

## **Exploring Job Design as Predictors of Job Performance at a Malaysian Automobile Company**

**Hadijah Iberahim<sup>1\*</sup>, Anis Suraya Shamsul<sup>2</sup>, Fara Athira Azhar<sup>3</sup>, Zakiah Hanim Aminuddin<sup>4</sup>**

<sup>1,2,3,4</sup>*Arshad Ayub Graduate Business School,  
Universiti Teknologi MARA, 40450 Shah Alam, Selangor, Malaysia*

*Authors' Email Address: \*<sup>1</sup>hadijah6553@uitm.edu.my*

Received Date: 24 April 2020

Accepted Date: 8 July 2020

Published Date: 31 July 2020

### **ABSTRACT**

*An organization must initiate adequate job design for desired job performance. A question arises on how a company could gain high job performance in a dynamic business environment and diverse background. This study examines the influence of four components of job design as predictors to job performance; job enrichment, job rotation, job enlargement and job simplification. While job design is proven to contribute to high job performance, some literature states its limitations. This study adopted a case study method to investigate issues faced by a leading automobile company in Malaysia. Primary data were collected through a distribution of questionnaires. A multiple regression model was used to explore the predictors of job performance. It was found that job rotation and job enlargement were significant to job performance, while the insignificant effect of job enrichment and job simplification needs to be reviewed. The results of the analysis were discussed in line with related literature. The study contributed to the new understandings on critical factors of job design that influence job performance in the support cluster of a manufacturing company.*

**Keywords:** *Job Enrichment, Job Rotation, Job Enlargement, Job Simplification, Job Design*

### **INTRODUCTION**

Job performance has become the focus of many managers in dealing with strategic and routine issues related to managerial activities. According to Bremen (2017), job performance is a way of measuring how well an employee can execute and perform the given tasks on the job. High job performance refers to the work-related performance that satisfactorily meets job requirements specified in the employee's job description or work plan or as directed by the employee's supervisor. While some literature suggests that hiring talented and potential employees and the provision of regular feedback could contribute to job performance (Hogan 2016), others noted that job design influences job performance directly. A study on productivity at Google and Dell found companies were 40% more productive than competitors due to the ability to identify high-performance employees. The companies formed and mobilized teams of competent employees with high job performance, which contributed to firm performance (Voza, 2017). Interestingly, a study conducted by Aon Hewitt stated that, by having an employee value proposition, reputation, collaboration, autonomy, learning and development and work-life balance would certainly increase job performance. To achieve these values, an organization must initiate an adequate job design

for the employees (Aon Hewit, 2016). Having said so, the organization can expect high contributions from employees through high job performance. However, very few empirical studies explain the way a talented and potential employee is facilitated by good job design in achieving high job performance.

This paper selected the case of a support cluster of an automobile company in Malaysia. The criteria for selection are based on the critical role of the headquarters located in Klang Valley. The company adopted job design practices since 2015. The implementation of job design is to increase employees' productivity by unconventionally improving skills and knowledge. However, in 2018, the performance report showed that employees' productivity decreased rapidly. The company determined that the percentage of complaints received must be below 20 percent. However, the Performance Management Unit reported that the number of complaints lodged by employees in the support cluster had increased remarkably from 19 percent in 2016 to 26 percent in 2017, which brought about a 7 percent increment of employees' dissatisfaction level. Pareto analysis of types of complaints showed that there were many pressing issues related to the implementation of job design. Some of the problems highlighted were a high number of workloads (46%), abusive of power (31%) and feeling demotivated (23%). The employees claimed that they were stressful, experienced job burnout, confused in completing the task, always absent, made mistakes repeatedly and experiencing poor quality of work life. The complaints noted the ineffectiveness of the job design implementation over the three operating years from 2016 till 2019.

The case is an intriguing phenomenon to be investigated. Existing literature in the Malaysian context attempted to explore relationships between job satisfaction, human resource management practices, job contents and job performance (Zainudin et al., 2019; Chieng, Arokiasamy & Kassim, 2019; Lai, 2018). Hence, there is little number of studies attempted to understand the influence of job design components towards job performance in service operations. There are some differences between practices and theories in providing a clear understanding. Therefore, this paper aims to examine the components of job design and its influence on job performance in a service operations context.

## **LITERATURE REVIEW**

Review of relevant literature in the related field of studies, namely, human resource strategy in operations and quality management, leads to a convergence concept that supports the relationship between job design and job performance. Subsequent sections discuss job performance, job design, components of job design and its limitations. At the end of each sub-section, the hypotheses set the focus of the study.

### **Definition and Classification of Job Performance**

Job performance is defined as the quality of effectiveness and efficiency of a series of actions (Sani, 2013). Job performance can be understood as the outcome of work-related activities of employees and how well the activities being carried out by them that has value to the organization and essential factor to firm performance. Sonnentag (2010) considered job performance as a multi-dimensional concept that can distinguish between behavioural and outcome aspects of production. The behavioural element refers to what employees do in completing the task given, which is referred to as the action itself. The outcome aspect refers to the result of the employees' actions. The flexibility given to employees in completing a specific task encourages them to build and maintain a good relationship among them. In extension, collaboration between employees enables them to produce high job performance.

Performance evaluation allows employees to know the individual level of productivity and the quality of the outcomes produced by a worker, thus making them aware of their status and desired contribution towards the organization's goals (Bullock, 2013). Job performance is evaluated based on expected criteria or key performance indicators, which usually different from one activity to another. If employees are given enough supervision, guidelines, and help by superiors and colleagues, they will be more likely to make fewer mistakes in performing tasks. Evaluating employees' job performance allows the managers to gain a deeper understanding of employees' traits and processes that can contribute to organizational performance. Gunlu et al. (2010) suggested recognitions given by organization towards its employees, with good or excellent job performance, helps in enhancing and improving their motivation to perform better and working together towards the company's goals. Hence, measuring job performance is vital to employees and managers. It should take place at least twice a year so that the employees will always be aware of what are the expected actions or behaviour needed by the organization. It is a way to measure whether they had put enough effort into completing their job within the stipulated time frame.

### **Job Performance and Job Design**

Job design is one of the core functions of human resources management that outlining and organizing duties, responsibilities, requirements and tasks into a single unit of work. It also can be defined as job elements, which is one of the methods that help workers shaping knowledge and upgrading skills for productivity through work experience (Masrek et al., 2013). Work design contributes to job satisfaction that will eventually result in job performance (Onimole, 2015). Job design specifies tasks to perform, job scope, the sequence of duties and orders and expectations of a job that aligned with the organizational objectives. Job design includes job enrichment, job rotation, job enlargement and job simplification (Reid & Sanders, 2010; Parker, 2015; Oparanma & Nwaeke, 2015; Ost & Schiman, 2017). The following sections elaborate on the influence of each component on job performance.

### **Job Enrichment and Job Performance**

Job enrichment is the vertical expansion of a job where the job designer adds worker responsibility for work planning and inspection (Reid & Sanders, 2010). It allows the worker to have some control over the workload in terms of scheduling. While Parker (2014) stated, job enrichment can increase employees' autonomy over the planning and execution of their work. Niehoff et al. (2001) explained that an enriched job is one that has more variety, identity, significance, autonomy and feedback. Job enrichment affects the critical psychological states of meaningfulness by being fully responsible for the task given. Employees with autonomy can often respond to the problem faster than specialists and make a better decision than supervisors could since they have access to unique information which only available to those doing the work (Parker, 2014). Besides that, job enrichment is also beneficial by granting the autonomy to the group in the organization where teams with high autonomy have better performance and lower member strain. It is because, the team members can respond rapidly and flexibly to work demands, besides the skills and knowledge gained from the members in the group itself that help to increase job performance (Leach et al., 2005). Similarly, job autonomy is the most critical aspect that influences an individual's work outcomes and expected to encourage higher motivation, satisfaction and job performance (Joo et al., 2010). Thus, it is understood that employees with job enrichment would be more encouraged to perform better and achieve the organization's goals. Maymon and Reizer (2017) added, when the employees' autonomy is supported by the supervisors, it will make the employees feel appreciated and trusted. Job autonomy increases employees' enthusiasm in proving credibility and performance that will not only benefit the organization but employees individually as well. The success in

completing the tasks also makes them enjoy the process of working and value the outcome at the end of the activity. Hence, job autonomy is able to energize employees in pushing themselves to their limits in achieving higher performance.

Furthermore, a study conducted by Azeez (2016) on work-related attitudes, employee satisfaction, motivation and performance in selected public universities in Lagos State revealed that job enrichment is a strong predictor of employee satisfaction, motivation and performance. The study also states that job enrichment could benefit the employees in many ways such as the provision of a variety of skills, job identity, being acknowledged and appreciated by the others, increase responsibility, challenge, participation in decision making and sense of achievement that results in internal motivation, satisfaction, and high performance. Interestingly, autonomy at work is highly sought as employees need to decide on their own how to get their job done. As stated by many studies, employees need job enrichment to encourage them to complete given tasks that will lead to high job performance (Yperen, Wortler & Jonge, 2016). Concerning the relevant literature, the study proposes:

Hypothesis 1: Job enrichment positively affects job performance.

## **Job Rotation and Job Performance**

Job rotation exposes a worker to have a better understanding of the work system and offers flexibility as workers upgrade their skills. Job rotation also could be defined as a work design system that allows employees to rotate between different jobs, which provide benefits such as morale building, productivity improvement, improved worker retention, an opportunity for training and the ability to enhance career development (Jorgensen et al., 2005). Job rotation allows a worker to have new knowledge on the whole work system and to eliminate employee boredom (Reid & Sanders, 2010). Oparanma and Nwaeke (2015) stated that job rotation is an aspect of on-the-job training involving managers and non-managers, which require the employees to move from one job, tasks or department while obtaining required skills and knowledge. Hence, by having job rotation, workers could improve their knowledge and skills, gain more opportunities and promotion and able to develop networking (Richardson et al., 2003). In the engineering software industry, job rotation contributes to the improvement of team flexibility and helps individuals to be less vulnerable to changes. It prepares them to deal with variability in software development. This practice is believed to promote task variety that is an essential factor of motivation and performance improvement (Santos et al., 2016). This statement is supported by Selden et al. (2013) that training and job rotation are designed to develop employee skill levels, which results in a more significant commitment towards the job done. Subsequently, the level of job performance increases due to job rotations.

However, Selden et al. (2013) also stated that job rotation does have a negative impact since job rotation provides more knowledge and skills improvement for the employees; it makes them more marketable and encourages the employees to leave the current organization for better employment. Thus, the organization suffers a loss due to the training costs and employee turnover. Nonetheless, Sawhney's (2013) statement proved that job rotation has more positive than a negative impact. It is stated that many Japanese, Australian and United States organizations use job rotation training methods. During job rotation, trainees rotate through several jobs as they learn to operate different equipment under the supervision of experienced employees and supervisors. In short, job rotation is essential in enhancing the skills and values of the workers in the organization and acts as the training and platform for the workers to be more skillful and productive. Concerning the relevant literature, the study proposes:

Hypothesis 2: Job rotation positively affects job performance.

### **Job Enlargement and Job Performance**

Employee empowerment requires enlarging employee jobs so that the added duties, responsibility and authority can be delegated to the shop floor, which then increases the number of activities to be performed (Raza & Nawaz, 2011; Hill, 2012). Similarly, Saleem et al. (2012) characterized job enlargement as a condition where employees on circled positions and have been allotted a higher obligation to be executed throughout their routine. This can be referred that task expansion is within only at the same level as the current position and it also involves a similar task. The employees are at an advantage if there is an enlargement in their job since they could improve their capabilities and responsibilities by expanding their skills and knowledge through learning some new additional tasks. Increasing job responsibilities offers opportunities and encourages interaction between colleagues. Dissemination of knowledge can improve organizational culture (Chung et al., 2017).

Nonetheless, job enlargement can also bring negative employees' attitudes. Guo et al. (2015) highlighted that if there is an accumulation in the effects of stressful work conditions, it will make the employees voluntarily withdraw themselves due to job burnout, especially in the health industry. The consequences of the job burnout could be dangerous than expected as it is combined with the state of physical, mental and emotional exhaustion due to having expansions in employees' workload. Guo et al. (2015) claimed that personal accomplishment would be in distortion caused by overextended and exhausted by one's work. Similarly, Ost and Schiman (2017) argued that the working conditions which cover the issue of working time, such as hours of work, work schedules and amount of work to be done, could affect employees' attitudes towards the job. This has been proven by a series of studies that were conducted to investigate whether the increase in workload could affect teachers' beliefs in school. It was found that high workload contributed to absenteeism. As a result, it has negatively affected job performance. Even though job enlargement has a drawback that could have brought a negative impact on how employees perform the task, many researchers confirm that job enlargement did help employees to optimize their abilities and capabilities in completing some challenging tasks. Concerning the relevant literature, the study proposes:

Hypothesis 3: Job enlargement positively affects job performance

### **Job Simplification and Job Performance**

Job simplification is one of the techniques in designing jobs where it improves work by eliminating waste in the process (Ortega, 2001). Job simplification is divided into smaller components and subsequently assigned to the employees as their whole jobs. Jobs that have been simplified can be said an easier sub-part to increase the productivity of one's work by reducing the physical and mental efforts in completing the tasks. Agarwal et al., (2015) clarifies that job simplification as a response to employees becoming swamped by the workload, increasing job complexity as well as stressful work surroundings. Job simplification can be very beneficial where it would allow the employees to learn new knowledge or skills rapidly and as a result, it may increase job performance. Job simplification is an essential path to be innovative as making things easier and faster can engage employees to continuous improvement (IBM, 2007). Simplified job eliminates obstruction to creativity and allows employees to use critical thinking in finding ways to restructure roles and find a new alternative to completing a specialized task. Simplification improves job quality. One way of simplifying a job is

through the adoption of technology. Productivity can be enhanced by using a variety of software that could make tasks easier to manage (Adeyoyin et al., 2015). In a comparative study by Rabiolo and Grane (2014), between software and traditional method of completing tasks, the conventional way completes tasks in sequence while using a software application and tasks can be completed efficiently. The result suggests that applying advanced technology contributes to high productivity.

According to Wan et al. (2014), employees who attended work but unable to do the work effectively due to job loafing (non-work presentism) has a significant impact on lowering employees' productivity. A study on 184 full-time employees showed a substantial relationship between non-work related presentism and boredom. Boredom could lift an employee's creativity even though it is known to be non-productive activities, yet it can detract an employee's job performance. According to Harju et al. (2016), bored employees are said to be disengaged from a job position. In contrast, Harju et al. (2016) also suggested that employees may improve themselves by actively shaping their jobs to fit their needs and skills. Literature confirmed that job simplification has a more negative than positive impact on employee's performance. Consider some of the merits that can be gained and job simplification is vital for motivating employees as it can develop their expertise overtime in their chosen task (Rojas, 2017). Concerning the relevant literature, the study proposes:

Hypothesis 4: Job simplification positively affects job performance

## RESEARCH METHODOLOGY

This correlational study examines the relationship between job design and job performance. The research is a cross-sectional study that applied a minimal degree of interference of researchers. The research used survey method for primary data collection. The population for this study was 147 employees in the middle level of support cluster (Human Resource, Corporate Communication, Financial Service, and Information and Technology departments) of one of the biggest automobile companies in Malaysia. The survey distribution used probability disproportionate stratified random sampling to identify the sample from a recorded subdivision with some shared characteristics. The objective is to identify the respondents' opinions on four variables, which are job enrichment, job rotation, job enlargement and job simplification. Part F was designed to collect information on the dependent variable, the job performance. The questionnaires were adapted from relevant literature for each variable (Morgeson & Humphrey, 2006; Edwards, Scully & Brtek, 1999; Wan et al, 2014) and designed into five sections. Five points Likert scale was applied for these sections, which include 1= strongly disagree, 2= disagree, 3= neutral, 4= agree, 5= strongly agree. The questionnaires were prepared in dual languages, which are English and Malay language. Questionnaires were distributed through the Performance Management Unit of the company. A total of 108 respondents returned the completed questionnaires, representing a reasonable response rate of approximately 73.4 percent. This study used statistical data analysis techniques to explore the hypothesized relationships.

## RESULTS

This section presents the results in five sub-sub-sections and ends with discussions on the hypotheses testing. A set of questionnaires was distributed to 147 employees in the Support Cluster with a response rate of 73% at 108 feedback collected. The demographic distribution of the respondents is one of the crucial elements in this study because it sets the background for the validity of the results. The demographic profile suggests that the group of employees is constituted by young workers with less than

five years' tenure and less likely satisfied with current job performance. This dissatisfaction is confirmed by the little number of excellent service awards given to appreciate them. Regarding the question of self-evaluation on current job performance, 54.6% of respondents were not satisfied with their current job performance. Only 28.7% of the total number of respondents has received recognition for good services or excellent job performance during their tenure ship.

An overview on the response on job design and job performance is depicted in Table 2. The respondents fairly agreed on the job design and highly agreed that job performance is good. It noted that the highest mean among all variables was collected by job enrichment with a mean of 3.892 (std. deviation = 0.595). It was followed by job enlargement with the second highest mean of 3.854 (std. deviation = 0.622) and job simplification with 3.805 (std. deviation = 0.675). While the lowest mean was collected by job rotation with 3.548 (std. deviation = 0.643). Evidently, job performance average at 3.851 (std. deviation = 0.517), rated moderately high. Reliability is an essential aspect of research. This result is to show to what extent the selected measures reflect the situation accurately studied. As seen in Table 3, all factors showed that the results were highly acceptable. The overall questionnaires showed that Cronbach's alpha is 0.914. Every questionnaire item is said to be valid at Cronbach's alpha value greater than 6. In sum, the data in this study can be classified as good and adequate for this research.

**Table 1: Descriptive Statistic and Reliability**

	Mean	Standard Deviation	Cronbach's Alpha	No of Items
Job Enrichment	3.892	0.595	0.779	7
Job Rotation	3.548	0.643	0.812	8
Job Enlargement	3.854	0.622	0.821	7
Job Simplification	3.805	0.675	0.848	7
Job Performance	3.851	0.517	0.691	7

Pearson correlation coefficients as a measure of the linear relationships that exist among the factors should range between  $-1$  to  $+1$ . If there is a strong positive relationship between the variables, the value of  $r$  will be close to  $+1$ . If there is a strong negative relationship between the variables, the value of  $r$  will be close to  $-1$ . When there is no linear relationship between variables or only a weak association, the value of  $r$  will be close to  $0$  (Pallant, 2016). Table 4 displays the results of correlation for job enrichment, job rotation, job enlargement, job simplification with job performance. All variables are positively correlated to job performance.

**Table 2: Correlation Coefficients**

Variables	Job Performance	Job Enrichment	Job Rotation	Job Enlargement	Job Simplification
Job Performance	1				
Job Enrichment	0.272*	1			
Job Rotation	0.520*	0.366*	1		
Job Enlargement	0.588*	0.486*	0.444*	1	
Job Simplification	0.416*	0.477*	0.384*	0.570*	1

\*Note= p value  $\leq 0.05$

Results of the multiple regressions for hypothesis testing shows that the model is significant with the value of R square at 0.439, which means that 43.9% of the dependent variable, job performance, can be explained by four independent variables; job enrichment, job rotation, job enlargement and job simplification. The adjusted R square is also computed less than 50%, which is 0.417. Therefore 41.7% of the variation in job performance is explained by job enrichment, job rotation, job enlargement and job simplification. Meanwhile, the remaining 58.3% variation in job performance is defined by variables other than four variables that are not included in the study. The results of the ANOVA analysis, F test is significant at .00, and VIF is below 5, which indicated multicollinearity is not an issue. Table 3 presents the coefficients for each model tested. The multiple regressions showed job rotation and job enlargement is significantly related to job performance where both p-values are 0.000 ( $p < .05$ ). While, the other two variables, job enrichment and job simplification, have no significant influence on the job performance of employees with p-values which is more than .05 (0.237 and 0.356 respectively). The beta for standard coefficients is -0.106 and 0.087 which indicated these variables have a profound effect on job performance due to values that closer to 0, while the other two variables, job enlargement and job rotation have 0.327 and 0.444 of more substantial effect. Therefore, H1 and H4 are not supported, as there are no significant relationships between these variables and job performance. However, job rotation and job enlargement are positively and significantly related to job performance from which give support to H2 and H3.

**Table 3: Coefficients**

	Unstandardized Coefficients		Standardized Coefficients	T	Sig
	B	SE	B		
Constant	1.627	0.310		5.236	0.000
H1 Job Enrichment	-0.098	0.082	-0.106	-1.190	0.237
H2 Job Rotation	0.263	0.068	0.327	3.866	0.000*
H3 Job Enlargement	0.369	0.081	0.444	4.576	0.000*
H4 Job Simplification	0.067	0.072	0.087	0.926	0.356

\*Note= p value  $\leq$  0.05

## DISCUSSION

The finding is supported by previous research conducted by Chung et al. (2017), whereby the increase of job responsibilities through the practice of job enlargement within the organization will likely resulted in high job performance. Job enlargement encourages interaction between workers and creates a positive network in the work culture. Job enlargement allows the Support Cluster employees to obtain new skills and knowledge about the work system. The results concur with some literature. Employees that experienced job enlargement were likely to have a high job performance as compared to employees that have little responsibility over the job (Onimole, 2015). As a result of skills improvement, employees have a wide range of talent that can accrue more knowledge and experience that could help in promotion and advancement (Pee & Lee, 2015).

Job rotation is a determinant of job performance. Job rotation aims to allow skills, knowledge and capabilities development across departments. The increasing number of various tasks given to the employees was not only enhancing abilities, but it also makes them believe that their good work would be recognized by the superior. Thus, it helps in improving self-esteem. Employees with high self-esteem tend to perform better because they believe their capabilities in producing high-quality services for the company. It is supported by Oparanma and Nwaeke (2015), which suggests that job rotation is an aspect of training undergone in an organization to ensure the employees with more skills and knowledge by

requiring them to move from one job, tasks or department to another. The finding shows that Support Cluster has practiced job rotation effectively as it appears to be the second most influential job design after job enlargement. The Support Cluster rotated its employees with different tasks every two months to enhance the employees' skills.

On the other hand, job enrichment is not a critical factor. In contrast to Maymon and Reizer (2017), when supervisors give the employees autonomy, they will feel appreciated and trusted besides encouragement to prove their credibility and performance, this study ascertains that job enrichment has no significant effect on job performance. It was proven that the employees suffer lack of encouragement to use their skills to the fullest even though they have been granted permission to do so. Employees noted that they were pressured by the amount of workload assigned. Employees were found to repeatedly making mistakes, which leads to a stressful working environment and burnout since the employees are struggling with additional tasks that are beyond their capability and control. Regarding the issue of power abuse, superiors found subordinates making poor decisions on strategic issues, a reflection of conflict in job enrichment. The delegation of tasks was not being done correctly and inconsistent with the superiors' direction. As a result, it created confusion among the subordinates. Eventually, the uncertainty affected job performance.

Job simplification is not significant and positively affects employees' job performance. As explained by Adeyoyin et al. (2015), job simplification improves job quality because employees can focus on one specific job and they can become an expert in the field, thus, giving high job performance. However, the results of the analysis do not concur to the literature. Job simplification is not significant in predicting job performance. This is because there was a gap between the employees' feedback and managers' intention, as the employees failed to perform up to the manager's expectation. Using outdated software was not helpful in simplifying works. Technology for simplification of processes was not installed timely and effectively. Instead of enabling employees to focus and become experts in their jobs, it creates job boredom, which could be destructive to job performance.

## **CONCLUSION**

This study has expanded the scope and deepened our understanding of job design. In addition to several streams of contemporary research in job design and job performance, the study has evidently disclosed the importance of two critical variables in a Malaysian support cluster of the automobile industry. Several conclusions can be drawn from this study. First, it can be concluded that job enlargement and job rotation positively affected job performance. Employees that experienced job enlargement improved skills, employees that have a wide range of talent acquired more knowledge and experience that help them in obtaining recognition, promotion and advancement in career development. Job rotation appears to be a good practice as it offered opportunities for employees to develop skills and knowledge. Job rotation provides networking as they team up with more people within the departments. Both elements of job design must be continued at Support Cluster to encourage the employees to obtain high job performance. Second, job enrichment and job simplification were found not significant. The two practices play a less critical role in achieving high job performance in the Support Cluster. Accordingly, the working environment, salary, health insurance, promotion and others do influence job performance. Besides job design, the employees require a pleasant working environment with excellent facilities, good colleagues and manager's relationship, fair salary, promotion, recognition of hard work and other motivational elements to boost their job performance. Therefore, this study suggests that besides job design, other factors are needed to support the predictors of job performance.

From a managerial viewpoint, this study suggests that job enlargement and job rotation need to be formalized to attain high job performance. Specifically, managers need to focus on enhancing the components of job enlargement, the assignment of tasks at the same level. Horizontal expansion of job scope may help an employee to master skills and knowledge in the broader range. Similarly, job rotation or periodical movement from one task to another could systematically help the employee to learn new skills and execute tasks with a better focus. The results are encouraging in assisting the managers in delegating tasks consistently with proper arrangements of personnel. Job enrichment and job simplification were insignificant to job performance but equally relevant to long term career development as both were positively correlated and shared the importance in many pieces of literature. To a certain degree, where tasks are routine, job enrichment and job simplification are less likely to affect job performance.

However, this study is not without limitations. This study presents the lesson from a case of the support cluster at one of the biggest automobile companies in Malaysia. The fact that it is a single case, sample size becomes one of the limitations. The sample size is small to make a general conclusion for the support cluster in the Malaysian automobile industry. However, representing the most significant support cluster available in the primary market in the Klang valley of Malaysia is substantial in extending understandings on ethical practices. This study, being of an exploratory and interpretive nature, raises several opportunities for future research, both in terms of theory development and concept validation. Future studies should consider focusing on how job design may affect high job performance. Understanding the extent of the four aspects of job design and how the practices strengthen job performance in other settings may provide insights into ethical practices. Some possible directions for future research with an emphasis on job crafting, the effects of new work arrangements on the design of jobs, generational differences and reactions to job design, cultural differences and job design, and the impact of job design on organizational structures and employees' characteristics with relation to the Malaysia dynamic business environment are encouraged, in particular, the adoption of digitization along the Industrial Revolution 4.0.

## REFERENCES

- Adeyoyin, S. O., Unazi, F. A., Oyewunmi, O. O., Adegun, A. I., & Ayodele, R. O. (2015). Effects of job specialization and departmentalization on job satisfaction among the staff of a Nigerian University library. *Library Philosophy and Practice*.
- Agarwal, D., Berkel, A. V., & Rea, B. (2015). Simplification of work: The coming revolution. Deloitte Insights. Retrieved from <https://www2.deloitte.com>
- Aon Hewitt. (2016). Best Employers of Malaysia (2016). Retrieved on 21 July 2019. <https://leaderonomics.com/business/aon-best-employers-malaysia-2016>
- Azeez, R.O. (2016). Job enrichment and work-related attitudes of non-academic staff of selected public universities in Lagos State. *International Journal of Human Resource Studies*, 6(1), 89-104.
- Bremen, K. V. (2017). Not all job performance measures are created equal. Retrieved from <http://www.selectinternational.com/blog/bid/147366/Not-All-JobPerformance-Measures-are-Created-Equal>
- Bullock, R. (2013). Job Performance (What it is, what it is not). Retrieved from <http://www.scontrino-powell.com/2013/job-performance-what-it-is-what-its-not/>
- Chiang H. P., Arokiasamy L., & Kassim K. A. A. (2019). Influence of human resource management practices on Malaysian construction organizational performance. *Global Business and Management Research: An International Journal*. 11 (1).

- Chung, E. K., Jung, Y., & Song, Y. W. (2017). A moderated mediation model of job stress, job satisfaction, and turnover intention for airport security screeners. *Journal of Safety Science*, (98), 89-97.
- Edwards, J.R., Scully, J.A., & Brtek, M.D. (2006) The measurement of work: hierarchical representation of the multimethod job design questionnaire. *Personnel Psychology*, 52 (2).
- Gunlu, E., Aksarayli, M., & Percin, N. S. (2010). Job satisfaction and organizational commitment of hotel managers in Turkey. *International Journal of Contemporary Hospitality Management*, 2(5), 693-717
- Guo, J., Chen, J., Fu, J., Ge, X., Chen, M. & Liu, Y. (2015). Structural empowerment, job stress and burnout of nurses in China. *Applied Nursing Research*.
- Harju, L. K., Hakanen, J. J., & Schaufeli, W. B. (2016). Can job crafting reduce job boredom and increase work engagement? A three-year cross-lagged panel study. *Journal of Vocational Behaviour*, 95-96,11-20.
- Hill, A.V. (2012). *The Encyclopaedia of Operations Management: A Field Manual and Glossary of Operations Management terms and Concepts*. FT Press.
- Hogan, M. (2016). Employee feedback stats that you need to see. Retrieved from <https://business.linkedin.com/talent-solutions/blog/trends-and-research/2016/5Employee-Feedback-Stats-That-You-Need-to-See>
- IBM Global Business Services. (2007). *Innovating by simplifying: Seven ways to make things better*. Retrieved from <https://www-935.ibm.com/services/us/gbs/bus/pdf/g510-7854-00.pdf>
- Idris, A.N.(2017). *Malaysia Labor Productivity Growth Unsatisfactory*.The Edge Communications Sdn. Bhd. Retrieved from <http://www.theedgemarkets.com/article/msia-labour-productivity-growthunsatisfactory>
- Joo, B.K.B., Jeung, C.W., & Yoon, H.J. (2010). Investigating the influences of core self-evaluations, job autonomy, and intrinsic motivation on in-role job performance. *Human Resource Development Quarterly*, 21(4), 353-371.
- Jorgensen, M., Davis, K, Kotowski, S., Aedla, P. & Dunning, K. (2005). Characteristics of job rotation in the Midwest US manufacturing sector. *Ergonomics*, 48(15), 1721-1733.
- Lai C. Y. (2018). An analysis on the relationship between job satisfaction and work performance among academic staff in Malaysian private universities. *Journal of Arts & Social Sciences*, 1 (2), 64 - 73.
- Leach, D.J., Wall, T.D., Rogelberg, S.G., & Jackson, P.R. (2005). Team Autonomy, Performance, and Member Job Strain: Uncovering the Teamwork. *KSA Link*.
- Masrek, M. N. (2013). Exploring the relationship between job design and knowledge productivity: a conceptual framework in the context of Malaysian administrative and diplomatic officers. *Journal of Organizational Knowledge and Management*, 1-8.
- Maymon, Y. K. & Reizer, A. (2017). Supervisors' autonomy support as a predictor of job performance trajectories. *Applied Psychology: An International Review*.
- Morgeson, F. P., & Humphrey, S. E. (2006). The Work Design Questionnaire (WDQ): Developing and validating a comprehensive measure for assessing job design and the nature of work. *Journal of Applied Psychology*, 91(6), 1321–1339. <https://doi.org/10.1037/0021-9010.91.6.1321>
- Onimole, O.S. (2015). Work design, and job satisfaction. *International Journal of Humanities and Social Science*. 5 (10) 202-207.
- Oparanma, A.O., & Nwaeke, L.I. (2015). Impact of job rotation on organizational performance. *British Journal of Economics, Management and Trade*, 7(3), 183-187.
- Ortega, J. (2001). Job rotation as a learning mechanism. *Management of Science*. 47(10), 1361-1370.
- Ost, B. & Schiman, J. C. (2017). Workload and teacher effort. *Economics of Education Review*.
- Pallant, J. (2016). *SPSS Survival Manual 6<sup>th</sup> Edition: A step by step guide to data analysis using IBM SPSS*. New York, US: McGraw Hill Education

- Parker, S.K. (2014). Beyond motivation: job and work design for development, health, ambidexterity, and more. *The Annual Review of Psychology*, 65, 661-691.
- Parker, S.K. (2015). *Wiley Encyclopaedia of Management*.  
<https://doi.org/10.1002/9781118785317.weom0500445>
- Raza, M.A. & Nawaz, M.M. (2011). Impact of job enlargement on employees' job satisfaction, motivation, and organizational commitment: evidence from the public sector of Pakistan. *International Journal of Business and Social Science*. 2(18), 268-273.
- Reid, R. D., & Sanders, N. R. (2010). *Operations management: An integrated approach*. In 4<sup>th</sup> Edition. Asia: Wiley.
- Richardson, A., Douglas, M., Shuttler, R. & Hagland, M.R. (2003). Critical Care Staff Rotation: Outcomes of a Survey and Pilot Study. *Nursing in Critical Care*. 8(2).
- Robiolo, G., & Grane, D. (2014). Do Agile Methods Increase Productivity and Quality? *American Journal of Software Engineering and Applications*, 3(1), 1-11.
- Rojas, E. (2017). The advantages and disadvantages of specialization in employees. Bizfluent. Retrieved from <https://bizfluent.com/info-12071907-advantagesdisadvantages-specialization-employees.html>.
- Saleem, S., Shaheen, W.A. & Saleem, R. (2012). The impact of job enrichment and job enlargement on employee satisfaction keeping employee performance as intervening variable: A Correlational Study from Pakistan and Kuwait. *Journal of Production Research*, 26(2), 267-281.
- Sani, A. (2013). Role of procedural justice, organizational commitment, and job satisfaction on job performance: the mediating effects of organizational citizenship behaviour. *International Journal of Business and Management*. 8(15). 57-67.
- Santos, R. E. S., Silva, F. Q. B., Magalhaes, C. V. C., & Monteiro, C. V. F. (2016). Building a theory of job rotation in software engineering from an instrumental case study. *International Conference on Software Engineering*, 971-981.
- Sawhney, R. (2013). Implementing labor flexibility: a missing link between acquired labor flexibility and plant performance. *Journal of Operations Management*, 31, 98-108.
- Selden, S., Schimmoeller, L., & Thompson, R. (2013). The influence of high performance work systems on voluntary turnover of new hires in US State Governments. *Personnel Review*, 42(3), 300-323.
- Sonnentag, S., Volmer, J., & Spsychala, A. (2010). Job Performance. *The SAGE Handbook of Organizational Behavior*, 1, 427-447.
- The Star Online. (2018). Malaysia's Labor Productivity Up 3.6%. Retrieved from <https://www.thestar.com.my/business/business-news/2018/02/23/malaysias-2017labour-productivity-up-36/>
- Vozza, S. (2017). Why employees at Apple and Google are more productive. *Fast Company*. Retrieved from <https://www.fastcompany.com/3068771/howemployees-at-apple-and-google-are-more-productive>
- Wan, H. C., Downey, L. A. & Stough, C. (2014). Understanding non-work presenteeism: Relationships between emotional intelligence, boredom, procrastination, and job stress. *Personal and Individual Differences*, 65, 86-90.
- Yperen, N.W.V., Wortler, B., & Jonge, K.M.M.D. (2016). Workers' intrinsic work motivation when job demands are high: the role of need for autonomy and perceived opportunity for blended working. *Computers in Human Behavior*, 60(2016), 179-184.
- Zainudin, Muhamad Izzuddin; Rashid, Muhammad Shawal Abdul; Murugeesan, Yokananthini; Che Zainal, Che Nur Amalina S. & Malek, Safrena Noreen Abd. (2019). Islamic working environment, organizational commitment and employees's job satisfaction and performance in Malaysia service industry: a conceptual paper. *Global Business & Management Research. Special Issue*, 11 (1,) 436-445.