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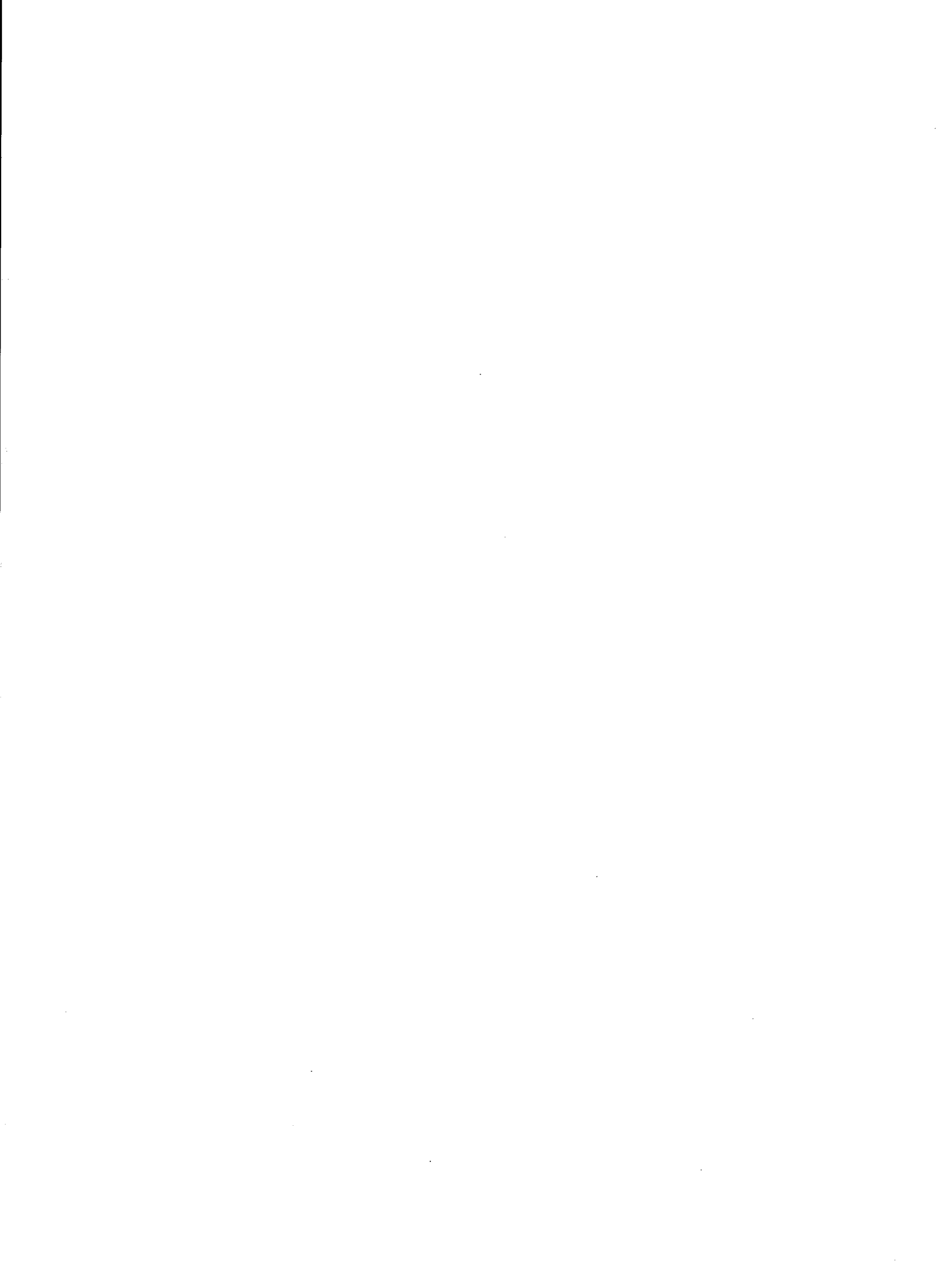## Beirut

THE ROLE OF JOB DECSRIPTION AS A MOTIVATIONAL TOOL

By

GHINA NAHFAWI

June 2000

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AS A MOTIVATIONAL TOOL
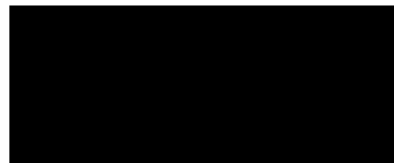
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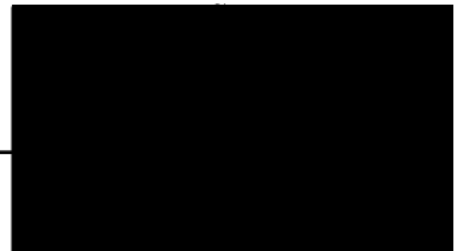
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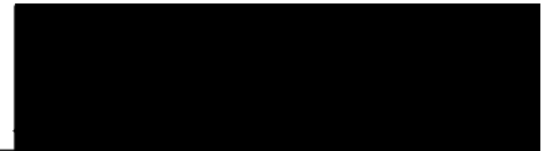
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DEDICATION

To my mother
With all my love

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Abstract

Employees are motivated when they feel engaged and stimulated by their work. They relish the prospect of diagnosing business challenges, evaluating creative approaches that meet those challenges and implementing results-oriented solutions. Keeping up with the pace of business requires strategic thinking and adaptability. Today, employees want rewards that are often very much different from those that earlier generations desired. Money is no longer the prime motivator for most people. Therefore, successful organizations must capture their employees' hearts and minds if they are to attract, motivate, and retain productive employees. Incentives cannot be a compensation for a lack of appreciation and value. Even when given an incentive, an employee who does not feel appreciated will label the employer as a fool and take advantage by taking the money and may even curse the employer behind his or her back. Merit increments do not necessarily increase productivity, but rather may increase alienation. Nor would withholding incentives increase productivity. Withholding incentives will increase alienation of the employee and will mostly likely decrease productivity. But if the employee feels that his or her organization is providing him or her with the necessary knowledge of his or her work, then it won't be difficult for the employer to find an ideal way to motivate that employee. With a job description the employee will work even harder to achieve the objectives of the organization and his or her work being clearly stated. Poor morale could result if the employee feels that the management does not care about his or her input as compared to that described in the job description. In this research, motivation of the employees was discussed and the effect of job description was obviously shown in the different tests, which was done with the sample of people chosen. The results of this research showed also the importance of training and development concerning the effective application and its proper usage for both, the employees and the management. Survival of the fittest today requires much more than the implementation of the employee involvement, developing Job Descriptions is a mean towards that end.

CHAPTER ONE

1.0 - Introduction

An employee who is, for whatever reason, less than satisfied with the job can cost the manager and the business in many ways: low productivity, high turnover, flagging loyalty, and high absenteeism. Unhappiness with working conditions, coworkers, supervisors, or the equipment may all be causes for unrest and reasons why workers might not do their best for the business.

Employee job motivation, morale and productivity are growing concerns for many businesses. Businesses are seeking new and innovative ways to increase their employees' satisfaction with their jobs and overall morale in order to increase their effectiveness and productivity. Motivating employees to do their best each day has become an important responsibility of managers. Also, it is the focus of much recent discussion and debate over the methods that can best be employed to achieve increased job satisfaction and resulting productivity. The simple way to achieve job motivation was surprising to many Lebanese managers. How could JOB DESCRIPTION be the key to job satisfaction?

The reason why most managers still ignore that job description could be one of the possible tools in the productivity of the employees is unjustified and unexplainable. Job description has so many uses of such great

significance that makes one wondering why the Lebanese managers are not giving it any credit.

1.1 - Statement of the Problem

The problem is the lack of understanding on the behalf of the employer as well as employees that job satisfaction, job motivation, and high morale are the basic factors to productivity and business growth. This problem often leads to mismatch management expectations with the performance of the employees. In general, these expectations should be consistent with better consideration to these factors.

Preliminary observations showed that the concept of job description is not clearly understood to enable effective usage. Moreover, most Lebanese managers and employees are ignoring the importance of the subject and the benefits that could be derived from using a well defined properly prepared above-mentioned aspect.

1.2 – Need of the Study

A worker, who is currently receiving a salary of twenty-four thousand dollars per year, however is still not, satisfied with his job. Another worker, who is currently receiving a salary of eighteen thousand dollars per year, but is satisfied with her job. An employee's salary doesn't always convey both job satisfaction and job motivation. Every employee has different needs and goals, which must be met by the employer in order to have a satisfied

employee. Employers also want well-satisfied and motivated employees to have good morale, harmony, and high productivity.

Previous researches showed that salary and perquisites serve as key factors in a fair agreement. Others said that salary and perquisites is not an incentive, rather is a fair agreement that was agreed upon and that one key to job satisfaction is fairness. If the agreement is perceived as unfair, the employee will be dissatisfied with either his or her job, and poor morale in the work place will result. Before any individual makes an agreement the individual wants to know, whether he or she will be treated fairly and whether or not he or she will have a broad enlightenment about the requirements, duties, and benefits of his or her job.

Since every employee has certain needs and goals which must be met in order to be satisfied, and since the knowledge of the requirements of work is another key for the motivation of the employees, we recommend that the employees should be provided with a proper job description designed by the persons responsible because job description is a key to job motivation and job satisfaction.

1.3 – Problem Questions

i – Are there Job Descriptions in Lebanese institutions ?

ii – Are Job Descriptions applied effectively in Lebanese institutions?

iii – Are employees aware of the fact that Job Description forms one of basic keys for Job Motivation?

iv – Who Prepares Job Descriptions in Lebanese institutions ?

1.4 – Statement of the concept to be studied

Job Description is a very powerful weapon in organizing human resources and giving the needed motivation for the old and the new employees. It is of great importance and provides the new employees with guidance, training and short term planning, and also provides the old employees with authority and flexibility. The Lebanese companies don't give the concept of job description the importance deserved because of unawareness of the benefits that could be derived from it especially as being a tool for motivating the whole staff.

1.5 – Statement of the purpose

The main purpose of this study is to acknowledge the effect of job description on motivation.

The awareness of the Lebanese management about the importance of job description should be increased so that the efficiency of the employees would increase. Knowing all what should be done could have a positive effect on the aggregate performance of the companies.

1.6 – Construction of the Research Project

As mentioned earlier, chapter one is concerned with introducing the subject, identifying the problem, showing the need of the study, presenting the concept under consideration, and stating the purpose of this study.

Chapter two will be concerned with reviewing the literature on job description as a motivational tool showing its importance and usage. This chapter includes eight parts.

Chapter three will show the methodology followed during this study, the sources of information, the sample used, in addition to the measurement and the design of the questionnaires.

Chapter four will list and expose the study findings based on the statistical analysis used during this study. This analysis includes descriptive statistics, cross tabulation, bivariate correlation (among the correlation methods), and linear regression. The second method was adopted and studied due to the big number of variables and because the rest of the methods did not give significant results.

Chapter five will summarize the major study findings and will suggest certain recommendations concerning job description as a motivational tool.

CHAPTER TWO

LITERATURE REVIEW

2.0 – The Management's Objectives: An Overview

Although many perceive its objective as disciplined obedience to a management plan, the real purpose of management is motivation of the group to use its energy to achieve objectives.

Motivation is reflected in the attitudes and behavior of staff. Motivated staff exhibit high performance, energy, enthusiasm and effort.

De-motivated staff exhibits apathy, indifference and is uncooperative. We each have needs or motives that we want to fulfill. The role of management is to identify such needs and meet them to motivate staff. So, some people are motivated by money, some by recognition and some by doing a good job. Some other people are motivated by many other factors which managers usually ignore.

Every growth in any organization is always based on the relationship between the person and the job. Consequently, linking the constant improvement of the organization to the continual growth of employees may have surprising results.

(Flippo, 1984, p.7)

Employees often feel that they are frustrated with their work and ask the question: what is happening? Managers also ask the question: why aren't people doing their jobs?

The real issue would be "what does it take to get people to respond or to feel a sense of urgency about the things that are important to achieve?" Managers, unfortunately, are ignoring the answer, which is JOB DESCRIPTION.

Job description is one of the most powerful tools in managing human resources. It has so many uses of such great significance that makes one wondering why the Lebanese companies and firms are not benefiting from it. How could managers take control of events, and how could the personnel function set out the ways needed to manage. If it is to have any value, it must anticipate rather than react; it should develop, and not merely maintain. The role of the manager is to determine in advance a program that will contribute to the goals established for the enterprise. Once a program is established, he will have to design the structure of relationships among jobs and the physical factors, and to make people do their jobs willingly and effectively. After that, he has to make sure that the results achieved are satisfactory and according to the plan; if not, he has to do something about it. *(Miner & Crane, 1995, p.89)*

In fact, the manager has to deal with all the issues that are related to all kinds of employees within the managerial hierarchy. So, it is his responsibility to know the number and kind of employees needed, increase their skills for proper job performance, compensate them for their contribution to organization objectives, reduce the overlapping of interests to a minimum, discuss their problems, and make them feel that the years of employment are rewarded.

The employee is a person after all, that has a character, a personality and values. All these characteristics are essentially subjective. Consequently, people decide on the degree to which their own value standards, aspirations and the aspects of jobs that fall short of their expectation, can cause discontent.

However large or small a company or business is, it is employees at all levels that can make or break it. This holds true not only for the people we hire on a regular basis, but also for temporary and contracted workers. It is as important to research and study the needs, drives, and expectations of people we hire or employ, and aim at responding to and satisfying those, as it is with regard to customers.

(Flippo, 1984, p.5)

In actual fact, considering the role each "employee" plays in a company's success, analyzing and planning an adequate response to employees' motivations deserves first place in the order of business. Before going any further, let us shift our approach from grouping people under the generic category of "employee" to individual human beings and term them as "hired workers" or "working partners". This is what they are. We must acknowledge them as human beings with individual needs, drives, characteristics, personalities, and acknowledge their contribution to the business success. Though each person has specific needs, drives, aspirations, and capabilities, at varying degrees of intensity, people's basic needs are the same.

2.1 - Job Motivation Analysis: Motivation in the Work Place.

Motivation is a basic psychological process. Few would deny that it is the most important focus in the micro approach to organizational behavior. Many people equate the cause of behavior with motivation. Motivation should never be underrated. It is a hypothetical construct that is used to help explain behavior; it should not be equated with behavior. *(Luthans, 1998, p. 140)* Psychologists do not totally agree on how to classify the various human motives, but they would acknowledge that some motives are unlearned and physiologically based. Such motives are variously called *physiological, biological,* or *primary.*

Employee involvement, one of the methods that is becoming more common, is the "team program" or "employee involvement" concept, which is the core of job motivation. *(Banks, 1997, p. 18)*

The theory is that the more involved employees are in their jobs, the more satisfied and productive they will become. Under the "team concept" program, employees work together to establish priorities on how work is to be done. The teams are self-directed, receiving little supervision from management. A team leader - a designated employee - facilitates discussions and decisions then conveys the team's objectives back to management. Many organizations believe team programs are the keys to increasing motivation because they recognize that greater employee involvement and teamwork will translate into increased productivity.

Inherent in the "employee involvement" or "team program" concept is the idea of "employee empowerment." Empowerment means creating a work

environment where employees are given responsibility throughout the organization and are involved in day- to-day decision making on issues that directly affect their jobs. *(Banks, 1997, p. 20)*

The secret of empowerment is a combination of three factors - trust, responsibility and authority. These factors, in turn, form the foundation of the principles upon which employee empowerment is based:

- sharing of information

- creation of autonomy

- building of self-managed work teams to replace hierarchies. *(Graig, 1996, p. 39))*

This combination of empowerment principles leads to a productive, creative environment by giving employees more responsibility and decision-making authority which, correspondingly, results in greater job satisfaction and overall morale.

High-performance workplaces can improve productivity and employee job satisfaction through employee participation programs. These mechanisms ensure that employees are involved in the day-to-day workplace decisions, which affect their employment duties and responsibilities.

Employee involvement shifts significant amounts of information, knowledge and authority down the organizational structure, so that employees at all levels are informed about the overall performance of the organization and can make informed workplace decisions. Access to management information increases mutual trust and commitment to organizational goals, and employees are more inclined than otherwise to channel their power in positive ways. *(Luthans, 1998, p.146)*

Other employee involvement programs include work practices such as information-sharing groups, quality circles, improvement teams, job-enrichment programs and labor-management committees. Employees from each division or job classification make up information-sharing groups for the purpose of sharing information with each other regarding their specific jobs, as well as the overall organization. Employees form quality circles to monitor the quality and productivity of their respective divisions. Improvement teams are responsible for generating new ideas for improving the quality and increasing the productivity of the organization. Job-enrichment programs are designed with employee empowerment in mind. *(Banks, 1997, p.98)* These programs attempt to make jobs more fulfilling and satisfying by providing employees with more decision-making authority and autonomy. Representatives from both labor and management, form labor- management committees in an attempt to resolve problems before they become major conflicts.

Along with productivity gains, employee involvement programs result in improvements in the quality of the work performed, turnover rates, absenteeism, worker satisfaction and so on – factors that are hidden costs to all organizations in the guise of lost productivity, recruiting and training expenses, and low employee morale. *(Banks, 1997, p.98)*

Organizations are also implementing "niceness" programs. These programs consist of innovative ways to motivate people through employee recognition awards and other ways of treating employees with respect and civility. For organizations that embrace this concept, "performance improvement" means

that they have to come up with "nice" programs to motivate their employees such as providing them with thank you gifts as part of a "You Count" program. Since the advent of unions, employees have fought for better working conditions. Thus, there is a historic precedent that people want to be treated nicely. Gone are the days of hostile work environments, which pitted management against labor. The trend is toward making the work environment more pleasant, focusing on family and the value of friendship. Volunteering outside the company, incentive and merit programs inside the company, and simply treating colleagues with respect and civility – that is "niceness." *(Arthur, 1995, p.52)*

There is emerging evidence, which suggests that being good to people in their family life help to increase job satisfaction, morale and the effectiveness and productivity of the workplace. Employers are realizing that the employees they want to keep need to be kept happy. As a result, people are starting to focus on family values as a way to keep employees motivated and, hence, productive. Providing employees' children with educational assistance, for example, is one way to motivate employees.

Successful organizations in the 1990s, including schools, must capture their employees' hearts if they are to succeed and retain satisfied, productive employees. The new Darwinism means that those organizations, which refuse to retreat from their dog-eat-dog mentality, are not going to make it. Survival of the fittest today requires "niceness," and the implementation of employee involvement, incentive and recognition programs are means toward that end.

2.1.1 – Theories in Motivation:

Different theories state different views concerning motivation. These theories in turn try to prove that employees are motivated and affected by several different factors. *(Dr. Ben D. Welch: http://wehner.tamu.edu/mgmt.www/mgmt.105/Ch10.html, 2000)*

i. Classical Theory and Scientific Management

The Classical Theory holds that workers are motivated solely by money while the Scientific Management Theory uses scientific analysis of individual jobs to increase productivity and efficiency.

ii. Behavior Theory

The Hawthorne Studies are used to examine the relationship between changes in the physical environment and work output.

The Hawthorne Effect measures the tendency for productivity to increase when workers believe they are receiving special attention from management.

iii. Contemporary Motivational Theories

The tendency of such theories is to focus more attention on the importance of good human relations in motivating employee performance.

Exhibit 2.1 shows a brief summary of these theories.

2.1.2 – General Keys to job motivation:

Value and appreciation is the key to both job motivation and job satisfaction but they are not the only keys. Even though an agreement between an employer and an employee should be fair, it takes more than an agreement to motivate a worker to come to work and perform. It is quite

common to see an individual who has an excellent salary and benefits, because the job does not motivate his or her needs and goals, even though the individual does not have to work as hard as others do. Some of these individuals will quit their job and take another job with lower salary and worse benefits to motivate them.

There are two correlations between a leader's behavior style and job satisfaction: consideration and structure behavior. A positive relationship between subordinate and leader develops when there is consideration. A negative relationship and decrease in job status occurs with structure behavior. Work motivation is another variable of job satisfaction. Motivation is determined by outcomes on the job (Vroom, 1995, p. 45). The expectancy theory is used to measure work motivation. According to the expectancy theory a person in a work situation perceives two levels of which influence the subordinate's job performance. The first level outcome is the degree to which the job performance is successful as reflected by behaviors that are associated with the job. The second level outcomes are valued rewards that are attainable because of successful job performance. Expectancy determines how much effort an individual decides to exert toward successful job performance. Lastly the Substitutes of Leadership influence the leadership style that motivates and directs followers (Vroom, 1995, p. 49).

2.1.3 - Building morale in a company

Building morale in a company has always been a subject of great interest for most managers. But never before has the workplace been more complex, making the task more challenging than ever. Consider how much

has happened just in the last two decades: a rapid increase in mergers and acquisitions, the ascent of information technology and the focus on "corporate culture," to name just three. Each has had an impact on the job satisfaction and motivational level of today's employees. *(Miner & Crane, 1995, P. 85)*

Several principles have been identified by experts who worked with thousands of companies on staffing and management issues, as well as on research efforts. These principles are critical for fostering strong morale in today's business world. The key points one might consider when implementing one's quest for a motivated and productive workforce are the following: *(Miner & Crane, 1995, P. 92)*

A- Make the Work Engaging and Demanding

Employees are motivated when they feel engaged and stimulated by their work. They relish the prospect of diagnosing business challenges, evaluating creative approaches that meet those challenges and implementing results-oriented solutions. Keeping up with the pace of business requires strategic thinking and adaptability. The growth of the Internet and the globalization of the economy, for example, have recently redefined traditional methods of commerce, forcing employees to grasp new concepts and master new skills. Allowing staff members to play a role in helping the company establish a presence on the Internet or expand into international markets are excellent motivators that will also help them move their business forward. In addition to providing challenging work, companies with highly motivated employees emphasize accountability and are explicit in their demands. In an increasing number of situations, employees themselves are setting

expectations in everything from determining specific job responsibilities to establishing financial objectives. The payoff for positive morale is tremendous: When people are clear about what constitutes success (and can play a role in determining those terms), they more easily build a sense of accomplishment. In contrast, vague goals—regardless of whom issues them—make it impossible to provide a benchmark for success.

B- Build A Leadership Culture

There was a time when leadership was thought to be the province of a small group of executives—or even a single person—issuing orders to the troops. But as the hierarchical structure of business continues to flatten, leadership these days is becoming much more of a shared process. A team orientation is increasingly a permanent fixture in the workplace. In this environment, leadership is everyone's responsibility. That does not mean every employee is a supervisor. But it does mean that everyone is empowered—and expected—to take the lead in providing expertise and being accountable for their roles.

The implications for morale are profound. In order to succeed, companies need to build a culture where leadership is nurtured and encouraged. Off-site training sessions and motivational speakers can be extremely valuable in instilling the spirit of leadership. But it's also critical to make leadership a part of the company's day-to-day work style. A vision can and should be everyone's province. That kind of attitude can go a long way toward building a thriving business environment—one in which leadership at all levels is openly appreciated and passed on to new generations of

employees. "Make your people leaders, and they, in turn, will continue taking the lead".

C- Send In Reinforcements

While most employees take pride in a hard-earned, successful project, a consistent stream of unrelenting deadlines can wreak havoc on retention. Employers want to keep their staff focused on the activities where they can add the most value. In recent years, many businesses have strategically drawn on the resources of specialized temporary employees to provide assistance when the heat is on. No matter what the situation, a company's willingness to spot an overloaded workforce and take the initiative to provide relief represents a vital step toward keeping morale high.

D- Make Your Culture Employee-Friendly

When unemployment rates become low, employees can be more selective when it comes to deciding where to work. To retain and attract quality candidates in this environment, it's critical to build an employee-friendly workplace. Research showed that in the interview process, job applicants are now every bit as concerned with corporate culture as they are about benefits. There are many cases in which candidates will decline an offer from a company that pays more but has a rigid work environment—and accept the opportunity to join a firm with a slightly lower base salary but better future prospects and a more progressive corporate culture. (Miner & Crane, 1995, p.94)

A friendly work environment is defined by many elements. Flextime, casual dress days, telecommuting, job sharing, extended vacation time and childcare assistance are a few of the more visible. But it's also vital to take into account such intangibles as support, mentoring and teamwork. Fostering a positive atmosphere is more than a means of being an altruistic corporation. It's smart business. Employees who believe they are valued are more likely to feel good about their company and be more productive.

E- Celebrate Success

Another aspect of a strong corporate environment is a workplace that breeds a culture of success. Effective corporations not only believe in a strong work ethic, but also put an exceptional amount of energy into compensating employees for their efforts. While bonuses and raises are obvious forms of compensation, financial incentives are only one link to high levels of job satisfaction and employee retention.

In today's fast-paced economy, employees are seeking both a financial and an emotional payoff. Extensive praises—both verbal and written—is an extremely powerful motivator. Studies conducted by business scholars have demonstrated a strong link between companies that compliment their employees and a spirit of innovation. In addition, a research reveals that lack of praise and recognition is the number one reason people leave their jobs. Praise can assume many forms. While spontaneous and unexpected acknowledgments are extremely valuable, it's also vital to build more institutional methods, such as public recognition programs. Ideally, employees themselves should be involved in the development of such programs—from

determining the criteria for evaluation to clarifying the rewards and the means by which great deeds will be lauded.

2.1.4 - Morale Analysis: Knowing What Makes Morale High

There are several factors that contribute to high morale in a work environment. Employees must feel that they are:

- treated fairly

- valued and appreciated for their work

- recognized for their work

- paid a fair wage for their work

- doing work that is important

- lead into an organized job design

In a recent study, *(Luthans, 1998, p. 53)*, employees were asked to rank 10 items, in order of importance that they wanted from their jobs. Their employers were then asked to guess how they thought their employees would rank the same 10 items. The results are shown in **Table 2.1**. Great discrepancies could be observed.

Table 2.1: THE EMPLOYEES' NEEDS

Employees' Rank	Item	Employer's Rank
1	Organized job description	5
2	Appreciation and Recognition	8
3	Feeling "in on things"	10
4	Job Security	2
5	Good wages	1
6	Promotion\Growth	3
7	Good working conditions	4
8	Personal Loyalty	6
9	Tactful discipline	7
10	Sympathetic help with problems	9

Exhibit 2.1: Contemporary Motivational Theories

a. Human-Resources Model: Theories X and Y

Theory X (Theory of motivation) holds that people are naturally irresponsible and uncooperative. On the other hand, Theory Y (Theory of motivation) holds that people are naturally responsible and growth-oriented, self-motivated, and interested in being productive.

b. Maslow's Hierarchy of Needs Model:

It is the theory of motivation that describes the five levels of human needs and argues that basic needs must be fulfilled before people work to satisfy higher-level needs.

c. Two-Factor Theory:

It is the theory of motivation, which holds that job satisfaction depends on two types of factors: hygiene and motivation.

d. Expectancy Theory:

It is the theory of motivation, which holds that people are motivated to work toward rewards which they want and which they believe they have a reasonable chance of obtaining.

e. Equity Theory:

It is the theory of motivation, which holds that people evaluate their treatment by employers relative to the treatment of others.

f. Goal-Setting Theory:

It is the theory of motivation which holds that people are best motivated when they participate in setting their own moderately difficult specific goals.

Notice that employees ranked "..." they want most in their jobs, although their supervisors thought that the employees would rank "good wages" as the most important. In fact, "good wages" were ranked only fifth by employees. (*Luthans, 1998, p. 55*)

The employees' job motivation hinges more on the "soft issues" than on the fact that they may earn a few dollars more or less than their peers. There are a couple of steps one can take to figure out whether employees are happy and what to do about it if they aren't: *(Ceriello,1998 p. 43)*

1- Recognize Signs of Low Morale

Low morale may exist among the employees, but the company may not realize it. There are some obvious signs that one can watch for, though, including:

- excessive absenteeism or tardiness
- high turnover
- outdated job design and description
- poor work quality
- increasing number of errors in work
- necessity to re-do work frequently
- lack of enthusiasm about work
- jealousy or fighting among staff members
- complaints from customers about service

Having some of these present in the business may not be indicative a morale problem. In the case of errors in work and poor work quality, ther

may be training issues to address. If work quality is poor, one should not make the immediate assumption that the employee hates his or her job. It's important to recognize that if an employee has not been adequately trained for the work he or she is expected to perform, morale can suffer. In all but the worst cases — the ones where employees clearly hate their jobs — the company may have to do a little research to find out if employees are unhappy and what it is they're unhappy about. Once the company knows, it can rectify the problem.

2- Ask Your Employees What They Want

The simplest, most obvious way to get information about how the employees are feeling is to just ask them. Are they getting what they want out of the employment relationship or are there some gripe about working conditions that the company can correct? The most obvious time to do this is if the company conducts annual or semi-annual performance reviews, in the context of discussing the employee's pay raise. As a part of that process, it can bring up the issue of what the employee likes and dislikes about the job, and the general working environment. The company must recognize that workers may not always be honest with the institution that they work for, either because they are afraid that their boss may retaliate, or because they don't really know why they are unhappy. But in most cases, the institution will know enough to be able to make changes where necessary. If the firm suspects that morale is a serious problem among its employees and it doesn't know why, it can make a point of taking one of the most trusted employees aside and asking his or her opinion. Or, it can do what some larger companies do

- arrange a forum where employees can come prepared to discuss morale issues and problems
- ask employees to complete a written survey

It is suggested that a firm should think long and hard before taking either of these two steps, as employees will often take them as confirmation of their suspicions that something is wrong, and it will raise their expectations as to the firm's intention and ability to make significant improvements in their jobs. If the company can't or won't deliver significant changes, the employees may feel even worse than before.

Poor morale results from the employee's perception that he or she is being treated unfairly by the organization or that he or she is being deprived of something he or she is entitled, as part of what the employee thought was a fair agreement. The result of real unfairness due to how the organization responds on a deal goes back on a contract etc.

Also unfairness is a result of failures in communication when two parties have different understandings of an agreement.

The key to dealing with the problem of poor morale in the work place is to improve the participation of workers in management discussions and to increase the communication throughout the work force. Another tactic that employers use to increase the morale in the work place is to have company outings.

2.2 - Job Satisfaction Analysis: Job Redesign

Specific employee attitudes relating to job satisfaction and organizational commitment are of major interest to the field of organizational behavior and the practice of human resource management. Whereas the discussion of attitudes so far has direct implications, the discussion of job satisfaction focuses on employees' attitudes toward their Job and the discussion of organizational commitment focuses on their attitudes toward the overall organization. The more widely recognized job satisfaction is first discussed. The more recently recognized attitude of organizational commitment follows. *(Luthans, 1998, p. 125).* We will also, later on through this study, shed light on the Job Characteristics Model which shows its approach to task design as well as to the job enrichment. But before this, I would like to talk about the 5 elements of Job Satisfaction.

The 5 elements, which constitute job satisfaction, are the following:

1. *WORK*: It should be meaningful and interesting. Moreover, the employer should succeed at fulfilling his/her job.

2. *REWARDS*: It should be just and informative as well as in line with employees' aspirations.

3. *WORKING CONDITIONS*: It should meet the physical needs of the employees. They should feel safe in this environment. Furthermore, it should help to facilitate task accomplishment.

4. *HIGH SELF ESTEEM*: The employees should feel loved and capable.

5. *OTHER PEOPLE*: Employees should meet with people who share the same values and aspirations and who minimize role conflict and role ambiguity.

2.2.1 - Job-Redesign Programs

It is the method of increasing job satisfaction by designing a more satisfactory fit between workers and their jobs. Several factors can be identified for that purpose, these are: *(Luthans, 1998, p. 130)*

a) Combining Tasks: Enlarging jobs and increasing their variety to make employees feel that their work is more meaningful than before.

b) Forming Natural Work Groups: These groups are formed to help employees see the place and importance of their jobs in the total structure of the firm.

c) Establishing Client Relationships: Greater employ interaction with customers, thus greater job variety and control.

d) Modified Work Schedules: Different approaches to working hours and the workweek. For example, work-Share Programs, which are methods of increasing job satisfaction by allowing two or more people to share a single full-time job.

e) Flextime Programs: which are methods of increasing job satisfaction by allowing workers to adjust work schedules on a daily or weekly basis. Telecommuting and Virtual Offices is a form of flextime

that allows people to perform some or all of a job away from standard office settings.

2.3 - Definition and Analysis of Job Description

The difference in attitudes toward job description has ranged from totally against to extremely supporting. Some people say: "job description! They just limit your freedom to make necessary work assignments"; others would say: "the description gives us a fix on job requirements and shows how we fit into the organization. Without it we would be lost. It tells you exactly what the job is and what should be done". *(Pigors & Myers, 1981, p.125)* Some people attack the job description approach and say that now it is becoming stagnant. Well, the same people argue that this, unfortunately, is an old industrial-engineering construct that ignores the obvious differences in the way people think, grow, communicate and approach their work. They say that job descriptions tend to be snapshots of what's needed at a particular point in time. *(Moravec & Tucker, 1992, p.37-44)*

Attitudes toward job description are highly emotional; they are derived from personal experience and feelings and they are stated in exaggerated and oversimplified terms. So, if a person wants to think clearly about the nature and purpose of job descriptions, he must tackle verifiable objective facts by noting advantages and disadvantages that reflect job-related realities.

A job is a set of duties created by management and evaluated by the human resources department, which also assigns salary levels to it. Usually, people are hired and promoted according to how well they fit the job description.

Many managers reject the idea of job description for lower level employees because these procedures would deny them the flexibility required to meet their managerial responsibilities. *(Dortch, 1989, p.49-57)*

From the other side, some employees contend that there should be no deviation from stated job requirements unless there has been a demonstrable change in the nature of the job.

So, there is a need to think about job descriptions, job requirements, and work assignments as integrally related parts of a total and relatively stable "system". *(Pigors & Myers, 1981, p.248)*

2.3.1 - Job Description

By definition: "A job description is an organized, factual statement of the duties and responsibilities of a specific job. In brief, it should tell what is to be done, how it is done and why. It is a standard of function that defines the appropriate and authorized content of a job as well as its work environment *(Castyelyn, 1996, p. 56)* . A generic job description is presented in **Appendix A.**

Yet all jobs have certain features in common (e.g. data, people, and things), each description must picture a job sufficiently different from others to warrant a title of its own. A job with the same title and job content differs from one company to the other or from one geographical region to another within the same company. *(Dortch, 1989, p.49-57)*

2.3.2 - Job Analysis

"It is the process of studying and collecting information relating to the operations and responsibilities of a specific job. The immediate product of this analysis is the job description and the job specification". Due to the experience of the skilled people, one notes that analyzing and weighing the absolute and relative importance of various job requirements may lead to inclusion of qualifications needed by jobholder who is to perform satisfactorily in a given job. A good analysis establishes a clearly defined set of job requirements, called dimensions, against which candidates can be compared. *(Cherrington, 1995, p.130)*

When first undertaken, it was a slow process requiring cooperation between management, employees, in-house job analysts and outside consultants. It is exclusively job-centered and strictly neutral as to any particular job incumbent. Its aim is to spill out job functions and requirements irrespective of its present holder. The jobholder, though, is a major resource for generating information necessary for a job analysis.

2.3.3 - Job Design

Job design concerns and approaches are usually considered to have begun with the scientific management movement at the turn of the century. Pioneering scientific managers such as Frederick W. Taylor and Frank Gilbreth systematically examined jobs with techniques such as time and motion analysis. Their goal was to maximize human efficiency in jobs. Taylor suggested that task design might be the most prominent single element in scientific management. *(Luthans, 1998, p.174)*

Job design is concerned with the specification of the content, methods and relationships of jobs in order to satisfy technological and organizational requirements, as well as social and personal requirements of the jobholders. In addition to the functional and operational requirements of the job, the responsible for job design must consider two related aspects, namely, the physiological and physical environment, and also the organizational, social, and personal aspects. Job design is of extreme importance to the work-force manager because it determines the performance and satisfaction of the worker.

In designing a job, there are four approaches: *(Castelyn, 1996, p.62)*

The motivational approach: provides the worker with autonomy and the opportunity to make decisions.

The mechanistic approach: work is broken down into highly specialized jobs.

The human factor approach: the attention and the concentration required by a job do not exceed the ability of the least capable worker.

The biological approach: to reduce the physical demands of work and the resulting discomfort and injuries.

All approaches have advantages and drawbacks. Research shows that job design involves trade-offs between these approaches.

2.3.4 - Job Description: The Concept

Speaking about the issue as a whole, and starting with recruitment of staff, well it is an ongoing process and needs a considerable amount of time. Once a vacancy has been established, the search for suitable candidates will

begin. This means that the details of the job must be carefully spelt out and a profile drawn up of the likely candidate. Here comes the role of job analysts. In brief, three steps should be completed at the beginning of the employment process: writing a job description, preparing a job requisition, and developing an employee profile. *(Van Gelder, 1998, p.7)*

In all kinds of job descriptions, the same general principles are applied and a certain format is used.

The contents of the job descriptions should be concise and straightforward, and the details will vary with the purpose it is to serve and with the job concerned. It will cover the job title and general description, its place in the hierarchy and a brief summary of the main objectives. It will include details of the tasks and duties to be carried out and the working conditions that will apply. In certain circumstances, it will also refer to the standards that will be expected and to the criteria by which satisfactory performance will be judged. *(Pigors & Myers, 1981, p. 16)*

2.3.5 - Why job descriptions become outdated and ignored?

Accurate job descriptions are vital for human resource management and yet it is an area of library and information service management that can easily and quickly become outdated and ignored. Why should this be? Let us examine why such a key area of human resource management should be so vulnerable to pre-conceived ideas and potential neglect. These will include the following concepts: *(Castelyn, 1996, p. 65)*

- a job description is usually only prepared if a new job is created

- a job description maybe re-written, but not necessarily, if a vacancy occurs a job description is only useful for recruiting new staff

- a job description may be re-written, and work re-assigned without considering the impact or the implications for changes in other job descriptions in the organization

- job descriptions, once written, are filed away in personnel files and become "non active" documents

- the manager is too pressurized running the library and information system unit on a day to day basis, to have time to deal with what he/she may regard as "non essential" paper work

- the manager is confident that he/she understands the work undertaken by their staff and sees no reason to review job descriptions.

2.4 - The Process of Job Description and the External Forces Shaping it.

In describing and analyzing a job, one shall ask the question: what is a job description and how useful it can be as a practical instrument?

Once the job has been studied by the job analyst, the description should be set out under standard heads so that no important aspects are overlooked. These documents will form the basis for future selection and, if no other studies exist, with some modifications, may also be used as training programs and job evaluations. In other words, job descriptions are valuable tools that may be used during every aspect of the employment process. In addition,

they are helpful in matters of wage and salary administration, employer-employee relations, and training.

2.4.1 - The Process of Job Description

The process of job description is not a long one. Getting relevant facts and stating them as accurately as possible are only the beginning of the assignment. It is composed of the following:

- **Getting Information:**

The first step is to get factual material. Analytical thinking is necessary at this stage because a clear distinction has to be made between "what an employee is expected to do" and "what gets done". On the job site, specific fact-finding can be carried out by observing jobholders in action and talking with them. The analyst then confirms, corrects and supplement initial observation and analysis by checking with the first level supervisor or manager.

In preparing a job description it is essential to work thoroughly, objectively, efficiently, and courteously, treating each jobholder as a partner.

(Castelyn,1996, p. 70)

(Miner & Crane 1995, p. 196.)

- **Job Titles:**

If the job is a new one or has been substantially changed since it was last analyzed, the question of an appropriate job title arises.

In talking with jobholders, supervisors, and shop stewards, a job analyst should discuss the question of appropriate job titles before deciding what title most accurately represents current job requirements:

- **Making a first draft:**

The job analyst now assembles all field notes as a complete draft, using a standard job description form. Every item of information on it is important, including the date. Facts must be described as observed without injecting opinions.

- **Reviewing a Draft:**

The draft is taken back to the persons who initially supplied information. As it is reviewed, what, if anything, will those persons want to add or to modify. At this stage, suggested corrections or other remarks may call for self-control.

- **Setting up Job Families:**

A completed set of drafts can then be correlated by inserting job numbers, as job descriptions are grouped in blocks. Code sequences indicate departments, divisions, or functions. Then any manager or staff official can quickly find whatever job description is wanted.

These steps can be used by a job analyst who is the most appropriate person to make the study on the preparation of job descriptions. Writing job descriptions for a new company or department is a monumental task.

The task is more manageable if taken one step at a time.

The first step is to draw a company's organization chart. This graphic representation of reporting relationships serves as a point of reference. Then use the standard format sheet of a job description, and enter the appropriate information for each position. Begin at the lowest level of the organization and work toward the top. Complete job descriptions for an entire department at one time so tasks and responsibilities can be inserted in the appropriate places. This ensures that every task is assigned to someone whose competencies match the work. *(Luthans, 1998, p. 132)*

Regularly scheduled employee meetings and reports with specific due dates should be included in the job descriptions in order to make them clearer.

So, the job description will set out the duties involved and the personnel specification will show the qualifications and experience that should prove the most appropriate.

2.4.2 - Types of Job Description:

The complexity of the job description will vary from post to post, as may the contents in the various sections of the job description. The job description of the information manager will vary greatly from the job description of the counter assistant but both will contain "core" sections which relate to the reason for the post and the responsibilities and tasks of the post -holder. There will therefore be "core" sections in job descriptions, regardless of level or complexity and in many cases the layout, or plan of the job description will be similar. The job description of the counter assistant may be less complex than that of the information manager, have fewer entries, less responsibility etc., but the core layout should remain the same. Additional information may

be appended to the core of a job description, depending on the particular use to which the job description is being put - thus a core job description may have further information added if the job description is being used for staff recruitment, for staff appraisal or for re-grading purposes. *(Castelyn, 1996, p. 75)*

There are two types of job descriptions: generic and specific. The number and nature of job classifications within an organization will determine which format should be used.

Generic job descriptions are written in broad, general terms and may be used for several similar positions in different departments of the same company, for example: the secretary. In a generic job description, there is only a list of those duties that all positions of the same title have in common.

Some argue that job descriptions don't change, the tasks, goals and objectives may not change, but the job definitely changes. As a result of these pressures, there is no such thing as a generic job.

Specific job descriptions define the duties and tasks of one particular position. These are written when a given position has unique responsibilities that distinguish it from other jobs.

All job descriptions, whether generic or specific, in addition to being concise and straightforward, should use definitive, uncomplicated language. Each job description should include: *(Cherrington, 1995, p.240)*

- Job title

- Division and / or department

- Reporting relationship

- Location of job

- Work schedule

- Exemption status

- Grade and salary range

- Brief summary of the job's primary duties and responsibilities

- Detailed list of the primary duties and responsibilities

- Education, prior work experience, and specialized skills and knowledge required

- Name of the job analyst

- Date prepared

Additional categories, as relevant, may include:

- Physical environment and working conditions

- Equipment and machinery used

- Other (such as customer contact or access to confidential information)

One important thing about job description is that it should correspond accurately to current job requirements. Therefore, provisions should be made for periodic review of all jobs. Each description should be revised whenever there is a substantial change in job content or job context that is whenever the requirements or environmental conditions change sufficiently to make the job sufficiently different.

Once written, the job description should be reviewed on a semiannual or annual basis to make sure that the nature of the job has not changed substantially.

This is particularly important with growing small and mid-size organizations.

2.5 - Uses of Job Description

Job descriptions have so many uses of such great significance in the management of human resources that it's difficult to understand why they often just sit in the company's files. Certainly one of the reasons job descriptions are not used frequently is that they are often improperly prepared.

Job descriptions must be rich in information. They must contain such basic information as percentage of time spent on specific tasks and the importance of each task. They must not leave out key types of date and must accurately and fully describe the various task dimensions. The following are the phrases of employment and the managerial activities that use job descriptions. *(Pigors & myers, 1991, p.252)*

2.5.1 - Recruitment:

Here, job requirements need to be made clear; opportunities for career development can be emphasized. When an employee knows what he has to do, he would realize the job-related knowledge he would have to acquire. Nowadays, finding out what a candidate already knows is less important than determining what that person can and will learn.

2.5.2 - Selection and Placement:

The personnel department in any organization should try to match the abilities and aptitudes of individuals with work requirements. It should also learn something about each person's job-related needs.

2.5.3 - Orientation of New Employees:

Employees should be involved, at least indirectly in the process of generating job-related data and writing their job descriptions. Because by doing this, they learn to appreciate their entire job.

This will enhance employees' understanding of their responsibilities.

2.5.4 - Induction:

When an employee is careless in performing assigned work, or the supervisor thinks that an employee may have forgotten or misunderstood some job requirements, one can refer to job descriptions and analysis which, if well-made, are very liable. On the other side, it can be used in performance appraisal if it is the opposite case scenario.

Properly prepared descriptions can increase efficiency by revealing not only the job but also how much time is spent on each phase of the work.

2.5.5 - Transfer, Upgrading, Promotion and Motivation:

In conjunction with progress reviews, complete job description provides vital information for decisions about transfer, upgrading, and promotion. In addition, job descriptions are powerful tools for motivating employees. First, the description clarifies the company's expectations of its workers. Writing out what the workers are expected to do or accomplish allows the job description to serve as a reference guide to move employees in the correct work-related direction. Job descriptions also communicate what each worker must do to successfully perform the job.

Second, the job description helps motivation because it prescribes the importance and time requirements of a worker's efforts.

The job description thus shows the desired magnitude of effort as well as direction.

Third, the description gives insights into sources of intrinsic job satisfaction.

Fourth, the job description can give insights into tasks that carry with them high negative outcomes for the workers, which are usually associated with such high effort expenditures as fatigue, boredom, stress and others. And even though the rewards for workers performance are well designed, these negative outcomes can reduce worker motivation. Redesigning tasks to lower the associated negative outcomes allows management to spur employee motivation.

2.5.6 - Rewards, Complaints and others:

It helps prevent employee dissatisfactions and to settle official complaints and grievances.

Job evaluation procedures, which make use of job descriptions, are used to carefully identify just how jobs differ in the types and magnitudes of demands placed on workers.

It facilitates the work sampling studies that should be done by randomly observing the work to determine the precise percentage of time he or she spends on different tasks. This information is useful for setting time schedules, establishing cost standards, calculating piece rates and more.

It determines also the relative importance of various person specifications. In employee selection, organizations must assess such qualifications as the skills, knowledge, education, and experience of the candidates. Comparison of the candidates along relevant person specifications will be important, some types of skills and abilities will be of lesser importance.

At this juncture, the job description is the key because it tells how important different tasks are.

2.5.7 - Employee Conduct and Discipline:

Written job description is essential to ensure objective assessment of unacceptable conduct or of standard performance at work.

All organizational members must understand what is expected from them. Naturally, there will be continued efforts to reeducate replaced employees. The job description provides insight into how often the manager should check on various aspects of a person's job as well as what areas of work require accurate or precise measurement methods. It also shows which area should receive priority attention for control purposes.

2.5.8 – Employees' Turnover and Internal Mobility:

For internal mobility, descriptions grouped into job families or career paths help to show which moves make most sense for a given employee. Aiding the out-placement of employees is an important issue. Recruitment as well as out-placement are enhanced with accurate job descriptions. They can guide the personnel staff in providing written and oral references for employees leaving and seeking new employment.

2.5.9 - Changes in Jobs and Schedules:

Each time a proposed change in job content is being considered, a job analyst should be consulted. Yet, precise job descriptions are a near necessity for making fully informed decisions regarding changes in work routines and assignments. It is useful to mention here that a combination job often makes sense both technically and financially, but productivity may drop. They guide change in work design and task assignment. Very often job descriptions are criticized as a management tool because of claims that it is impractical to keep pace with rapid job changes. Management says job descriptions are just not useful if change is rapid and unexpected.

But just the opposite is true. Job descriptions are especially useful in times of rapid change and they:

- Provide a record of work during change.

- Help in the planning stages during change.

- Provide continuity from one period to the next.

- Help prevent key tasks from being lost.

- Help minimize chaos and assure that tremendous imbalance and in workloads do not become the norm.

It is unnecessary to view job descriptions as a constraint on change. They can facilitate and stimulate change. In addition, they help those responsible for change to effectively add new assignments and delete or modify obsolete tasks. A manager should avoid changing the work and administration systems in an organization without altering the blueprints that are the job descriptions.

2.5.10 – Performance Appraisal:

New employees are instructed in the requirements of specific jobs they are to perform as outlined in their job descriptions. In this way, they can rapidly learn, increase their value to the organization, and satisfy their human needs for personal growth on the job. The job description must include such information in order to minimize greatly dissatisfaction, complaints, absenteeism and turnover. The employees can experience a feeling of satisfaction and knowledge associated with a sense of achievement, which will affect positively on the work. *(Luthans, 1998, p. 148)*

In addition to all of the above-mentioned areas where job descriptions may be used, some features need to be stressed. For example, a detailed and clear job description that incorporates, as far as possible, objective measurable results also support an effective performance appraisal process. Every position should have a specific performance appraisal form developed exclusively for that job; it would be based on individual job requirements, and would be unique. For example, developing quarterly marketing plan for an assistant marketing manager is judged according to whether or not this plan meets the objectives set by corporate marketing.

Over time, performance appraisals will be viewed as a tool for supervisors that will help employees become more productive.

Job descriptions should be available to everyone who is interested in them. Limited distribution of job descriptions matches an authoritarian way of managing in which the flow of information is deliberately restricted to keep tight control at the top.

Well, it is important to mention that in reviewing corporate structure, it is essential to review all position descriptions, making whatever revisions are necessary. Also, in planning for the management succession, it is useful to have accurate and challenging position descriptions and to periodically review these descriptions with incumbents.

2.5.11 – Training and Development:

The need to maintain the highest degree of productivity in the force of competition means that the whole workforce must be able to carry out their tasks and responsibilities with maximum efficiency. The introduction of new technology and methods of control, along with changing legislation and development of management technology, calls for new skills and knowledge. The most time effective way to achieve that is by training.

Training is providing the conditions in which people can learn effectively; to learn is to gain knowledge, skill and ability. *(Graig, 1996, p.82).*

The objectives of training and development varies between assisting the success of the enterprise, helping the employee to achieve job satisfaction and the required skills to progress as far as possible in his/her own particular case, and improving continually the efficiency and success of the organization as a whole. Analyzing the occupation comes afterwards under the systematic training which plays the role of eliminating the job gap.

New employees are instructed in the requirements of specific jobs they are to perform as outlined in their job descriptions. In this way they can rapidly learn, increase their value to the organization, and satisfying their human needs for personal growth on the job. Also, accidents, spoiled work, and damage to

machinery and equipment can be reduced by well-trained employees. They can adjust themselves to major changes in the job content. In order to acquire the required skills, the jobholders must have proper training so that they can develop their inherent capabilities at work thus prepare themselves for promotion. The job description must include such information in order to minimize greatly dissatisfaction, complaints, absenteeism and turnover the employees can experience a feeling of satisfaction, motivation, and knowledge associated with a sense of achievement which will affect positively on the work.

2.6 – Common failures of job descriptions

Some of the common problems in dealing with job descriptions is that they can be either too general in that they say very little about the job or too prescriptive in that they stress the tasks and functions of the post-holder but not the role - thus underselling the post-holder. In both these cases a job analysis, plus a face-to-face interview with the post-holder, if there is one, is usually needed to establish exactly what the job entails. This is important because job descriptions assume an important role if attached to a regrading or re-evaluation claim. Another major failing of some job descriptions is that they simply no longer bear any resemblance to the work of the person in that post. Let us examine these problems one at a time: *(Catelyn, 1996, p. 9)* **Exhibit 2.2** shows the details of these problems.

Exhibit 2.2: Problems facing a job description

a) Too general

Too often a job description can fail to provide adequate or correct information about a particular job or indicate which parts of the job are important and which are minor occupations. This can lead to misunderstandings on behalf of the member of staff and of line managers, if indeed they actually have a copy of the job description. Not all parts of the job will be equally worthy, not all tasks performed every day, and some performed only occasionally. How, for example, is a job applicant to know which are the key parts of the job and which the minor parts? How is this demonstrated in the job description? How is a post holder to perform their tasks adequately if there is little or no real guidance in the job description? Neither should the job description be too general as to be meaningless. Guidance must be given to managers and staff about the job content - how else can staff selection, assessment or training be effective? How do the objectives of the post attempt to meet the objectives of the LIS unit? The job description should provide an accurate structured guidance to the job without restricting what can or can not be done by the post-holder.

Many job descriptions fail to list subsidiary information which can help identify more precisely the role of the post holder. This subsidiary or additional information will include such things as the reporting structure, the number of staff supervised, location of post, level of contacts inside and outside the organization, equipment used.

b) Too prescriptive or detailed

Managers may attempt to overcome this problem by being too prescriptive and listing every task in minute detail. Some job descriptions can be too detailed, reflecting perhaps a more regimented and traditional approach than now in vogue when library and information service units are operating with more flexible and team-based staffing units.

Such overt control over the job, far from being a positive aspect becomes instead a problem, as it allows no room for job growth or new developments. Such job descriptions become strait-jackets for both management and staff. Problems can arise and poor staff relations develop with the cry "but it is not in my job description" leading to possible re-negotiation of contracts and regradings. Job descriptions, therefore, should not be too prescriptive so as not to allow room for the job or the individual member of staff to grow in the post. *(Castelyn, 1996, p.56)*

c) Out of date

Failure to review and update job descriptions means they become meaningless to both mangers and staff. Job descriptions which are no longer current or which do not reflect the functions and tasks of the post holder will inevitably cause problems. Staff *in* post will view management practices with a jaundiced eye if their job description is no longer accurate. Such job descriptions can lead to unrealistic expectations from both the staff and/or the employer. Certainly an inaccurate and out of date job description can result in inappropriate recruitment since the job description, and therefore the person specification will not match what is actually required. Jobs do change all the time and it is good management practice to sit down with an employee and verify that their job description is still an accurate resume of what the job entails.

2.7 – Motivating Performance Through Job Design and Goal Setting.

Job analysis and the job description will provide a portrait of the main features of a post or job. Job classification is the process of clarifying how one job may resemble or differ from other jobs; it enables jobs to be rationalized in terms of job titles and in terms of the tasks performed in each job. Job classification will be used to group posts according to comparability concerning the work performed and the level of that work, the degree of responsibility of the post and the intellectual qualities and skills needed by the post-holder. *(Luthans, 1998, p. 175)*

Accurate job descriptions are a key factor in creating staffing structures and career grades within an organization. These can only be arrived at once jobs are analyzed, the job descriptions written and then reviewed. The job descriptions will provide a framework for differences, levels and relationships in all the fields; there should be then a logical unity about the various job descriptions as no task or responsibility for a task, should have been overlooked. Once jobs are grouped and assessed for salary and grading levels, a staff hierarchical chart listing all posts and levels, can be drawn up. *(Casteleyn,1996, p. 98)*

Structured job descriptions throughout the organization, ensure that all posts complement each other. A thorough job analysis will have identified all functions and tasks that needed to be performed. The creation of the subsequent job descriptions means the performance of all these tasks should be grouped and arranged in a logical and structured sequence. No task or function should have been overlooked; like tasks will be linked to like tasks

and the work organized in a logical manner. In planning and designing a job, thought should be given as to the effect on the post-holder in the performance of that work. For example will the work:

- have variety
- provide any motivation
- provide job satisfaction?

Negative answers to the above questions may mean difficulty in recruiting or keeping staff. Complex professional tasks should be separated from routine administrative tasks thus creating a better use of staff resources and time; this in turn leads to a better return on the cost of the staffing budget. An understandable reporting structure will have been created. The work organization and the work flow is smooth because it has been properly planned mid the work allocated to specific posts; people occupying these posts should have a clear understanding of the way the work is organized and how the work they do fits into the pattern of work performed by their colleagues. If there is also effective job design allowing for variety of tasks, and a degree of autonomy and individual responsibility however humble the post, then staff in those posts will also have the reward of higher job satisfaction and increased motivation, all of which will benefit the service provided by the unit.

The more recent approach to job design tries to determine the important job characteristics that relate to psychological or motivational states that in turn relate to employee satisfaction and performance. *(Luthans, 1998, p.191).*

Job design has emerged as an important application area for work motivation and the study of organizational behavior. In particular, job design is based on an extensive and still growing theoretical base; it has had considerable research attention in recent years, and it is being widely applied to the actual practice of management.

Initially, the field of organizational behavior paid attention only to job enrichment approaches to job design. **Figure 2.1** summarizes the various dimensions and approaches to job design, starting with the historically significant job engineering. Job enrichment still dominates the job design literature on organizational behavior, but from the perspective of job characteristics rather than from Herzberg's motivators.

The social information processing approach recognizes some of the theoretical complexity in job design.

The scientific management approach evolved into what is now generally called *Job engineering.* This industrial engineering approach is concerned with product, process, and tool design; plant layout; standard operating procedures; work measurement and standards; worker methods; and human-machine interactions. It has been the dominant form of job design analysis since the turn of the century; it went hand in hand with automation in the previous generation, and it has been closely associated with cybernetics (automatic feedback control mechanisms) and sophisticated computer applications involving artificial intelligence (AI) and expert systems. *(Luthans, 1998, p. 175)* . These computer systems have had a positive impact by reducing task and work-flow uncertainty. At first blue-collar production jobs, but then white-collar jobs as well became highly specialized (the employee did

FIGURE 2.1
Various Approaches to Job Design *(Luthans, 1998, p.175)*

Job Engineering
Scientific management,
industrial engeneering
approach

Job Enrichment
Vertically loading the
job to provide more
responsibility

Quality of Work Life
A broad-based approach
suggesting the importance
of overall climate, socio-
technical design, and teams

JOB DESIGN

Job Characteristics
Building skill variety,
task identity, task significance,
autonomy, & feedback
into the job

Social Information Processing
A complex theoratical
model suggesting the importance of
social information or cues affecting
jobholders

one or very few tasks) and standardized (the employee did the task the same way every time).
(Luthans, 1998, p. 177)

The often cited example of the employee on the assembly line putting a nut on a bolt as the product moves by on the conveyor belt became quite common in manufacturing plans across the country. The same types of specialized became common in banks, offices, hospitals, schools, and every other kind of organizational. The consensus was that these highly specialized, standardized jobs were very efficient and led to a high degree of control over workers. Up to recent times, few people questioned the engineering approach to job design. Top management could readily determine and see immediate cost savings from job engineering. But side effects on quality, absenteeism, and turnover were generally ignored.

Starting in the 1950s, some practicing managers, such as the founder of IBM, Thomas Watson, became concerned about the impact of job engineering approaches to work and began implementing job enlargement and rotation programs. Essentially, the job enlargement programs horizontally loaded the job (expanded the number of operations performed by the worker, that is, made the job less specialized), and the job rotation programs reduced boredom by switching people around to various jobs. Then, starting in the late 1960s, there began to be increasing concern with employee dissatisfaction and declining productivity.

These problems were felt to be largely the result of so-called blue-collar blues and white-collar woes. *(Luthans, 1998, p. 178)*

Although boredom at work may still be a significant problem, in the last several years, attention has shifted to new, demanding challenges facing employees in jobs. For example, because of the downsizing of organizations in the 1980s and the increase of advanced technology, jobs have suddenly become much more demanding and employees must think in different ways to adapt to unpredictable changes. For example, in manufacturing, assembly line methods are being replaced by flexible, "customized" production. This new manufacturing approach requires workers to deal with an ever increasing line of products.

For both academicians and practitioners, job design takes on special importance in today's human resource management. It is essential to design jobs so that stress can be reduced, motivation can be enhanced, and satisfaction of employees and their performance can be so improved that organizations can effectively compete in the global marketplace.

2.7.1 - Job Enrichment

It is the method of increasing job Satisfaction by adding one or more motivating factors to job activities.

Job enrichment represents an extension of the earlier, more simplified job and job enlargement techniques of job design. (*Luthans, 1998, p. 176*). Since it is a direct out -growth of Herzberg's two-factor theory of motivation, the assumption is that, in order to motivate personnel, the job must be designed to provide opportunities for achievement, recognition, responsibility, advancement, and growth. The technique entails "enriching" the job so that these factors are included. In particular, *job enrichment* is concerned with

designing jobs that include a greater variety of work content a higher level of knowledge and skill; give workers more autonomy and responsibility in terms of planning, directing, and controlling their own performance; and provide the opportunity for personal growth amid a meaningful work experience. As opposed to job enlargement, which horizontally loads the job, job enrichment vertically loads the job; there are not necessarily more tasks to perform, but more responsibility and accountability.

2.7.2 - The job Characteristics Approach to Task Design

To meet some of the limitations of the Herzberg approach to job enrichment (which he prefers to call *orthodox job enrichment,* or OJE), a group of researchers began to concentrate on the relationship between certain job characteristics, or the job scope, and employee motivation. J. Richard Hackman and Greg Oldham developed the most widely recognized model of job characteristics shown in **Figure 2.2**. This model recognized that certain job characteristics contribute to certain psychological states and that the strength of employees' need for growth has an important moderating - effect. *(Luthans, 1998, p. 179).*

The core job characteristics can be summarized briefly as **Exhibit 2.3** shows.

The critical psychological states can be summarized as follows:

1. *Meaningfulness.* This cognitive state is the degree to which employees experience work as making a valued contribution, as being important and worthwhile.

FIGURE 2.2

The Hackman-Oldham job characteristics model of work motivation *(Luthans, 1998, p. 177)*

Core Job Characteristics	Critical Psychological States	Personal & work outcomes
Variety of skill Identity of the task Significance of task	Experienced Meaningfulness of the work	High internal work motivation
Autonomy	Experienced responsibility for work outcomes	High quality work performance
Feedback	Knwoledge of results from work activities	High satisfaction with the work
		Low turnover & absenteesim

Moderated by employee growth-need strength

Exhibit 2.3: Core Job Characteristics

1. Skill variety refers to the extent to which the job requires the employee to draw from a number of different skills and abilities.

1. Task identity refers to whether the job has an identifiable beginning and end. How complete a module of work does the employee perform?

2. Task significance involves the importance of the task. It involves both internal significance - how important is the task to the organization? - and external significance - how proud are employees to tell relatives, friends, and neighbors what they do and where they work?

3. Autonomy refers to job independence. How much freedom do employees have to, for example, schedule their own work, make decisions, or determine the means to accomplish objectives?

4. Feedback refers to objective information about progress and performance and can come from the job itself or from supervisors or an information system.

2. *Responsibility.* This state is concerned with the extent to which employees experience a sense of being personally responsible or accountable for the work being done.

3. *Knowledge Of results.* Coming directly from the feedback, this psychological state involves the degree to which employees understand how they are performing in the job.

In essence, the model says that certain job characteristics lead to critical psychological states. That is, skill variety, task identity, and task significance lead experienced meaningfulness; autonomy leads to the feeling of responsibility; and feedback leads to knowledge of results. The more these three psychological states are present, the more employees will feel good about themselves when they perform well. Hackman states: "The model postulates that internal rewards are obtained by an individual when he *learns* (knowledge of results) that he *personally* (experienced responsibility) has performed well on a task that he *cares* about (experienced meaningfulness)." *(Luthans, 1998, p. 179)* . Hackman then points out that these internal rewards are reinforcing to employees, causing them to perform well. If they don't perform well, they will try harder in order to get the internal rewards that good performance brings. He concludes: "The net result is a self-perpetuating cycle of positive work motivation powered by self-generated rewards. This cycle is predicted to continue until one or more of the three psychological states is no longer present, or until the individual no longer values the internal rewards that derive from good performance." *(Luthans, 1998, p. 180)*

2.7.3 - Diagnosing and Measuring Task Scope

There are several ways that the Hackman-Oldham model can be used to diagnose the degree of task scope that a Job possesses. For instance, a manager could simply assess a particular job by clinically analyzing it according to the five core dimensions. More systematically, they have developed a questionnaire, the Job Diagnostic Survey (JDS), to analyze jobs. The questions on this survey yield a quantitative score that can be used to calculate an overall measure of job enrichment, or what is increasingly called *job scope*-to differentiate it from Herzberg-type job enrichment. *(Luthans, 1998, p. 182)*

The formula for this motivating potential score (MPS) is the following:

MPS = [(skill variety + task identity + task significance)/3] * autonomy * feedback

Notice that the job characteristics of skill variety, task identity, and task significance are combined and divided by 3, while the characteristics of autonomy and feedback stand alone. Also, since skill variety, task Identity, and task significance are additive, any one or even two of these characteristics could be completely missing and the person could still experience meaningfulness, but if either autonomy or feedback were missing, the job would offer no motivating potential (MPS = 0) because of the multiplicative relationships. *(Luthans, 1998, p. 183)*

The JDS is a widely used instrument to measure task characteristics or task scope, but the research on the impact that the motivating potential of a job has on job satisfaction and performance is not that clear.

2.7.4 - Guidelines for Redesigning Jobs

Specific guidelines such as those found in **Figure 2.3** are offered to redesign jobs. Such easily implementable guidelines make the Job design area popular and practical for more effective human resource management. An example would be the application in a large department store. In a training session format, the sales employees' jobs were redesigned as shown in **Exhibit 2.4**.

Both the salespeople's functional (conversing with customers, showing merchandise, handling returns, and so forth) and dysfunctional (socializing with coworkers or visitors, idly standing around, being gone for no legitimate reason) performance behaviors moved in the desired directions and a sub-analysis also indicated they were more satisfied. A control group of salespeople, with everything else the same except they did not have their jobs redesigned, showed no change in their performance behaviors. Thus, there is some evidence that the job characteristics approach can be practically applied with desirable performance and satisfaction results. Such well known companies as 3M, AT&T, Xerox, and Motorola are among those that have actually implemented job design changes in accordance with the job characteristics model.

2.7.5 – Goal Setting

Goal setting is often given as an example of how the field of organizational behavior should progress from a sound theoretical foundation to sophisticated research to the actual application of more effective management practice. There has been considerable theoretical development

FIGURE 2.3

Specific guidelines for redesigning jobs for the more effective practice of human resources management
(Luthans, 1998, p. 180)

Core Job Characteristics

Guidelines for Practice

Skill Variety
→ Provide Cross-training
→ Expand duties requiring more skills

Task Identity
→ Give projects
→ Form work modules

Task Significance
→ Communicate importance of the job
→ Enhance image of the organization

Autonomy
→ Empower to make decisions
→ Give more responsibility & accountability

Feedback
→ Implement information systems
→ Supervisors give objective, immediate information

Exhibit 2.4: Sales employees' Jobs

1. *Skill variety.* The salespeople were asked to try to think of and use

    a. Different selling approaches

    b. New merchandise displays

    c. Better ways of recording sales and keeping records

2. *Task identity.* The salespeople were asked to

    a. Keep a personal record of daily sales volume in dollars

    b. Keep a record of number of sales/customers

    c. Mark off an individual display area that they consider their own and

    d. keep it complete and orderly

3. *Task significance.* The salespeople were reminded that

    a. Selling a product was the basic overall objective of the store

    b. The appearance of the display area was important to selling

    c. They are "the store" to customers; they were told that courtesy and pleasantness help build the store's reputation and set the stage for future sales

4. *Autonomy.* The salespeople were

    a. Encouraged to develop and use their own unique approach and sales pitch

    b. Allowed freedom to select their own break and lunch times

    c. Encouraged to make suggestions for changes in all phases of the policy and operations

5. *Feedback from the Job itself* salespeople were

    a. Encouraged to keep personal records of their own sales volume

    b. Encouraged to keep a sales/customer ratio

    c. Reminded that establishing a good rapport with customers is also a success; they were told that if the potential customer leaves with a good feeling about the store and its employees, the salesperson has been successful.

6. *Feedback from agents.* Salespeople were encouraged to

    a. Observe and help each other with techniques of selling.

    b. Seek out information from their boss and relevant departments on all phases of their jobs

    c. Invite customer reactions and thoughts merchandise, service, and,..etc.

of goal setting, coming mainly from the cognitively based work of Edwin Locke and his colleagues *(Luthans, 1998, p. 185)* .

Unlike many other theorists, Locke is continually refining and developing his theory. Recently he has given attention to the role that commitment plays in the theory. He recognized from the beginning that if there is no commitment to goals, goal setting will not work. However, to clarify, some of the confusion surrounding its use, Locke and his colleagues define commitment as "one's attachment to or determination to reach a goal, regardless of the goal's origin" and developed a cognitive model to explain the process. Recently it has been suggested that commitment is a moderator of the goal -performance relationship and a meta-analysis found that goal commitment significantly affects goal achievement." **Figure 2.4** is a good summary of this theory.

Locke is an ardent supporter of the cognitive interpretation of behavior and is an outspoken critic of other theories, for he says that goal setting is really the underlying explanation for the other theories -whether that be Vroom's VIE theory, Maslow's or Herzberg's motivation theories, or-especially- operant- based behaviorism. He is also critical of more recent *control theory,* and feels that it-like earlier theories-can be interpreted in terms of goal theory. The control theory is depicted in **Figure 2.5**.

Locke and Latham translate this form of control theory into goal theory as follows: "The input is feedback from previous performance, the reference signal is the goal, the comparator is the individual's conscious judgment, and the effector or response is his or her subsequent action which works to reduce the discrepancy between the goal and performance. This, of course, is logical,

FIGURE 2.4
Locke's goal-setting theory of work motivation
(Luthans, 1998, p. 186)
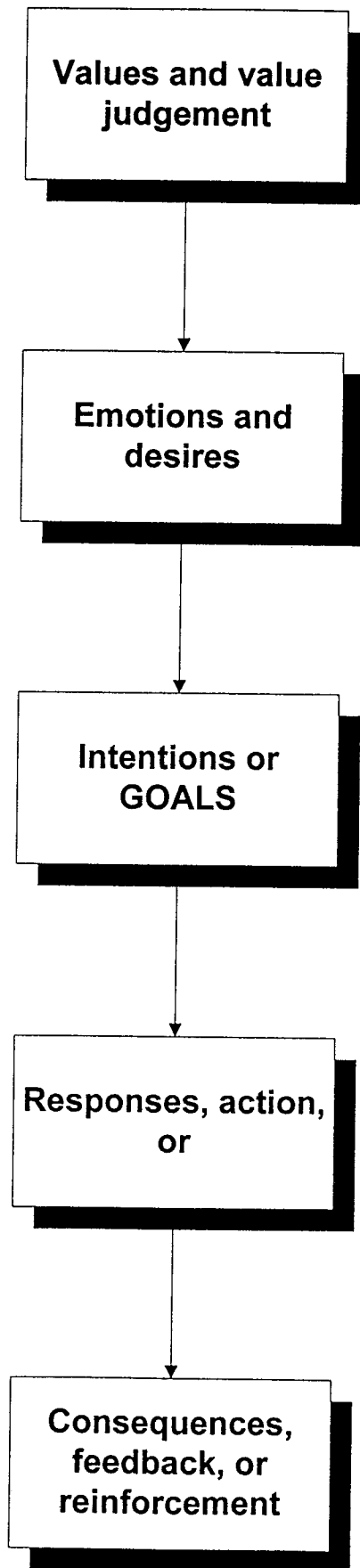
FIGURE 2.5
Control Theory *(Luthans, 1998, p. 187)*

```
┌──────────────┐        ┌──────────┐        ┌─────────────────────┐
│ INPUT        │        │          │        │    COMPARATOR       │
│ (stimulus)   │ ─────▶ │  Sensor  │ ─────▶ │  (Compares the      │
│              │        │          │        │   input with a      │
└──────────────┘        └──────────┘        │ reference standard. │
                                            │   If there is a     │
                                            │   deviation or      │
                                            │ disturbance, then a │
                                            │   signal is sent.)  │
                                            └─────────────────────┘
                                                      │
┌──────────────┐        ┌──────────┐        ┌──────────┐
│ OUTPUT       │ ◀───── │ Effector │ ◀───── │  Signal  │ ◀────┘
│ (response)   │        │          │        │          │
└──────────────┘        └──────────┘        └──────────┘
```
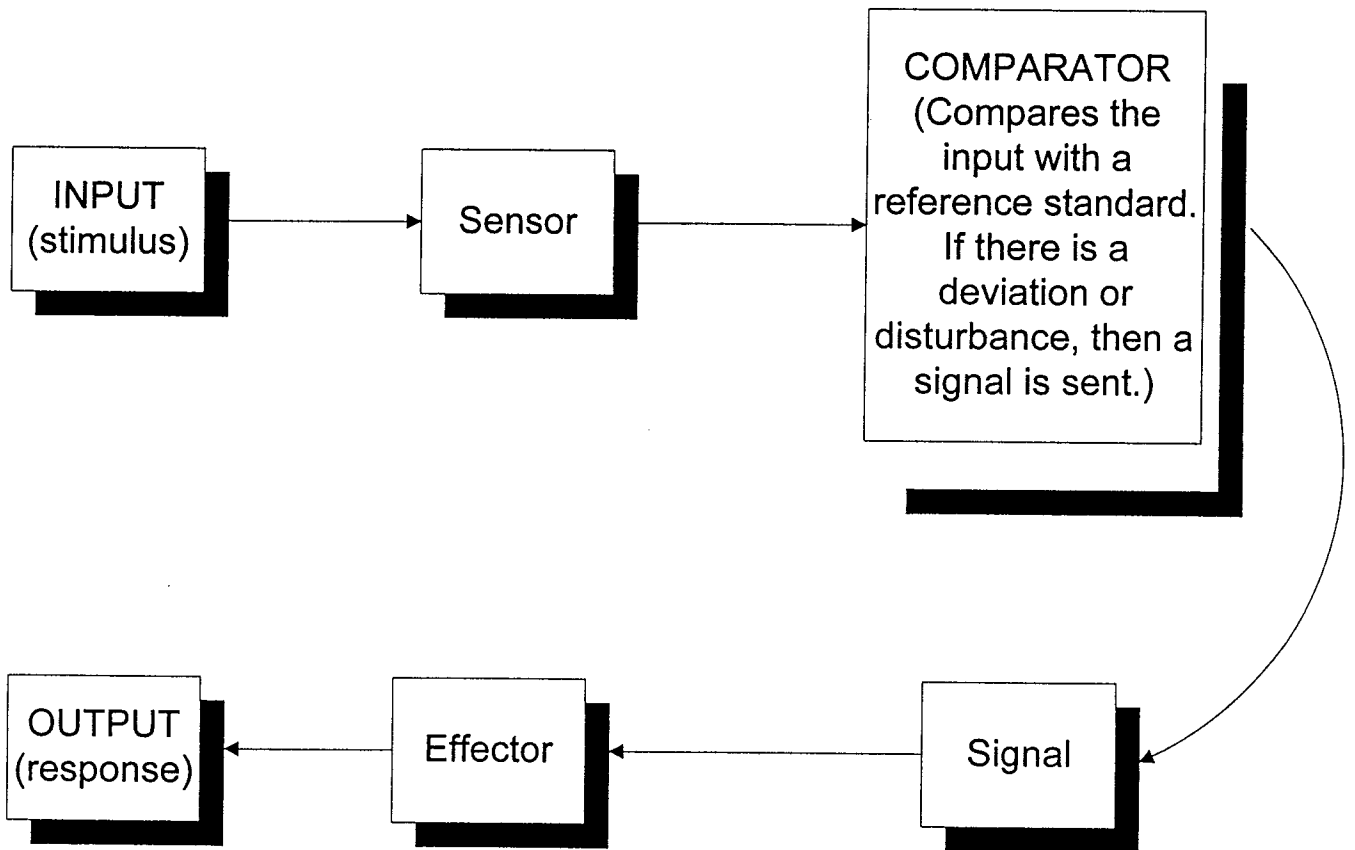
but by the same token, control theory or the other theories could also be used to explain goal-setting theory.

(Luthans, 1998, p. 186)

2.7.6 - The Application of Goal Setting to Organizational System Performance.

A logical extension of goal setting is the traditionally- used management-by-objectives, or MBO, approach to planning, control, personnel appraisal, and overall system performance. This approach has been around for over thirty years and thus preceded the theory and research on goal setting. Management by objectives is usually attributed to Peter Drucker, who coined the term and suggested that a systematic approach to setting of objectives and appraising by results would lead to improved organizational performance and employee satisfaction. Today, the term "MBO" may no longer be used. Instead, MBO has evolved into an overall systems performance approach using goal setting and appraisal by results. For example, Locke and Latham recently noted that "MBO can be viewed as goal setting applied to the macro or organizational level."

(Luthans, 1998, p. 187)

The application of goal setting and appraisal by results of overall organizational systems generally follows the series of systematic steps outlined in **Figure 2.6**. As shown, once the overall objectives have been set and the organization is developed to the point of accommodating the performance system, individual objectives are set. These individual objectives

FIGURE 2.6

The Application of Goal Setting to System Performance
(Luthans, 1998, p. 190)

Set overall *1* objectives & action plans

Develop the *2* organization

Set individual *3* objectives & action plans

Conduct periodic *4* appraislas & provide feedback on progress; make adjustments

Conduct final *5* appraisal of results
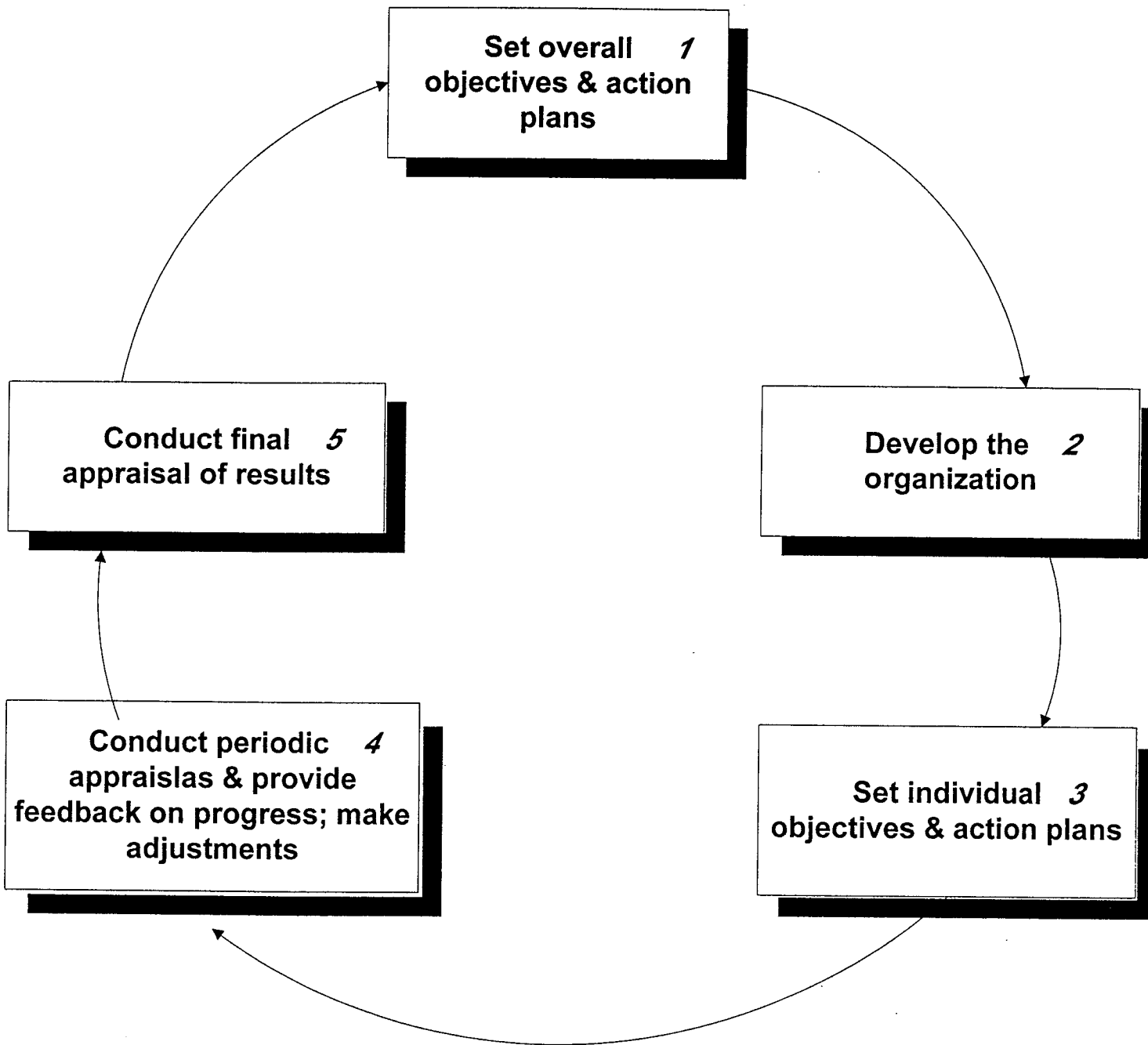
are determined by each manager - subordinate pair, starting at the top and going down as far as the system is to be implemented.

In line with the goal-setting research, these objectives should be specific, difficult, and accepted. Like the overall objectives, this set of individual objectives should also be accompanied by action plans developed to spell out how the objectives are to be accomplished.

(Luthans, 1998, p. 187)

Although the goal-setting dimension is most closely associated with this approach to system performance, as shown in **Figure 2.6**, feedback and appraisal by results also play an important role. Individuals will be given feedback and will be appraised on the basis of how they perform in accordance with the objectives that are set. This feedback and appraisal process takes place on both a periodic (at least every quarter in most systems) and an annual basis, The appraisal sessions attempt to be diagnostic rather than purely evaluative. This means simply that the subordinate's manager assesses the reasons why objectives were either attained or not attained, rather than giving punishments or rewards for failure or success in meeting objectives.

Periodic reviews are conducted in order to provide feedback and evaluate progress toward the attainment of objectives. They give the opportunity to make the necessary changes in objectives. Every organization is operating in such a dynamic environment that objectives set at the beginning, of the period (usually the fiscal year) may be rendered obsolete in a few months because of changing conditions. Priorities and conditions are constantly changing; these must be monitored in the periodic review sessions, and the needed changes

must be made. Constant revision of the individual objectives and, to a lesser degree, of the overall objectives makes a living system that is adaptable to change. At the annual review session, an overall diagnosis and evaluation is made according to results attained, and the system starts over again.

The research results on MBO-type performance systems have been mixed. The most recent comprehensive analyses conclude that these overall goal-setting systems have a slightly positive effect on employee satisfaction, but a much larger, but still modest, effect on performance.

(Luthans, 1998, p. 188).

In addition to all of the above mentioned areas, one thing is very obvious and common : Building motivation in a company has always been a subject of great interest for most managers. But never before has the workplace been more complex, making the task more challenging than ever. Consider how much has happened just in the last two decades: a rapid increase in mergers and acquisitions, the ascent of information technology and the focus on "corporate culture," to name just three. Each has had an impact on the job satisfaction and motivational level of today's employees. Through all this, Job description was never been identified as a critical need for fostering strong motivation for the employee. Considering it likewise is the first step to build a motivated team of employees and a motivated organization.

Building motivation is indeed a complicated challenge. Companies with high motives spend significant time studying both their employees and the world around them. They increase motivation through small, day-to-day behaviors and corporate programs that reflect a fundamental commitment to

making their companies great places to work. Most of all, though, a workplace with good motivation is one with high productivity.

The key to attaining this is to provide an environment where goals, details of work and deliverables are clear. Today's employees very much wish to pursue excellence. If you work hard at defining, designing, analyzing and acknowledging work, your company or department will be rewarded with high motivation and, in turn, increased productivity.

CHAPTER THREE

RESEARCH AND METHODOLOGY

3.1 - Sources of Information and Survey Design

The tool used to gather data is the questionnaire. Data was obtained from a variety of Lebanese banks. The respondents belonged to different managerial levels.

There was one set of questionnaires which was distributed randomly to the employees in many different positions. There was no difference in the responses of the individuals from the different managerial levels as compared with the responses of the employees.

A sample of the questionnaire is included in **Appendix B**.

3.2 - Sample and Data Collection

One hundred and fifty questionnaires were prepared and distributed. However, one hundred were completed and returned. Nothing was excluded for that all the questionnaires were reliable. The respondents came from a broad variety of financial institutions belonging to the banking sector and from different managerial levels and functional divisions. The response rate was $100/150 = 2/3 = 66.67\%$.

3.3 - Measurement and Design of the questionnaire

The questionnaire was divided into four parts in which all the questions were applicable to the different managerial levels, each from his/her point of view.

3.3.1 - Demographic Characteristics

The demographic variables include sex, years of education, personal status, type of the organization, post, years of experience, age, title of present job, department and the approximate number of employees in the different institutions. The functional areas included eight categories: accounting, finance, marketing, sales, personnel, information system, general management, engineering, and other to specify.

3.3.2 - Design and Analysis

The questions were direct. Some of them were "yes or no" questions and the rest were multiple choice questions. They dealt with the inclusion of job description in the banking sector and how familiar the employees are with it, in addition to the relative importance of the job description for each one of them. This depends, to an extent, whether they have other manuals or guides that specifies the work procedures and requirements of the job, other than job description. Other questions dealt with the nature of the job itself and with the preparation of the job description.

Moreover, technical details of the job description were investigated. Some indirect questions were introduced in order to test the accuracy of the

responses. The respondents were asked to circle one number of each statement which corresponds mostly to his/her desired response. The responses option in the scale-type questions ranged from *"+3: Strongly Agree"* to *"-3: Strongly Disagree"*.

3.3.3 - Deciding for Structure

The questions here were introduced to determine whether the structure of the job description is effective, in addition to some personal opinions concerning the way the respondents dealt with the subject. Also the importance of the job description for each individual (from any managerial level due to a random distribution) was asked about indirectly.

Furthermore, questions about the use of the job description in judging the performance of the individuals were introduced in a direct and an indirect format to know how do both sides, managers and employees, are taking advantage of it. The last set of this part consisted of a scale-type questions ranged from *"+3: Strongly Agree"* to *"-3: Strongly Disagree"*.

3.3.4 - Motivation of Employees

As the title indicates, this part determines the degree of satisfaction of the employees and whether their motivation is derived from applying efficient job descriptions or from other sources like moral appreciation from superiors or the less working hours like banks.

At the end of the questionnaire, a space was granted for the respondents to express their opinions or to comment on something they thought to be important and worth mentioning.

3.4 - Data Analysis

Data was analyzed after going through two steps. First, the data was subjected to the Bivariate correlation instead of the cross tabulation due to the large number of variables. Second, linear regression took place through which the significant results were studied thoroughly as it will appear in the next chapter.

Next, in chapter four, results and findings will be exposed and explained. The Problem Questions will be answered.

CHAPTER FOUR

RESULTS AND RESEARCH FINDINGS

After reviewing the methodology and the design used for analyzing the data collected for this study, we proceed to present in this chapter the findings encountered and their analysis. It is worth mentioning here that the hypothesis to be tested are listed as follows:

The job descriptions are not used as a formal tool to motivate the employees in the Lebanese Banks although they do exist in most of them. The banks are ignoring the importance of this powerful asset which is the Job Description. This research will tackle this issue in order to see if Job Descriptions are taken into consideration when reaching for the motivating tools of the employees. It is very important also to ensure that job descriptions are being applied correctly and updated consistently.

4.1 – Profile of the Respondents

With reference to the demographic characteristics of the one hundred surveyed individuals, descriptive statistics were used to study their characteristics:

TABLE 4-1: GENDER OF RESPONDENTS

Gender	Employees		
	Frequency	%	Cum. %
Female	47	47.0	47.0
Male	53	53.0	100.0
Total	100	100.0	

In this sample, 53 % of the employees were males and 47 % of them were females.

Table 4-2 reflects the age of respondents. The concentration for the employees is the age between 26 and 31 years.

TABLE 4-2: AGE OF RESPONDENTS

Age	Employees		
	Frequency	%	Cum. %
20-25	9	9.0	9.0
26-31	55	55.0	64.0
32-37	17	17.0	81.0
38-43	18	18.0	99.0
44-49	1	1.0	100.0
Total	100	100.0	

STD. DEV.   2.62
VALID CASES   100

The level of education have ranged from the high college level to the Ph.D.

level as indicated in **Table 4-3**. 92% had BS or MS degrees.

TABLE 4-3: LEVEL OF EDUCATION

Level of Education	Employees		
	Frequency	%	Cum. %
Former college student	5	5.0	5.0
Bachelor Degree	45	45.0	50.0
Masters Degree	47	47.0	97.0
Ph.D.	1	1.0	98.0
Others	2	2.0	100.0
Total	100	100.0	

MODE   "Masters Degree"   "Bachelor Degree"
STD. DEV.   0.877   0.70

As noted in **Table 4-3**, 47% of the employees have a Masters Degree and 45% have a Bachelor Degree, the rest ranged between the other choices.

Results also have shown that some of the employees belonged to two main functional areas where the others spread over the nine categories as shown in the following **Table 4-4**:

TABLE 4-4: FUNCTIONAL AREAS OF RESPONDENTS

Functional Areas	Employees		
	Frequency	%	Cum. %
Accounting	5	5.0	5.0
Finance	10	10.0	15.0
Marketing	1	1.0	16.0
Sales	6	6.0	22.0
Personnel	7	7.0	29.0
Info. System	23	23.0	52.0
Gen. Mgt.	3	3.0	55.0
Eng'g.	7	7.0	62.0
Others	38	38.0	100.0
Total	100	100.0	

MODE   "Finance"   "Info. Sys. &others
STD. DEV.   6.44   6.00

The functions that are not stated in the questionnaire were called "Others". Those include assistant dealers, customer services, representatives and auditors.

Table 4-5 presents the frequency of the different hierarchy level that the respondents belong to. There are three levels: the top level, the middle level and the first level supervisor.

TABLE 4-5: HIERARCHY LEVELS

Levels	Employees		
	Frequency	%	Cum. %
Top	1	1.0	1.0
Middle	29	29.0	30.0
First Level Supervisor	39	39.0	69.0
Others	31	31.0	100.0
Total	100	100.0	

Note that the banking system tends to define the second two levels as employees, that is, they belong to the staff. From this understanding, this study categorized them as being "employees". Supervisors of middle level (including first level supervisors) are not in the command positions, that's why they are treated as employees.

More than ten banks constituted the basis of this study. Many employees didn't know about "Job Description" but they did consider it as existing in their division/department, yet, most of them have welcomed the idea.

4.2 – Profile of the Organization:

The organizations of concern were from the banking sector. More than ten banks constituted the basis of this study. The number of the employees in the surveyed banks was much more that two hundred employees.

4.3 – Job Description: Analysis & Design

4.3.1 – Job Analysis

Employees were asked about their job description, how it is designed, the details it covers, who prepared it and the relative importance of the job description to each one of them.

First of all, it was very essential to know whether the respondents have job descriptions or not. This does not mean that those who have, may continue the questionnaire and those who haven't may not. A job description is present even when it is not written, it could be oral, or it could be present but not referred to as job description. A clearer expression may be that the job description is what the respondents are actually achieving. So throughout the questionnaire, the term job description is referred to what every employee is really doing and achieving during his working process. Also, it was important to know the way how each employee knew what is required from him or her. This way was referred to as a job description but it could be written, oral or it could be acquired by simple observation of an employee in charge of the same position. Even when the respondent answers the question by "yes", his or her job description may not be a real one, also it could be not effective.

The result of the first question is shown below in **Table 4-6**. The respondents had to answer by a "YES" or "NO".

TABLE 4-6: HAVING A JOB DESCRIPTION

Acquisition of a job description	Employees		
	Frequency	%	Cum. %
Yes	65	65.0	65.0
No	35	35.0	100.0
Total	100	100.0	

MODE   "Yes"   "No"
STD. DEV.   0.447   0.485

It can be noticed that the majority of the respondents (65% of total sample size) have job descriptions and the rest don't.

These findings can indicate that the Lebanese Banks use job descriptions to a certain extent. However, the second step is to see if the employees are familiar with the details of their job descriptions. **Table 4-7** will show the results of this question.

TABLE 4-7: THE FAMILIARITY TO THE JOB DESCRIPTIONS

Familiarity	Employees		
	Frequency	%	Cum. %
YES	52	52.0	52.0
NO	19	19.0	71.0
NO ANSWER	29	29.0	100.0`
Total	100	100.0	

MODE   "Yes"   "No"
STD. DEV.   0.88   0.875

It can be noticed also here that the majority knows about the details of their job descriptions, though many of the employees are not familiar with it, while

the others preferred to avoid not being able to answering it by simply not answering it.

Another key question was to see the relative importance of the job descriptions for each respondent who will have to choose between five answers reflecting the degree of importance ranging from "a" (extremely important) to "e" (of no importance). The results are shown in the following table:

TABLE 4-8: RELATIVE IMPORTANCE

Importance	Employees		
	Frequency	%	Cum. %
Extremely Imp	37	37.0	37.0
Very Imp	34	34.0	71.0
Of some Importance	17	17.0	88.0
Of little importance	7	7.0	88.0
Of no importance	5	5.0	100.0
Total	100	100.0	

MODE   "Extremely Important"   "Very Important"
STD. DEV.   1.27   1.32

From the surveyed sample, 37 % of the employees found that the job description is extremely important, whereas 34 % of them found it very important. Around 12 % of the sample consider it of little or no importance. The idea behind this question is to test the applicability of the job description. It is found that the majority of the employees are aware about the importance of the job description. For those who consider it relatively not important, it is the mistake of the bank, division, or department which does not explain the importance of the job description to the employees. Here the bank itself could

be disregarding the importance of job description or it could be simply missing the information about the importance relying on the job description. In both cases, it is the responsibility of the personnel department in each bank to make everybody aware of what is happening, how it happened and why.

The respondents then were asked whether or not they have a manual that specifies the work procedures and requirements of their job other than the job description. Most of the answers didn't have any other manual but others, for example, considered the Circulars issued by Banque Du Liban as a "form of job requirements and procedures" concerning some specific departments such as the Current Operations Department. This is in fact a very logical assumption by them because there is not a specific job description distributed, updated,…etc,…as it is required. The following table will show the results of this question.

TABLE 4-9: ACQUISITION OF A MANUAL OTHER THAN THE JOB DESCRIPTION

Acquisition of a manual other than J.D.	Employees		
	Frequency	%	Cum. %
Yes	9	9.0	9.0
No	91	91.0	100.0
Total	100	100.0	

MODE   "YES"   "No"
STD. DEV.   0.29   0.35

Another question was then directed to the surveyed employees concerning their kind of job they perform, whether it is routine or different. The results are covered in **Table 4-10**.

TABLE 4-10: NATURE OF THE JOB

Nature	Employees		
	Frequency	%	Cum. %
Routinely alike	54	54.0	54.0
Different	38	38.0	92.0
Highly different	8	8.0	100.0
Total	100	100.0	

STD. DEV.   0.64

The results showed that 54 % of the employees describe the duties of their job as routinely alike, and the more routine the work is, the less need for a specific job description. In this case, the generic job description is needed, and this is found mainly at the first level supervisors. This is due to the familiarity of the work but if the position is sensible, the need to identify responsibilities becomes critical. But still the generic job description mentioned earlier is the solution for the routine work (secretarial work for example).

The next important question in this part is who makes the job description? The respondents had to choose between six options as displayed in **Table 4-11**. But the respondents also used the "no answer" as a seventh choice.

TABLE 4-11: WHO MAKES THE JOB DESCRIPTION OF YOUR WORK?

Who makes the J.D. of your work?	Employees		
	Frequency	%	Cum. %
Employee himself	12	12.0	12.0
Employee & supervisor	20	20.0	32.0
Supervisor alone	22	22.0	54.0
Personnel officer	20	20.0	74.0
Outside consultant	7	7.0	81.0
Others	16	16.0	97.0
No answer	3	3.0	100.0
Total	100	100.0	

MODE	"Supervisor alone"
STD. DEV.	1.69

Table 4-11 shows that 22 % (the highest percentage of the respondents to one of the choices) of the employees selected in this sample have the supervisor alone as an answer. A very close item also appears, 20% of the selected employees have the employee and supervisor as an answer. This means that a significant number of Lebanese banks' (including departments and/or divisions) job description is prepared by a person who is not the most appropriate, to do this task. The right person for this issue is an experienced job analyst (outside consultant), as mentioned earlier in Chapter two. In fact, in another subjective question later on in the questionnaire, most of the employees answered that an outside consultant should write the job description of the work process. This reflects in a way a sense of awareness concerning this issue.

The fact of the tabulated results could have some bad consequences on the effectiveness of the job description. Anyone other than the right person could miss the technical knowledge and skills required for job analysis. The others could be helpful in providing information and in editing a draft.

Next, the respondents had to answer if the job description is covering all the items that should be included in a proper job description. As we mentioned earlier, 35% of the selected employees didn't have job descriptions in their organizations, that's why **Table 4-12** will show the "yes" and "no" answers to the included items because those who do not have job descriptions didn't

mark any of the items, they wrote: "Not applicable because no job

description".

TABLE 4-12: DOES YOUR JOB DESCRIPTION INCLUDE:

JOB TITLE	Employees		
	Frequency	%	Cum. %
YES	54	54.0	54.0
NO	11	11.0	65.0
REPORTING RELATIOSHIP			
	Frequency	%	Cum. %
YES	32	32.0	32.0
NO	33	11.0	65.0
WORK SCHEDULE			
	Frequency	%	Cum. %
YES	26	26.0	26.0
NO	39	39.0	65.0
GRADE & SALARY RANGE			
	Frequency	%	Cum. %
YES	17	17.0	17.0
NO	48	48.0	65.0
BRIEF SUMMARY (JOB'S PRIMARY DUTIES)			
	Frequency	%	Cum. %
YES	40	40.0	40.0
NO	25	25.0	65.0
DETAILED LIST OF PRIMARY RESPON.			
	Frequency	%	Cum. %
YES	19	19.0	19.0
NO	46	46.0	65.0
PRIOR WORK EXPERIENCE			
	Frequency	%	Cum. %
YES	11	11.0	11.0
NO	54	54.0	65.0
NAME OF JOB ANALYST			
	Frequency	%	Cum. %
YES	-	-	-
NO	65	65.0	65.0
PHYSICAL & WORKING CONDITIONS			
	Frequency	%	Cum. %
YES	6	6.0	6.0
NO	59	59.0	65.0

Continue of *TABLE 4-12: DOES YOUR JOB DESCRIPTION INCLUDE:*

EQUIP. & MACHINERY USED	Employees		
	Frequency	%	Cum. %
YES	22	22.0	22.0
NO	43	43.0	65.0
KNOWLEDGE REQUIRED			
	Frequency	%	Cum. %
YES	26	26.0	26.0
NO	39	39.0	65.0
DIVISION &/OR DEPARTMENT			
	Frequency	%	Cum. %
YES	45	45.0	45.0
NO	20	20.0	65.0
LOCATION OF JOB			
	Frequency	%	Cum. %
YES	15	15.0	15.0
NO	50	50.0	65.0
EXEMPTION STATUS			
	Frequency	%	Cum. %
YES	2	2.0	2.0
NO	63	63.0	65.0
EDUCATION			
	Frequency	%	Cum. %
YES	31	31.0	31.0
NO	34	34.0	65.0
SPECIALIZED SKILLS			
	Frequency	%	Cum. %
YES	17	17.0	17.0
NO	48	48.0	65.0
DATE PREPARED			
	Frequency	%	Cum. %
YES	13	13.0	13.0
NO	52	52.0	65.0

As clearly shown in the above table, nearly all the important items of the job description existed. We can here refer to a very important note, the name of the job analyst had no "yes" as an answer. It didn't exist in all the selected sample. Also the exemption status appeared in two samples only.

The next question decides whether or not the employees believe that better job description can be helpful so that they could know what is expected from them. The results were as follows:

TABLE 4-13: WOULD A BETTER JOB DESCRIPTION BE HELPFUL SO THAT YOU WILL KNOW EXCATLY WHAT IS EXPECTED FROM YOU?

Better Job Description	Employees		
	Frequency	%	Cum. %
YES	78	78.0	78.0
NO	22	22.0	100.0
Total	100	100.0	

MEAN   0.22
STD. DEV.   0.42

It is very clear that the employees are aware of the fact that the job description is a very important tool to get them know better their job requirements.

So far, the information gathered is: the details of the job are not covered efficiently because most of the job descriptions are prepared by the wrong person. Moreover, if the job is routine, a decreasing need is noticed which affects the importance of the job description towards the respondents, where 35 % of them don't have originally job descriptions. These information is based on what the respondents have answered. The next stage will include checking the accuracy of their answers.

4.3.2 – Job Design

The next section is composed of the Likert scale type questions concerning the design of the job description and some important elements

that should be included in the job description. Simple questions were about the logical order, the clarity, and the technical issues that includes the recognition of the different working aspects that, if not mentioned, make the employees frustrated and can be the major reason for the " no motivated employee".

The respondents have the choice of seven options from (+3) "Strongly Agree" to (-3) "Strongly Disagree". It is also noted that the 35 % who doesn't have job descriptions didn't answer the question and wrote: "not applicable".

Table 4-14 will show the most important items.

TABLE 4-14: DO YOU FEEL THAT YOUR JOB DESCRIPTION:

STATES DUTIES CLEARLY?	Employees		
	Frequency	%	Cum. %
-3	2	2.0	2.0
-2	35	2.0	37.0
-1	9	9.0	46.0
0	2	2.0	48.0
1	7	7.0	55.0
2	2	35.0	57.0
3	8	8.0	65.0
USES AMBIG. WORDS			
	Frequency	%	Cum. %
-3	17	17.0	17.0
-2	12	12.0	29.0
-1	9	9.0	38.0
0	2	2.0	40.0
1	10	10.0	50.0
2	8	8.0	58.0
3	7	7.0	65.0
TIME NEEDED FOR EACH DUTY	Employees		
	Frequency	%	Cum. %
-3	16	16.0	16.0
-2	7	7.0	23.0
-1	13	13.0	36.0
0	7	7.0	43.0
1	11	11.0	54.0
2	4	4.0	58.0
3	7	7.0	65.0

Continue of _TABLE 4-14: DO YOU FEEL THAT YOUR JOB DESCRIPTION:_

STATES THE PHYS. & SOCIAL ENV.	Employees		
	Frequency	%	Cum. %
-3	10	10.0	10.0
-2	21	21.0	31.0
-1	2	2.0	33.0
0	10	10.0	43.0
1	12	12.0	55.0
2	4	4.0	59.0
3	6	6.0	65.0

To summarize the above results, it is shown that 46 % of the employees "disagreed" the item: "states duties clearly" which indicates that their job descriptions don't include an item stating clearly their duties which frustrate them in a direct negative way.

It can be noticed also from the results that 38 % of the employees are not well acquainted with their job description and do not understand clearly what is written in it. This is considered a high percentage. Consequently, this will lead to higher absenteeism and tumor notes on the long-run.

In the third part of **Table 4-14**, it is shown that 36 % of the employees don't have the proper allocation of time included in their job description. This indicates that there exists an important progress in the preparation of those job descriptions.

The last example of this table shows that 33 % of the employees do not have in their job descriptions the item stating the physical and the social environment affecting the performance of tasks. This could reflect the fact that this item is having some importance in considering it in the details of job descriptions

The respondents also showed a variety of answers concerning the other parts of this question. Their job descriptions are to an extent accurate, explain the procedures of duties, do not create confusion and offer good training.

During this second stage, the answers were checked for accuracy and it is found that most of the respondents are not well acquainted with their job descriptions, which in its turn, is not including some necessary and important details. This could be the consequence of what was found earlier about the inefficiency and ineffectiveness caused by the assignment of the wrong person to prepare the job descriptions.

4.4 – Job Description: Deciding for Structure

In this part, the respondents were asked about the use of job description, its maintenance and the benefits that could be gained from the effective application of this powerful managerial tool. It includes some questions about what job description can offer for the employees, like training and knowledge of the rules and procedures of the work.

First, respondents were asked their opinion about job description; namely, in what managerial level it should be applied the most and could benefit the most. The results are shown in **Table 4-15**.

TABLE 4-15: MANAGEMENT LEVEL

LEVEL	Employees		
	Frequency	%	Cum. %
Lower	5	5.0	5.0
Middle	7	7.0	12.0
Top	5	5.0	17.0
All of above	80	80.0	97
None of above	3	3.0	100.0
Total	100	100.0	

Table 4-15 shows that the majority of the respondents stated that job description should be applied to all levels. Theoretically, this is not the correct choice, because by referring to Chapter Two, the job description should be applied the most to middle level. Practically, the lower level employees which mostly include the line workers, have their jobs designed in a routine manner, but still they need a very well organized job description to give them the needed motivational status so that they can accomplish their work effectively.

The respondents then had to answer a set of "yes" or "no" questions concerning the updating of the job description and its usage for self-performance appraisal for the employee himself as well as for the subordinates (if the respondent is of one of the managerial levels).
Whether or not:

- training can help the employees know the rules and procedures of the system

- the employees feel that their participation is a necessity in updating their job description

- proper motivation is given to the employees

- employees really understand what is required from them

- job description can be neglected

These above were another set of "yes" or "no" questions where the respondents had to answer. The results are shown in **Table 4-16**.

TABLE 4-16

Questions	Employees			
	YES		NO	
	Frequency	%	Frequency	%
Updating the job description yourself	40	40.0	60	60
Using it for self-perfor. appraisal	45	45.0	55	55.0
Using it for per. appraisal of sub.	N/A 1(case of mgr.)	N/A 1.0	N/A	N/A
Training can help the employees know the rules..	98	98.0	---- (2:no ans.)	---- (2.0:no ans.)
Employees must participate in the preparation and updating of job desc.	100	100.0	0	0
Proper motivation is given to the employees	13	13.0	87	87.0
Employees really understand what is required from them	55	55.0	45	45.0
Job description can be neglected	18	18.0	82	82.0

The above table includes eight questions. The third one is not applicable for 99% of the respondents where 1% of the cases was a manager who had subordinates. It is found that 60% of the employees do not update their job description themselves. In this case, the manager responsible for this matter should be aware and alert for their demands.

It is found that 55% of the employees use the job description for their self-performance appraisal. It is also noticed that 98% of the respondents agree that training can help them know the rules and the procedures of the system. In fact, this result shows that the employees could follow what is written in their job descriptions. It is also noticed that all the respondents want to participate in the preparation and the updating of their own job description. Theoretically speaking, it is not healthy for the institution to make the employees do their own job description because they will be biased, not only in simplifying the work that should be done but also in doing the work in their own way which may create a conflict between the employee's objectives and the department's objectives. After all, it depends on the style of the management and its organizational culture and, also, if they apply the principle of self-administered teams. It is important to know that the employees should participate in the preparation of their own job description under the surveillance of their managers and the consultants involved in this process because after all it's the employees who will perform the requirements found in their job description. This fact will reduce the ambiguity in understanding the requirements of the job and applying them.

It is also found that 87% of the employees do not feel that proper motivation is given to them. It is also noticed that 45% of the respondents do not understand what is required from them. Job description cannot be neglected or ignored with a response of 82% of the employees.

The respondents then were asked about the period to update their job description. The answers were as follows:

TABLE 4-17: UPDATE OF JOB DESCRIPTION

PERIOD	Employees		
	Frequency	%	Cum. %
Annually	12	12.0	12.0
Semi-annually	2	2.0	14.0
Periodically	14	14.0	28.0
Occasionally	34	34.0	62.0
Not updated at all	38	38.0	100.0
Total	100	100.0	

MEAN   3.84
STD. DEV.   1.29

Most of the employees answered that their job descriptions are not updated at all. This answer could be misleading because the cases who do not have job descriptions identified their choice in "not updated at all".

The following **Table 4-18** shows how the employees are rewarded.

TABLE 4-18: HOW THE EMPLOYEES ARE REWARDED?

HOW?	Employees		
	Frequency	%	Cum. %
After the completion Of the duty	29	29.0	29.0
Before the completion of duty	3	3.0	32.0
When efforts are done effectively	29	29.0	61.0
Others	39	39.0	100.0
Total	100	100.0	

MODE	"After the completion of the duty"	"When efforts are done effectively"
MEAN	2.78	2.35
STD. DEV.	1.24	1.34

It is shown in the table above that the way employees are rewarded varies

(equally) between "After the completion of the duty" and "When efforts are

done effectively" where the rest had the "others" as their choice.

The following **Table 4-19** shows how the employees are motivated.

TABLE 4-19: HOW THE EMPLOYEES ARE MOTIVATED?

HOW?	Employees		
	Frequency	%	Cum. %
When a specific period of time elapse	11	11.0	11.0
When emp. shows under. of requ.	10	10.0	21.0
When other opp. becomes available	33	33.0	54.0
b & c	16	16.0	70.0
Others	30	30.0	100.0
Total	100	100.0	

MODE	"When other opp. becomes available"	"Others"
MEAN	3.44	3.30
STD. DEV.	1.31	1.34

It is shown in the table above that the way employees are motivated varies (equally) between "When other opp. becomes available" and "Others". This could mean that none of the employees are currently under motivation and are waiting for a new opportunity to become likewise.

The following **Table 4-20** shows how often the managers check the job of their employees.

TABLE 4-20: MANAGERS CHECK THE JOB OF THE EMPLOYEES.

PERIOD	Employees		
	Frequency	%	Cum. %
Always	10	10.0	10.0
Very Often	16	16.0	26.0
Often	35	35.0	61.0
Occasionally	39	39.0	100.0
Total	100	100.0	

MODE	"Often"	"Occasionally"
MEAN	3.03	3.05
STD. DEV.	0.98	0.65

Table 4-20 demonstrates different point of views concerning the checking of jobs. The answers of the employees ranged between "often" and "occasionally". This difference may reflect the different attitudes of the managers towards their employees and probably the fact of not using well-developed job descriptions in their departments.

The following question whose results are summarized in **Table 4-21**, was made in order for the employee to know whether or not the managers are following the job descriptions of their employees in checking their jobs. In theory, the job description should be the basis of judging the results of the

work and the performance made by the employees in order to achieve these results. The supervision must be based on the work they are doing that is learned from their job description.

TABLE 4-21: PERFORMANCE COMPARED TO JOB DESCRIPTION

Comparison	Employees		
	Frequency	%	Cum. %
YES	8	8.0	8.0
NO	44	44.0	52.0
SOMETIMES	48	48.0	100.0
Total	100	100.0	

MEAN   1.40
ST. DEV.   0.64

The result shows that 44% of the employees consider that managers are not using the job description as a basis for supervision.

The next final question in this section is again composed of the Likert scale type questions concerning whether or not the application of proper job description can affect positively the items which will be listed in **Table 4-22**. Simple questions were about responsibility, skills for the appointment, satisfaction,...

The respondents have the choice of seven options from (+3) "Strongly Agree" to (-3) "Strongly Disagree". **Table 4-22** will show the most important items.

TABLE 4-22: THE APPLICATION OF PROPER JOB DESCRIPTION AFFECTS POSITIVELY THE FOLLOWING ELEMENTS:

Responsibility	Employees		
	Frequency	%	Cum. %
-3	-	-	-
-2	-	-	-
-1	-	-	-
0	-	-	-
1	7	7.0	7.0
2	45	45.0	52.0
3	48	48.0	100.0

Satisfaction	Employees		
	Frequency	%	Cum. %
-3	-	-	-
-2	-	-	-
-1	2	2.0	2.0
0	9	9.0	11.0
1	14	14.0	25.0
2	45	45.0	70.0
3	30	30.0	100.0

Performance			
	Frequency	%	Cum. %
-3	-	-	-
-2	-	-	-
-1	-	-	-
0	-	-	-
1	13	13.0	13.0
2	48	48.0	61.0
3	39	39.0	100.0

Motivation			
	Frequency	%	Cum. %
-3	-	-	-
-2	2	2.0	2.0
-1	4	4.0	6.0
0	2	2.0	8.0
1	23	23.0	31.0
2	38	38.0	69.0
3	31	31.0	100.0

Turnover			
	Frequency	%	Cum. %
-3	-	-	-
-2	2	2.0	2.0
-1	-	-	-
0	26	26.0	28.0
1	18	18.0	46.0
2	40	40.0	86.0
3	14	14.0	100.0

T & D			
	Frequency	%	Cum. %
-3	-	-	-
-2	2	2.0	2.0
-1	-	-	-
0	5	5.0	7.0
1	31	31.0	38.0
2	37	37.0	75.0
3	25	25.0	100.0

To summarize the above results, it is shown that 48 % of the employees "Strongly agreed" the item: "responsibility" which indicates that the application of proper job description can positively affect the responsibility of the employee.

It can be noticed also from the results that 45 % of the employees do "agree" that the application of a proper job description can positively affect the satisfaction of the employees.

It is also shown that 48% & 38% of the employees "agree" that the application of a proper job description can positively affect the performance and the motivation of the employees consequently.

It is also shown that 40% & 37% of the employees "agree" that the application of a proper job description can positively affect the turnover and the training and development of the employees consequently.

The respondents also showed a variety of answers concerning the other parts of this question. The employees nearly agreed that the application of proper job description can positively affect the total performance of the employees as well as their work environment.

4.5 – Employees' Motivation

The following part is concerned with the motivation of the employees in their work.

In this last section, the employees were asked about their satisfaction and motivation in their jobs. The answers could be of great significance because the degree of motivation & satisfaction of these employees reflects the degree of effectiveness of their job descriptions.

First, the responsibility of each employee was inquired. The results were as follows:

TABLE 4-23: RESPONSIBILTIY

Responsibility	Employees		
	Frequency	%	Cum. %
Big	25	25.0	25.0
Medium	44	44.0	69.0
Little	16	16.0	85.0
No Responsibility	15	15.0	100.0
Total	100	100.0	

MEAN   2.21
ST. DEV.   0.99

So, it is noticed that 69% of the respondents have responsibilities rated as big and medium. This may indicate a greater need of job description, since the greater the responsibility the more the use of job description.

The next question asked dealt with the satisfaction level of employees.

TABLE 4-24: SATISFACTION OF THE EMPLOYEES

Satisfaction	Employees		
	Frequency	%	Cum. %
Completely Sat.	2	2.0	2.0
Satisfied	31	31.0	33.0
Not Satisfied	41	41.0	74.0
Not Sat. at all	26	26.0	100.0
Total	100	100.0	

MEAN   2.91
ST. DEV.   0.81

Table 4-24 reflects that 67% are not satisfied with the job they are doing. The other 33% are satisfied which may be due to several as it will be shown later on. The working environment is, generally, the factor that the employees are satisfied with the most. This reason, unfortunately, has no direct relationship with the job description unlike all the other reasons, mentioned later on, that have a direct relationship with the job description like the salary, the working procedures and the moral appreciation from the superiors which constitutes the least percentage of satisfaction (please refer to **Table 4-31**)

Table 4-25 shows the results of testing if the managers are treating well their employees in terms of appreciation for the work done. This could have a very positive effect on the morale of these employees. So, if the work is done effectively, the manager should acknowledge this instantly and may give a positive feedback for the employee who did it.

TABLE 4-25: APPRECIATION FROM SUPERIORS

Appreciation	Employees		
	Frequency	%	Cum. %
Always	4	4.0	4.0
Sometimes	31	31.0	35.0
No	65	65.0	100.0
Total	100	100.0	

MEAN   2.61
ST. DEV.   0.57

As shown in the **Table 4-25**, 65% of the employees are not appreciated by their managers. This could be because they are not doing the job well. This may be the responsibility of the manager himself. He/she should make the employee do better and reward him/her morally at least. Otherwise, the manager should find a solution for these employees who are not performing well.

In the following question, it was intended to know about the way employees are dealing with the working time or working period.

TABLE 4-26: DO YOU FINISH YOUR DUTIES ON TIME?

Duties on time	Employees		
	Frequency	%	Cum. %
YES	86	86.0	86.0
NO	14	14.0	100.0
Total	100	100.0	

MEAN   0.14
ST. DEV.   0.35

As shown above in **Table 4-26**, 86% do finish their duties on time but their answers were inaccurate and they contradicted themselves in committing themselves to extra time to achieve the accomplishment of their jobs. This will

be shown in the next question which asks about taking extra time to perform a duty and finish it satisfactorily. **Table 4-27** will illustrate the answers.

TABLE 4-27: DO YOU USUALLY TAKE EXTRA TIME TO PERFORM A DUTY AND FINISH IT SATISFACTORILY?

Duties on time	Employees		
	Frequency	%	Cum. %
YES	72	72.0	72.0
NO	28	28.0	100.0
Total	100	100.0	

MEAN	0.28
ST. DEV.	0.45

It was very obvious that 72% of the employees do take extra time to perform a duty and finish it satisfactorily but this result contradicts the result in **Table 4-26**. This accuracy reflects the ambiguity surrounding the issue of time and its importance within the employees' understandings.

The following question was related to the issue of time and to the general view of what does an extra effort mean to the employees. **Table 4-28** will show the results.

TABLE 4-28: DOING AN EXTRA EFFORT IS:

Doing an effort means	Employees		
	Frequency	%	Cum. %
Staying after the working hours	37	37.0	37.0
Using all the time for work only	19	19.0	56.0
Do always what the supervisors ask you to do	2	2.0	58.0
All of the above	37	37.0	95.0
No answer	5	5.0	100.0
Total	100	100.0	

MEAN	2.98
ST. DEV.	1.91

Table 4-28 shows that 37% of the employees considered that doing an extra effort means staying after the working hours. Another 37% of the employees considered a combination of options including, doing an extra effort means staying after the working hours, using all the time for work only, and doing always what the supervisors ask them to do.

The following **Table 4-29** shows the employees' responses towards their opinions concerning being successful in what an employee does.

TABLE 4-29: BEING SUCCESSFUL IN WHAT YOU DO IS:

Being successful in what you do is	Employees		
	Frequency	%	Cum. %
Following the requirements and the procedures	22	22.0	22.0
Abiding by rules of company	5	5.0	27.0
Introducing new helpful ideas	47	47.0	74.0
Having a social influence	1	1.0	75.0
Doing always what your superiors ask you to do	13	13.0	88.0
Other factors	12	12.0	100.0
Total	100	100.0	

MEAN	3.14
ST. DEV.	1.60

As noticed, the highest percentage of employees agreed that in order to be successful, you have to introduce new helpful ideas. This fact, in order to be true, needs a flexible job description that supports new ideas and can be updated easily.

Before introducing the last question of this questionnaire, we reach another question of the Likert scale type questions. It is a combination of questions that will be illustrated in **Table 4-30**.

The respondents have the choice to select out of seven options from (+3) "Strongly Agree" to (-3) "Strongly Disagree".

TABLE 4-30

My org. has a widely shared phil. of mgt.	Employees		
	Frequency	%	Cum. %
-3	25	25.0	25.0
-2	22	22.0	47.0
-1	10	10.0	57.0
0	14	14.0	71.0
1	1	1.0	72.0
2	16	16.0	88.0
3	12	12.0	100.0
My work is broken down into qualifiable goals			
	Frequency	%	Cum. %
-3	21	21.0	21.0
-2	16	16.0	37.0
-1	5	5.0	42.0
0	12	12.0	54.0
1	21	21.0	75.0
2	19	19.0	94.0
3	6	6.0	100.0
Everybody in our org. understands the co. values			
	Frequency	%	Cum. %
-3	35	35.0	35.0
-2	12	12.0	47.0
-1	11	11.0	58.0
0	20	20.0	78.0
1	10	10.0	88.0
2	6	6.0	94.0
3	6	6.0	100.0

They encourage us to make sugg. for improvements	Employees		
	Frequency	%	Cum. %
-3	36	36.0	36.0
-2	10	10.0	46.0
-1	24	24.0	70.0
0	7	7.0	77.0
1	9	9	86.0
2	9	9.0	95.0
3	5	5.0	100.0
My present job is usually interesting to me			
	Frequency	%	Cum. %
-3	13	13.0	13.0
-2	23	23.0	36.0
-1	17	17.0	53.0
0	2	2.0	55.0
1	22	22.0	77.0
2	18	18.0	95.0
3	5	5.0	100.0
I get a feeling of accomp. from the work I am doing			
	Frequency	%	Cum. %
-3	19	19.0	19.0
-2	17	17.0	36.0
-1	10	10.0	46.0
0	4	4.0	50.0
1	27	27.0	77.0
2	20	20.0	97.0
3	3	3.0	100.0
The work goals cotains sufficient challenges to max. motivational values	Employees		
	Frequency	%	Cum. %
-3	22	22.0	22.0
-2	14	14.0	36.0
-1	21	21.0	57.0
0	4	4.0	61.0
1	20	20.0	81.0
2	19	19.0	100.0
3	-	-	-
I enjoy my work more than my leisure time			
	Frequency	%	Cum. %
-3	51	51.0	51.0
-2	15	15.0	66.0
-1	15	15.0	81.0
0	4	4.0	85.0
1	5	5.0	90.0
2	6	6.0	96.0
3	4	4.0	100.0

To summarize the above results, it is shown that 25 % of the employees "Strongly disagreed" that their organization has a widely shared philosophy of management.

It can be noticed also from the results that 21 % of the employees "strongly disagree" that their work is broken down into qualifiable goals which means that they do not qualify their work or current job.

It is also shown that 35% of the employees "strongly disagree" that everybody in their organizations understands its values. This does reflect an improper relation between the employees and their management.

It is also shown that 36% of the employees "strongly disagree" that they are not encouraged by their management and that's why they cannot make suggestions for improvements of work and this is another negative attitude which reflects improper relation at work.

In the last page of the questionnaire, a question was asked about what really satisfies the employees in their jobs. The question includes the following items found in **Table 4-31**.

TABLE 4-31: IN YOUR JOB, YOU ARE MOSTLY MOTIVATED WITH:

Mostly motivated with	Employees		
	Frequency	%	Cum. %
The salary	38	38.0	38.0
The fringe benefits	14	14.0	52.0
The work procedures	9	9.0	61.0
The working environment	12	12.0	73.0
The moral appreciation from superiors	13	13.0	86.0
No motivation at all	14	14.0	100.0
Total	100	100.0	

The above table could represent a summary of what is the real case in the Lebanese banks where we find that 62% of the employees are not motivated with their salaries, 86% not with their fringe benefits, 91% not with the working procedures, 88% not with their working environment, and 87% not with the moral appreciation. This result could show the high percentages of the employees who are not motivated with what characterizes other countries or even other sectors. What does this mean? Employees need other factors to be motivated, they are not motivated with the salary, they need a proper relation with the management and a proper job description could maintain this aim.

So, it is shown that the job description can not be neglected, it helps to meet the work's objectives and make the requirements of the job clearer. It has to be granted to all the employees, workers and managers, even voluntarily.

In the next part of this chapter, bivariate correlation and linear regression will be discussed.

4.6 – Bivariate Correlation

In this study, many tests were made and many questions were studied. First it is important to note the fact that since the core of the study is of a descriptive nature, it was too hard to come up with one unique relation of variables that could explain each other. So, the intention is to try to put terms together using regression for the sake of relating qualitatively the different concepts studied.

In fact, the first step was to find significance between the variables and this could have been done easily by cross tabulation but the big number of the variables (99 variables) prevented the study of the cross tabulation and the Bivariate Correlation was used instead because it is possible through it to include all the 99 variables and to find the relations between them by placing them in rows and columns. In fact, there was significance between many variables and the equations as well as the functions which were chosen in the area of our study and its effect surrounding it.

4.6.1 – Dependant and Independent Variables

The choice of seven dependant variables took place after the study of the bivariate correlation ended up showing the significance of the variables. The dependant variables are:

Do you have a manual that specifies the work procedures and requirements of your job other than the job description? = **Y1**

Do you update your job description yourself? = **Y2**

Do you think that employees really understand what is required from them? = **Y3**

The application of proper job description affects positively the motivation of the employees. = **Y4 (MOTIVATION)**

The application of proper job description affects positively the training and development of the employees? = **Y5 (T&D)**

My work is broken down into qualifiable goals. = **Y6**

I get a feeling of accomplishment from the work I am doing. = **Y7**

After choosing the dependent variables, linear regression was run and studied to know which of the many independent variables was significant with its dependent variable (i.e. Sig. < 0.05). It should be reminded again that the grouping of concepts in a regression equation is needed to add qualitative value to the resulting relations

4.7 – Linear Regression

After running the linear regression more than four times for each dependent variable, the results came as follows: (please refer to **Appendix C**).

The Independent Variables of Y1 are:

X1= age

X2= Personal Status

X3= Do you have a current job description for your current job?

X4= Are you familiar with your job description's details?

X5= Who makes the job description in your company?

X6= Do you feel that your job description uses logical, sequential order?

X7= Do you feel that your job description indicates the time needed for each duty?

X8= Do you feel that your job description is objective & accurate?

X9= Do you feel that your job description is out of date?

X10= Do you feel that your job description states the physical & social environment affecting the performance of tasks?

X11= Do you feel that your job description offers a good training?

X12= Do you feel that your job description shows the significance of your job?

X13= Do you feel that your job description shows the autonomy of your job?

X14= How employees are motivated?

X15= Is employee's performance compared to his/her job?

X16= Do you think that job description can be neglected?

X17= The application of proper job description affects positively the skills for the appointment of the employees?

X18= The application of proper job description affects positively the satisfaction of the employee?

X19= Do you think that your current responsibility in this current position is:

X20= In your current position, you are:

X21= Do you finish your duties on time?

X22= My organization has a widely shared philosophy of management.

X23= My work is broken down into qualifiable goals.

X24= Everybody in our organization understands the company values.

X25= They encourage us to make suggestions for improvements.

X26= My present job is usually interesting to me.

X27= I get a feeling of accomplishment from the work I am doing.

X28= The work goals contains sufficient challenges to maximize motivational values.

X29= I enjoy my work more than my leisure time.

X30= Does your job description include: reporting relationship?

X31= Does your job description include: work schedule?

X32= Does your job description include: grade & salary range?

X33= Does your job description include: detailed list of primary responsibilities?

X34= Does your job description include: prior work experience?

X35= Does your job description include: physical environment and working condition?

X36= Does your job description include: location of job?

X37= Does your job description include: exemption status?

X38= Does your job description include: specialized skills?

X39= Does your job description include: date prepared?

MODEL SUMMARY:

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.189	39	0.210	10236.015	.000[a]
	Residual	1.231E-03	60	2.051E-05		
	Total	8.190	99			

The first equation:

$Y1 = 0.416 + 0.291X1 + (-0.502)X2 + (-0.515)X3 + (3.021E-02)X4 + (6.381E-02)X5 + 0.117X6 + (-1.600E-02)X7 + (-5.252E-02)X8 + 0.144X9 + (1.836E-02)X10 + (-3.103E-02)X11 + (-5.111E-02)X12 + (-4.028E-02)X13 + 0.100X14 + 0.153X15 + (-2.100E-02)X16 + 0.247X17 + (-1.08)X18 + (6.681E-02)X19 + (-0.191)X20 + 0.376X21 + (2.061E-02)X22 + (-0.101)X23 + (6.291E-02)X24 + (3.951E-02)X25 + (7.406E-02)X26 + (-8.147E-02)X27 + (-9.143E-03)X28 + (6.477E-02)X29 + 0.704X30 + (-9.926E-02)X31 + 0.353X32 + 0.160X33 + (-1.055)X34 + (-0.380)X35 + 0.180X36 + (-0.9830)X37 + 0.231X38 + 0.912X39.$

What does this mean?

In fact, all these numbers as well as the equation are discussing one issue: which variables DO AFFECT the dependant variables and which can if changed make the necessary effects on it.

The variable (the acquisition of a manual other than job description that specifies the work requirements) is being affected by the above variables and has significance with them which means that the demographic status (age, personal status) does affect as well as the job design and analysis part. After listing all the independent variables, the ANOVAs, and the equations, a brief explanation of what does all this mean will clear the ambiguity of numbers.

The Independent Variables of Y2 are:

X1= age

X2= Would you describe the duties of your job description as:

X3= Who makes the job description in your company?

X4= Do you feel that your job description states duties clearly?

X5= Do you feel that your job description indicates the time needed for each duty?

X6= Do you feel that your job description explains the procedures of duties?

X7= Do you feel that your job description states other than job-related requirements?

X8= Do you feel that your job description states the physical & social environment affecting the performance of tasks?

X9= Do you feel that your job description offers a good training?

X10= Do you feel that your job description makes the employees acquainted with the work?

X11= Do you feel that your job description states the work goals clearly in writing and in readily understood terms?

X12= Do you feel that your job description describes very well your job?

X13= Do you feel that your job description describes your job as a complete piece of work that has a beginning and an end?

X14= Do you feel that your job description shows the significance of your job?

X15= Do you use your job description for performance appraisal of your subordinates?

X16= Your job description is updated:

X17= Do you think that training can help the employees knowing the rules and procedures of the system?

X18= How employees are motivated?

X19= Do you think that employees really understand what is required from them?

X20= The application of proper job description affects positively the internal mobility of the employee?

X21= The application of proper job description affects positively the Work supervision of the employee?

X22= Do you finish your duties on time?

X23= My organization has a widely shared philosophy of management.

X24= I get a feeling of accomplishment from the work I am doing.

X25= The work goals contains sufficient challenges to maximize motivational values.

X26= I enjoy my work more than my leisure time.

X27= In your job, you are mostly motivated with:

X28= Does your job description include: reporting relationship?

X29= Does your job description include: work schedule?

X30= Does your job description include: grade & salary range?

X31= Does your job description include: brief summary of the job's primary
duties?

X32= Does your job description include: detailed list of primary
responsibilities?

X33= Does your job description include: prior work experience?

X34= Does your job description include: physical environment and working
condition?

X35= Does your job description include: location of job?

X36= Does your job description include: specialized skills?

MODEL SUMMARY:

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.979	36	0.666	1989.841	.000[a]
	Residual	2.109E-02	63	3.347E-04		
	Total	24.000	99			

The second equation:

$Y2$= 1.190 + 0.136X1 + (-0.481)X2 + 0.211X3 + (2.421E-02)X4 + (9.461E-02)X5 + (-0.199)X6 + (-1.78)X7 + (-5.616E-02)X8 + 0.553X9 + (-0.191)X10 + (9.896E-02)X11 + (-0.167)X12 + (8.655E-02)X13 + (8.474E-02)X14 + 1.241X15 + (-0.261)X16 + (-0.936)X17 + (-0.190)X18 + 0.487X19 + (-0.151)X20 + (-0.325)X21 + 0.721X22 + (1.563E-02)X23 + (-0.11)X24 +

(7.378E-02)X25 + 0.291X26 + 0.227X27 + 0.866X28 + (-0.471)X29 +

0.357X30 + (-0.109)X31 + (-0.389)X32 + 0.362X33 + (-0.138)X34 + 0.678X35

+ (-1.323)X36.

The Independent Variables of Y3 are:

X1= age

X2= To what extent do you find your job description important?

X3= Do you have a manual that specifies the work procedures and

requirements of your job other than job descriptions?

X4= Would a better job description be helpful so that you will know exactly

what is expected from you?

X5= Who makes the job description in your company?

X6= Do you feel that your job description states duties clearly?

X7= Do you feel that your job description uses generalizations and ambiguous

words?

X8= Do you feel that your job description indicates the time needed for each

duty?

X9= Do you feel that your job description is objective & accurate?

X10= Do you feel that your job description explains the procedures of duties?

X11= Do you feel that your job description creates a little confusion to you?

X12= Do you feel that your job description is out of date?

X13= Do you feel that your job description states the physical & social

environment affecting the performance of tasks?

X14= Do you feel that your job description offers a good training?

X15= Do you feel that your job description makes the employees acquainted with the work?

X16= Do you feel that your job description shows the autonomy of your job?

X17= Do you feel that your job description is not useful if change is rapid and expected?

X18= Do you feel that proper motivation is granted to the employees?

X19= Is employee's performance compared to his/her job?

X20= Doing an extra effort is:

X21= My organization has a widely shared philosophy of management.

X22= My work is broken down into qualifiable goals.

X23= Everybody in our organization understands the company values.

X24= They encourage us to make suggestions for improvements.

X25= My present job is usually interesting to me.

X26= I get a feeling of accomplishment from the work I am doing.

X27= The work goals contains sufficient challenges to maximize motivational values.

X28= I enjoy my work more than my leisure time.

X29= Being successful in what you do is:

X30= In your job, you are mostly motivated with:

X31= Does your job description include: reporting relationship?

X32= Does your job description include: work schedule?

X33= Does your job description include: grade & salary range?

X34= Does your job description include: brief summary of the job's primary duties?

X35= Does your job description include: detailed list of primary responsibilities?

X36= Does your job description include: physical environment and working condition?

X37= Does your job description include: equipment and machinery used?

X38= Does your job description include: knowledge required?

X39= Does your job description include: location of job?

X40= Does your job description include: date prepared?

MODEL SUMMARY:

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.750	40	0.619	6.33E+13	.000[a]
	Residual	5.770E-13	59	9.780E-15		
	Total	24.750	99			

The third equation:

$Y3 = 3.931 + (-0.324)X1 + (-0.432)X2 + (-1.371)X3 + (0.672)X4 + (-0.307)X5 + (-0.548)X6 + (-0.327)X7 + 0.267X8 + (-0.628)X9 + 0.209X10 + 0.301X11 + (-1.679E-02)X12 + (-7.327E-03)X13 + (-0.586)X14 + 1.109X15 + (-0.289)X16 + 0.144X17 + 0.779X18 + (-2.167E-02)X19 + (-0.142)X20 + (-0.524)X21 + 0.889X22 + (-0.602)X23 + (0.108)X24 + (-7.467E-02)X25 + 0.124X26 + (-0.537)X27 + 0.482X28 + (-0.463)X29 + (5.603E-02)X30 + (-3.762E-02)X31 + (-0.976)X32 + (-2.544E-02)X33 + (-0.642)X34 + (6.694E-02)X35 + 0.451X36 + (-0.358)X37 + 0479X38 + 3.550X39 + (-0.457)X40.$

The Independent Variables of Y4 are:

X1= Do you feel that your job description uses logical, sequential order?

X2= Do you feel that your job description states duties clearly?

X3= Do you feel that your job description uses generalizations and ambiguous words?

X4= Do you feel that your job description indicates the time needed for each duty?

X5= Do you feel that your job description states other than job-related requirements?

X6= Do you feel that your job description creates a little confusion to you?

X7= Do you feel that your job description is out of date?

X8= Do you feel that your job description states the physical & social environment affecting the performance of tasks?

X9= Do you feel that your job description offers a good training?

X10= Do you feel that your job description makes the employees acquainted with the work?

X11= Do you feel that your job description describes your job as a complete piece of work that has a beginning and an end?

X12= Do you feel that your job description shows the significance of your job?

X13=Do you use your job description for performance appraisal of your subordinates?

X14= Do you think that training can help the employees knowing the rules and procedures of the system?

X15= How the employees are rewarded?

X16= Do you think that job description can be neglected?

X17= Do you think that your current responsibility in this current position is:

X18= In your current position, you are:

X19= Does your job description include: reporting relationship?

X20= Does your job description include: work schedule?

X21= Does your job description include: brief summary of the job's primary duties?

X22= Does your job description include: detailed list of primary responsibilities?

X23= Does your job description include: prior work experience?

X24= Does your job description include: physical environment and working condition?

X25= Does your job description include: equipment and machinery used?

X26= Does your job description include: knowledge required?

X27= Does your job description include: location of job?

X28= Does your job description include: exemption status?

X29= Does your job description include: education?

X30= Does your job description include: date prepared?

X31= age

X32= Functional area

X33= Do you feel that your job description indicates the relative importance of each day?

MODEL SUMMARY:

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	124.994	34	3.676	97.697	.000[a]
	Residual	2.446	65	3.763E-02		
	Total	127.440	99			

The fourth equation:

$Y_4 = -3.727 + (-1.019)X_1 + (1.505)X_2 + (0.140)X_3 + (1.187)X_4 + (-0.675)X_5 + (0.586)X_6 + (0.440)X_7 + (-1.167)X_8 + (-0.502)X_9 + 1.541X_{10} + 0.806X_{11} + (-0.662)X_{12} + (1.036)X_{13} + (-6.259)X_{14} + (-0.448)X_{15} + 1.401X_{16} + 0.306X_{17} + (-0.184)X_{18} + (0.608)X_{19} + (-1.583)X_{20} + 1.131X_{21} + (-1.778)X_{22} + (-3.193)X_{23} + 1.972X_{24} + 1.216X_{25} + 4.983X_{26} + 5.422X_{27} + 3.235X_{28} + (-7.115)X_{29} + (-4.990)X_{30} + (-0.156)X_{31} + 0.315X_{32} + (-1.166)X_{33}.$

The Independent Variables of Y5 are:

X_1= Do you feel that your job description shows the autonomy of your job?

X_2= Do you think that training can help the employees knowing the rules and procedures of the system?

X_3= How employees are motivated?

X_4= Do you think that employees really understand what is required from them?

MODEL SUMMARY:

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.114	4	9.279	13.535	.000[a]
	Residual	65.126	95	0.686		
	Total	102.240	99			

The fifth equation:

$Y5 = 1.250 + (9.182E-02)X1 + (-1.051)X2 + 0.172X3 + (-0.428)X4.$

The Independent Variables of Y6 are:

X1= Do you have a manual that specifies the work procedures and requirements of your job other than the job description?

X2= Would a better job description be helpful so that you will know exactly what is expected from you?

X3= Who makes the job description in your company?

X4= Do you feel that your job description creates a little confusion to you?

X5= Do you think that training can help the employees knowing the rules and procedures of the system?

X6= Do you feel that proper motivation is granted to the employees?

X7= The application of proper job description affects positively the performance of the employees?

X8= The application of proper job description affects positively the communication between departments?

X9= The application of proper job description affects positively the training and development of the employees?

X10= In your current position, you are:

X11= My organization has a widely shared philosophy of management.

X12= I get a feeling of accomplishment from the work I am doing.

X13= The work goals contains sufficient challenges to maximize motivational values.

X14= I enjoy my work more than my leisure time.

MODEL SUMMARY:

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	367.520	14	26.251	61.658	.000[a]
	Residual	36.190	85	0.426		
	Total	403.710	99			

The sixth equation:

$Y6 = -0.557 + 0.716X1 + (-0.817)X2 + 0.229X3 + (-0.204)X4 + 0.708X5 + 1.161X6 + 0.527X7 + 0.648X8 + 0.304X9 + (-1.385)X10 + 0.564X11 + (-0.531)X12 + 0.490X13 + 0.181X14$.

The Independent Variables of Y7 are:

X1= Do you have a current job description for your current job?

X2= To what extent do you find your job description important?

X3= Do you have a manual that specifies the work procedures and requirements of your job other than the job descriptions?

X4= Would you describe the duties of your job as:

X5= Would a better job description be helpful so that you will know exactly what is expected from you?

X6= Do you feel that your job description indicates the time needed for each duty?

X7= Do you feel that your job description indicates the relative importance of each day?

X8= Do you feel that your job description states other than job-related requirements?

X9= Do you feel that your job description states the physical & social environment affecting the performance of tasks?

X10= Do you feel that your job description offers a good training?

X11= Do you update your job description yourself?

X12= Do you feel that your job description shows the autonomy of your job?

X13= Do you use your job description for self-performance appraisal?

X14= Your job description is updated:

X15= Do you feel that proper motivation is granted to the employees?

X16= The application of proper job description affects positively the conduct and behavior of the employee?

X17= The application of proper job description affects positively the internal mobility of the employee?

X18= The application of proper job description affects positively the work supervision of the employee?

X19= The application of proper job description affects positively the training and development of the employee?

X20= Do you think that your current responsibility in this current position is:

X21= In your current position, you are:

X22= My organization has a widely shared philosophy of management.

X23= My work is broken down into qualifiable goals.

X24= Being successful in what you do is:

X25= Does your job description include: reporting relationship?

MODEL SUMMARY:

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	368.927	25	14.757	139.584	.000[a]
	Residual	7.823	74	0.106		
	Total	376.750	99			

The seventh equation:

$Y3 = 1.558 + 6.769X1 + (-0.325)X2 + 0.597X3 + 0.411X4 + (-1.503)X5 + (-0.215)X6 + (-0.261)X7 + (-0.192)X8 + (-0.372)X9 + (-0.176)X10 + 1.022X11 + (-0.601)X12 + 0.347X13 + (-1.262)X14 + 0.649X15 + 0.690X16 + 0.379X17 + (-0.537)X18 + (-0.508)X19 + (-1.077)X20 + 1.130X21 + 0.234X22 + (-0.201)X23 + 0.239X24 + (-1.435)X25.$

After expressing the dependant variables in terms of functions of the independent variables, the idea will be briefly explained. It is very obvious in the above analysis that nearly all the dependent variables showed significance with nearly the same independent variables for that they were repeated in nearly all the equations.

The items included in a job description, training, the necessity of having a job description, the application of a better job description, the familiarity with the contents of job description, updating the job description, the application of a proper job description and its positive effects on the employee's motivation, satisfaction and morale, and the working goals with sufficient challenges, were all independent variables affecting the seven dependent variables which were chosen through the Bivariate Correlation.

So, it is shown that the job description can not be neglected, it helps to meet the institutions' objectives and make the requirements of the job clearer. It has to be granted all the employees, workers and managers, even voluntarily.

An additional drawback in the way in which the Lebanese institutions are dealing with the topic is that these job descriptions are in most cases not updated. It seems as if once a job description has been specified, it is no longer changed. Not only that, but also these job descriptions are in numerous cases not made available for employees, whereas they should be a reference that every person should be allowed to consult as a tool for self appraisal.

It is also obvious from the results above that job descriptions are not properly used in the surveyed institutions. Their application and usage contain a lot of weaknesses. Thus, to be able to maximize their benefits, the banks should undertake immediate modifications to the way in which they have been approaching the topic.

CHAPTER FIVE

CONCLUSION AND RECOMMENDATIONS

5.1- Conclusion

The job description is a very important subject that the Lebanese institutions belonging to the banking sector don't treat with the importance it deserves. The job description is an organized factual statement of the duties and responsibilities of a specific job. It should tell what is to be done, how it is done and why. Its duty is to simplify the working life of the individuals and to make them aware of their rights and at the same time to show them their responsibilities.

This issue in order to be accomplished effectively and efficiently, need to be prepared accordingly, by a suitable person, including all the necessary details that an individual may encounter in his or her job, making out of it a very powerful and practical instrument.

In addition to its many usage like recruitment, orientation, induction, promotion, discipline, safety and health, and training, job description is very important for motivating the employees and increasing their turnover and satisfaction. In fact, the information gathered about this subject in the Lebanese banks was not encouraging at all. Only few of these banks gave the necessary and the proper attention to job description. What make things

much worse is that many of the respondents don't understand what is written in their job descriptions and do not even know about it!

It is important though to mention that the number of Lebanese institutions which have started to recognize the needs of the job description and the important benefits associated with it has increased. Nevertheless, a lot of deficiencies remain its application. Simply stated, job descriptions are not properly used in Lebanese institutions to yield their optimal benefits. Thus, the information gathered was not encouraging at all concerning job description effectiveness.

Some questions were about the structure of the job description and its practices. The results showed some weaknesses in the above mentioned subjects. On the other hand, employees were satisfied mainly with their working environment and not the work itself.

It is important to mention here that countries like Japan for instance have chosen to ignore job descriptions because managers fear it might limit the employees' freedom and motivation which is another point of view.

5.2 – Limitation of the Study

During this study, many problems were faced. The questionnaires distributed among the Lebanese banks did not take the needed importance in all the places.

Most of the respondents have answered with what the ideal case should be and they did not state what is really happening in their departments. This

could lead to respondent's bias. However, all results reported reflect the opinions collected as is.

5.3 - Recommendations

For the Lebanese banks to grasp all the advantages yielded by job description's proper implementation, several procedures have to be adopted. These ought to be based on the following recommendations:

1- Awareness campaign

The human resources as well as the personnel departments in the banks must become accustomed to the idea of using job descriptions. A high level of awareness must be reached as to the benefits of this important managerial tool. For this to happen, every single person in the department's hierarchy must develop an understanding of job descriptions, their purpose, and what they can do for the department. This will certainly translates itself into an effective implementation of job descriptions and thus make the entire staff, managers and employees alike, cooperative and dedicated to its successful application.

2- More professionalism in setting job descriptions

Job descriptions should certainly not be prepared by a superior employee, but by an experienced analyst. Indeed, setting job descriptions is a difficult and lengthy process that requires a lot of knowledge and experience in this particular field. To successfully achieve his mission, the analyst must carefully

study the job and the tasks to be accomplished. He must observe people performing their daily tasks to be able to get a clear picture of the nature of the work and what needs to be done. By interviewing each employee, only an outsider by will succeed in spotting the contradictions in their respective points of view. The concerned employee should be given the opportunity to participate in setting his or her job description; he must be allowed to feel that his or her opinion counts. By encouraging him or her to make suggestions whenever possible, the analyst will gain the employee's confidence and cooperation. If allowed to contribute his ideas, the employee will feel that he or she belongs to an organization that cares for his or her welfare. He or she will accept his or her job description and commit to its implementation. In addition, only this outside experienced consultant has enough objectivity to simplify tasks and to avoid conflicts between employee objectives and institution objectives.

3- Continuous Updating

Setting job descriptions is not a one-time but a continuous process that constantly needs updating. Job descriptions should be continuously modified to fit the new needs and challenges related to a specific job. They should be periodically revised especially if the job environment is a dynamic one. Job descriptions need follow up to ensure their coping with the work requirements.

4- Permanent availability of job descriptions

Job descriptions should be made available to every person in the organization's hierarchy. They ought to be used as a guide for old as for new employees. They should be available to everybody and certainly should not be treated with secrecy. Indeed, one of the main benefits of job descriptions is that they can be used for self-performance appraisal. Each employee should have the freedom to refer to them as a sort of feedback, to check if he or she is really performing his or her duties. It is a method of improving one's work, of becoming more efficient and productive. In addition, job descriptions can be used by management to evaluate every employee's performance.

5- Proper formulation of job descriptions

One of the main misuses of job descriptions in the Lebanese banks consists of the way in which they are structured. A considerable effort should be made here to formulate these job descriptions in the best possible way. They should be free of any ambiguous words and contain as much as details as possible. The clearer these descriptions, the more they will be accepted. They should be concise, straightforward and should shed light on the standards that are expected and the criteria on which performance will be judged. Hence, they should indicate the frequency of occurrence of each task and its relative importance. An optimal allocation of time and resources ought to be included, so as a description of the lines of authority. Most important of all, a job description must help the employee feel he or she is valuable and significant to the institution's success. He or she must be motivated to perform his or her responsibilities with a genuine concern.

6- Flexible job description

A word of caution here is that job descriptions must not be interpreted too rigidly. They should not be allowed to become a device that paralyzes the firm, or reduces its efficiency. If rigidly applied, employees must refuse performing certain tasks since they are not included in their job descriptions. Job descriptions should be used in a way that doesn't limit one's freedom to undertake necessary work assignments. In addition, they ought to be flexible enough initiative and leadership among the workforce.

7- Training and development

The management should do seminars, sessions and lectures besides other educational techniques available to increase the awareness about the importance of the job description, starting from the highest level to the lowest one.

If Lebanese banks, the institutions considered in this study, commit to abide by these recommendations, they will achieve better relations with their staff, and thus lower the already high turnover rate. On the other side, employees will achieve satisfaction by knowing and fulfilling their duties and responsibilities. Without a doubt, job description is a tool not to be neglected. It helps the workforce understand and meet the institution's goals and objectives by making job requirements clearer. It affects positively performance, efficiency, and productivity. It is a powerful motivational instrument that shows the direction in which every employee should focus its efforts.

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APPENDIX A

- SAMPLE OF JOB DESCRIPTION

Job Description Form

Position Description

Date:_____

Job Title: _____

Incumbent: _____

Department:_____

Supervisor's Name/Title: _____

Employment Status:
Regular ☐
Temporary ☐
Full-time ☐
Part-time ☐
Intern ☐

Reg. hours worked:
_____/wk

Exempt ☐   Non-exempt ☐

A position description is written to describe work currently organized and performed by a fully qualified employee (who possesses knowledge, skills, and experience required by the position). One should be on file for each regular full- and part-time position. Attach a copy of the last position description prepared for this position.

When was the last time this position description was updated? Date: _____

What is the overall purpose and objective of this position (why does the position exist)?

_____
_____
_____

List in order of importance the major responsibilities of the job and estimate the percentage of time spent on each responsibility (the main function of the job may or may not be the one where the most time is spent).

1. _____ _____ %

2. _____ _____ %

3. _____ _____ %

4. _____ _____ %

5. _____ _____ %

6. _____ _____ %

7.   Able to react to change productively and handle other essential tasks as assigned.

Total: 100 %

Is this position closely, moderately, or minimally supervised? _____
Please explain: _____

Does this position have supervisory responsibility (i.e., responsible for hiring, firing, performance appraisals, etc.)? Yes _____ No _____ If yes, list the number and title for positions that directly or indirectly report to this position (i.e., three secretaries, four programmers, etc.): _____
_____
_____

Does this position have access to confidential information? Yes _____ No _____ If yes, please explain:
_____

Does this position have access to or handle company funds? Yes _____ No _____ If yes, please explain: _____
_____

Is it important to this position that the incumbent be able to communicate fluently in English? Yes _____ No _____ If yes, please explain: _____
_____

What kind of work experience (including length of time), training, and/or level of education is necessary
for this position? _____
_____
_____

List any required technical skills (typing, computer skills, etc.): _____
_____
_____

What other special training and/or abilities are necessary to qualify for this position?
_____
_____

Check any of the following factors that are important to successful performance in this position:

Problem Solving	❑	Bilingual	❑
Analytical Ability	❑	Interpersonal Skills	❑
Communication Skills	❑	Dexterity	❑

Describe the requirements of this position that make these factors important: _____
_____

Working Conditions

Are there particular working conditions associated with this position that should be noted (i.e., working environment, hours of work, travel, work space, etc.)? Yes _____ No _____ If yes, please explain: _____

_____

_____

_____

_____

Analysis of Physical Demands of Position

Check physical demands that apply.

Describe job responsibilities that require physical demands checked.

1. Strength
    a. Standing ☐ _____ % of
        Walking   time
        Sitting ☐ _____ % of
                   time

    b. Lifting ☐ _____ % of
        Carrying   time
        Pushing
        Pulling ☐ _____
                 poundlbs.
                 ☐ _____ lbs.
                 ☐ _____ lbs.
                 ☐ _____ lbs.

2. Climbing ☐
    Balancing ☐

3. Stooping ☐
    Kneeling ☐
    Crouching ☐
    Crawling ☐

4. Reaching ☐
    Handling ☐

5. Speaking ☐
    Hearing   ☐

6. Seeing   ☐
    Depth   ☐
    perception ☐
    Color vision ☐

SAMPLE JOB DESCRIPTION—NONEXEMPT (production)

JOB TITLE Assembler/Packer	WORK TEAM LEADER? yes no x	DIVISION/ DEPARTMENT	Operations Rectangle Dedicated Line	
LOCATION	___ part-time: ___ hours _x_ full-time	DATE WRITTEN	July 18, 1999	
REPORTS TO Name			Title	
SALARY GRADE	SALARY RANGE			SHIFT

PURPOSE (Include *primary accomplishments*, *products*, and *services*, *who* benefits from them and *how*.)

The purpose of an assembler/packer on the rectangle dedicated line is to complete a partially completed work surface and package it according to standards.

ESSENTIAL DUTIES (What do you have to be able to do to achieve the desired results of your job? Include management and leadership responsibilities for work team leaders.)

- Visually inspects and transfers work surfaces into boring machine.
- Assembles and attaches understructures to work surface.
- Packages completed work surfaces, instruction sheets, and correct parts.
- Knows and adheres to standards of quality.

GENERAL DESCRIPTION (How would you describe this job to someone who has never done it?)

This job has five workstations. One station has two people working together. Assemblers rotate between stations every two to four hours. Assemblers are responsible for making sure their coworkers know the correct parts that go with each work surface. The variety of work surfaces include _____. Many assemblers perform tasks such as keeping the work area clean, maintaining tape dispenser machine, gathering parts needed for assembly, sliding spacers on screws, etc.
They can refer to the booklet prepared by the Quality Control engineers (located at the line site) to learn quality standards.
This job is done while standing and working on a work surface that is 35 inches off the floor. The tools used are stratovac (pneumatic lifter), air driven, in line screw-driver, and, infrequently, pliers. The product moves through the line at a rate of one every 1½ to 3 minutes. Work surfaces vary in size from 24" x 24" up to 30" x 96", and in weight from 27 to 116 pounds. They are lifted with a partner off the line, into a box, and onto a pallet. The highest point it is lifted is roughly six feet.

MINIMUM REQUIREMENTS (What is required to perform the Essential Duties?)

- A minimum of three years of production experience.
- Ability to do essential duties.
- Ability to understand and follow English instructions.
- Ability to transfer 27 to116 pounds with help of another person, a distance of six feet.

I have reviewed and determined that this job description accurately reflects the position.

Work team leader signature	Date	Employee signature	Date

SAMPLE JOB DESCRIPTION—NONEXEMPT (office)

JOB TITLE Staffing Specialist	WORK TEAM LEADER? yes no x	DIVISION/ People Services DEPARTMENT Staffing
LOCATION	_x_ part-time: _30_ hours _x_ full-time	DATE WRITTEN August 23, 1999

REPORTS TO Name   Title   Manager of Staffing & Work Force Diversity

SALARY GRADE	SALARY RANGE	SHIFT

PURPOSE (Include *primary accomplishments, products,* and *services, who* benefits from them and *how.*)

The purpose of a Staffing specialist is to support the Staffing Department by providing general recruitment assistance.

ESSENTIAL DUTIES (What do you have to be able to do to achieve the desired results of your job? Include management and leadership responsibilities for work team leaders.)

- Conduct reference checking.
- Administer weekly job postings.
- Schedule interviews.
- Prepare monthly employment summary reports.
- Prescreen candidates.
- Administer relocation policy.

GENERAL DESCRIPTION (How would you describe this job to someone who has never done it?)

A major responsibility of this position (about 40 percent of one's time) is spent on checking employment references on all final candidates. A minimum of two references are checked on the external candidate as well as verification of any higher education degrees. An additional 20 to 25 percent of one's time is spent on the scheduling of candidates for interviews of nonexempt positions. This involves scheduling the candidate with a Staffing representative and also the hiring work team leader. Another responsibility is to prepare the weekly job postings. This involves verifying information on personnel requisitions and ensuring an accurate description of the job is posted internally. It often means verifying specific information with the hiring manager; the Staffing representative; and, if necessary, the Compensation manager. Finally, about 20 percent of one's time is spent assisting employees on relocation. This involves educating the employees on the relocation policy and ensuring that expenses are in accordance with the policy. It also involves serving as a liaison between the employee and various professional moving companies.

MINIMUM REQUIREMENTS (What is required to perform the Essential Duties?)

An associate's degree in business administration and three or more years of experience in personnel or general administration. Appropriate clerical experience may be substituted year-for-year for the degree.

I have reviewed and determined that this job description accurately reflects the position.

Work team leader signature	Date	Employee signature	Date

Title: Computer Operator
FLSA: Nonexempt

General Summary

Sets up and operates computer and machinery peripheral to computer for purpose of providing information to requesting corporate departments. Work requires knowledge of programming and computer logic and of methodology to run computer system. Work requires ability to read and comprehend instruction manuals in order to make minor repairs to computer equipment. Trains new computer operators. Reports to Computer Operations Supervisor.

Principal Duties and Responsibilities

1. Sets up and loads computer equipment with required items and prepares computer equipment for operation.
2. Operates computer and machinery peripheral to computer for purpose of providing information to requesting corporate documents.
3. Performs tasks necessary to prepare computer-provided information for delivery to requesting departments and delivers information to requesting corporate departments.
4. Troubleshoots minor equipment malfunctions and corrects them as directed by computer operation manuals.
5. Trains new computer operators in methodology of operating computer system.
6. Maintains log of all work processed.

Knowledge, Skills and Abilities Required

1. Ability to read computer instruction manuals and comprehend directions therein in order to remedy minor computer equipment malfunctions. This is normally acquired through completion of a high school education.
2. Knowledge of programming and computer logic in order to perform tasks listed under Principal Duties and Responsibilities, above. This is normally acquired in three to six months of basic technical training.
3. Knowledge of methodology to run computer system and to troubleshoot minor computer equipment malfunctions. This is normally acquired with one to two months of on-the-job experience.
4. Interpersonal skills necessary to train others in computer system methodology.
5. Physical ability to stand and walk. Physical ability to lift and carry items weighing less than 20 pounds for 25 to 30 percent of work time.
6. Ability to meet deadlines.

Working Conditions

1. Sufficient noise 50 percent of working time from equipment peripheral to computer to cause mild physical discomfort.
2. Sufficient measures of electricity in use to cause harm to operator upon serious malfunction.

Approvals

Name _____   Title _____   Date _____

Name _____   Title _____   Date _____

Name _____   Title _____   Date _____

The above declarations are not intended to be an all-inclusive list of the duties and responsibilities of the job described, nor are they intended to be such a listing of the skills and abilities required to do the job. Rather, they are intended only to describe the general nature of the job.

APPENDIX B

- A LETTER TO THE SURVEYED INDIVIDUALS
- SAMPLE OF THE QUESTIONNAIRE

QUESTIONNAIRE

Dear Mme/Sir,

I am a master student majoring in Business Administration at the Lebanese American University.

This survey is conducted in order to finalize my project on Job Description as a Motivational Tool. It is about the extent to which this understanding is applied in the Lebanese institutions.

" A Job Description is an organized statement of the duties and responsibilities of a specific job. It tells you what is to be done, how it is done and why ".

Your cooperation is highly appreciated. Your response will be kept strictly confidential and will be used for academic purposes only.

Thank You
Ghina Nahfawi

PART I
DEMOGRAPHIC CHARACTERISTICS

Sex: ☐ Male ☐ Female

Age: ☐ <20 ☐ 20-25 ☐ 26-31 ☐ 32-37 ☐ 38-43

☐ 44-49 ☐ 50-55 ☐ 56-61 ☐ 62-64 ☐ >64

Education: ☐ High School ☐ Former College Student

☐ Bachelor Degree ☐ Masters Degree

☐ Ph.D. ☐ Others: -------------------

Personal Status: ☐ Single ☐ Married ☐ Divorced ☐ Widowed

Type of the Organization: ☐ Commercial ☐ Banking ☐ Health Care

☐ Insurance ☐ Industrial ☐ Others---------

Name of Company: --

Previous Job in other companies: ---

Your Functional Area: ☐ Acct. ☐ Finance ☐ Marketing ☐ Sales

☐ Personnel ☐ Inf. Sys. ☐ Gen. Mgt. ☐ Eng'g

☐ Others --

Your level in the Organization's Hierarchy:

☐ Top Level ☐ Middle Level

☐ First Level Supervisor ☐ Others ----------------------------

Title of the Present Job: --

Total Number of employees in the organization:

☐ <25 ☐ $26 \leq n \leq 51$ ☐ $51 \leq n \leq 100$ ☐ >100:---------

PART II
JOB DESCRIPTION: DESIGN & ANALYSIS

Please circle the answer that you find most appropriate:

1- Do you have a job description for your current job?

      a. YES   b. NO

2- If you do, are you familiar with its details?

      a. YES   b. NO

3- To what extent do you find your job description important?

      a. extremely important

      b. very important

      c. of some importance

      d. of little importance

      e. of no importance

4- Do you have a manual that specifies the work procedures and requirements of your job, other than the JOB DESCRIPTION?

      a. YES, please specify ------------------

      b. NO

5- Would you describe the duties of your job as:

      a. routinely alike

      b. different

      c. highly different

6- Please mark the item(s) wich is/are included in your Job Description:

- ☐ Job Title
- ☐ Division and / or department
- ☐ Reporting relationship
- ☐ Location of job
- ☐ Work schedule
- ☐ Exemption status
- ☐ Grade and salary range
- ☐ Education
- ☐ Brief summary of the job's primary duties
- ☐ Detailed list of the primary duties and responsibilities
- ☐ Prior work experience
- ☐ specialized skills
- ☐ Name of the job analyst
- ☐ Date prepared
- ☐ Physical environment and working conditions
- ☐ Equipment and machinery used
- ☐ Knowledge required

7- Would a better JOB DESCRIPTION be helpful so that you will know exactly what is expected from you?

        a. YES   b. NO

8- Who makes the JOB DESCRIPTION in your company?

        a. Employee himself
        b. Employee & supervisor
        c. A supervisor alone
        d. A personnel officer
        e. An outside consultant
        f. other, ………………………

9- For the following questions, please mark one of the seven responses by circling the number that corresponds to the response that fits your opinion:

(Strongly Agree to Strongly Disagree)

Do you feel that your job description:	Strongly Agree	Agree	Slightly Agree	Don't Know	Slightly Disagree	Disagree	Strongly Disagree
	+3	+2	+1	0	-1	-2	-3
Uses logical, sequential order?	+3	+2	+1	0	-1	-2	-3
States duties clearly?	+3	+2	+1	0	-1	-2	-3
Uses generalizations & ambiguous words?	+3	+2	+1	0	-1	-2	-3
Indicates the time needed for each duty?	+3	+2	+1	0	-1	-2	-3
Indicates the relative importance of each day?	+3	+2	+1	0	-1	-2	-3
Is objective & accurate?	+3	+2	+1	0	-1	-2	-3
Explains the procedures of duties?	+3	+2	+1	0	-1	-2	-3
States other than job-related requirements?	+3	+2	+1	0	-1	-2	-3
Creates a little confusion to you?	+3	+2	+1	0	-1	-2	-3
Is out of date?	+3	+2	+1	0	-1	-2	-3
States the physical & social affecting the performance of tasks?	+3	+2	+1	0	-1	-2	-3
Offers a good training?	+3	+2	+1	0	-1	-2	-3
Makes the employees acquainted with the work?	+3	+2	+1	0	-1	-2	-3
States the work goals clearly in writing & in readily understood terms?	+3	+2+	+1	0	-1	-2	-3
Describes very well your job?	+3	+2	+1	0	-1	-2	-3
Describes your job as a complete piece of work that has a beginning & an end?	+3	+2	+1	0	-1	-2	-3
Shows the significance of your job?	+3	+2	+1	0	-1	-2	-3
Shows the autonomy of your job?	+3	+2	+1	0	-1	-2	-3
Is not useful if change is rapid & unexpected?	+3	+2	+1	0	-1	-2	-3

PART III
JOB DESCRIPTION: DECIDING FOR STRUCTURE

10- In your opinion, to what Level of management should Job Description be applied?

      a. lower level   b. middle level   c. top level

      d. all of the above   e. none of the above

11- Do you update your Job Description yourself?

      a. YES   b. NO

12- Do you use your Job Description for self-performance appraisal?

      a. YES   b. NO

13- Do you use your Job Description for performance appraisal of your subordinates?

      a. YES   b. NO

14- Your Job Description is updated:

      a. annually   b. semi-annually   c. periodically

      d. occasionally   e. not updated at all

15- Do you think that training can help the employees knowing the rules and procedures of the system?

      a. YES   b. NO

16- Do you feel that employees must participate, whether directly or indirectly, in the preparation and the updating of their Job Description?

      a. YES   b. NO

17- How the employees are rewarded?

    a. after the completion   b. before the completion

      of duty   of the duty

    c. when efforts are   d. others,…………

      done effectively

18- Do you feel that proper motivation is granted to the employees?

    a. YES   b. NO

19- How employees are motivated?

    a. When a specific period of time elapsed

    b. When the employee shows complete understanding of the requirements

    c. When another opportunity becomes available

    d. b & c   e. other,………………

20- Managers check the job of their employees?

    a. always   b. very often   c. often   d. occasionally

21- Is employee's performance compared to his or her job description?

    a. YES   b. NO   c. Sometimes

22- Do you think that employees really understand what is required from them?

    a. YES   b. NO

23- In your opinion, who should make the job description? -----------

24- Do you think that Job Description can be neglected?

    a. YES   b. NO

25- **For the following questions, please mark one of the seven responses by circling the number that corresponds to the response that fits your opinion:**

(Strongly Agree to Strongly Disagree)

The application of proper Job Description affects positively the following elements of the employee:	Strong-ly Agree	Agree	Slightly Agree	Don't Know	Slightly Dis-agree	Dis-agree	Strongly Dis-agree
	+3	+2	+1	0	-1	-2	-3
Responsibility	+3	+2	+1	0	-1	-2	-3
Skills for the appointment	+3	+2	+1	0	-1	-2	-3
Satisfaction	+3	+2	+1	0	-1	-2	-3
Performance	+3	+2	+1	0	-1	-2	-3
Communication between departments	+3	+2	+1	0	-1	-2	-3
Hiring of new employees	+3	+2	+1	0	-1	-2	-3
Selection & placement	+3	+2	+1	0	-1	-2	-3
Orientation of new employees	+3	+2	+1	0	-1	-2	-3
Induction	+3	+2	+1	0	-1	-2	-3
Transfer & upgrading	+3	+2	+1	0	-1	-2	-3
Motivation	+3	+2	+1	0	-1	-2	-3
Conduct & behavior	+3	+2	+1	0	-1	-2	-3
Turnover	+3	+2	+1	0	-1	-2	-3
Internal mobility	+3	+2	+1	0	-1	-2	-3
Safety	+3	+2	+1	0	-1	-2	-3
Work supervision	+3	+2	+1	0	-1	-2	-3
Training & development	+3	+2	+1	0	-1	-2	-3
Helps in time when change in jobs occur	+3	+2	+1	0	-1	-2	-3

PART IV
MOTIVATION

According to your current job description:

26- Do you think that your current responsibility in this current position is:

    a. big   b. medium   c. little   d. no responsibility

27- In your current position, you are:

    a. completely satisfied   b. satisfied

    c. not satisfied   d. not satisfied at all

28- Do you finish your duties on time?

    a. YES   b. NO

29- Do you usually take extra time to perform a duty and finish it satisfactorily?

    a. YES   b. NO

30- Doing an extra effort is:

    a. staying after the working hours

    b. using all the time for work only

    c. not having a break even when it is authorized

    d. do always what the supervisors ask you to do

    e. all of the above

31- Do you think that there is enough moral appreciation from your superiors for any extra effort you put in your job?

    a. always   b. sometimes   c. no

32- For the following questions, please mark one of the seven responses by circling the number that corresponds to the response that fits your opinion:

	Strongly Agree	Agree	Slightly Agree	Don't Know	Slightly Dis-agree	Dis-agree	Strongly Dis-agree
	+3	+2	+1	0	-1	-2	-3
My organization has a widely shared philosophy of management	+3	+2	+1	0	-1	-2	-3
My work is broken down into qualifiable goals	+3	+2	+1	0	-1	-2	-3
Everybody in our organization understands the company values	+3	+2	+1	0	-1	-2	-3
They encourage us to make suggestions for improvements	+3	+2	+1	0	-1	-2	-3
My present job is usually interesting to me	+3	+2	+1	0	-1	-2	-3
I get a feeling of accomplishment from the work I am doing	+3	+2	+1	0	-1	-2	-3
The work goals contains sufficient challenges to maximize motivational values	+3	+2	+1	0	-1	-2	-3
I enjoy my work more than my leisure time	+3	+2	+1	0	-1	-2	-3

33- Being successful in what you do is:

a. to follow the requirements & procedures

b. to abide by the rules of the company

c. to introduce new helpful ideas

d. to have a social influence

e. do always what your superiors ask you to do

f. other factors,

....

34- In your job, you are mostly motivated with:

a. the salary   b. the fringe benefits

c. the work procedures   d. the working environment

e. the moral appreciation from superiors

35- If you find that there is something worth mentioning, please comment:

Thank you very much
for your cooperation

APPENDIX C

- RESULTS OF LINEAR REGRESSION

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	1.000^a	1.000	1.000	4.53E-03

Model Summary

Model	Change Statistics				
	R Square Change	F Change	df1	df2	Sig. F Change
1	1.000	10236.015	39	60	.000

a. Predictors: (Constant), Does your job desc. include: date prepared?, The application of proper job description affects positively the skills for tha appointment of the employee?, do you think that job description can be neglected?, everybody in our org. undersatnds the company values, personal status, is employee's performance compared to his/her job?, how employees are motivated?, do you finish you duties on time?, my present job is usually interesting to me, the work goals contains sufficient challenges to maximize motivational values, The application of proper job description affects positively the satisfaction of the employee?, who makes the job description in your company?, is out of date?, do you feel that your job description uses logical, sequential order?, i enjoy my work more than my leisure time, do you think that your current responsibility in this current position is:, age, shows the autonomy of your job?, are you familiar with your job description's details?, indicates the time needed for each duty?, they encourage us to make suggestions for improvements, Does your job desc. include: specialized skills?, my work is broken down into qualifiable goals, Does your job desc. include: detailed list of primary responsibilities?, Does your job desc. include: work schedule?, my org. has a widely shared phil. of manag. , offers a good training?, in your current position, you are:, is objective & accurate?, states the physical and social affecting the performance of tasks?, Does your job desc. include: grade & salary range?, Does your job desc. include: physical env. & working condition?, shows the significance of your job?, Does your job desc. include: location of job?, Does your job desc. include: prior work experience?, Does your job desc. include: exemption status?, Does your job desc. include: reporting relationship?, i get a feeling of accomplishement from the work i am doing, do you have a current job description for your current job?

ANOVA^b

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	8.189	39	.210	10236.015	.000^a
	Residual	1.231E-03	60	2.051E-05		
	Total	8.190	99			

a. Predictors: (Constant), Does your job desc. include: date prepared?, The application of proper job description affects positively the skills for tha appointment of the employee?, do you think that job description can be neglected?, everybody in our org. undersatnds the company values, personal status, is employee's performance compared to his/her job?, how employees are motivated?, do you finish you duties on time?, my present job is usually interesting to me, the work goals contains sufficient challenges to maximize motivational values, The application of proper job description affects positively the satisfaction of the employee?, who makes the job description in your company?, is out of date?, do you feel that your job description uses logical, sequential order?, i enjoy my work more than my leisure time, do you think that your current responsibility in this current position is:, age, shows the autonomy of your job?, are you familiar with your job description's details?, indicates the time needed for each duty?, they encourage us to make suggestions for improvements, Does your job desc. include: specialized skills?, my work is broken down into qualifiable goals, Does your job desc. include: detailed list of primary responsibilities?, Does your job desc. include: work schedule?, my org. has a widely shared phil. of manag. , offers a good training?, in your current position, you are:, is objective & accurate?, states the physical and social affecting the performance of tasks?, Does your job desc. include: grade & salary range?, Does your job desc. include: physical env. & working condition?, shows the significance of your job?, Does your job desc. include: location of job?, Does your job desc. include: prior work experience?, Does your job desc. include: exemption status?, Does your job desc. include: reporting relationship?, i get a feeling of accomplishement from the work i am doing, do you have a current job description for your current job?

b. Dependent Variable: do you have a manual that specifies the work procedures and requirements of your job other than the job description?

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	.416	.015		27.021	.000
	age	.291	.004	.936	74.418	.000
	personal status	-.502	.008	-.859	-65.397	.000
	do you have a current job description for your current job?	-.515	.030	-.858	-17.426	.000
	are you familiar with your job description's details?	3.021E-02	.004	.092	8.161	.000
	who makes the job description in your company?	6.381E-02	.002	.375	40.166	.000
	do you feel that your job description uses logical, sequential order?	.117	.002	.785	63.760	.000
	indicates the time needed for each duty?	-1.600E-02	.001	-.152	-18.297	.000
	is objective & accurate?	-5.252E-02	.002	-.385	-30.537	.000
	is out of date?	.144	.001	1.237	117.175	.000
	states the physical and social affecting the performance of tasks?	1.836E-02	.001	.172	16.897	.000
	offers a good training?	-3.103E-02	.002	-.245	-15.116	.000
	shows the significance of your job?	-5.111E-02	.003	-.375	-20.202	.000
	shows the autonomy of your job?	-4.028E-02	.001	-.312	-30.788	.000
	how employees are motivated?	.100	.002	.457	53.845	.000
	is employee's performance compared to his/her job?	.153	.004	.338	42.386	.000
	do you think that job description can be neglected?	-2.100E-02	.005	-.031	-4.492	.000
	The application of proper job description affects positively the skills for tha appointment of the employee?	.247	.004	.852	58.297	.000
	The application of proper job description affects positively the satisfaction of the employee?	-.108	.001	-.509	-76.936	.000
	do you think that your current responsibility in this current position is:	6.681E-02	.002	.229	31.659	.000
	in your current position, you are:	-.191	.006	-.534	-33.546	.000
	do you finish you duties on time?	.376	.008	.456	44.866	.000
	my org. has a widely shared phil. of manag.	2.061E-02	.002	.154	10.707	.000
	my work is broken down into qualifiable goals	-.101	.002	-.706	-45.789	.000
	everybody in our org. undersatnds the company values	6.291E-02	.003	.418	23.928	.000

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	they encourage us to make suggestions for improvements	3.951E-02	.002	.261	24.301	.000
	my present job is usually interesting to me	7.406E-02	.001	.489	59.547	.000
	i get a feeling of accomplishement from the work i am doing	-8.147E-02	.003	-.553	-26.565	.000
	the work goals contains sufficient challenges to maximize motivational values	-9.143E-03	.001	-.059	-8.498	.000
	i enjoy my work more than my leisure time	6.477E-02	.003	.401	25.862	.000
	Does your job desc. include: reporting relationship?	.704	.006	2.013	116.320	.000
	Does your job desc. include: work schedule?	-9.926E-02	.006	-.269	-15.396	.000
	Does your job desc. include: grade & salary range?	.353	.008	.861	43.753	.000
	Does your job desc. include: detailed list of primary responsibilities?	.160	.008	.402	19.795	.000
	Does your job desc. include: prior work experience?	-1.055	.007	-2.338	-151.014	.000
	Does your job desc. include: physical env. & working condition?	-.380	.007	-.759	-54.909	.000
	Does your job desc. include: location of job?	.180	.007	.427	25.883	.000
	Does your job desc. include: exemption status?	-.983	.013	-1.755	-75.172	.000
	Does your job desc. include: specialized skills?	.231	.006	.565	38.301	.000
	Does your job desc. include: date prepared?	.912	.006	2.094	149.967	.000

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	1.000ᵃ	.999	.999	1.83E-02

Model Summary

Model	Change Statistics				
	R Square Change	F Change	df1	df2	Sig. F Change
1	.999	1989.841	36	63	.000

a. Predictors: (Constant), Does your job desc. include: specialized skills?, your job description is updated:, do you think that training can help the employees knowing the rules and procedures of the system?, how employees are motivated?, do you finish you duties on time?, the work goals contains sufficient challenges to maximize motivational values, age, who makes the job description in your company?, in your job, you are mostly motivated with:, The application of proper job description affects positively the internal mobility of the employee?, my org. has a widely shared phil. of manag. , states duties clearly?, do you use your job description for performance appraisal of your subordinates?, do you think that employees really understand what is required from them?, i enjoy my work more than my leisure time, The application of proper job description affects positively the work supervision of the employee?, would you describe the duties of your job as:, Does your job desc. include: grade & salary range?, Does your job desc. include: detailed list of primary responsibilities?, i get a feeling of accomplishement from the work i am doing, makes the employees acquainted with the work?, explains the procedures of duties?, Does your job desc. include:brief summary of the job's primary duties?, indicates the time needed for each duty?, Does your job desc. include: prior work experience?, describes very well your job?, Does your job desc. include: reporting relationship?, states the physical and social affecting the performance of tasks?, Does your job desc. include: location of job?, states other than job-related requirements? , Does your job desc. include: physical env. & working condition?, Does your job desc. include: work schedule?, offers a good training?, shows the significance of your job?, states the work goals clearly in writing and in readily understood terms?, describes your job as a complete piece of work that has a beginning and an end?

ANOVAᵇ

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	23.979	36	.666	1989.841	.000ᵃ
	Residual	2.109E-02	63	3.347E-04		
	Total	24.000	99			

a. Predictors: (Constant), Does your job desc. include: specialized skills?, your job description is updated:, do you think that training can help the employees knowing the rules and procedures of the system?, how employees are motivated?, do you finish you duties on time?, the work goals contains sufficient challenges to maximize motivational values, age, who makes the job description in your company?, in your job, you are mostly motivated with:, The application of proper job description affects positively the internal mobility of the employee?, my org. has a widely shared phil. of manag. , states duties clearly?, do you use your job description for performance appraisal of your subordinates?, do you think that employees really understand what is required from them?, i enjoy my work more than my leisure time, The application of proper job description affects positively the work supervision of the employee?, would you describe the duties of your job as:, Does your job desc. include: grade & salary range?, Does your job desc. include: detailed list of primary responsibilities?, i get a feeling of accomplishement from the work i am doing, makes the employees acquainted with the work?, explains the procedures of duties?, Does your job desc. include:brief summary of the job's primary duties?, indicates the time needed for each duty?, Does your job desc. include: prior work experience?, describes very well your job?, Does your job desc. include: reporting relationship?, states the physical and social affecting the performance of tasks?, Does your job desc. include: location of job?, states other than job-related requirements? , Does your job desc. include: physical env. & working condition?, Does your job desc. include: work schedule?, offers a good training?, shows the significance of your job?, states the work goals clearly in writing and in readily understood terms?, describes your job as a complete piece of work that has a beginning and an end?

b. Dependent Variable: do you update your job description yourself?

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	1.190	.057		20.997	.000
	age	.136	.008	.255	16.516	.000
	would you describe the duties of your job as:	-.481	.016	-.627	-30.426	.000
	who makes the job description in your company?	.211	.003	.725	70.827	.000
	states duties clearly?	2.421E-02	.006	.090	3.837	.000
	indicates the time needed for each duty?	9.461E-02	.005	.525	20.610	.000
	explains the procedures of duties?	-.199	.006	-.959	-33.135	.000
	states other than job-related requirements?	-.178	.008	-.974	-21.075	.000
	states the physical and social affecting the performance of tasks?	-5.616E-02	.005	-.307	-11.899	.000
	offers a good training?	.553	.008	2.548	67.280	.000
	makes the employees acquainted with the work?	-.191	.013	-.840	-14.688	.000
	states the work goals clearly in writing and in readily understood terms?	9.896E-02	.012	.463	8.180	.000
	describes very well your job?	-.167	.014	-.762	-11.970	.000
	describes your job as a complete piece of work that has a beginning and an end?	8.655E-02	.018	.392	4.899	.000
	shows the significance of your job?	8.474E-02	.013	.363	6.732	.000
	do you use your job description for performance appraisal of your subordinates?	1.241	.018	1.223	69.342	.000
	your job description is updated:	-.261	.007	-.685	-39.615	.000
	do you think that training can help the employees knowing the rules and procedures of the system?	-.936	.025	-.803	-37.067	.000
	how employees are motivated?	-.190	.006	-.506	-33.969	.000
	do you think that employees really understand what is required from them?	.487	.013	.495	37.252	.000
	The application of proper job description affects positively the internal mobility of the employee?	-.151	.004	-.387	-39.377	.000
	The application of proper job description affects positively the work supervision of the employee?	-.325	.006	-.767	-54.492	.000
	do you finish you duties on time?	.721	.022	.510	33.461	.000

Coefficients[a]

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
1	B	Std. Error	Beta		
my org. has a widely shared phil. of manag.	1.563E-02	.002	.068	6.659	.000
i get a feeling of accomplishement from the work i am doing	-.131	.006	-.520	-20.976	.000
the work goals contains sufficient challenges to maximize motivational values	7.378E-02	.003	.277	23.114	.000
i enjoy my work more than my leisure time	.291	.005	1.051	61.281	.000
in your job, you are mostly motivated with:	.227	.005	.874	47.387	.000
Does your job desc. include: reporting relationship?	.866	.021	1.445	41.942	.000
Does your job desc. include: work schedule?	-.471	.016	-.747	-29.180	.000
Does your job desc. include: grade & salary range?	.357	.021	.509	17.036	.000
Does your job desc. include:brief summary of the job's primary duties?	-.109	.010	-.192	-11.081	.000
Does your job desc. include: detailed list of primary responsibilities?	-.389	.012	-.570	-33.148	.000
Does your job desc. include: prior work experience?	.362	.024	.468	15.280	.000
Does your job desc. include: physical env. & working condition?	-.138	.024	-.161	-5.764	.000
Does your job desc. include: location of job?	.678	.017	.939	38.881	.000
Does your job desc. include: specialized skills?	-1.323	.032	-1.886	-40.878	.000

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	1.000a	1.000	1.000	9.89E-08

Model Summary

Model	Change Statistics				
	R Square Change	F Change	df1	df2	Sig. F Change
1	1.000	6.33E+13	40	59	.000

a. Predictors: (Constant), Does your job desc. include: date prepared?, doing an extra effort is:, everybody in our org. undersatnds the company values, is employee's performance compared to his/her job?, to what extent do you find your job description important?, age, who makes the job description in your company?, in your job, you are mostly motivated with:, being successful in what you do is:, do you feel that proper motivation is granted to the emplyees?, would a better job description be helpful so that you will know exactly what is expected from you?, i get a feeling of accomplishement from the work i am doing, offers a good training?, my present job is usually interesting to me, the work goals contains sufficient challenges to maximize motivational values, Does your job desc. include: work schedule?, shows the autonomy of your job?, my work is broken down into qualifiable goals, do you have a manual that specifies the work procedures and requirements of your job other than the job description?, uses generalizations and ambiguous words?, i enjoy my work more than my leisure time, Does your job desc. include: equip & machinery used?, states duties clearly?, they encourage us to make suggestions for improvements, Does your job desc. include: detailed list of primary responsibilities?, indicates the time needed for each duty?, makes the employees acquainted with the work?, is not useful if change is rapid and unexpected?, Does your job desc. include:brief summary of the job's primary duties?, states the physical and social affecting the performance of tasks?, Does your job desc. include: grade & salary range?, creates a little confusion to you?, my org. has a widely shared phil. of manag. , is objective & accurate?, Does your job desc. include: reporting relationship?, Does your job desc. include: physical env. & working condition?, is out of date?, explains the procedures of duties?, Does your job desc. include: knowledge required?, Does your job desc. include: location of job?

ANOVAb

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	24.750	40	.619	6.33E+13	.000a
	Residual	5.770E-13	59	9.780E-15		
	Total	24.750	99			

a. Predictors: (Constant), Does your job desc. include: date prepared?, doing an extra effort is:, everybody in our org. undersatnds the company values, is employee's performance compared to his/her job?, to what extent do you find your job description important?, age, who makes the job description in your company?, in your job, you are mostly motivated with:, being successful in what you do is:, do you feel that proper motivation is granted to the emplyees?, would a better job description be helpful so that you will know exactly what is expected from you?, i get a feeling of accomplishement from the work i am doing, offers a good training?, my present job is usually interesting to me, the work goals contains sufficient challenges to maximize motivational values, Does your job desc. include: work schedule?, shows the autonomy of your job?, my work is broken down into qualifiable goals, do you have a manual that specifies the work procedures and requirements of your job other than the job description?, uses generalizations and ambiguous words?, i enjoy my work more than my leisure time, Does your job desc. include: equip & machinery used?, states duties clearly?, they encourage us to make suggestions for improvements, Does your job desc. include: detailed list of primary responsibilities?, indicates the time needed for each duty?, makes the employees acquainted with the work?, is not useful if change is rapid and unexpected?, Does your job desc. include:brief summary of the job's primary duties?, states the physical and social affecting the performance of tasks?, Does your job desc. include: grade & salary range?, creates a little confusion to you?, my org. has a widely shared phil. of manag. , is objective & accurate?, Does your job desc. include: reporting relationship?, Does your job desc. include: physical env. & working condition?, is out of date?, explains the procedures of duties?, Does your job desc. include: knowledge required?, Does your job desc. include: location of job?

b. Dependent Variable: do you think that employees really understand what is required from them?

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.931	.000		9906742.1	.000
	age	-.324	.000	-.600	-5186434	.000
	to what extent do you find your job description important?	-.432	.000	-1.100	-6686401	.000
	do you have a manual that specifies the work procedures and requirements of your job other than the job description?	-1.371	.000	-.789	-3177005	.000
	would a better job description be helpful so that you will know exactly what is expected from you?	.672	.000	.560	3316937.2	.000
	who makes the job description in your company?	-.307	.000	-1.040	-9087137	.000
	states duties clearly?	-.548	.000	-2.003	-5274175	.000
	uses generalizations and ambiguous words?	-.327	.000	-1.840	-4859247	.000
	indicates the time needed for each duty?	.267	.000	1.461	9301853.0	.000
	is objective & accurate?	-.628	.000	-2.646	-5690881	.000
	explains the procedures of duties?	.209	.000	.993	3528309.9	.000
	creates a little confusion to you?	.301	.000	1.540	10012917	.000
	is out of date?	-1.679E-02	.000	-.083	-437695.3	.000
	states the physical and social affecting the performance of tasks?	-7.327E-03	.000	-.039	-115149.1	.000
	offers a good training?	-.586	.000	-2.661	-9909326	.000
	makes the employees acquainted with the work?	1.109	.000	4.799	8224907.2	.000
	shows the autonomy of your job?	-.289	.000	-1.288	-4008041	.000
	is not useful if change is rapid and unexpected?	.144	.000	.591	1515992.8	.000
	do you feel that proper motivation is granted to the emplyees?	.779	.000	.527	4199978.1	.000
	is employee's performance compared to his/her job?	-2.167E-02	.000	-.028	-282052.2	.000
	doing an extra effort is:	-.142	.000	-.541	-4449853	.000
	my org. has a widely shared phil. of manag.	-.524	.000	-2.259	-7115452	.000
	my work is broken down into qualifiable goals	.889	.000	3.591	6456962.9	.000
	everybody in our org. undersatnds the company values	-.602	.000	-2.301	-7076482	.000
	they encourage us to make suggestions for improvements	.108	.000	.410	3465427.2	.000

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	my present job is usually interesting to me	-7.467E-02	.000	-.283	-2397146	.000
	i get a feeling of accomplishement from the work i am doing	.124	.000	.485	4689485.4	.000
	the work goals contains sufficient challenges to maximize motivational values	-.537	.000	-1.984	-6779734	.000
	i enjoy my work more than my leisure time	.482	.000	1.715	7232778.9	.000
	being successful in what you do is:	-.463	.000	-1.479	-8311173	.000
	in your job, you are mostly motivated with:	5.603E-02	.000	.212	2523709.4	.000
	Does your job desc. include: reporting relationship?	-3.762E-02	.000	-.062	-247295.6	.000
	Does your job desc. include: work schedule?	-.976	.000	-1.523	-3730486	.000
	Does your job desc. include: grade & salary range?	-2.544E-02	.000	-.036	-129444.4	.000
	Does your job desc. include:brief summary of the job's primary duties?	-.642	.000	-1.116	-7385431	.000
	Does your job desc. include: detailed list of primary responsibilities?	6.694E-02	.000	.097	434419.30	.000
	Does your job desc. include: physical env. & working condition?	.451	.000	.518	1634710.8	.000
	Does your job desc. include: equip & machinery used?	-.358	.000	-.534	-2290284	.000
	Does your job desc. include: knowledge required?	.479	.000	.747	1603856.6	.000
	Does your job desc. include: location of job?	3.550	.000	4.839	7518050.2	.000
	Does your job desc. include: date prepared?	-.457	.000	-.603	-1803378	.000

Model Summary[b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.990[a]	.981	.971	.19

Model Summary[b]

Model	Change Statistics				
	R Square Change	F Change	df1	df2	Sig. F Change
1	.981	97.697	34	65	.000

a. Predictors: (Constant), indicates the relative importance of each day?, how the employees are rewarded?, do you use your job description for performance appraisal of your subordinates?, do you think that training can help the employees knowing the rules and procedures of the system?, age, Functional area, do you think that job description can be neglected?, in your current position, you are:, Does your job desc. include: equip & machinery used?, do you think that your current responsibility in this current position is:, shows the autonomy of your job?, do you feel that your job description uses logical, sequential order?, Does your job desc. include: detailed list of primary responsibilities?, indicates the time needed for each duty?, Does your job desc. include: work schedule?, offers a good training?, is out of date?, Does your job desc. include:brief summary of the job's primary duties?, Does your job desc. include: date prepared?, states duties clearly?, describes your job as a complete piece of work that has a beginning and an end?, uses generalizations and ambiguous words?, Does your job desc. include: location of job?, Does your job desc. include: physical env. & working condition?, makes the employees acquainted with the work?, creates a little confusion to you?, Does your job desc. include: education?, Does your job desc. include: reporting relationship?, Does your job desc. include: prior work experience?, Does your job desc. include: exemption status?, shows the significance of your job?, states other than job-related requirements? , states the physical and social affecting the performance of tasks?, Does your job desc. include: knowledge required?

b. Dependent Variable: The application of proper job description affects positively the motivation of the employee?

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	124.994	34	3.676	97.697	.000[a]
	Residual	2.446	65	3.763E-02		
	Total	127.440	99			

a. Predictors: (Constant), indicates the relative importance of each day?, how the employees are rewarded?, do you use your job description for performance appraisal of your subordinates?, do you think that training can help the employees knowing the rules and procedures of the system?, age, Functional area, do you think that job description can be neglected?, in your current position, you are:, Does your job desc. include: equip & machinery used?, do you think that your current responsibility in this current position is:, shows the autonomy of your job?, do you feel that your job description uses logical, sequential order?, Does your job desc. include: detailed list of primary responsibilities?, indicates the time needed for each duty?, Does your job desc. include: work schedule?, offers a good training?, is out of date?, Does your job desc. include:brief summary of the job's primary duties?, Does your job desc. include: date prepared?, states duties clearly?, describes your job as a complete piece of work that has a beginning and an end?, uses generalizations and ambiguous words?, Does your job desc. include: location of job?, Does your job desc. include: physical env. & working condition?, makes the employees acquainted with the work?, creates a little confusion to you?, Does your job desc. include: education?, Does your job desc. include: reporting relationship?, Does your job desc. include: prior work experience?, Does your job desc. include: exemption status?, shows the significance of your job?, states other than job-related requirements? , states the physical and social affecting the performance of tasks?, Does your job desc. include: knowledge required?

b. Dependent Variable: The application of proper job description affects positively the motivation of the employee?

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-3.727	.545		-6.843	.000
	do you feel that your job description uses logical, sequential order?	-1.019	.137	-1.737	-7.416	.000
	states duties clearly?	1.505	.113	2.422	13.284	.000
	uses generalizations and ambiguous words?	.140	.054	.346	2.590	.012
	indicates the time needed for each duty?	1.187	.062	2.859	19.026	.000
	states other than job-related requirements?	-.675	.088	-1.603	-7.708	.000
	creates a little confusion to you?	.586	.060	1.321	9.688	.000
	is out of date?	.440	.054	.957	8.123	.000
	states the physical and social affecting the performance of tasks?	-1.167	.103	-2.766	-11.379	.000
	offers a good training?	-.502	.077	-1.005	-6.483	.000
	makes the employees acquainted with the work?	1.541	.170	2.940	9.059	.000
	describes your job as a complete piece of work that has a beginning and an end?	.806	.098	1.586	8.186	.000
	shows the significance of your job?	-.662	.141	-1.230	-4.686	.000
	do you use your job description for performance appraisal of your subordinates?	1.036	.103	.443	10.065	.000
	do you think that training can help the employees knowing the rules and procedures of the system?	-6.259	.295	-2.329	-21.188	.000
	how the employees are rewarded?	-.448	.040	-.491	-11.217	.000
	do you think that job description can be neglected?	1.401	.121	.518	11.546	.000
	do you think that your current responsibility in this current position is:	.308	.048	.267	6.434	.000
	in your current position, you are:	-.184	.069	-.131	-2.673	.009
	Does your job desc. include: reporting relationship?	.608	.182	.440	3.331	.001
	Does your job desc. include: work schedule?	-1.583	.179	-1.088	-8.844	.000
	Does your job desc. include:brief summary of the job's primary duties?	1.131	.187	.867	6.038	.000
	Does your job desc. include: detailed list of primary responsibilities?	-1.778	.153	-1.130	-11.620	.000

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	Does your job desc. include: prior work experience?	-3.193	.340	-1.794	-9.403	.000
	Does your job desc. include: physical env. & working condition?	1.972	.230	.997	8.568	.000
	Does your job desc. include: equip & machinery used?	1.216	.222	.801	5.483	.000
	Does your job desc. include: knowledge required?	4.983	.438	3.424	11.368	.000
	Does your job desc. include: location of job?	5.422	.473	3.258	11.460	.000
	Does your job desc. include: exemption status?	3.235	.449	1.464	7.201	.000
	Does your job desc. include: education?	-7.115	.545	-5.114	-13.060	.000
	Does your job desc. include: date prepared?	-4.990	.329	-2.904	-15.178	.000
	age	-.156	.059	-.127	-2.642	.010
	Functional area	.315	.026	.728	12.240	.000
	indicates the relative importance of each day?	-1.166	.100	-2.899	-11.720	.000

Regression

Variables Entered/Removed[b]

Model	Variables Entered	Variables Removed	Method
1	do you think that employees really understand what is required from them?, how employees are motivated?, do you think that training can help the employees knowing the rules and procedures of the system?, shows the autonomy of your job?[a]	.	Enter

a. All requested variables entered.

b. Dependent Variable: The application of proper job description affects positively the training and development of the employee?

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.603[a]	.363	.336	.83

Model Summary

Model	Change Statistics				
	R Square Change	F Change	df1	df2	Sig. F Change
1	.363	13.535	4	95	.000

a. Predictors: (Constant), do you think that employees really understand what is required from them?, how employees are motivated?, do you think that training can help the employees knowing the rules and procedures of the system?, shows the autonomy of your job?

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	37.114	4	9.279	13.535	.000[a]
	Residual	65.126	95	.686		
	Total	102.240	99			

a. Predictors: (Constant), do you think that employees really understand what is required from them?, how employees are motivated?, do you think that training can help the employees knowing the rules and procedures of the system?, shows the autonomy of your job?

b. Dependent Variable: The application of proper job description affects positively the training and development of the employee?

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.250	.260		4.802	.000
	shows the autonomy of your job?	9.182E-02	.043	.201	2.142	.035
	do you think that training can help the employees knowing the rules and procedures of the system?	-1.051	.213	-.437	-4.937	.000
	how employees are motivated?	.172	.065	.222	2.658	.009
	do you think that employees really understand what is required from them?	-.428	.185	-.211	-2.312	.023

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.990[a]	.979	.972	.33

Model	Change Statistics				
	R Square Change	F Change	df1	df2	Sig. F Change
1	.979	139.584	25	74	.000

a. Predictors: (Constant), Does your job desc. include: reporting relationship?, The application of proper job description affects positively the training and development of the employee?, would you describe the duties of your job as:, do you finish you duties on time?, The application of proper job description affects positively the conduct and behavior of the employee?, your job description is updated:, being successful in what you do is:, do you have a manual that specifies the work procedures and requirements of your job other than the job description?, to what extent do you find your job description important?, my work is broken down into qualifiable goals, do you use your job description for self-performance appraisal?, The application of proper job description affects positively the work supervision of the employee?, do you feel that proper motivation is granted to the emplyees?, would a better job description be helpful so that you will know exactly what is expected from you?, in your current position, you are:, do you update your job description yourself?, states other than job-related requirements? , The application of proper job description affects positively the internal mobility of the employee?, do you think that your current responsibility in this current position is:, my org. has a widely shared phil. of manag. , states the physical and social affecting the performance of tasks?, offers a good training?, indicates the time needed for each duty?, do you have a current job description for your current job?, indicates the relative importance of each day?

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	368.927	25	14.757	139.584	.000[a]
	Residual	7.823	74	.106		
	Total	376.750	99			

a. Predictors: (Constant), Does your job desc. include: reporting relationship?, The application of proper job description affects positively the training and development of the employee?, would you describe the duties of your job as:, do you finish you duties on time?, The application of proper job description affects positively the conduct and behavior of the employee?, your job description is updated:, being successful in what you do is:, do you have a manual that specifies the work procedures and requirements of your job other than the job description?, to what extent do you find your job description important?, my work is broken down into qualifiable goals, do you use your job description for self-performance appraisal?, The application of proper job description affects positively the work supervision of the employee?, do you feel that proper motivation is granted to the emplyees?, would a better job description be helpful so that you will know exactly what is expected from you?, in your current position, you are:, do you update your job description yourself?, states other than job-related requirements? , The application of proper job description affects positively the internal mobility of the employee?, do you think that your current responsibility in this current position is:, my org. has a widely shared phil. of manag. , states the physical and social affecting the performance of tasks?, offers a good training?, indicates the time needed for each duty?, do you have a current job description for your current job?, indicates the relative importance of each day?

b. Dependent Variable: i get a feeling of accomplishment from the work i am doing

Coefficients[a]

	Unstandardized Coefficients		Standardized Coefficients		
Model	B	Std. Error	Beta	t	Sig.
1 (Constant)	1.558	.359		4.335	.000
do you have a current job description for your current job?	6.769	.411	1.663	16.468	.000
to what extent do you find your job description important?	-.325	.042	-.212	-7.715	.000
do you have a manual that specifies the work procedures and requirements of your job other than the job description?	.597	.243	.088	2.453	.017
would you describe the duties of your job as:	.411	.086	.135	4.751	.000
would a better job description be helpful so that you will know exactly what is expected from you?	-1.503	.185	-.321	-8.134	.000
indicates the time needed for each duty?	-.215	.040	-.302	-5.434	.000
indicates the relative importance of each day?	-.261	.075	-.377	-3.467	.001
states other than job-related requirements?	-.192	.059	-.265	-3.237	.002
states the physical and social affecting the performance of tasks?	-.372	.039	-.513	-9.506	.000
offers a good training?	-.176	.042	-.205	-4.242	.000
do you update your job description yourself?	1.022	.133	.258	7.658	.000
do you use your job description for self-performance appraisal?	-.601	.130	-.154	-4.630	.000
your job description is updated:	.347	.046	.230	7.565	.000
do you feel that proper motivation is granted to the emplyees?	-1.262	.205	-.219	-6.144	.000
The application of proper job description affects positively the conduct and behavior of the employee?	.649	.052	.365	12.460	.000
The application of proper job description affects positively the internal mobility of the employee?	.690	.053	.447	13.066	.000
The application of proper job description affects positively the work supervision of the employee?	.379	.058	.225	6.546	.000
The application of proper job description affects positively the training and development of the employee?	-.537	.070	-.280	-7.644	.000

Coefficients[a]

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	do you think that your current responsibility in this current position is:	-.508	.073	-.257	-7.000	.000
	in your current position, you are:	-1.077	.081	-.445	-13.340	.000
	do you finish you duties on time?	1.130	.181	.202	6.236	.000
	my org. has a widely shared phil. of manag.	.234	.043	.258	5.456	.000
	my work is broken down into qualifiable goals	-.201	.038	-.208	-5.307	.000
	being successful in what you do is:	.239	.031	.196	7.746	.000
	Does your job desc. include: reporting relationship?	-1.435	.157	-.605	-9.115	.000

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.954[a]	.910	.896	.65

Model Summary

Model	Change Statistics				
	R Square Change	F Change	df1	df2	Sig. F Change
1	.910	61.658	14	85	.000

a. Predictors: (Constant), i enjoy my work more than my leisure time, The application of proper job description affects positively the communication between departments?, do you have a manual that specifies the work procedures and requirements of your job other than the job description?, who makes the job description in your company?, creates a little confusion to you?, The application of proper job description affects positively the training and development of the employee?, my org. has a widely shared phil. of manag. , the work goals contains sufficient challenges to maximize motivational values, do you think that training can help the employees knowing the rules and procedures of the system?, in your current position, you are:, do you feel that proper motivation is granted to the emplyees?, would a better job description be helpful so that you will know exactly what is expected from you?, The application of proper job description affects positively the performance of the employee?, i get a feeling of accomplishement from the work i am doing

ANOVA[b]

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	367.520	14	26.251	61.658	.000[a]
	Residual	36.190	85	.426		
	Total	403.710	99			

a. Predictors: (Constant), i enjoy my work more than my leisure time, The application of proper job description affects positively the communication between departments?, do you have a manual that specifies the work procedures and requirements of your job other than the job description?, who makes the job description in your company?, creates a little confusion to you?, The application of proper job description affects positively the training and development of the employee?, my org. has a widely shared phil. of manag. , the work goals contains sufficient challenges to maximize motivational values, do you think that training can help the employees knowing the rules and procedures of the system?, in your current position, you are:, do you feel that proper motivation is granted to the emplyees?, would a better job description be helpful so that you will know exactly what is expected from you?, The application of proper job description affects positively the performance of the employee?, i get a feeling of accomplishement from the work i am doing

b. Dependent Variable: my work is broken down into qualifiable goals

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.557	.509		-1.095	.277
	do you have a manual that specifies the work procedures and requirements of your job other than the job description?	.716	.330	.102	2.171	.033
	would a better job description be helpful so that you will know exactly what is expected from you?	-.817	.242	-.168	-3.369	.001
	who makes the job description in your company?	.229	.048	.191	4.754	.000
	creates a little confusion to you?	-.204	.030	-.259	-6.699	.000
	do you think that training can help the employees knowing the rules and procedures of the system?	.708	.214	.148	3.310	.001
	do you feel that proper motivation is granted to the emplyees?	1.161	.290	.194	4.002	.000
	The application of proper job description affects positively the performance of the employee?	.527	.153	.176	3.449	.001
	The application of proper job description affects positively the communication between departments?	.648	.110	.293	5.869	.000
	The application of proper job description affects positively the training and development of the employee?	.304	.086	.153	3.538	.001
	in your current position, you are:	-1.385	.133	-.552	-10.444	.000
	my org. has a widely shared phil. of manag.	.564	.045	.602	12.566	.000
	i get a feeling of accomplishement from the work i am doing	-.531	.060	-.513	-8.880	.000
	the work goals contains sufficient challenges to maximize motivational values	.490	.049	.449	9.987	.000
	i enjoy my work more than my leisure time	.181	.053	.159	3.429	.001