



## **Role of Job Designs in Determining Employees' Work Motivation in Banking Sector of Multan City, Pakistan**

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ARTICLE DETAILS	ABSTRACT
<p><b>History</b>  <i>Revised format: February 2019</i>  <i>Available Online: March 2019</i></p>	<p>This article presents theoretical and empirical underpinnings between job designs and employees' work motivation in banking sector of Multan city, Pakistan. The study adopted a cross-sectional survey research design in which 362 employees participated through simple random sampling technique. The findings of the study revealed that female employees are more motivated towards their jobs than male employees. Moreover, job characteristics and job rotation are high among senior bank employees having experience greater than 12 years. The study concluded that job enrichment is the highest influential factor in determining employees work motivation while quality of work life is negatively influencing their enthusiasm level towards job. In the wake of new technological transformations, academic insight into the current work would further guide the policy makers for designing the jobs for banking sector through decentralization of managerial powers, changing in accordance with the global trends, as well as applying autonomous, mastery oriented and purposely directed policies.</p>
<p><b>Keywords</b>  <i>Employee, Work Motivation; Job Designs, Job Characteristics, Job Enrichment, Job Rotation, Quality of Work Life.</i></p>	
<p><b>JEL Classification</b>            I24, J54, J28</p>	

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### **1. Introduction**

Job Designs (JDs) is theoretically defined as managerial determination to create and streamline different aspects of job substantially. Accordingly, jobs are mainly premeditated to identify the needs of employees and exterminate various obstacles that exasperate these needs (Ivancevich et al., 1990). These designs play an imperative role in increasing the organizational productivity through employees' engagement, reassurance and involvement in job activities (Cox, 1994; Morgeson & Campion, 2003). When jobs are designed in an adequate way, then employees become more motivated and passionate towards organizational progress. Moreover, they become determined towards an eventual goal of customer care services (Bates, 2004). For that reason, JDs can synchronize the organizational activities through employees' involvement in their designed tasks (Zareen & Razzaq, 2013).

In 1900, JDs was introduced as an empirical construct in scientific management approach affecting Employees' Work Motivation (EWM) for organizational progress (Oldham & Hackman, 2010) which was further used as a debate for employees' retention, their turnover rate and job resilience through differential motivational levels in their respective jobs. Over the past decade, human resource researches have mentioned that organizations should centered their JDs solely on Job Characteristics (JC) (Rich et al., 2010) but now Job Enrichment (JE), Job Rotation (JR) and Quality of Work Life (QWL) are also added as the major dimensions of JDs (Parker & Wall, 1998; Robbins, 2001).

According to the research conducted by Taylor (1911), jobs must be designed according to the abilities, gender segregation and working experience of the employees (also see Parker & Wall, 1998). Therefore, management is responsible for facilitating the employees in accordance with their allocated works (Morgeson & Campion, 2003; Parker et al., 2001). In view of that, two major theoretical frameworks conceptualize the dynamics of this issue. One is Herzberg's two-factor theory (1974a) which focuses on nature of JDs and its role in maximizing the work output. The second approach is Hackman & Oldham's JC theory (1976) which concentrates on the nature, dimensions and content of JC within an organization. In connection with these theoretical frameworks, Griffin (1991) worked on EWM in banking sector. This study was based on boredom as a major factor for demotivating bank employees as they do the same kind of jobs such as cashiers, depositors and loan payment procedures. Afterwards, Ugboro (2006) conducted a research on JDs that was the leading factor for organizational performance such as innovative action taking in jobs.

In recent past, the differential aspects of Management Sciences illustrates a deep concern in investigating the dyad constructs of JDs and EWM in banking sector (Rich et al. 2010). In light of these theoretical gaps (Campion, 1988; Cheng, 1995; Deepro, 1994; Zareen & Razzaq, 2013), the present study is targeted towards investigating the differential dynamics of JDs affecting EWM in banking sector. Although the context of Pakistan is facing acute dearth of empirical facts about the present phenomenon (Ali & Rehman, 2014), but the recent study deliberated that the greatest challenge in banking sector of Pakistan is to provide quality of services provision to the customers due to demotivated employees. The major reason behind this demotivation is inadequate fulfillment of job needs which ultimately rendered customer care services (Khan et al., 2010). Unfolding this fact, the vicinity of Multan city is considered to be less developed but still there is mushroom growth of banks in urban areas. Therefore, the present study focused its nexus on interrogating the relationship between JDs and EWM in banking sector of Multan city, Pakistan.

## **2. Theoretical Framework**

### **2.1 Herzberg's Two Factor Model**

The theoretical underpinnings of Herzberg two-factor model were centered on two types of factors i.e. external/hygiene and internal/motivators for determining EWM in their organizational job. These abstract notions indicated that hygiene factors are external to the work activities and does not fluctuate EWM to larger extent. These factors included working conditions in an organization, salary payments to employees, management tasks and various organizational policies. Conversely, intrinsic factors/motivators can play an imperative role in fluctuating employees' motivation in their job activities (Herzberg, 1974b). These factors comprise of recognition in job designation, personal growth and internal satisfaction of employees. In accordance, Herzberg (1966) believed that hygiene factors causes' dissatisfaction among employees which can be eliminated by providing them better pay scale, ensuring employee job security and create positive working conditions in an organization. Conversely, motivators create job satisfaction among the employees through achievement, recognition, challenging work activities, sense of responsibility and involvement in decision making (Herzberg, 1979; 1987). Pertaining to this context, jobs should be designed by incorporating the major organizational perspectives such as JE, JR, JC and QWL as prerequisites for JDs (Herzberg, 1965; 1974a).

### **2.2 Job Characteristics Theory**

The theory was put forwarded by Heckman & Oldham (1976) to find out the worthwhile strategies for redesigning the organizational jobs. The major assumptions of the theory focused on JC which lead towards positive working conditions and EWM. According to the assumptions of Oldham et al. (1976), there are varied dimensions of JC such as variety in skills of employees, significance in task accomplishment, autonomy as well as feedback. The hypothetical postulates of this theory set forth the idea of intrinsic motivation to be linked with defining the psychological states and EWM in their job. Moreover, appropriate JDs must be internally motivated, satisfied with personal growth opportunities and have lower turnover rate. The narrated psychological states further included

adequate work assigned in an organization, responsibility of JDs as well as knowledge about work activities of the employees. These implications of JDs are imperative as they determineworth, value, applicability and relevance of works assigned to the employees(Loher et al. 1985; Zhang & Von Dran, 2000).

**Table 1: Dimensions of JC in JDs and their Description**

Dimensions of JC	Description of JDs
Skill variety	Extent to which job provides basic skill variety among employees. It involves the skills and talents of employees. Employees use cross functional tasks in any organization.
Task identity	Job requirements in relation to different tasks can identify the abilities of employees. The assigned job work must be identifiable with visible outcomes for organizational progress. The employees own the tasks and select it by themselves.
Task significance	There is a clear link betweenemployee's relations and their differential task components. This variable shows the relationship between related tasks and accomplished tasks of the employees.
Autonomy	Autonomy refers to the freedom, liberty and independence provided to the employees in planning and implementing the organizational tasks. Employees are empowered and respected in which the hierarchies are flexible.
Feedback	Feedback involves direct and clear information about job and work activities. This dimension is related withemployees performance in job.

Source: (Hackman & Oldham, 1976)

### 2.3 Theoretical Application in the Current Study

According to the work of Draft & Marcic (2010), previous empirical literature and theoretical evidences of Herzberg two factor model is inadequate to cover all the aspects of EWM in an organization. In this regard, job characteristic theory must be fitted together for investigating EWM in an organization. Still then, previous literature in the global context (Griffin, 1991; Gunasekara & Kulathunga, 2011; Khan et al. 2010; Wrzesniewski& Dutton, 2001) argued that there is an acute dearth of literature on this present topic which demands the new empirical evidences.

Contextually, Pakistan is also lacking the appropriate empirical facts on the stated study issue but still there are few studies in the Asian context. For example, a study conducted by Teck-Hong & Waheed (2011) addressed the effects of motivators on employees' work performance. In this study, the working conditions in an organization were the considerable variables that could increase EWM in an organization. Moreover, the study conducted by Gunasekara & Kulathunga (2011) in private banking sector of Sri Lanka depicted the level of motivation with JDs. Given the acute dearth of literature on the present phenomenon in Pakistan, there is an eventual need to embark on more research addressing the motivation of employees in banking sector (Khan et al. 2010).

Based on these theoretical assumptions, the discussed variables are centered on motivational approach which depicted the autonomous decision making and differential professional skills among the bank employees. These job spheres make meaningful and task oriented approaches for personal growth of employees (Draft & Marcic, 2010). Relating this, the dimensions of predictor variable i.e. JDs (JE, JR, JC and QWL) along with description are described below;

**Table 2: Operationalized Descriptions of JDs**

Approaches of JDs	Description of JDs approaches
JE	This technique entails variety in work assigned to employees according to their designation. It includes knowledge, talents, skills, working commitment, dedication to organization and working experience. The operationalization of this variable included greater autonomy, higher level of knowledge acquisition, variety in work performance and opportunities of personal growth.

JR	This technique entails the rotation of employees' job positions to enhance their skill development. It includes job focus and hard work of the employees in organizational context. The operationalization of this variable included flexibility, variety, novelty, competitiveness and opportunities for active involvement.
JC	The internal factors of job characteristics are technology, performance and organizational environment while the external factors are non-availability of the technology. The major characteristics of this variable included variety of skills, identity and significance of tasks, autonomy and feedback.
QWL	This technique enhances the dignity of workers and changes in organizational culture. It also includes various physical, psychological and economic factors that are mainly targeted towards humanizing the professional work. The operationalization of this variable included the opportunity for active involvement, working conditions, working hours and fair compensation (in the form of rewards).

Source: Draft & Marcic (2010)

### 3. Methods and Materials

#### 3.1 Research setting and Sampling procedure

The empirical research was conducted in Multan city which has the central importance in South Punjab, Pakistan. The data were gathered from the employees' working in four leading banks of the study locality, namely Habib Bank Limited (HBL), United Bank Limited (UBL), Faisal Bank Limited (FBL) and Allied Bank Limited (ABL). The type of employees in the said banks included front desk agents, cashiers, guest attendants, account openers, procedural employees and senior bankers. During informal discussions, the bank employees argued that they have low pays as compared to their long working hours therefore they become less motivated towards professional work and more intended towards job turnover. Sequentially, lack of motivation among employees is also responsible for their inadequate customer care services.

For the purpose of data collection, bank management was contacted using a letter indicating the purpose of the study as well as respondents' criterion and permission for data collection. After ensuring the research purpose, the management of each bank was agreed to survey their employees. The respondents were asked to write down a unique alpha-numeric code number at the top of envelope which contains a questionnaire. This code comprises of first alpha letter of the bank name followed by the serial number of letter and then designation of the employee. For example, the first Front Desk Employee (FDE) surveyed from HBL was coded as HBL-01-FDE. The survey was conducted between the time span of 17th March, 2018-5th June, 2018. The respondents were then awarded with a certificate in which their experience was mentioned for participating in the research. This certificate was duly signed by the researchers and manager of the respective bank. Furthermore, the document was given as research ethical reciprocity which further assists the bankers to strengthen their Curriculum Vitae (CV) for promotion.

In the given study, the researchers selected the sample from 4 leading banks in Multan city, Pakistan. Multan city is mainly divided into 4 towns according to Government of the Punjab, Local Government and Rural Development Department. From totality of mentioned towns, 2 were randomly selected as the geographical area has similar socio-cultural dynamics which can be generalized to the other towns. Accordingly, 3 branches from each bank were selected randomly from the sampled towns, giving a sum of 24 branches. From each bank, 6 employees were targeted from these subsequent categories such as front desk agents, cashiers, guest attendants, account openers, procedural employees and senior bankers. These 6 categories of employees were uniformly selected so that each category can be represented by ensuring the heterogeneity of the population. A total of 432 bank employees were sampled out through the above cited sampling procedure. From the distributed questionnaires, 372 were mailed back to the researchers. The mailed questionnaires with the secret code were then compiled from which 4 questionnaires were inadequately filled with blue and red ink spots on the answers (declared as not readable) while 6 were 80 percent blank. Therefore, these questionnaires were excluded and the remaining 362 were used for further data analysis. As the response rate was 83.79 percent so the results of the sample were considered adequate enough to generalize on the population.

### 3.2 Instrument Development

The first page of each questionnaire consisted of assurance letter about the anonymity and confidentiality of employees personal information. Along with this page, consent letter and an alternative opt-out letter was attached that allows the respondents to ensure their participation in the survey. The questionnaire consisted of four parts that contains all the information about the respondents profile, dimensions of JDs and EWM towards job retention. The relational questions were also asked to enhance the respondents understanding about the research instrument. All the questionnaires had the random code number that was followed by bank name i.e. UBL so that number of questionnaires from each bank could easily be identified.

The instrument of the study consisted of three major parts. The first part comprised of demographic profile of the respondents in which the questions related with age, gender, education and working experience of bank employee were asked. The subsequent second part used five-point Likert scale in addressing varied dimensions of JDs i.e. JE, JR, JC, QWL. The last part of the instrument contains EWM which is used as the response variable in this instrument.

The variables used in the scales were subsequently checked for number of items and inter-item consistency for the respective variables. With reference to the instrument, the scales related with JC and QWL has Cronbach's alpha value of 0.671 and 0.687 respectively, which is considered as good values. Moreover, JR ( $\alpha=0.793$ ) and JE ( $\alpha=0.856$ ) have also fairly good values of reliability coefficient. Inversely, EWM (as the response variable) constituted 7 items with Cronbach's alpha value of 0.795 which is considered to be good and reliable.

### 3.3 Statistical Data Analysis

EWM, JC, JE, JR and QWL were assessed using a scale comprised of seven-items, five-items, six-items, five-items and five-items, respectively. These scales were measured on 1-5 response categorizes i.e. strongly disagree, disagree, neutral, agree and strongly agree. SPSS version-23 was used to analyze the relationship of independent variables i.e. JC, JE, JR and QWL with response variable i.e. EWM. The data analysis mainly consisted of three steps. In first step, demographic profile was measured through descriptive statistics i.e. frequency and percentage. In second step, group differences of gender and working experience among study variables were examined using independent sample t-test and one-way Analysis of Variance (ANOVA). The third and final step consisted of testing the hypothesized model by using multiple linear regression modeling i.e. IV: JC, JE, JR, QWL  $\rightarrow$  EWM by means of adapted regression model from Heckman & Oldham (1976) for JDs.

## 4. Results

The demographic characteristics verified that N=195 (53.9%) respondents belonged to the age group of 31-40 years. More than half respondents i.e. N=236 (65.2%) were male employees. The education level divulged that N=160 (44.2%) were graduated in business administration or some other equivalent degree. The working experience of N=128 (35.4%) participants was 1-6 years. The frequency range illustrated that N=81 (22.4%) respondents were senior bankers while N=32 (8.8%) were front desk agents for provision of basic information and customer care guidance (see Table-1).

As per hypothetical framework, the gender difference was demonstrated by using independent sample t-test with Means  $\pm$  Standard Deviation (SD) of all the variables at the significance level of  $p < 0.05$ . The results illustrated that JC, QWL, JE and EWM are higher among female respondents than male employees in which the significant differences does not remain intact. Conversely, JR is more prevalent among male respondents than female employees (Table-4).

The major hypothetical statements also demands the differences in JDs across working experience of employees. For this reason, one-factor ANOVA with multiple comparison tests (least significant difference) was used to analyze the differences in the said variables. In case of JC, there is no significant difference between the said age groups in working experience. Still then, JC are high among the respondents that have more than 12 years experience. With accreditation of the said results, it is verified that QWL is higher among the respondents that have 7-9 years of experience. In addition, JR is significantly high among the respondents that have more than 12 years experience in banking sector. Furthermore, JE was significantly high among the respondents that have 4-6 years experience. Resultantly, EWM was high among the employees who have 4-6 years of experience (Table-3).

Table-6 shows the descriptive statistics i.e. Means and SD along with correlation among predictor variables. The results endorsed that JC was negatively correlated to QWL and JR ( $r=-0.200$  and  $r=-0.125$ ,  $p<0.05$ ) while it divulged the positive correlation with JE ( $r=0.133$ ,  $p<0.05$ ). The extended statistical facts elaborated that QWL was positively correlated to JR ( $r=0.175$ ,  $p<0.01$ ) and negatively correlated with JE ( $r=-0.129$ ,  $p<0.05$ ) while JR was negatively correlated with JE ( $r=-0.045$ ,  $p<0.05$ ).

**Table 3: Demographic Profile of the Sample (n=362)**

Demographic Characteristics	Frequency	Percentage
Age of the Respondents		
1=<20 years	25	6.9
2=21-30 years	107	29.6
3=31-40 years	195	53.9
4=41-50 years	35	9.7
Gender of the Respondents		
1=Female	126	34.8
2=Male	236	65.2
Education of the Respondents		
1=Post graduate in business management/equivalent	139	38.4
2=Graduate in business management/equivalent	160	44.2
3=Other appropriate for banking jobs	63	17.4
Experience of the Respondents		
1=<1 year	23	6.4
2=1-3 years	128	35.4
3=4-6 years	128	35.4
4=7-9 years	96	26.5
5=10-12 years	128	35.4
6=>12 years	115	31.8
Type of Bank Employee		
1=Front desk agents	32	8.8
2=Cashiers	75	20.7
3=Guest attendants	42	11.6
4=Account openers	59	16.3
5=Procedural employees	73	20.2
6=Senior bankers	81	22.4

**Table 4: Mean  $\pm$  standard deviation gender differences by using independent sample t-test (n=362)**

Variables	Female	Male
JC	3.70 $\pm$ .80[a]	3.62 $\pm$ 0.60[a]
QWL	4.41 $\pm$ 0.35[a]	4.37 $\pm$ 0.40[a]
JR	4.06 $\pm$ 0.71[a]	4.09 $\pm$ 0.77[a]
JE	4.05 $\pm$ 0.66[a]	3.88 $\pm$ 0.85[a]
EWM	4.17 $\pm$ 0.42[a]	4.11 $\pm$ 0.58[a]

[a] Lowercase letter represent non-significant difference between female and male respondents ( $P < 0.05$ )

**Table 5: Mean  $\pm$  standard deviation working experience differences by using one-factor ANOVA (n=362)**

Variables	< 1 year	1-3 years	4-6 years	7-9 years	10-12 years	> 12 years
JC	3.47 $\pm$ 0.62a	3.69 $\pm$ 0.70a	3.63 $\pm$ 0.66a	3.65 $\pm$ 0.67a	3.55 $\pm$ 0.76a	4.02 $\pm$ 0.51b
QWL	4.26 $\pm$ 0.42a	4.38 $\pm$ 0.25a,b,c	4.29 $\pm$ 0.53a,b	4.53 $\pm$ 0.36c	4.42 $\pm$ 0.39b,c	4.40 $\pm$ 0.15a,b,c
JR	4.14 $\pm$ 0.64b,c	4.15 $\pm$ 0.53b,c	3.95 $\pm$ 0.78a,b	4.12 $\pm$ 0.78b,c	3.8 $\pm$ 1.05a	4.32 $\pm$ 0.71c
JE	3.89 $\pm$ 0.67b	4.02 $\pm$ 0.84b,c	4.24 $\pm$ 0.76c	3.75 $\pm$ 0.83b	4.2 $\pm$ 0.36c	3.43 $\pm$ 0.95a
EWM	4.09 $\pm$ 0.37b,c	4.30 $\pm$ 0.53d	4.40 $\pm$ 0.37d	3.97 $\pm$ 0.66b	4.24 $\pm$ 0.42c,d	3.66 $\pm$ 0.54a

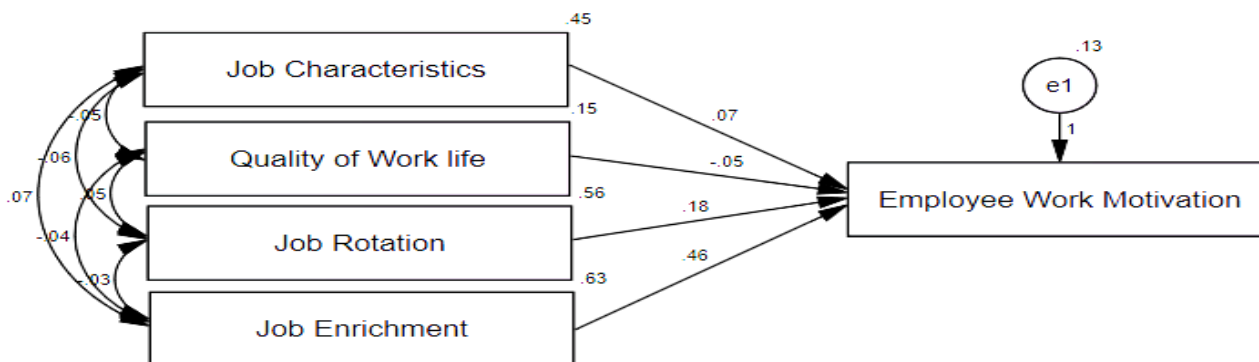
a,b,c,d Different lowercase letters represent significant difference of JC, QWL, JR, JE and EWM among different working experience groups of the bankers ( $p$ -value $<0.05$ ).

**Table 6: Correlation Analysis (n=362)**

Variables	Mean	SD	(1)	(2)	(3)	(4)
JC	3.65	0.67	1			
QWL	4.38	0.38	-0.200**	1		
JR	4.08	0.75	-0.125*	0.175**	1	
JE	3.94	0.80	0.133*	-0.129*	-0.045	1

\*\*Significant (P < 0.01) & \*Significant (P < 0.05)

**Figure 1: Path Estimates Model**



**Table 7: Standardized Regression Weights Analysis(n=362)**

Dependent		Independent	Estimate(β)	SE	t	P	Conclusion
EWM	<---	JC	0.068	0.030	2.282	0.022	Significant
EWM	<---	QWL	-0.049	0.052	-0.939	0.348	Non-significant
EWM	<---	JR	0.179	0.026	6.792	0.000	Significant
EWM	<---	JE	0.456	0.025	18.564	0.000	Significant

Before conducting the multiple linear regression model, the goodness of fit of the model was tested. Overall the model was well fit to the data and predictor variables explain the variation in response variable ( $R^2 = 0.531, F = 101.019, P < 0.01$ ). In this case,  $R^2 = 0.531$  demonstrated 53.1% variance in EWM which is also explained in the predicting variables i.e. JDs. These statistical facts authenticated that with a unit increase in JDs leads towards increasing EWM. The results of standardized regression weights are also illustrated in Table-7 (see Fig-1). The above cited findings in the same table indicates that JC (skill variety, task significance, task identity, autonomy and feedback) have significant and positive impact on EWM towards their job ( $\beta = 0.068, t = 2.282, P < 0.05$ ). Likewise, QWL (i.e. opportunity for active involvement, flexible working hours, working environment, working conditions as well as active and fair compensation) has negative implications on EWM ( $\beta = -0.049, t = -0.939, P > 0.05$ ). In approximation, JR (variety, novelty, competition, effectiveness and flexibility) illustrated significant and positive impact on EWM ( $\beta = 0.179, t = 6.792, P < 0.001$ ). Finally, JE variable (greater variety of work, higher level of knowledge skills, greater autonomy, control over their performance and opportunity for personal growth) has high, significant and positive impact on EWM in banking sector of the study vicinity ( $\beta = 0.456, t = 18.564, P < 0.001$ ). Similarly, it is noticeably evident that JC, JR and JE have significantly positive impact on EWM in banking sector of the discussed locality (see Fig-1).

**5. Discussion**

The concept of JDs has its roots in Social Sciences and Management researches which mainly aimed at increasing the organizational productivity and employees work efficiency through their motivational levels (Kondalkar, 2013; Morgeson & Humphery, 2006). The results of the present study were consistent with the previous findings of Garg & Rastogi (2006) who mentioned that JDs are very important as they motivated the employees for meaningful productive activities. Contrariwise, ambitionless and disorganized jobs can only be attributed as "arbitrary group of activities" (Campion, 1988). In compliance with the present research, previous literature also endorsed multidimensional aspects of JDs that results in employee motivation and performance appraisals (Osland et al. 2001).

The results of the present study also put forth variance across EWM in relation with their JDs across the targeted banks. Previous studies endorsed that age groups (Bushra et al. 2011), gender segregation (Bender et al. 2005), education level and working experience (Karatepe & Tekinkus, 2006) put forth differential levels of motivation among employees (Herman et al. 1975; Riordan & Shore, 1997). In terms of gender differences, female employees showed higher motivation level in their jobs in comparison with male employees. These findings are antagonistic with the previous work of Hechanova et al. (2006) which depicts that male employees are more motivated to work in any organization as compared to female employees.

The results of the present study also divulged that JE is the most influential and variance producing factor in fluctuating EWM. Therefore it must be preferably considered while designing a bank job. This major finding is also related with the work of Griffin et al. (2010) who argue that enriched jobs play an imperative role in increasing employees' motivation. The major reason is that employees get acquainted with monetary and promotional incentives. Thus, enrichment move towards employee centered approach because the designed jobs provide a sense of involvement, commitment and motivation which in turn ensures employee higher retention and their lower turnover intent.

Afterwards the findings revealed that JC which was formally considered as the sole dimension of JDs was also considered to be the ultimate predictor for determining EWM. In compliance with this finding, Kreitner et al. (2002) have argued that JC such as variety attributed to employees skills, work identity, relevance of tasks assigned to them, as well as autonomy provision and feedback from senior staff can increase EWM in their organization. In approximation, the findings from simple linear regression and hierarchical linear regression show that JR has the significant relationship with EWM. In compliance with this finding, the research work of McShane & Von Glinow (2015) argued that JR can increase EWM through several ways such as multitasking, transfer to other branches and new recruitment on differential positions in banks. This dimension is used for redesigning jobs as the employees feel less boredom and more motivated towards their job.

On the contrary to previous studies, the present findings show that QWL (i.e. opportunity for active involvement, flexible working hours, working environment, working conditions as well as active and fair compensation) has negative implications on EWM. The empirical work conducted by Ivancevich et al. (1990) and Igarria et al. (1994) endorsed that QWL directly influences employees trust, involvement and problem solving which in turn affects their commitment towards organizational progress.

## 6. Conclusion

In conclusion, JDs is the major nexus that motivates the employees in banking sector of Multan city, Pakistan. Motivated employees are more beneficial towards the development of an organization than non-motivated employees. Moreover, high retention rate, lower turnover intent and job sustainability are the major aftermaths of employees motivational behaviour in their respective job positions. The concluding remarks about gender segregation explicate that rotating a job becomes more prevalent and facilitated among male employees but still, female employees are more motivated towards their jobs in comparison to their male counterparts due to their autonomous, task oriented and professional behaviour. In addition, bank employees who are more experienced i.e. >12 years have more skill variety, task significance, autonomy, professional effectiveness, competition and flexibility to rotate their job while less experienced bank employees have more enriched behaviour in their job. Although JC, JE and JR as the major JDs have the significant, linear and positive relationship with EWM but the highest influential and variance producing predictor is JE. Contrariwise, QWL negatively affects EWM as the wage compensations and fluctuation in working hours does not affect employees motivational states.

Although the researchers keenly focused on differential dimensions of employee motivation through varied JDs but still there are some limitations of the study. In view of that, the present research only focuses on Herzberg's two factor model and job characteristics theory to depict employees' motivation in banking sector. In this context, future researches should incorporate leadership styles, feedback approaches from customers and relationship with higher managerial staff that have domineering effect on employee motivation for their personal development and organizational sustainability. Another limitation is the usage of quantitative research method using a cross sectional design for data collection but the future researches must incorporate triangulation. Lastly, the sample size, public-private sector divide in banking organization, and rural-urban division in specified locales creates the issues of generalization which should be addressed in the future researches.



On the basis of this research study, the following recommendations are haul outwhich can improve the motivation of employees in banking sector of the said locale.

1. Bank employees should be recognized for their extra efforts, efficient job activities, financial incentives and job promotions through decentralization of managerial powers.
2. To retain the enthusiasm of employees in their work activities, there must be variety in job positions and transfers. In this manner, the employees get more acquaintance which compelled them in their assigned tasks.
3. When the customers are provided with speedy and qualitative services then they will retain their accounts in banks. Ultimately, banks will be more facilitated with money and employees get extra socio-economic benefits.
4. JDs must be changed according to the changing global trends in banks. In this way, employees becomes trained, invigorated and expedited accordingly.
5. Banking sector must ensure self-directed behavior (autonomous), overcoming challenges (mastery oriented) and targeted towards larger organizational goals (purpose directed) among employees to motivate and retain them in their dispensed jobs.

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