Journal Of Association of Arab Universities For Tourism and Hospitality
Volume 15 - December 2018 -- No.2 Page : (36 - 42)

Job Redesign as a Tool for Developing Individual Work Performance in Egyptian Hotels

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Abstract:
During the last decades, organizations attempted to improve jobs' effectiveness and efficiency. Job redesign is an effective tool to meet the employees' needs and to satisfy the interests of the organization. On the other hand, several organizations seeks for improving the whole employees' performance rather than their individual work performance. This research aims at shedding light on the effect of job redesign in developing individual work performance in Egyptian hotels. A questionnaire was directed to a sample of workers in five star hotels at Sharm-Elshiekh. The obtained data was analyzed statistically. The research revealed a significant effect of job redesign on individual work performance. The research recommends enhancing the role of job redesign approaches as effective tools for improving the employees' individual work performance in Egyptian hotels. That role can be achieved via a systematic and accurate analysis of job redesign dimensions
Keywords: Job redesign - Individual Work Performance - Egyptian Hotels.

Introduction

Because of business climate rapid changes, information technology updating and competitiveness, organizations became continuously seeking for methods to develop human resources strategies and policies. One of these methods is Job redesign, which is deployed whenever an organization needs to change a job design, it gives a chance to managers do their best to improve the new job design productivity and simulate the modern human resources trends and theories in order to improve the efficiency and effectiveness of the organization (Durai, 2010).

Literature Review

Job Redesign

"Job redesign" "JR" refers to all the procedures aiming at restructuring any part or combination of parts of the job's tasks, duties and responsibilities in order to make it more inspiring and encouraging. JR has various benefits to both employees and organization, i.e. it can enhance the organizations' work Life quality by motivating and encouraging employees to perform better; it helps improve the organizational commitment by increasing employees' belongingness and loyalty; also, it helps the organization to fit a right person-job by continuously linking and updating both job description and specification (Kopelman, 1985).

As regards the advantages, JR can highly affect the positive attitudes that the individual shows towards his work that is commonly known as job satisfaction, as satisfaction is related to the productivity and efficiency of staff absenteeism and their mobility and depends on factors such as the content of the work, and the context in which work is carried out (Koustelios and Kousteliou, 2001). In addition, the reduction of errors in the workplace, and the intention of employees to leave their jobs are advantages of correct JR (Zournatzi et al., 2006). Furthermore, JR highly affects the employees' involvement and participation in the decision making process (Shuck et al., 2011), besides JR process affects the economic incentives (Stringer et al., 2011), the workplace climate (Shuck et al., 2011), interpersonal relationships, achievement, and general working conditions (Halepota and Shah, 2011).

Although various factors within the organization's environment affect JR: i.e.; organizations' structure, management pattern, financial aspects, organizations work conditions, individual differences and the objective of JR itself, still employees' satisfaction and their acceptance for new changes are the main aspect that can judge the whole process success. (Cummings, 1978).Moreover, JR has several approaches that can be done through, these approaches are job enrichment, employee empowerment, job enlargement, socio-technical approach and goal setting .The following chart explains the factors that affect JR and its approaches: Job enrichment, employee empowerment, job enlargement, socio-technical Approach, goal Setting and job rotation (Hellriegel and Slocum, 1982)

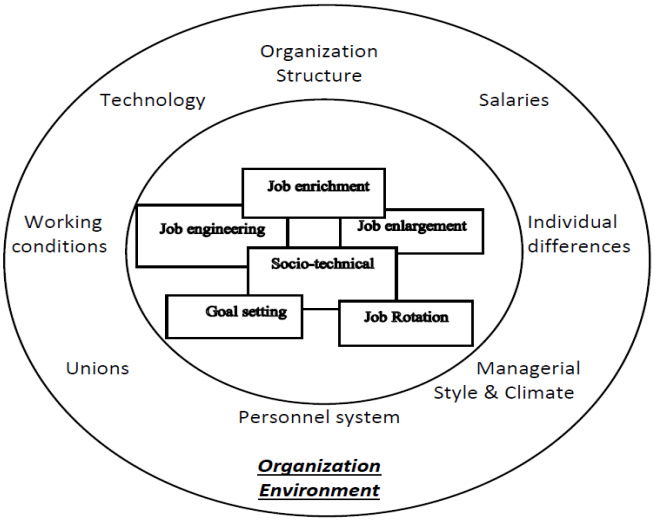

Figure1: JR factors and approaches
Source : (Hellriegel and Slocum, 1982).

"Job enrichment" refers to giving the employees the opportunity to use a wider range of abilities, responsibilities and varieties in their job. Job enrichment has several advantages i.e.; reversing the effects of repetitive tasks requiring autonomy, avoiding job boredom, enhancing flexibility and employees satisfaction. (Leach and Wall, 2004)."Employee empowerment" which is an effective technique for increasing productivity by using the capacity of individual and/or group abilities in order to achieve the organizational objectives. In other words, empowerment helps to create a collection of required capacity in staff for enabling them to create a benefit to the organization with efficiency and effectiveness. (Doaei, 1998). "Job Enlargement" which is the horizontal expansion of the job content, which can be done by increasing the number and variety of tasks and responsibilities that are associated with. The core of enlargement is to give the employee the opportunity to perform a wider range of tasks at the same level (Durai, 2010).

"Socio-technical Approach" which is another important approach of JR approaches, in which social and technical aspects of the organization are considered. According to this approach, jobs are designed according to both individual needs and organizational requirements. Again, the Socio-technical Approach considers the social aspects and technical system of the job tasks. Employer's motivation, Peer supervisor relationship, creation of supportive environment and need for group working. The technical and social aspects of the job are analyzed in order to create jobs that have a supportive relationship. Combined efforts of employees, supervisors, and union representatives are required to design and redesign the jobs under this approach. Their needs guide them for the better result. By this way, jobs can be designed according to the employee's individual needs and technical requirements (Cummings, 1978).

"Job goals" are essential for clarifying the objectives and the main purpose of the job as a whole. So, it helps to clear a sense of direction and increases the awareness of expectations in a job. Setting goals improves employee performance by encouraging them to remain persistent and work through setbacks to achieve a goal. Absence of a specific goal or target might lead the employee to abandon a task in the face of setbacks and work on something else instead. . Moreover, Job goals helps to narrow attention and direct efforts toward goal-relevant activities away from undesirable and goal-irrelevant actions (Locke, 1976). On this ground, JR and goal setting are interrelated as variables that shape the employee performance. As good JR provides the employee with clear indicators of tasks and the expected requirements of the job (Parker and Wall, 1998).

Job rotation as a technique that refers to the process of switching the employee from a job to another (Edward, 2005). This technique helps to increase the employee's capability and value to the organization. In addition, it can be defined as the performance by an employee of a new assignment on a temporary basis for an agreed period. The importance of Job rotation to JR is to make an effective employee position-oriented by moving through a schedule of assignments designed. Moreover, job rotation must be used in accurate ways that guarantee to meet the development and training needs of companies and employees without a break in production (Carnahan et al., 2000).

Job engineering or Work design allows employees to know how their tasks are done. Several researches defined job engineering as work methods (Hellriegel and Slocum, 1982), as it links both job layout and procedures handling together as well as the interaction between people and machines (Durai, 2010).

The dimensions of JR process are the same characteristics of Job design. A model of five elements was developed by Hackman and Oldham (1980) as a core of job characteristics. These elements are (skill variety, task identity, task significance, autonomy, and feedback). This model focuses on task elements rather than on job elements because a job consists of multiple tasks, which makes this model more accurate in analyzing job characteristics.

Skill variety refers to what extent the job includes various tasks that requires different skills and talents of the employee, such as innovation idea generation, decision-making, information processing, problem solving, and even specialization (Davis, 2005).Task identity expresses to which point the employee can do his job completely. In other words, it explains to which degree the job requires the employee to perform a complete piece of work from the beginning to the end with a visible outcome. Task significance refers to the degree to which the job has a direct/indirect impact on other peoples inside or outside the organization. This influence can be either immediately or in the long term. The employee feels that his job is more meaningful if it has a positive effect on others life (Barr et al., 1978). Task autonomy is defined as the degree to which the employee is given independence, substantial freedom, and discretion in carrying out a task, such as scheduling work and determining procedures to follow (Holman et al., 2002). Job feedback refers to the amount of information the employee receives about his performance, and to what extent he can see the impact of his work. The more the employee is informed about his performance, the more he is interested in doing a good job. Therefore, discussing job results i.e. sharing production figures, customer satisfaction scores etc. can increase the feedback levels (Burr, 2001).

Individual Work Performance

Despite the importance of Individual Work Performance "IWP", there is no a consensus of a unified definition yet. However in general, IWP can be defined as "the employee behaviors or actions that are relevant to the organizations goals" (Campbell. 1990). In this definition, IWP focuses on employees' behaviors or actions rather than results. Moreover, IWP includes only the individual behaviors and excludes other behaviors that may relates to the environment (Rotundo and Sackett , 2002)

For evaluating IWP, a framework was developed, in which IWP consisted of four main dimensions (Koopmans et al., 2011). The first one; "task performance", which refers to the proficiency with which an employee performs his job tasks (Campbell. 1990). The second dimension; "contextual performance", reflects the employee behaviors that support the organizational, social, and psychological environment in which the job tasks are performed (Borman et al., 1993). The third dimension; "adaptive performance", expresses the employee's proficiency in adapting to changes in work environment or roles (Griffin et al., 2007). The fourth dimension; "counterproductive work behavior", means behavior that is useless/harmful to the organization's well-being (Rotundo and Sackett , 2002).

Research objectives, hypotheses and conceptual framework

Research objectives

The study aims at clarifying to what extent JR can be used to improve IWP in hospitality industry; This can be achieved through a set of sub-objectives as follows:

1. Identifying the relationship between JR and IWP.
2. Investigating to what extent JR dimensions affect IWP in hotels.
3. Providing a clear framework for improving IWP through JR.

Research hypotheses

The research hypothesizes the following Hypotheses (Hs)::
- There is a significant relationship between JR and IWP.
- JR significantly affects IWP.
- The model with JR dimensions significantly predicts IWP.

Conceptual framework

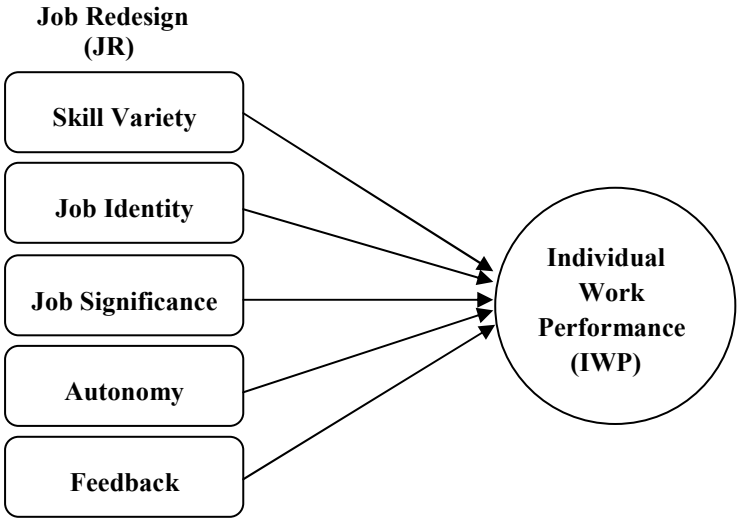

Figure (2): The study Conceptual framework

To test the impact of JR dimensions on IWP, regression formula was established as follow:

$$Y_i = \alpha + \beta_1 X_1 + \beta_2 X_2 + \beta_3 X_3 + \beta_4 X_4 + \beta_5 X_5 + \varepsilon_i$$

Where,

Y_i= IWP α = Constant X_1= Skill variety X_2= Job identity
X_3= Job significance X_4= Autonomy X_5= Feedback ε_i= Random error

Research Methodology

The study was conducted on a random sample of 387 employees from five-star hotels in Sharm El-Shiekh, Egypt. The obtained data were collected using a questionnaire. Four hundred and fifty (450) questionnaires were administered. Out of which three hundred and fifty six (396) questionnaires were returned (88% response rate). Fifty four (54) questionnaires were disposed off because they contained incomplete answers. JR was measured using a scale developed by Hackman and Oldham (1980), it is composed of five dimensions: skill variety, task identity, task significance, autonomy and feedback. IWP was measured by a scale of four dimensions (task performance, contextual performance, adaptive performance and counterproductive work behavior) developed by Koopmanz et al. (2013). The questionnaires used a five point likert-type scale ranging from "1=strongly disagree" to "5=strongly agree" to score the responses. Social Package for Social Sciences (SPSS Statistics 20) was used to analyze the data. Descriptive analysis, Spearman's Correlation and regression were used for data processing.

Reliability and Validity

Cronbach's Alpha was used to calculate reliability of the questionnaire in order to measure the internal consistency of the study instrument. Coefficient alpha and validity of the scale constructs are presented in table (1) as follow:

Table 1: Coefficient of reliability and validity of the scale constructs

No.	Constructs	No. of items	Cronbach's Alpha	Validity
1	JR	**24**	.98	.989
2	IWP	**19**	.97	.984
Overall Total Scale		**43**	.98	.989

The previous table indicated that the coefficient of Cronbach's Alpha for all constructs of the study scale had high alpha coefficient scores (98%). Moreover, the overall validity coefficient of the scale constructs was almost 99%. Reliability coefficient of 0.60 or higher is considered "acceptable" in most social sciences research situations (Rovai *et al.,* 2012). This finding indicates that the instrument is reliable for being used. These high scores are due to that these dimensions have been previously measured and used

Results and Discussion

Demographics and other Work-related Information

The questionnaire included five items concerning demographic characteristics and other work-related information. The respondents were asked about their gender, age, educational level, department and years of experience. This information was useful in understanding the background of the respondents. Results are presented in (table 2).

Table (2): Demographic profile of the respondents

Demographics	Characteristics and Classification	Frequency (N)	Percentage (%)
Gender	Male	312	80.6
	Female	75	19.4
	Total	**387**	**100**
Age	Less than 30 years	134	34.6
	30- 40 years	182	47
	Older than 40 years	71	18.3
	Total	**387**	**100**
Education	High school	67	17.3
	Bachelor degree	263	68
	Post graduate	57	14.7
	Total	**387**	**100**
Department	F&B	194	50.1
	Rooms division	193	49.9
	Total	**387**	**100**
Experience	Less than 3 years	73	18.9
	3- 5 years	120	31
	More than 5 years	194	50.1
	Total	**387**	**100**

Table (2) indicates that out of the 387 respondents, 312 (80.6%) were male and 75 (19.4%) were female. According to age, 71 (18.3%) of the respondents were over 40 years old, 134 (34.6%) belong to the less than 30 years, and the majority of 182 (47%) belong to 30- 45 years. The data also indicate that only 57 (14.7%) of the respondents held postgraduate degree, 67 (17.3%) are high school, and the majority 263 (68%) have a bachelor degree. With respect to department that they work, 194 (50.1%) of respondents worked at food and beverage department, while 193 (49.9%) of them at rooms division. In addition, the data also indicate that 73 (18.9%) of the respondents were working less than three years, 120 (31%) belong to the 3-5 years group and 194 (50.1%) were working more than 5 years.

Correlation analysis between variables of the study

Relationship between JR and IWP

In order to measure the relationship between JR and IWP, the Spearman's correlation was used.

Table 3: Relationship between JR and IWP

	Variables		JR	IWP
Spearman's rho	JR	Correlation	1.000	.874**
		Sig. (2-tailed)		.000
		N	387	387
	IWP	Correlation	.874**	1.000
		Sig. (2-tailed)	.000	
		N	387	387
** Correlation is significant at 0.01 level (2-tailed).				

Table (3) indicates a highly positive correlation (.874) between JR and IWP. at 0.01 level. This result completes Shuck et al (2011) saying that accurate JR process affects employees motivations and organizational climate. According to this finding, the hypothesis (H1) says, "There is a significant relationship between JR and IWP" was supported.

Relationship between job characteristics and IWP dimensions

Table (4) illustrates the coefficient of correlation between variables of the study that include job characteristics (skill variety, task identity, task significant, autonomy and feedback) and IWP constructs (task performance, contextual performance, adaptive performance and counterproductive work behavior). The significance level of correlation can be explained as follows:

Table 4: Relationship between variables of the study

	Variables		Task performance	Contextual performance	Adaptive performance	Counterproductive work behavior
Spearman's rho	Skill variety	Correlation Sig. (2-tailed) N	.699** .000 387	.628** .000 387	.519** .000 387	.742** .000 387
	Task identity	Correlation Sig. (2-tailed) N	.715** .000 387	.714** .000 387	.645** .000 387	.639* .000 387
	Task significance	Correlation Sig. (2-tailed) N	.676** .000 387	.637** .000 387	.624** .000 387	.634** .000 387
	Autonomy	Correlation Sig. (2-tailed) N	.715** .000 387	.815** .000 387	.766** .000 387	.649** .000 387
	Feedback	Correlation Sig. (2-tailed) N	.715** .000 387	.819** .000 387	.783** .000 387	.668** .000 387
** Correlation is significant at the 0.01 level (2-tailed).						

The previous table indicates that there is a significant relationship between skill variety and IWP dimensions (task performance, contextual performance, adaptive performance and counterproductive work behavior). The correlation is positive and high (70%), (63%), (52%) and (74%). On this ground, Davis (2005) mentioned that the job that requires different skills and a wide variety of different talents gives more chance to the employee to perform well. In addition, there is a high significant relationship between task identity dimension and IWP. The Spearman' correlation is positive and high (71%), (71%), (64%) and (64%). Also, there is a significant relationship between task significance and all IWP Dimensions. The correlation is positive (68%), (64%), (62%) and (63%). Moreover, there is a significant relationship between autonomy and IWP dimensions. The correlation is positive (71%), (81%), (76%) and (65%). Finally, results indicated that there is a significant relationship between feedback and IWP dimensions. The Spearman's correlation is positive and high (71%), (82%), (78%) and (67%). This finding is compatible with Burr (2001) saying that the employee who has a good job feedback is more able to develop his skills and abilities. The following figure indicates these correlations.

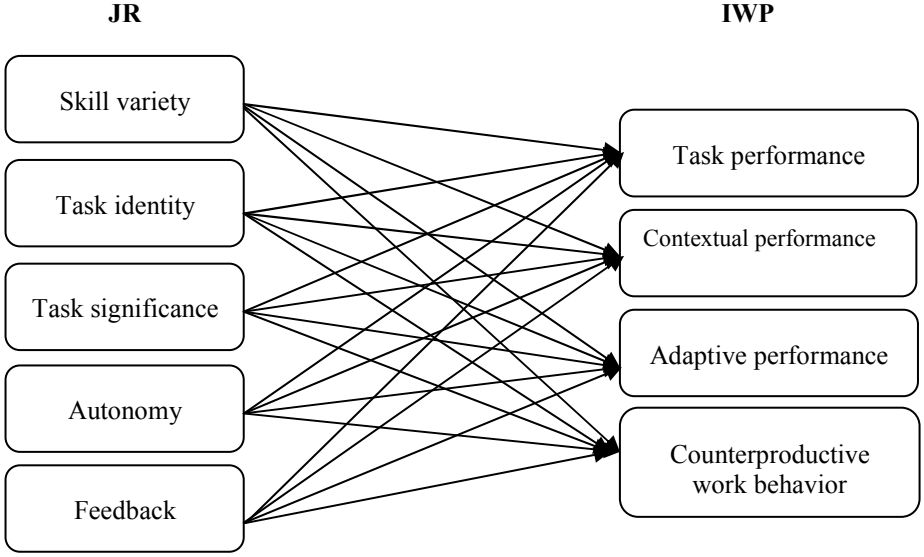

Figure (3): Correlation among the variables of the study

Regression analysis

Simple regression analysis

Simple linear regression was used to test the effect of JR on IWP. Tables (5), (6) illustrate to what extent the independent variable (JR) predicts the IWP (dependent variable).

Table 5: Model summary of JR and IWP [b]

R	R^2	MSE	F	df1	df2	Durbin-Watson	Sig.
.854[a]	.730	.465	1040.19	1.000	385	1.514	.000

a. Predictors: (constant), JR
b. dependent variable: IWP

Table 6: Beta Coefficients[a]

Model	Unstandardized Coefficients		standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
(Constant)	1.294	.080		16.17	.000
JR	.715	.022	.854	32.25	.000

a. Dependent variable: IWP

Tables (5), (6) indicate that F equals (1.385) =1040.19, p= <.01, R2= .73 and coefficient (b=.715), t (385) = 32.25, p= <.01. According to this finding, JR (independent) predicts IWP (dependent). Thus, hypothesis (H2) says, "JR significantly affects IWP" was supported. This result confirms thatof Griffin et al., (2007) saying that IWP effected by the clear determination of job tasks and responsibilities

4.4.2 Multiple regression analysis

Multiple linear regression was used to test the prediction model of the study. The following table (7) illustrates the multiple correlation coefficients R, R^2 and Durbin-Watson's coefficient.

Table 7:Model Summary of JR dimensions and IWP [b]

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.871[a]	.759	.755	.442	1.598

a. Predictors: (Constant), skill variety, task identity, task significance, autonomy, feedback
b. Dependent Variable: IWP

Table (7) indicates that the Adjusted R Square value was 0.755 and Durbin-Watson's coefficient was (1.598). According to this finding, the model is acceptable as its value is lower than (2). Chatterjee and Simonoff (2013) mentioned that, the value of Durbin-Watson's coefficient (d) always lies between 0 and 4 and, if (d) value is substantially less than 2, there will be an evidence of positive serial correlation. Moreover, the following table (8) explains F test and F significance as follow:

Table 8: ANOVA[a] test

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	234.017	5	46.8	239.51	.000[b]
	Residual	74.450	381	.195		
	Total	308.467	386			

a. Dependent Variable: IWP
b. Predictors: (Constant), skill variety, task identity, task significance, autonomy, feedback

The table (8) clears that F value is 239.5 and F significance is (.000). As the significance level is less than alpha, it could be assumed to be .05, the model with variables skill variety, task identity, task significance, autonomy and feedback significantly predicted IWP. According to these findings, the second hypothesis (H3), "The model with JR dimensions significantly predicts IWP" was supported. Beta coefficient of regression was used to investigate the influences of each dimension on IWP as presented in table (9).

Table 9: Beta coefficients of JR dimensions and IWP

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.191	.086		13.885	.000
	Skill variety	.128	.040	.160	3.174	.002
	Task identity	-.062	.058	-.087	-1.067	.287
	Task significance	.190	.057	.232	3.318	.001
	Autonomy	.034	.041	.049	.844	.399
	Feedback	.461	.055	.590	8.435	.000

a. Dependent Variable: IWP

The previous table illustrates that skill variety, task significance and feedback are significant and positively influences IWP. Therefore, the empirical model of the study can be written as follows:

$$IWP = \alpha + \beta_1 X_1 + \beta_3 X_3 + \beta_5 X_5$$

$$IWP = 1.191 + 0.160X_1 + 0.232X_3 + 0.590X_5$$

This means that 1 unit change in skill variety (X_1) will influence IWP by 0.160 units in the case of other factors remain constant. Also, a changes in task significance (X_3) by 1 unit will causes to change IWP by 0.232 units when other factors remain constant. Finally, changes in feedback dimension (X_5) by 1 unit will affects IWP by 0.590 units when other factors remain constant.

4.5 Testing hypotheses

The study hypotheses were tested by measuring the relationships between variables. (Table 10).

Table 10: The results of testing hypotheses

Hypotheses	Test		Sig.	Result
	Spearman's correlation	F		
H1: There is a significant relationship between JR and IWP.	0.874**	--	0.000	Supported
H2: JR significantly affects IWP.	--	1040.19	0.000	Supported
H3: the model with JR dimensions significantly predicts IWP	--	239.51	0.000	Supported

According to table (10), the three hypotheses of the study are supported. The Spearman's correlation was used to test the first hypothesis (H1): "There is a significant relationship between JR and IWP", the Spearman's coefficient was 0.874and the correlation was highly significant (0.000). The simple linear regression was used to investigate the second hypothesis H2: JR significantly affects IWP. From ANOVA test F value was 1040.19 at a highly significant level (0.000). Finally, the multiple linear regression was used to examine the third hypothesis (H3): "The model with JR dimensions significantly predicts IWP". From the multiple regression analysis, R^2 = .759, F value was 239.51 at a highly significant level (0.000).

Conclusion and recommendation

Job redesign positively affects the employees' individual work performance, especially "Skill Variety, Task Significance and Feedback" which are considered the most effective dimensions of JR on IWP. The research recommends analyzing the five job redesign dimensions "Skill Variety, Task identity, Task Significance, Autonomy

and Feedback" accurately for every job to ensure that redesigning will make the best use of these dimensions for improving the employees individual work performance, otherwise, job redesign will increase the employees' workload and decrease their individual work performance.

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إعادة تصميم الوظائف كأداة لتطوير الأداء الفردي للعاملين في الفنادق المصرية

يعتبر إعادة تصميم الوظائف أداة فعالة لمواكبة احتياجات المؤسسات من العاملين وظيفيا. وهناك العديد من المؤسسات التي قد تسعى إلى تطوير الأداء العام للعاملين بها بشكل عام بغض النظر عن تحليل المكونات الفردية لأداء كل عامل على حده. يهدف البحث إلى إلقاء الضوء على تأثير أبعاد إعادة تصميم الوظيفة في تطوير محددات الأداء الفردي للعاملين في الفنادق المصرية. تم جمع البيانات الميدانية باستخدام استمارة استقصاء وجهت إلى عينة من العاملين بفنادق الخمس نجوم بمدينة شرم الشيخ، وتم تحليل البيانات المتحصل عليها إحصائيا. خلص البحث إلى وجود تأثير إيجابي قوي لأبعاد إعادة التحليل الوظيفي " وبخاصة تنوع المهارات، أهمية المهمة، التغذية العكسية" في مكونات الأداء الفردي للعاملين بالفنادق. يوصي البحث بضرورة الاهتمام بتحليل كافة أبعاد إعادة التصميم بدقة وباستخدام آليات محددة لكل وظيفة لتعظيم الاستفادة من أثره في محددات الأداء الفردي للعاملين.