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# JOB DESIGN TECHNIQUES AND EMPLOYEE PERFORMANCE: AN INVESTIGATION ON THE MANAGEMENT SERVICE EMPLOYEES OF THE DIVISIONAL SECRETARIAT IN AMPARA DISTRICT, SRI LANKA

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***Abstract***

*This research aimed to explore the relationship between job design techniques and employee performance among management service officers working in divisional secretariats in the Ampara district of Sri Lanka. A sample of 217 was drawn from the twenty Divisional Secretariats in the Ampara District. This study used the survey method. A standardized job design questionnaire (Munyiri, 2018) A self-administered questionnaire was distributed among the respondents to collect the data using a random sampling method. The data that was gathered was presented in graphs and tables to explain the pattern of responses. The popular statistical SPSS version 26 package was used to analyze the data. Results obtained from descriptive; correlations and regression analyses were used for interpretations. This study has shown that job rotation, job enlargement, job enrichment, and job simplification have an impact on employee performance. The results showed that there is a strong positive correlation (r= 0.803), (r= 0.809), (r= 0.854) between job rotation, job enrichment, and job simplification with employee performance, respectively. Also, the results showed that there is a negative correlation (r= -0.499), between job enlargement and employees' performance. This research has shown that the management service officers who work in the divisional secretariats in Ampara District are aware that their job design and job design techniques impact their performance. This finding will be useful for employees in choosing the most appropriate job design techniques to increase the level of employee performance. This study reveals that job design techniques are important for management service officers to increase performance, which increases the efficiency of service for the public sector.*

***Keywords****: Job design techniques; Employee performance; Management service officers; Divisional secretariat.*

## Introduction

The notion of performance has become of central importance in the perception of the activities and understanding of the world. Not surprising that organizational performance touches on every aspect of business. Any review of the management literature would confirm this. Despite such an intense interest in the idea, and although performance has been raised to become the ultimate life-or-death criterion of business success, what business means by organizational performance remains unclear and confusing (Houldsworth & Jirasinghe, 2007). Employee performance is the core of any business activity and there is still research going on to equalize the fluctuations in employee performance. Nowadays, the phenomenon of increased competition between firms and their need to respond effectively to rapidly changing operational conditions, as well as to personnel requirements, has escalated the necessity to identify employee performance in order to increase the performance for the sustenance of the organization in the market

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for a long time. Human capital is the most vital input that assembles the other inputs for an outstanding output, their performance.

Job design is the creation of jobs that individuals in the organization have to perform. An organizational unit of work is a job that is composed of three main components, i.e. tasks, duties, and responsibilities. Thus, job design can be defined as the function of arranging tasks, duties, and responsibilities into an organizational unit of work to accomplish the primary goal and objectives of the organization (Opatha, 2009). The first part of the process of performance planning is the definition of job roles and responsibilities, which are directly related to designing the job.

Effective job design is crucial for optimizing performance. A thoughtfully structured job enhances employee engagement and satisfaction, leading them to invest their full efforts into their tasks (Zareen, Razzaq, & Mujitaba, 2013). This demonstrates a strong connection between job design and employee performance.

Numerous studies have examined the connection between job design techniques and employee performance, consistently finding a strong positive correlation between the two. Although job design is not a new idea—it was first introduced by Fredrick Taylor in the early 20th century and further explored by his successors—its importance has often been overlooked by managers. This neglect has resulted in reduced productivity for many organizations, causing opportunity costs and output levels below their potential. It is believed that a significant number of employees today are dissatisfied with their job design or are not assigned tasks that motivate and inspire them. A well-designed job fosters employee engagement in work activities, which predicts individual performance, departmental efficiency, and overall organizational success (Bates, 2004), as cited in (Zareen, Razzaq, & Mujitaba, 2013).

This study aims to highlight the importance of applying effective job design techniques to enhance employee performance, with a specific focus on job rotation, job enlargement, job enrichment, and job simplification. It explores how employees' perceptions of these job design techniques impact their engagement and performance, particularly focusing on Management Service Officers (MSOs) in divisional secretariats. By assessing the suitability and application of these techniques for MSOs, the study seeks to determine how they might be effectively implemented to boost performance levels. Additionally, recommendations and suggestions regarding job descriptions and job specifications will be discussed with MSOs in the Ampara divisional secretariat.

This research examines the role of job design techniques on employee performance in the divisional secretariat in the Ampara District. It is developed to enhance the understanding of the full context of employee performance by exploring the connection between job design techniques and employee performance, and the impact of job design techniques in the above-mentioned area of study. Taken together, this research establishes the importance of job design techniques on employee and organizational performance.

**Literature Review**

Job design strategies have been developed to tap into employees' motivational needs, focusing on boosting intrinsic motivation by diversifying tasks. Techniques such as job rotation, job enlargement, and job enrichment have evolved to enhance intrinsic motivation, with job enrichment—often referred to as vertical job enrichment—increasing responsibilities within the work setting. Several researchers have debated the effects of these job design approaches (including job rotation, enlargement, enrichment, and simplification) on employee performance, highlighting both positive and negative outcomes.

Job design incorporates several techniques, including job enlargement, job rotation, job simplification, and job enrichment (Munyiri, 2018). As part of the job design technique, job enlargement focuses on enhancing employee motivation by assigning more tasks to add variety and combining multiple tasks to extend the work cycle. This is also known as horizontal job enlargement, where different types of tasks are assigned to reduce monotony and boredom. Job rotation involves regularly shifting employees between different tasks at set intervals. Job enrichment increases the level of responsibility given to employees, such as allowing them to make decisions related to scheduling and task allocation (Onyango, 2019). Job simplification breaks down a larger task into smaller parts, with a group of workers handling each part.

*Employee Performance*

Employee performance is the core of any business activity and there is still research going on to equalize the fluctuations in employee performance. The job should be designed in such a way that it enables employees to have control over the aspects of their work. This enhances job satisfaction, harnesses the potential of the workers more effectively, and hence improves employee performance (Koech, Chepkilot & Waiganjo, 2020). To some people, performance is just a process of accomplishing a particular task specified by a set standard. To others, it is the product or result of the activities of an organization (Salifu, Mantey & Warlanyo, 2021).

Employee involvement and performance improve when job design aligns with their psychological needs and perceptions. A well-structured job can boost employee engagement, making them enjoy their tasks and apply their cognitive, emotional, and physical energies to meet objectives. These motivated and engaged behaviors lead to better employee performance and increased organizational productivity. Conversely, if employees are dissatisfied with their job design, they may feel drained and unmotivated, working only out of obligation. Frustrated employees tend to underperform, focusing on unproductive matters rather than their tasks. This issue is commonly observed in many public sector organizations (Zareen, Razzaq & Mujitaba, 2013).

*Job Rotation and Employee Performance*

From the study made by Huang (1999), there is evidence that employees of large companies in Taiwan think highly of job rotation. Hence, the practice of job rotation was associated with higher job satisfaction and higher training evaluation by the employees. By contrast, from a learning perspective, firms with more levels have a greater need to train and select the right employees and should therefore use more rotation (Ortega & Eriksson, 2006). The transfer of employees increases employees' efficiency and positively impacts employees' performance (Munyiri, 2018). Transfer of employees from a branch and a department increases employees' efficiency and positively impacts employees' performance (Munyaneza, 2022). The findings of the study of Iberahim, Shamsul, and Aminuddin (2020), conclude that job rotation positively affected job performance. Job rotation provides networking as they team up with more people within the departments.

*Job Enlargement and Employee Performance*

As the name suggests, horizontal job enlargement refers to the horizontal expansion of jobs so that they include a great number and range of activities. Typically, it involves combining two or more different simplified jobs to lengthen the work cycle and increase the variety (Parker & Wall, 1998). The British National Institute of Industrial Psychology played a large role in developing this concept in the 1930s when job enlargement offered a solution for a company producing wireless sets that was experiencing problems due to repetitive work (Harding, 1931).

Njeri and Mary's (2020) study revealed that job enlargement has a statistically significant impact on employee satisfaction within manufacturing firms in Nairobi's City-

County. The findings indicated a strong positive correlation between job enlargement and employee satisfaction. Consequently, the study concludes that enhancing job enlargement by one unit would lead to an increase in employee satisfaction in these manufacturing firms.

Several studies were conducted that suggested the positive effects of horizontal job enlargement for workers (e.g., Davis & Canter, 1956; Guest, 1957; Walker & Guest, 1952). However, these studies frequently suffered from conceptual and methodological problems (Aldag & Brief, 1979), and not all studies report such positive effects (e.g., Nadler, 1963). One of the limitations of this type of redesign is that, whilst it may be particularly appropriate for reducing physical strain, its effects on motivation are always likely to be limited because it does not address the vertical specialization of jobs (Parker, 1994).

*Job Enrichment and Employee Performance*

Job enrichment involves expanding the depth of a job, supposedly allowing for more responsibility, accountability, independence, and participation in decision-making (Achieng, Ochieng, & Owuor, 2014). It is the vertical growth of a job by evaluating and planning responsibilities. job enrichment strategies typically focus on expanding employees' tasks, autonomy, and decision-making authority. Key elements of job enrichment may include offering employee opportunities to handle a broader range of tasks, encouraging skill development and training, empowering them to make decisions that affect their work, and providing feedback on their performance (Dibua, Nzewi & Onyegbuna, 2023).

The study made by Munyiri (2018) recommended that job enrichment should be executed with caution as it might result in increased hazards in the workplace, thus leading to reduced employee performance. The study made by Iberahim, Shamsul, and Aminuddin (2020) finds that job enrichment was not significant. These practices play a less critical role in achieving high job performance in the Support Cluster.

*Job Simplification and Employee Performance*

Work simplification is a tool for cost reduction and finding a better way to make the best use of existing tools, equipment, and human energy. A key concept of Taylorism is that of job simplification, or the breaking down of jobs into narrow tasks and the removal of employees' decision-making responsibilities in an attempt to enhance efficiency and control (Sonnentag, 2003).

The study made by Munyiri (2018) established that, to a great extent, there is time saved when a job is broken into relatively simple tasks. The study made by Iberahim, Shamsul, and Aminuddin (2020) finds that job simplification was not significant. These practices play a less critical role in achieving high job performance in the Support Cluster. Also, the study by Njeri and Mary (2020) found that job simplification is statistically significant to employee satisfaction in manufacturing firms in the City-County of Nairobi.

**Methods**

Drawing from the literature review, the researcher formulated a conceptual framework for this study (Figure 1). The model incorporates independent and dependent variables, specifically focusing on job design techniques and employee performance. This framework is intended to illustrate the influence of job rotation, job enlargement, job enrichment, and job simplification on the performance of Management Service Officers in the divisional secretariat, Ampara.

*Conceptual Framework of the Study*

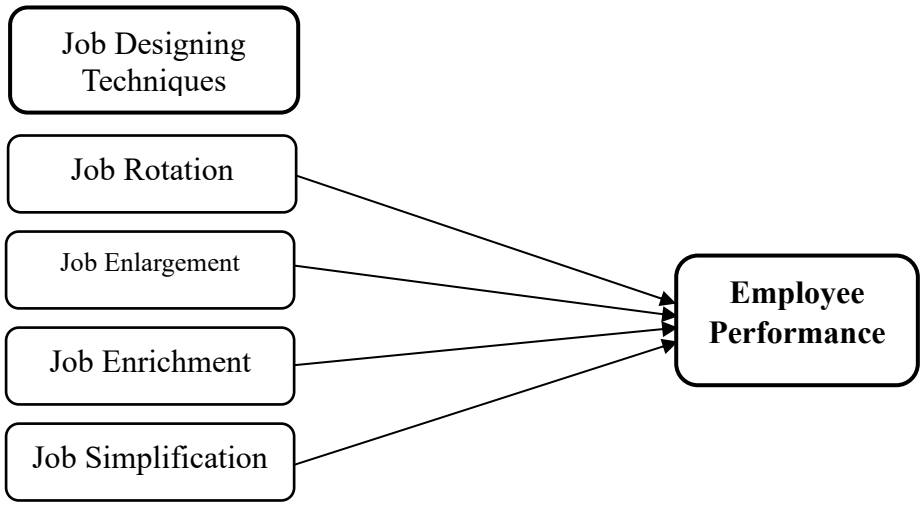


Figure 1: Research Framework

*Hypotheses of the Study*

The substitute hypothesis framed for the study was that there is a positive relationship between job design techniques and employee performance of MSOs in Divisional Secretariat officers in the Ampara district of Sri Lanka.

H1: There is a positive relationship between job rotation and employee performance.
H2: There is a positive relationship between job enlargement and employee performance.
H3: There is a positive relationship between job enrichment and employee performance.
H4: There is a positive relationship between job simplification and employee performance.

***Instrumentation***

The instruments utilized in this study have been meticulously chosen to ensure precision, reliability, and validity in capturing the nuances of the research variables. Primary data will be acquired from the questionnaire some secondary data will be collected from public annual reports, publications, journals and articles.

A standardized job design questionnaire (Munyiri, 2018) It is adapted to align with the specific context and objectives of this study. The adapted questionnaire caters to the nuances of administrative roles within Divisional Secretariats in the Ampara district. In addition to Likert scale questions, the questionnaire includes dichotomous questions to capture binary responses on the impact of job design techniques on employee performance.

SPSS Version 26.0 was used for analysis to test validity, reliability, common method bias, descriptive statistics, correlation, and multiple regression. These analyses were applied to the collected data to ensure comprehensive evaluation and robust conclusions.

***Population and Sampling***

The study aimed at all the Management service officers employed in Divisional Secretariats situated in the Ampara district of Sri Lanka as the population of the study. There are many divisions where management service officer is employed, such as Ampara Kacheri, Divisional Secretariat, Irrigation office, Agriculture office, all officers under provincial district labor registry and much more. This study of doing research lies only among the management service officers in the District Secretariat in the Ampara district.

The population contains 493 workers. The researcher selected to study the population because the population size is relatively large. Thus, the study used the random sampling method in which the entire population was considered for the study. Therefore, the sample size is selected to be 217 based on the

sampling table (Krejcie & Morgan, 1970) around the 20 district secretariats in Ampara District. The post of Management service officer will be covered only in the district secretariats in the Ampara district and not all the posts available in the Ampara Kacheri office.

## Results and Discussion

In this research, 217 self-administered questionnaires were distributed to MSOs in the Ampara district. Out of these, 196 were properly completed and returned within the given timeframe. None of the returned questionnaires were excluded, and all data entries were complete. Consequently, the final sample for analysis included 196 respondents, resulting in a response rate of 90.32%. This rate was deemed sufficient for drawing conclusions.

*Reliability and Validity of Instrument*

According to this study, Cronbach's alpha coefficient of reliability analysis for job rotation, job enlargement, job enrichment, and employee performance are 0.811, 0.752, 0.719, 0.804 and 0.764, respectively. Based on the decision attributes of reliability analysis of (George & Mallery, 2003), a CAC value above 0.70 is considered acceptable, and above 0.80 is considered good. It indicates the alpha values of variables included in this study are quite high. So, this instrument seems to be a fairly reliable measure of evaluating the role of job design techniques in employee performance. Reliability statistics are presented in Table 1.

**Table 1: Reliability analysis**

| Variables | No. of scale items | Cronbach's Alpha value |
|---|---|---|
| Job rotation | 5 | 0.811 |
| Job enlargement | 5 | 0.752 |
| Job enrichment | 5 | 0.719 |
| Job simplification | 5 | 0.804 |
| Employee performance | 3 | 0.764 |

The validity of the instrument used in the study to measure job design techniques and employee performance is assessed by using content validity and construct validity. Both forms of validity are crucial in ensuring the reliability and validity of assessment tools and research instruments. To determine whether all the scales used in this research have construct validity, factor analysis was done on both theories of this study in Table 2.

Study findings stated the KMO value of job design techniques and employee performance are listed above, the limit of 0.5, and the recorded chi-square values resulting from the use of Bartlett's test of sphericity of job design techniques and employee performance are at the significance level of $p<0.000$.

**Table 2: KMO and Bartlett's Test**

| Variables | KMO | Bartlett's Test of Sphericity | | |
|---|---|---|---|---|
| | | Approx. Chi-Square | df | Sig. |
| Job Rotation | 0.771 | 350.256 | 10 | 0.000 |
| Job Enlargement | 0.571 | 422.532 | 10 | 0.000 |
| Job Enrichment | 0.706 | 298.266 | 10 | 0.000 |
| Job Simplification | 0.769 | 335.563 | 10 | 0.000 |
| Employee Performance | 0.682 | 152.268 | 3 | 0.000 |

**Table 3: Descriptive statistics of Job design techniques and Employee Performance**

| Job design techniques | N | Minimum | Maximum | Mean | Std. Deviation |
|---|---|---|---|---|---|
| Job rotation | 196 | 1.80 | 5.00 | 4.2214 | .63613 |
| Job enlargement | 196 | 1.00 | 4.00 | 1.7153 | .53930 |
| Job enrichment | 196 | 1.80 | 5.00 | 4.1112 | .58955 |
| Job simplification | 196 | 1.60 | 5.00 | 4.1612 | .65643 |
| Employee performance | 196 | 1.33 | 5.00 | 4.1344 | .66202 |

*Descriptive Statistics*

The measures of central tendency, such as minimum, maximum, mean, and standard deviation, of each concept of job design techniques were presented in Table 3.

The mean value of job rotation, job enrichment, and job simplification lies in the level of 4.1112-4.2214, which indicates a high level of interest among the respondents, and they perceived that those variables have a significant impact on their performance. The mean value of employee performance is 4.13440, which indicates a high level of response among the respondents. The standard deviation is 0.66202, which indicates that there was a low variation in the levels of response among the respondents.

*Correlation Analysis*

To determine the relationship between Job design techniques and employee performance, a correlation analysis (bivariate, 2-tailed test) was done. Table 5 displays the result of the statistical test of correlation that was performed to determine the relationship between the independent and dependent variables involved in this study.

**Table 5: Correlations Between Job Design techniques and Employee performance**

| Variables | Employee performance | |
|---|---|---|
| Job rotation | Pearson Correlation 'r' Value | 0.803 |
| | Sig. (2-talied) | 0.000 |
| | N | 196 |
| Job enlargement | Pearson Correlation 'r' Value | -0.499 |
| | Sig. (2-talied) | 0.000 |
| | N | 196 |
| Job enrichment | Pearson Correlation 'r' Value | 0.809 |
| | Sig. (2-talied) | 0.000 |
| | N | 196 |
| Job simplification | Pearson Correlation 'r' Value | 0.854 |
| | Sig. (2-talied) | 0.000 |
| | N | 196 |

**. Correlation is significant at the 0.01 level (2-tailed)

The correlation coefficient between job rotation and employee performance is 0.803 which displays that there is a strong positive relationship between job rotation and employee performance, job enlargement and employee performance is -0.499 which displays a negative correlation, the Correlation coefficient between job enrichment and employee performance is 0.809 which displays that there is a strong positive relationship, job simplification and employee performance is 0.854 which also displays strong positive relationship, followed by the significance level 0.000. It specifies a very small value which is smaller than 0.01, and well below the 0.05 cut-off value. It shows that the found relationship is statistically highly significant as the correlation is significant at the 0.01 level (p-value 0.000<0.05).

*Multiple Regression Analysis*

**Table 6: Model Summary of Multiple Linear Regression**

| Model | R | R Square | Adjusted R Square | Std. Error of the Estimate |
|---|---|---|---|---|
| 1 | .893a | .798 | .794 | .30066 |

a. Predictors: (Constant), Job simplification, Job enlargement, Job rotation, Job enrichment.

The model summary is presented in Table 6. In terms of the model summary table, R-squared and adjusted R-squared were found to be 0.798 and 0.794, respectively. The core information from the table above is the adjusted $R^2$ value of 0.794. This shows that nearly 79% of the variation in employee performance can be explained by the model containing job design techniques. This is quite high, so calculations from the regression

equation are fairly reliable. It also means that 21% of the variation is still unexplained; thus, adding other independent variables might improve the fit of the model.

**Table 7: ANOVA**

| Model | | Sum of squares | Df | Mean square | F | sig. |
|---|---|---|---|---|---|---|
| 1 | Regression | 68.196 | 1 | 17.049 | 188.599 | 0.000[b] |
| | Residual | 17.266 | 191 | 0.90 | | |
| | Total | 85.462 | 195 | | | |

a. Dependent Variable: Employee performance

b. Predictors: (Constant), Job simplification, Job enlargement, Job rotation, Job enrichment

Based on the statistics of ANOVA tabularized in Table 7, the value of the sum of squares (SS) regression is 68.196 which refers to the sum of squares clarified by the regression equation, followed by SS residual is 17.266 refers to the variability in the dependent variable (Employee performance) which is left unexplained by the regression equation of the study and SS total is 85.462 respectively with 1, 191, and 195 degrees of freedom.

**Table 8: Coefficients**

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|---|---|---|---|---|---|---|
| | | B | Std. Error | Beta | | |
| 1 | (Constant) | 0.277 | 0.231 | | 1.196 | 0.233 |
| | Job rotation | 0.265 | 0.058 | 0.255 | 4.564 | 0.000 |
| | Job enlargement | -0.092 | 0.046 | -0.075 | -1.985 | 0.049 |
| | Job enrichment | 0.284 | 0.065 | 0.253 | 4.341 | 0.000 |
| | Job simplification | 0.415 | 0.065 | 0.411 | 6.393 | 0.000 |

a. Dependent Variable: Employee performance

According to the above table, unstandardized beta values for constant and job design techniques are listed. The unstandardized regression coefficients of job design techniques in the regression model show the strength/extent of the impact of job design techniques on employee performance of MSO.

It also demonstrates the direction of the relationship. The coefficient is positive, which indicates the direct positive impact of job design techniques (job rotation, job enrichment, job simplification) on employee performance of MSO. The coefficient is negative, which indicates a direct negative impact of job design technique (job enlargement) on employee performance of MSO.

Since t values and $p = 0.000 < 0.05$, it can be inferred that job design techniques are significant predictors of employee performance.

*Hypothesis Testing*

According to the developed conceptual framework in Figure 1, the hypotheses relevant to each construct are given below. The substitute hypothesis framed for the study was that there is a positive relationship between job design techniques and employee performance of MSOs in DS officers in the Ampara district of Sri Lanka. The suitable statistical test, Pearson Correlation level Coefficient, was used to test the alternative hypothesis. The desired significance level was 0.05.

The correlation coefficient (r) is strongly positive, that is, 0.803, 0.809, and 0.854 for job rotation, job enrichment, and job simplification, respectively, at a 0.000 significance level. It shows that there is a strong positive relationship between them. However, the Correlation coefficient (r) is negative for job enlargement, which is -0.499 at a 0.000 significant level. It shows that there is a negative relationship between job enlargement and employee performance. As the significant value (0.000) is much smaller

than the preferred level of Significance (0.05), the found correlation coefficients are statistically significant. Therefore, despite job enlargement as a job design technique, the other three variables supported the hypothesis.

In addition to the structured question in the Likert scale, the following overall evaluation was done regarding each variable.

**Table 9: Hypothesis Tested**

| Hypothesis | r- value | Significant value | Decisions |
|---|---|---|---|
| H1: There is a positive relationship between job rotation and employee performance. | 0.803 | 0.000 | Supported |
| H2: There is a positive relationship between job enlargement and employee performance. | -0.499 | 0.000 | Not Supported |
| H3: There is a positive relationship between job enrichment and employee performance. | 0.809 | 0.000 | Supported |
| H4: There is a positive relationship between job simplification and employee performance. | 0.854 | 0.000 | Supported |

For further confirmation from the dichotomous questions, responded at the rate of the effect on job rotation at 87.8% that job rotation has a positive impact on employee performance, resulting in the responses for the effect of job enlargement with employee performance, 74.5% responses responded to the relationship as negative to employee performance, responses for the effect of job enrichment and job simplification on employee performance, 92.3% and 91.3% responses responded the positive impact on employee performance respectively.

## Conclusion and Recommendation

The major objective of this study was to conduct a practical exploration of the role of job design techniques on employee performance among the MSOs of DS officers in the Ampara district of Sri Lanka. Based on the past literature it was hypothesized that there is a significant relationship between job design techniques and employee performance. The research found support from the literature review of earlier studies for the alternative hypothesis, pointing out strong probable in explaining the difference in job design techniques in terms of employee performance.

### *Job Rotation and Employee Performance*

The primary objective of the study was to examine the relationship between job rotation and the performance of MSOs in the Ampara district. The findings indicated that respondents agreed that transferring employees enhances their efficiency and has a positive influence on their performance. Moving employees between different roles not only broadens their knowledge and learning but also impacts their performance, with respondents affirming that changes in workstations affect their output. Job rotation was found to have a significant impact on employee performance, showing a strong positive correlation of 0.803, with a p-value of 0.000, which is less than 0.05.

### *Job Enlargement and Employee Performance*

The second objective is to investigate the relationship between job enlargement and employee performance. The study findings exhibit that the respondents disagree that to a great degree job enlargement affects employee performance positively, from the study, job enlargement affects the employee's performance negatively as it increases the obligations and responsibilities of the worker, it is concluded that the workload will reduce the performance of the worker and may not be

innovative or efficient unless it reduces the actual work performance of the workers. Nonetheless, job enlargement can also bring negative employee attitudes. Guo et al. (2015) highlighted that if there is an accumulation of the effects of stressful work conditions, it will make employees voluntarily withdraw due to job burnout, especially in the health industry. The consequences of job burnout could be more 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).

The findings of correlation indicated that job enlargement was a significant predictor of employee performance, which is correlated to -0.499 with employee performance, $p=0.000<0.05$, resulting in a negative correlation.

*Job Enrichment and Employee Performance*

The third objective of the study was to explore the link between job enrichment and employee performance among MSOs in the Ampara district. The results revealed that respondents agreed that enhancing work practices plays a crucial role in motivating and challenging employees. Many respondents concurred that improving work practices deepens the scope of the job, allowing employees greater control and the ability to plan their tasks. This development motivates employees by providing opportunities to utilize their skills, ultimately improving both performance and productivity. The correlation analysis showed that job enrichment had a significant impact on employee performance, with a strong positive correlation of 0.809 and a p-value of 0.000, which is less than 0.05.

***Job Simplification and Employee Performance***

The final objective of the study was to evaluate the relationship between job simplification and employee performance among MSOs in the Ampara DS offices. The findings indicated that breaking a job into simpler tasks significantly reduces time, minimizes errors, and lowers training costs, as agreed by the majority of respondents. Correlation analysis revealed that job simplification had a substantial impact on employee performance, with a strong positive correlation of 0.854 and a p-value of 0.000, which is below 0.05.

**Table 10: Most preferred job design technique.**

| Job design techniques | Frequency | Percentage |
|---|---|---|
| Job enlargement | 12 | 6.1 |
| Job enrichment | 11 | 5.6 |
| Job enrichment | 1 | .5 |
| Job rotation | 163 | 83.2 |
| Job simplification | 9 | 4.6 |
| Total | 196 | 100.0 |

The most preferred job design technique for MSO working in the DS office, Ampara, is known to be job rotation, according to the survey.

*Recommendations*

Based on this study's results, the following recommendations can be made to the corresponding organization and relevant parties.

1. Enhance Training Programs: Implement comprehensive training programs for MSOs focused on enhancing their understanding and skills related to job design techniques. This training should include theoretical knowledge as well as practical applications to ensure effective implementation in the workplace.
2. Promote Job Rotation: Encourage the implementation of job rotation programs within DS offices to provide MSOs with opportunities to gain diverse experiences and skills. Develop clear guidelines and procedures for job rotation to ensure its effectiveness and fairness.
3. Cross-Training Opportunities: Facilitate cross-training opportunities for MSOs to

develop a broader skill set and versatility in handling different tasks. Cross-training can enhance job satisfaction, reduce monotony, and increase employee engagement by offering opportunities for continuous learning and growth. This would help job rotation as the employees are capable of performing all the tasks through cross-training.

4. Review Job Enlargement Policies: Evaluate existing job enlargement policies to identify areas for improvement. Consider the feedback from MSOs regarding the negative impact of job enlargement on performance and explore alternative approaches to workload management.
5. Emphasize Job Enrichment: Emphasize the importance of job enrichment practices such as providing challenging tasks and opportunities for skill development. Encourage supervisors to involve MSOs in decision-making processes and provide autonomy in their work.
6. Streamline Job Simplification: Streamline job simplification processes to ensure that tasks are broken down into manageable components without compromising efficiency. Provide adequate support and resources to facilitate the implementation of simplified job tasks.
7. Encourage Feedback Mechanisms: Establish feedback mechanisms to allow MSOs to provide input on job design practices and their impact on performance. Create a culture of open communication where MSOs feel comfortable sharing their experiences and suggestions for improvement.
8. Monitor and Evaluate Implementation: Regularly monitor and evaluate the implementation of job design techniques within DS offices. Collect feedback from MSOs and supervisors to assess the effectiveness of interventions and identify areas for further improvement.
9. Collaborate with Academic Institutions: Collaborate with academic institutions to conduct research and provide training opportunities related to job design and employee performance. Foster partnerships to exchange knowledge and best practices in human resource management.
10. Promote Leadership Development: Invest in leadership development programs for supervisors and managers within DS offices to enhance their ability to effectively implement job design techniques. Provide support and resources to empower leaders to create a conducive work environment.
11. Continued Research: Encourage continued research in the field of job design and employee performance, particularly focusing on different sectors and organizational levels within the public sector. Explore innovative approaches and best practices to further enhance organizational effectiveness and employee engagement.

By implementing these recommendations, DS offices in the Ampara district and similar organizations can optimize job design techniques to improve employee performance and organizational outcomes.

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