whether participants were willing to talk about sensitive topics (like their salary, family e.t.c) without putting them in awkward situations. The study provided a set of increasingly detailed questionnaire items so that employees could stop if they felt uncomfortable. While an attempt was made to obtain different confidential documents from the banks (like their evaluation and appraisal forms), the researcher gave the respondents information about how their data will be used, what will be done with their documents and audio recordings, and the fact that their privacy will be upheld.

3.6 PROCEDURES FOR DATA ANALYSIS AND PRESENTATION

This part of the study considered the statistical procedures that were employed to analyze and interpret the data that were collected. In furtherance of this, this section discussed the data preparation and the main statistical techniques used to analyze the data collected.

It is practical to state that since the data collected were from two sources, efforts were made by the researcher to distinguish between the two data. For instance, the researcher sought to transcribe the data that were gathered from the interview into a meaningful form and the needed statistical methods were applied.

The study first described the cases and then provided an overview of the subject matter (i.e., the effects of job design on employee motivation and job performance). This was followed by analyses of the research questions that were raised above using the version 17 of the Statistical Package for Social Sciences (SPSS). The SPSS was used to generate summaries of descriptive statistics (frequency tables, means, standard deviations, charts and graphs) of the variables that were studied.

KNUST



CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 INTRODUCTION

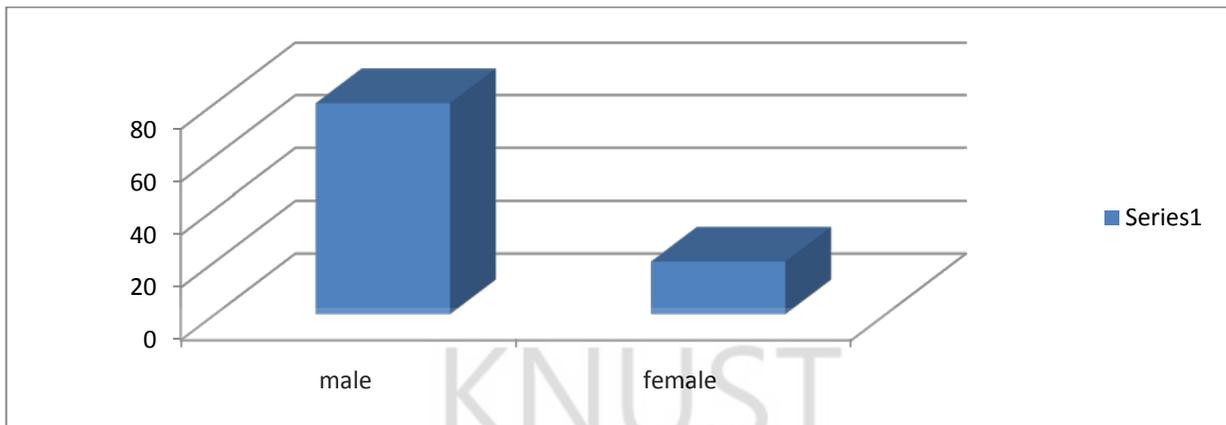
This part of the research provides a summary of the thematic areas that the study sought to investigate. Here, analyses and interpretation of the data that respondents provided were conducted. With this end in view, the study looked at three research questions and they were analyzed with statistical tools such as frequency and percentage tables, histograms, bar charts, scatter plots and pie charts. The version 17 of the Statistical Package for Social Sciences was used to analyze data obtained from respondents.

4.1 DEMOGRAPHIC DETAILS OF RESPONDENTS

4.1.1 Respondents' Gender Distribution

From the study, it was identified that majority (i.e. 80 percent) of respondents from whom information was sought to enrich the study were males as compared with a minority of respondents (i.e. 20 percent) been females (See Figure 1). These sex groups that respondents belonged to, consisted of respondents from both GTB and GCB.

Figure 1: A Figure Depicting the Gender Distribution of Respondents



Source: Research Data, May 2012

4.1.2 Respondents' Age Distribution

Figure 2 below lays bare the age groupings of the respondents. Age – range “25 to 35” was the age-range that recorded the highest frequency i.e. eighty-nine (74.17%). Age-range “18-25” recorded the second highest percentage of 12.5% followed by age – group “45 and above” that represented 8.33%. Age – group “35-45” documented the least with a percentage of five. These statistics depict that most of the respondents were quite youthful.

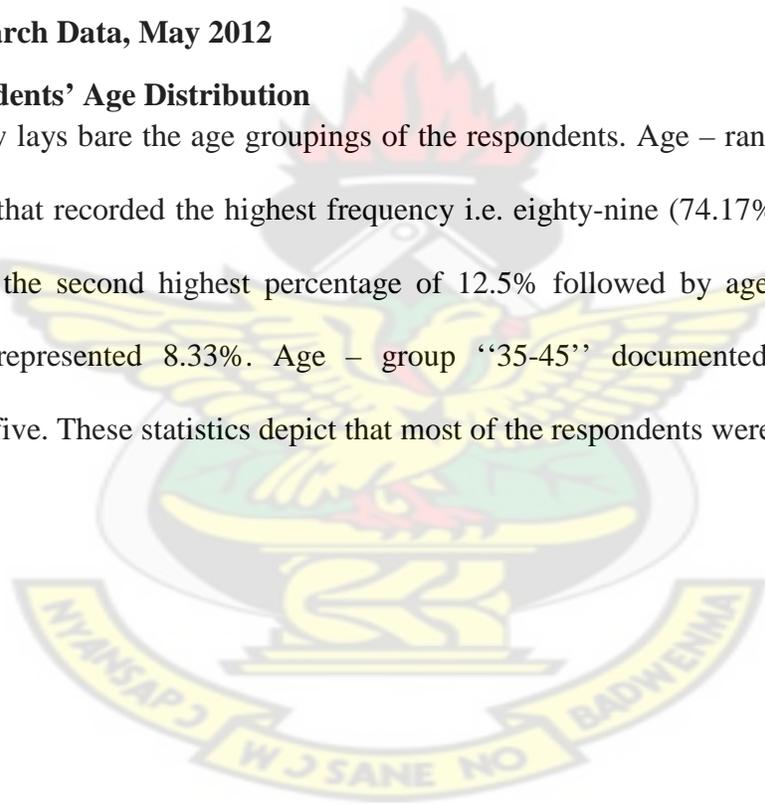
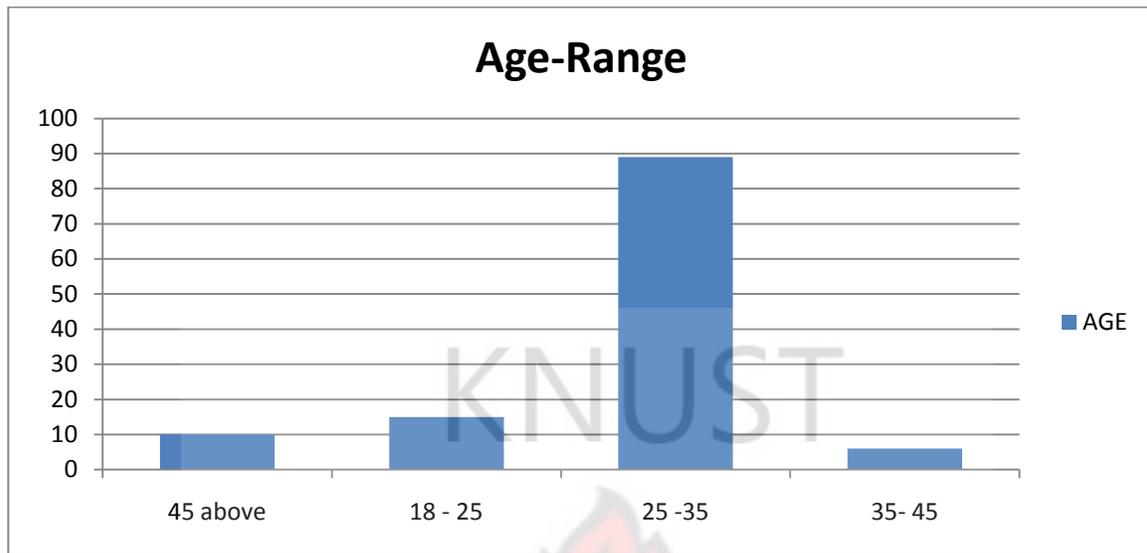


Figure 2: Age Distribution of Respondents



Source: Research Data, May 2012

4.1.3 Respondents' Educational Status

Table 4. 1: A Summary Table of the Educational Status of Respondents

Educational status	Frequency	Percentage	Cumulative percentage
Senior high	8	6.67	6.67
HND/First Degree	92	76.67	83.34
Masters	19	15.83	99.17
PHD	1	0.83	100.0
TOTAL	120	100	

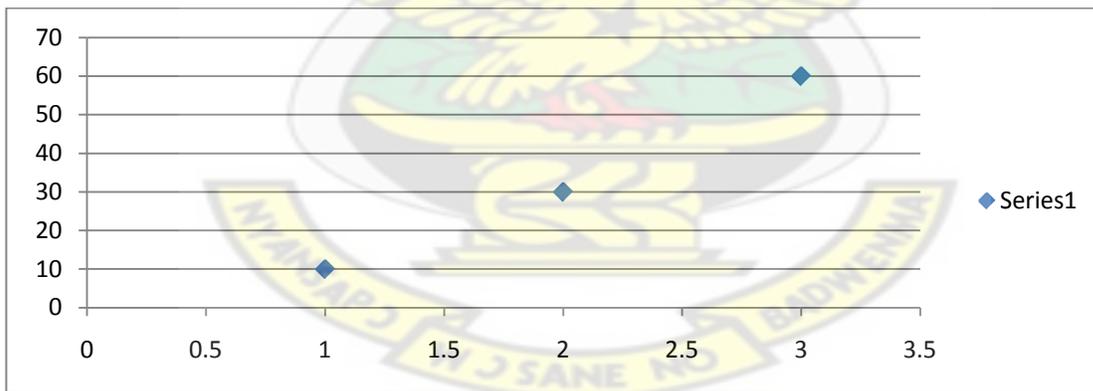
Source: Research Data, May 2012

With respect to the educational attainment of respondents, about 76.67 percent of respondents were identified to have successfully completed their HND and First degree programmes as compared with about 0.83 percent of respondents (i.e. minority) who had obtained his PhD education. A further 15.83 percent of remaining respondents were identified to have completed their master’s degree while about 6.7 percent of remaining respondents had completed their secondary education. It was observed that all respondents were literate and at least had duly completed second cycle education (See Table 4.1 above).

4.1.4 Number of Years Respondents have being Working with their Respective Companies

Figure 3: The Number of Years Respondents have being working with either GTB or GCB

Figure 3: The Number of Years Respondents have being working with either GTB or GCB



Source: Research Data, May 2012

Pertaining to the number of years respondents have being working with either GCB or GTB, a vast majority of the respondents claimed that they have been with their respective company for 5 to 10 years; this accounted for about 60% whereas 30% of the respondents mentioned

that they have being working with their company for more than 10 years. The least of this analysis is 10% which constituted those who have being working with the company for a period less than 5 years (See Figure 3).

4.2 THE INFLUENCE OF JOB DESIGN ON THE MOTIVATIONAL LEVELS OF STAFF AT BOTH GTB AND GCB

The banking industry, with its key driving forces being technology, offering banking packages, pursuing property development, engaging in healthy competition and the industry's desire to efficiently allocate finite services to clients, while simultaneously maximizing return on investment generally depict that job design and motivation are areas that are gradually receiving considerable audience from many players within the banking industry, of which GTB and GCB are no exception.

The concept of job design recognizes the value it adds to the growth and/or motivation of the human resource base while enhancing and combining various mechanisms of employees' job in order to provide clarity, consistency and maximum satisfaction in terms of motivation of employees. With this background in view, the study showed among the respondents that there is a strong support for the tenet that *"job design is definitely the future as far as the company's human resource motivation is concerned"*. So therefore on a general note; the study revealed that, almost all the respondents see the design of their jobs as a valuable concept, driven by increasing job needs within the banking sector, and changes in the way(s) banking services are rendered. Respondents thus identified job design as an effective means of achieving motivation among employees. One respondent suggested that the banking sector had been guilty of being out of touch with more accommodating and convenient job designs.

Generally, respondents agreed that job design is a worthwhile concept, focusing both on effectiveness and efficiency and thereby helping simplify and further concentrate attention on motivation. A caveat was suggested by several respondents that, fundamental to job design's implementation and success is a detailed planning that captures the understanding of the banking business and its dimensions and what influences banking job decisions. One respondent, while noting that job design "should be in banking companies' armory", identified insufficient resources and lack of initiative by management's as the major problems in supporting the way and manner job design can be effectively executed in order to invariably support or motivate employees.

4.2.1 Task Skill

Table 4. 2: Task Skills Analysis

Options	Score/weight (x)	Frequency(f)	Fx	Average score
Strongly agree	1	1	1	=4.64
Agree	2	4	8	
Neutral	3	6	18	
Disagree	4	15	60	
Strongly disagree	5	94	470	
Total		120	557	

Source: Research Data, May 2012

With an average score of 4.64 it can be indicated that, majority of the respondents felt their job designs do require them to utilize a variety of different skills in order to complete their

work (See Table 2). This result implies that respondents tend to value the way and manner their jobs allow them to apply different skills in executing their work.

4.2.2 Task Identity

Table 4. 3: Task Identity Analysis

Options	Weight/score (x)	Frequency (f)	Percentage of frequency (%)	fx	Average score
Strongly agree	5	78	65	390	=4.44
Agree	4	22	18.33	88	
Neutral	3	12	10	36	
Disagree	2	6	5	12	
Strongly disagree	1	2	1.67	2	
Total		120	100	528	

Source: Research Data, May 2012

Based on the results obtained in Table 3 above it was evidenced that seventy-eight (65%) of the respondents are in strong agreement with the view that their job is designed in such a way that it obviously has a beginning and an end. 18.33% of the respondents did agree with the statement that their job is designed in such a way that it obviously has a beginning and an end. However, 2 (1.67%) of the respondents strongly disagreed with the view that their job is designed in such a way that it obviously has a beginning and an end.

4.2.3 Task Significance

It can be ascertained from the analyses on task significance that the bulk of the respondents (72.5%) strongly agreed with the position that the results of their work are likely to significantly affect the lives of other people within the organization. Conversely, it is revealed that three (2.50%) of the respondents strongly disagreed with the view that the results of their work are likely to significantly affect the lives of other people within the organization (See Figure 4).

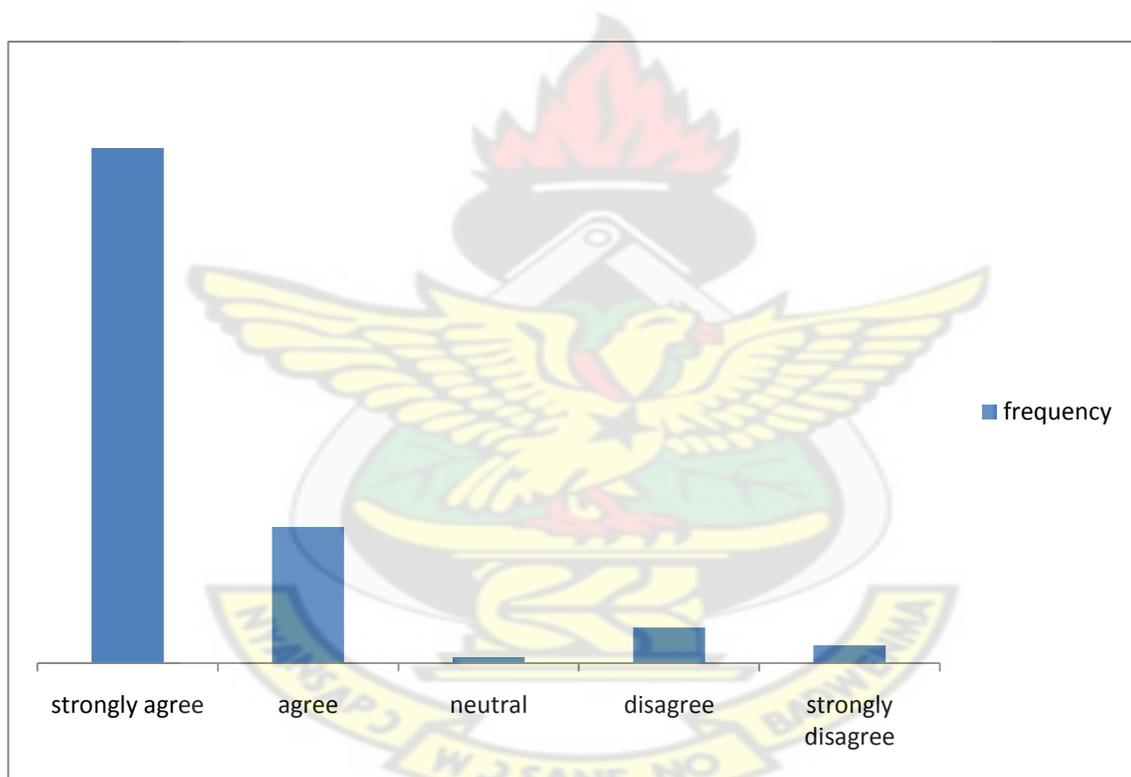


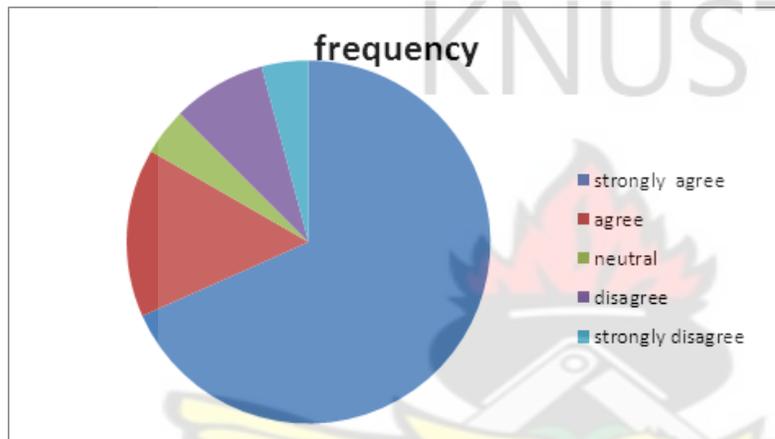
Figure 4: Task Significance Analysis

Source: Research Data, May 2012

4.2.4 Task Characteristics Autonomy

From the responses given by the respondents, it is shown that (See Figure 5) that 68.33% of them do strongly agree with the view that their job allows them to plan how they do their work. Next, 15%, 4.17%, 8.33% and 4.17% of the respondents selected “Agree”, “neutral”, “disagree”, “strongly disagree”, respectively.

Figure 5: An Analysis of Task Characteristics Autonomy



Source: Research Data, May 2012

4.2.5 Feedback from Job

The table 4.0 below clearly indicates that the modal score was obtained by those who strongly agreed with the statement that the work activities themselves provide direct and clear information about the effectiveness of their job performance. The average score as obtained by the respondents was also 4.53 which go to buttress the fact that majority of the respondents affirmed the view that the work activities themselves do provide direct and clear information about the effectiveness of their job performance. More to the point, 74.14% of the respondents

Table 4. 4: An Analysis of Feedback from Job

Options	Weight/score (x)	Frequency (f)	Percentage of frequency (%)	fx	Average score
Strongly agree	5	89	74.17	445	=4.53
Agree	4	18	15	72	
Neutral	3	5	4.17	15	
Disagree	2	3	1.67	6	
Strongly disagree	1	5	4.17	5	
Total		120	100	543	

Source: Research Data, May 2012

were strongly in the agreement with the view that the work activities themselves provide direct and clear information about the effectiveness of their job performance. 15% of the respondents also did agree with the statement that the work activities themselves provide direct and clear information about the effectiveness of their job performance. On the other hand, three (3) and five (5) of the respondents disagreed and strongly disagreed with the view that their job activities do provide direct and clear information about the effectiveness of their job performance respectively.

In respect of the first research question, the study found empirical evidence to support the opinion that perceived systematic use of Job Design is significantly and positively related to employees' motivation and subsequent performance. This finding empirically confirms the

theoretical arguments given by Al-Ahmadi, (2009), Ivancevich, (1998), Kahya, (2007), Garg and Rastogi, (2006) and Aswathappa, (2006). They explained that strong, positive relationship exist between the extent of a firm's adoption of high involvement Human Resource Management (HRM) strategies including Job Design and employees' motivation and performance. Implication of this finding is that, companies especially ones within the banking sector should adopt a more systematic design of job in order to improve its employees' performance. For the purpose of enhancing quality level of Job Design it is thus essential to work on all 5 dimensions, i.e., Skill Variety, Task Identity, Task Significance, Autonomy and Feed Back.

The dimensions of skill variety, task significance were very high levels in terms of quality as reported by the respondents. Regarding the other three elements namely- task identity, feedback and autonomy they were also mentioned to be high. An implication here is that more attention has to be given to improving task identity, task feedback, skill variety, task significance and task autonomy so as to improve quality of level of Job Design for employees at the bank so that they can improve employees' motivation and eventually their performance.

4.3 THE RELATIONSHIP BETWEEN JOB DESIGN AND PERFORMANCE AT GTB AND GCB

Table 5.0 below indicates clearly that 89.17% of the respondents (employees) claimed that they enjoy going to work everyday and performing at their best whereas the remaining 10.83% were inconsistent with this claim.

Table 4.5: Establishing whether Employees enjoy going to work everyday and Performing at their best

Employees' take on whether they enjoy going to work everyday and performing at their best	Yes	No	Total
Frequency	107	13	120
Percentage	89.17	10.83	100

Source: Research Data, May 2012

4.3.1 What Motivates Employees the More?

An inquiry was made as to the reward system that was more likely to be adopted by the employees and it was realized that monetary reward was considered the more important reward

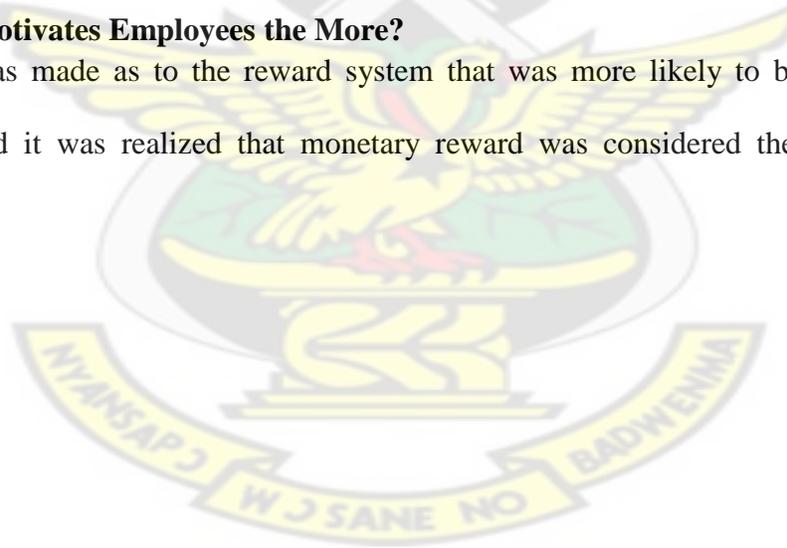
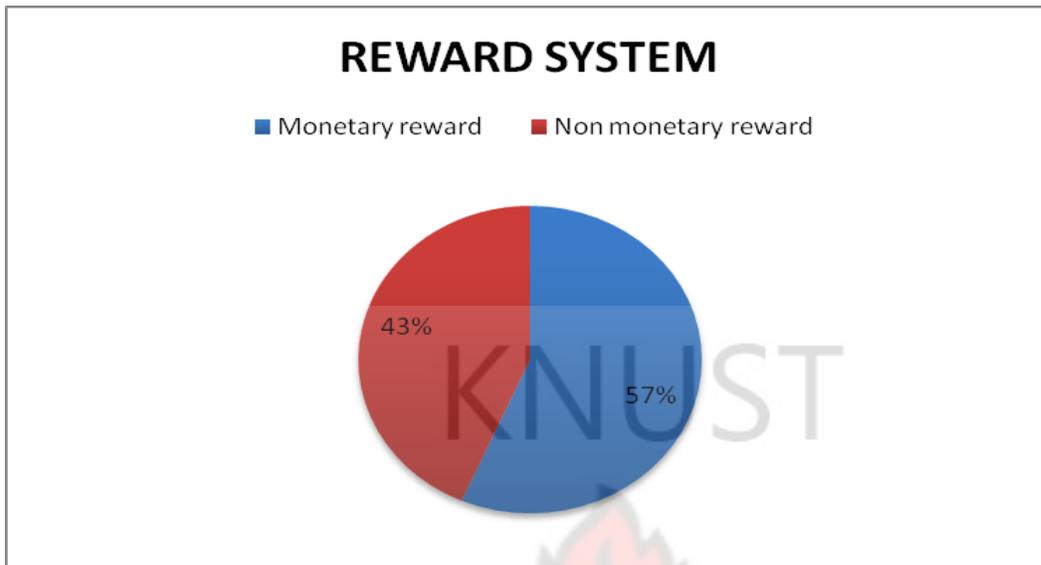


Figure 6: A Figure showing what really motivates the Respondents the more



Source: Research Data, May 2012

system as compared to non-monetary reward system (See Figure 6). Specifically, Fifty-seven percent (57%) agreed that monetary reward was important to them and 43% saw non-monetary rewards to be much more important to them. For the non-monetary rewards, the respondents mentioned education, promotion or growth opportunities as examples.

Table 4. 6: Establishing whether employees feel secured or insecure about their Job

Options	Score/weight (x)	Frequency(f)	Percentage of frequencies	fx	Average score
Strongly agree	1	1	.83	1	= 4.64
Agree	2	4	3.33	8	
Neutral	3	6	5	18	
Disagree	4	15	12.5	60	
Strongly disagree	5	94	78.33	470	
Total		120	100	557	

Source: Research Data, May 2012

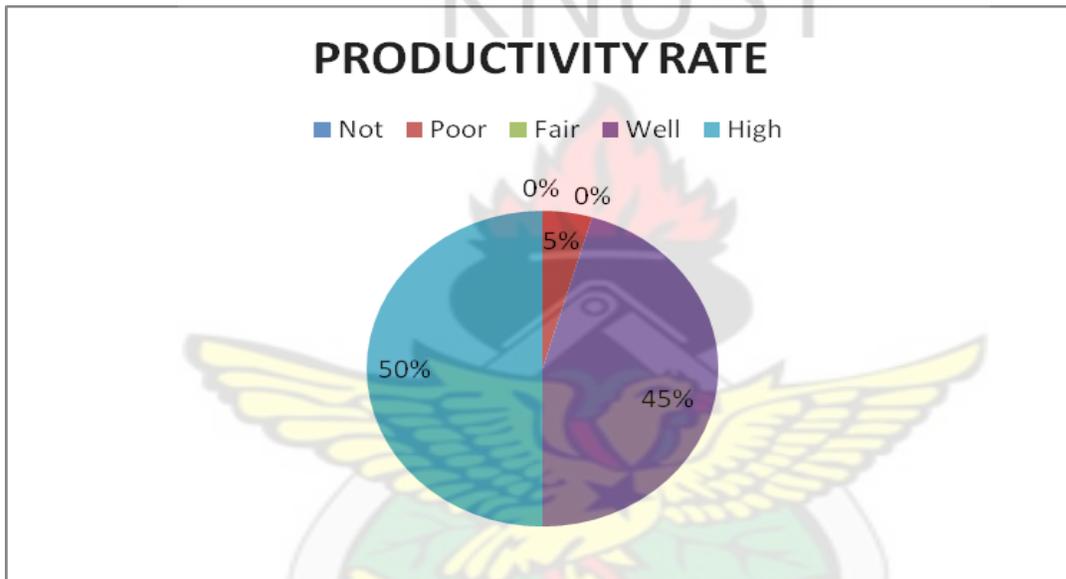
With an average score of 4.64, it is indicated that a greater part of the respondents felt their job was a secured one. 78.33% of the respondents were strongly in disagreement with the view that their job was not a secured one. 12.5% of the respondents also did disagree with the statement that their job was not a secured. Besides, four (4) and one (1) of the respondents agreed and strongly agreed with the view that their job was not a secured one respectively (See Table 6).

4.4 THE ROLE THAT MOTIVATION PLAYS IN ENHANCING THE PERFORMANCE OF STAFF AT GTB AND GCB

Motivation in service organizations is of major concern to managers as one way of countering non-performance. In service organizations such as GCB and GTB in which motivation is directly involved in the service function, improved performance can be secured by viewing

motivation as a "partial" employee. This proposition in turn leads to the suggestion that performance gains can be realized for services by expanding conventional motivation strategies. It is argued that in order to explain the effect of motivation on performance, it is necessary to consider other factors besides the psychological states produced by jobs which are seen to have certain characteristics.

Figure 7: Respondents' Perceptions on their Productivity Rates



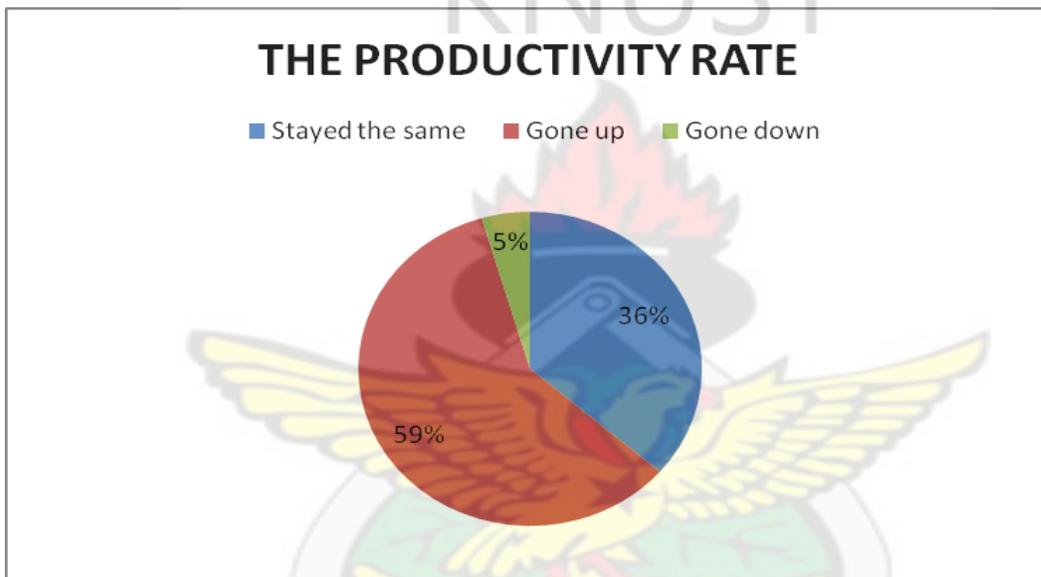
Source: Research Data, May 2012

Here, the study found out the productivity rate of the respondents. The result showed that fifty percent (50%) mentioned that they were highly productive respective how motivated there were. 45% were also of the view that they were well productive and 5% were of the opinion that they were poor in their productivity (See Figure 7).

4.4.1 Perceptions of Respondents on their Productivity Rates

The study inquired about the rate of the productivity again, but this time for specific period of time. To this end, 59% of the respondents claimed that their rate of productivity had gone up. 36% were of the view that irrespective of their level of motivation; they have not been able to raise their productivity, so it was found to be at the same rate. Moreover, 5% of the respondents said that their rate of productivity had gone down rather.

Figure 8: Perceptions of Respondents on their Productivity Rates



Source: Research Data, May 2012

4.4.2 GTB and GCB staff's Motivation and how this Impacts Satisfactory Levels of Performances

The use of motivation by banks used as cases (GTB and GCB) in this study, point to the fact that it has yielded much in terms of performance. This was portrayed by 91% of the respondents that were used in the study. To them, the availability of motivation that has been woven into the fabric of the banks' management systems significantly affects performance. Additionally, the relative bearable operating hours of employees of these banks leave them

with greater opportunities to satisfy their conduct and attitude towards productivity which may arise at any time. So therefore the respondents were largely of the view that the coming into being of motivation has come to ensure more efficiency than before.

When employees were asked further if the initiative of motivation in the banking sector was necessary for the performance of their work, about forty-seven percent (87%) of the respondents indicated that motivation was necessary for the performance of their work. This means that most of the workers do rely on motivation in order to get their jobs done effectively. It may be inferred that workers in the banking arena make use of motivation in order to engage in productive activities like taking orders from customers, giving and receiving feedback from customers and superiors and working so very hard to help meet organizational goals and directives. The other thirteen percent (13%) of the respondents claimed that the use of motivation for employees in the banking sector was not necessary for their work, which implies that their job performance was for purposes other than motivation that they get from the work.

4.4.3 Measure of Job Performance without the initiative of Motivation

The question of how difficult it was to perform one's duties without being motivated enough was asked and among the employee-respondents, 90% did mention that motivation aids their effectiveness and efficiency thereby contributing to higher productivity.

From the foregoing, it can be suggested that workers' performance is a function of the inducement advanced by workers. This shows that motivational incentives given to workers in an organization has a significant influence on the workers' performance. This is in line with the equity theory which emphasizes that fairness and equality in the distribution of the

company's incentive packages tend to produce higher performance from workers (Alimi, 2002). The Findings also agree with the works of Berjum and Lehr, (1964) in Ajila and Abiola, (2007) which showed that workers who received incentives performed better than those who did not receive incentives. More so, workers were of the view that they exhibited productive work behaviour when motivational incentives were made contingent upon performance.

The work of Akerele, (1991) can also be said to have corroborated the findings of this study. He observed that poor motivation related significantly negatively with profits made by organization, where differentials between high and low income earners among other things contributed to low morale, lack of commitment and low productivity. Another work that this finding can be said to have corroborated with is the work of Eze, (1985) whose investigation on Nigerian management personnel showed that 90 percent of managers in his sample regarded their work as a means to an end. And this end was interpreted to include money, material possessions etc and the reason may be that the workers needed to take care of themselves, their families and other dependants and provide themselves other basic needs of life.

Addendum to Eze's findings, Afanjo, (2002) emphasized the significance of careful selection of motivational incentives by workers so as to guide, lead and energize their perception and ability towards achieving the set goals and objectives of the organization, hence it should be employees' prerogative to choose what motivates them. The above-discussed scholars' views strongly uphold the question that workers' performance is a function of inducement advanced by workers in any organization. There is therefore reason to emphasize a support for freedom

of incentives or package selection content in planning and initiating workers' motivation packages (Afanjo, 2002). Deci, (1972) like Kendrick, (1977) rejected the proposition that motivation significantly affects job performance and contrarily came up with his findings which emphasized that workers do not like to feel that they are performing the task for money.

However, this study has been able to refute this fact and so therefore demonstrated the importance of extrinsic rewards or motivation like money as a viable predictor of performance. This shows clearly the extent of value placed on extrinsic incentives. Based on the foregoing, it can be said that it is pertinent for employers of labour to know the kind of incentives that they can use to influence their employees to perform well on a Job. There is therefore reason in noting that the relevance of motivational factors depend not only on their ability to meet the needs of the employees but also that of the organization as well (Ajila & Abiola, 2007)

4.5 THE RELATIONSHIP BETWEEN JOB DESIGN, EMPLOYEE MOTIVATION AND PERFORMANCE IN A CONTEMPORARY BANK (GTB) AS AGAINST A TRADITIONAL BANK LIKE GCB

It is worth mentioning that due to ever-growing competitions among financial institutions both traditional and contemporary banks have had to adjust by redesigning their employees' jobs in order to suit modern trends. It was therefore observed from the study that for both GTB and GCB, to reduce boredom, managers have had to add new tasks to tellers' jobs, providing tellers with greater variety and opportunities to use a broader range of skills. Along with their original tasks of cashing checks and accepting deposits and loan payments, tellers are now trained to handle commercial and travelers' checks and post transactions in an online

computer terminal. To reduce micromanagement, tellers are now provided with more autonomy.

Managements of GTB and GCB have also delegated decision-making responsibilities: Instead of requiring tellers to obtain supervisors' signatures to credit deposits and approve withdrawals that comprise large sums of money, they have given tellers the authority to post checks immediately and approve their own withdrawals when the customer's account had sufficient funds. Managers also provided feedback on transactions and errors, giving tellers increased ability to monitor their own work processes. Besides, managers have modified transaction receipts to include the name and contact information for the teller who handled the transaction. This allows customers to contact tellers directly to ask questions or report errors, enabling tellers to take responsibility for their own customers.

These efforts by GTB and GCB's managements to redesign and enrich the tellers' jobs and that of the general employees according to the respondents has produced lasting effects on their attitudes and behaviours toward their job. However, employees at GTB were more satisfied with their jobs and more committed to the company, whereas employees at GCB claimed that there are no tremendous increases in their satisfaction or commitment. The effects of job design on performance GTB unlike GCB were therefore more remarkable. Griffin asked supervisors to evaluate tellers' performance in terms of both quality and quantity. This study demonstrated that enriching jobs to provide variety, feedback, and autonomy can improve attitudes and performance.

No one works for free, nor should they. Employees at both GTB and GCB made it known that they want to earn reasonable salary and payment. Money therefore was the fundamental inducement; no other incentive or motivational technique comes even close to it with respect to its influential value. It was ascertained from the study that money has the supremacy to magnetize, maintain and motivate individuals towards higher performance. Frederick Taylor and his scientific management associate described money as the most fundamental factor in motivating the industrial workers to attain greater productivity (Adeyinka et al., 2007).

It was revealed at GTB the more that rewards are management tools that hopefully contribute to firm's effectiveness by influencing individual or group behaviour. However both GTB and GCB use pay, promotion, bonuses or other types of rewards to motivate and encourage high level performances of employees. To use salaries as a motivator effectively, managements of these two banks (GCB and GTB) have considered salary structures which include the importance the organization attaches to each job, payment according to performance, personal or special allowances, fringe benefits, pensions and so on.

No matter how automated an organization may be, it was realized from both GTB and GCB that high productivity depends on the level of motivation and the effectiveness of the workforce as well as the design of employees' job so therefore motivation and job design are indispensable strategies for achieving performance.

CHAPTER FIVE

SUMMARY, RECOMMENDATIONS AND CONCLUSION

5.0 INTRODUCTION

This chapter provides a summary about the outcome of the study (research findings), offer recommendations regarding the subject area studied and also make conclusive statements on the bases of the findings obtained.

5.1 SUMMARY

The results of the study lead to the confirmation of the prediction made by the researcher that job design tend to affect job performance. It was thus more likely that improvements in quality of job design for bank employees result in improvements in employees performance.

It is worthy to note that motivational incentives tend to play a very significant role in the day-to-day performance of workers in every organization. Therefore, it was clear that workers' performance of any sort was a function of incentives obtained from the organization. This result obtained from the study revealed that workers' performances do not depend on the behaviour of other workers in the company but on the motivation policies available in the company. It should also be important to note that prompt promotion, fairness and equality practice by management tend to increase workers' performance and make them stay in the organization longer probably till retirement. This result also places an indirect emphasis on the need for management to consider workers' wishes, needs and what was is seen to be the best among the motivational incentives packages. Therefore, this study was equally a call for

management to put in place an appropriate incentive plan suitable for workers' desire and productivity.

5.2 RECOMMENDATIONS

Based on the study conducted and for that matter the results obtained, the following recommendations were made in order to improve organizational productivity and workers' performance.

Management should standardize the workers motivation policies to reflect the desire and needs of the workers.

Workers' salaries and wages should be carefully handled to reflect modern day package.

Management should reward their workers always with promotion and practice fairness in managing organizational affairs.

It was suggested for management to conduct more study for further clarification of the findings that have been found in this study.

There are also clearly many alternative designs for any given job. For this reason, an understanding of what the job design was supposed to achieve is particularly important. The following paragraphs therefore are meant to expatiate this understanding:

The ability of staff to produce high-quality products and services can be affected by job design. This includes avoiding errors in the short term, but also includes designing jobs which encourage staff to improve the job itself in such a way as to make errors less likely.

Dependable delivery of services is usually influenced, in some way, by job design. For example, in the banking services' working arrangements, multi-skilling, accurate use of skills through good staff-ability interface design can be of immense help.

Job design can affect the ability of the operation to change the nature of its activities. New product or service flexibility, mix flexibility, volume flexibility and delivery flexibility are therefore all dependent to some extent on job design. Therefore, staffs who have been trained in several tasks (multi-skilling) may find it easier to cope with the introduction of a wide variety of models and new product or service.

The design of any job should take into account its effect on job security, intrinsic interest, variety of opportunities for development, stress level and attitude of the person performing the job. It was important to recognize that job design will look different in different settings. Some job characteristics will have more meaning than others. The choice of job characteristics will depend on an understanding and analysis of both the job and the context. With this in mind, the effects of job design will vary due to individual and contextual differences. As with any approach to change, job design should thus have a set of fundamental principles that are core to these.

Job design requires the availability of support, resources, and information to support decision making and problem solving as well as to enhance accountability for outcomes. What is more,

job design should include and promote opportunities for new knowledge generation, application and dissemination (Stebbins & Shani, 1995).

Job design emphasizes the need for continuing personal and professional development and lifelong learning (Gunderson, 2002). Comprehensive training programs will therefore be needed and so be considered.

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5.3 CONCLUSIONS

Establishing how the job design of employees tends to affect the motivational levels and the job performance of these employees is one all-important but neglected subject area. For now, this should be the ringing agenda for many human resource practitioners and researchers alike. At the end of this study, its findings lent support to the objectives that were stated. It was established that a relationship exist between the way a job was designed and how it illicit motivation among employees. It was also brought to the fore that job design affects employee job performance. Besides, motivation influenced job performance. Finally, the relationship between job design, employee motivation and performance in a contemporary bank (GTB) as against a traditional bank like GCB, was established.

To this end, it must be emphasized that if all parties (both middle level and top managements, company owners and all stakeholders) are committed and agree to defining and meeting the expectations of each other, since could be achieved since success is measured by achieving defined goals and meeting expectations to the satisfaction of all.

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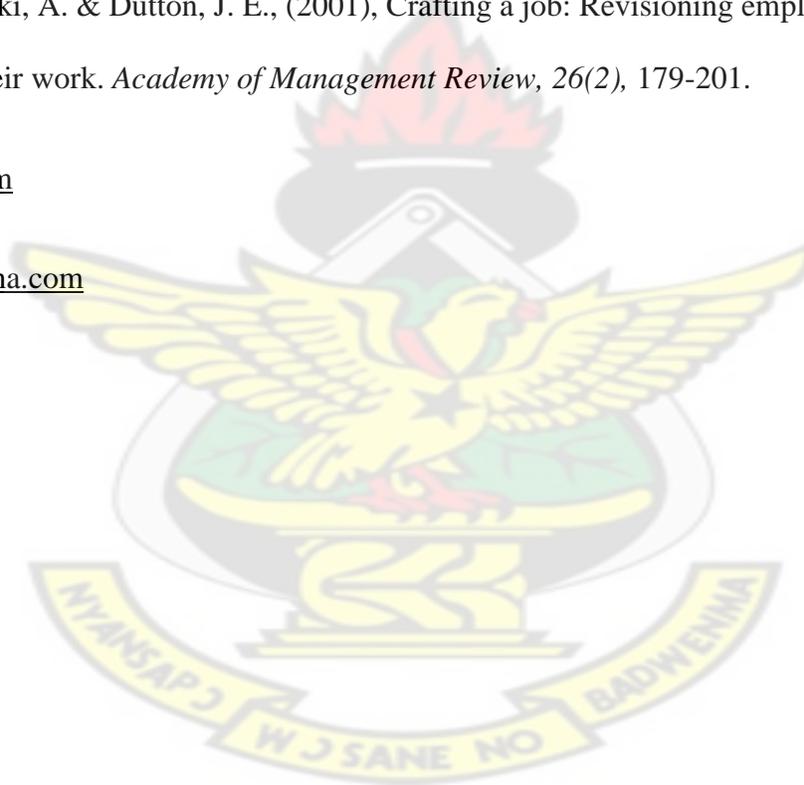
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APPENDICES

APPENDIX A: QUESTIONNAIRE

I am a student of Kwame Nkrumah University of Science and Technology. The topic of my thesis is “Job Design with Respect to Employee Motivation and Job Performance.” The information to be provided by you would be highly confidential and would be used only for academic purpose. Thanks to you in anticipation of a favourable request.

SECTION A: PERSONAL BACKGROUND

2. Gender : a. Male [] b. Female []
3. Marital Status : a. Single [] b. Married [] c. Divorced []
4. Educational Qualification :
5. How many years have you being working in this organization?
6. Monthly salary (GHC) : 500-1,000 [] 1,000-2,000 []
2,000-3,000 [] Above 3,000 []

SECTION B: JOB DESIGN

Please respond to each of the items below by ticking against the option that most closely describes the extent to which you agree or disagree with the statement.

Task Skill

1. The job does not require me to utilize a variety of different skills in order to complete the work.

Agree [] Disagree [] Undecided [] Strongly Agree [] Strongly Disagree []

2. The job requires me to use a number of complex or high-level skills.

Agree [] Disagree [] Undecided [] Strongly Agree [] Strongly Disagree []

Task Identity

1. The job involves completing a piece of work that has an obvious beginning and an end.

Agree [] Disagree [] Undecided [] Strongly Agree [] Strongly Disagree []

2. The job hardly provides me the chance to completely define it.

Agree [] Disagree [] Undecided [] Strongly Agree [] Strongly Disagree []

Task Significance

1. The results of my work are likely to significantly affect the lives of other people within the organization.

Agree [] Disagree [] Undecided [] Strongly Agree [] Strongly Disagree []

2. The job itself is very significant and important in the broader scheme of things.

Agree [] Disagree [] Undecided [] Strongly Agree [] Strongly Disagree []

3. The job does not have a large impact on people outside the organization.

Agree [] Disagree [] Undecided [] Strongly Agree [] Strongly Disagree []

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Task Characteristics Autonomy

1. The job allows me to plan how I do my work.

Agree [] Disagree [] Undecided [] Strongly Agree [] Strongly Disagree []

2. The job does not allow me to make a lot of decisions on my own.

Agree [] Disagree [] Undecided [] Strongly Agree [] Strongly Disagree []

3. The job provides me with significant autonomy in making decisions.

Agree [] Disagree [] Undecided [] Strongly Agree [] Strongly Disagree []

Feedback from Job

1. The work activities themselves provide direct and clear information about the effectiveness of my job performance in terms of quality.

Agree [] Disagree [] Undecided [] Strongly Agree [] Strongly Disagree []

2. The work activities themselves do not provide direct and clear information about the effectiveness of my job performance in terms of quantity

Agree [] Disagree [] Undecided [] Strongly Agree [] Strongly Disagree []

SECTION C: EMPLOYEE MOTIVATION

1. Do you enjoy going to work everyday and performing at your best?

a) Yes

b) No

2. How motivated are you to assist your department in meeting its objectives?

a) Motivated

b) Not motivated

c) Somewhat motivated

3. I feel that my job is not a secured one.

Agree [] Disagree [] Undecided [] Strongly Agree [] Strongly Disagree []

4. I am satisfied with the amount of paid vacation time/sick leave offered.

Agree [] Disagree [] Undecided [] Strongly Agree [] Strongly Disagree []

SECTION D: EMPLOYEE JOB PERFORMANCE SCALE

Please respond to each of the items below by circling the one number that most closely describes the extent to which you agree or disagree with the statement	1=unsatisfactory	2	3=satisfactory	4	5=excellent
<p>Timeliness:</p> <p>At what degree is your work completed thus maximizing the time available for other activities</p>					
<p>Quality of Work:</p> <p>Consider neatness, accuracy and dependability of results regardless of volume</p>					
<p>Quantity of work:</p> <p>Consider the volume of work produced under normal circumstance. Disregard errors</p>					
<p>Need for supervision:</p> <p>Is supervision anything to write home about?</p>					