ECONSTOR
Make Your Publications Visible.

A Service of
ZBW
Leibniz-Informationszentrum Wirtschaft
Leibniz Information Centre for Economics

Kovačević, Alma; Delić, Adisa

Article

Job design in the function of improving the job performance of the employees in Bosnia and Herzegovinian companies

Economic Review: Journal of Economics and Business

Provided in Cooperation with:
Faculty of Economics, University of Tuzla

Suggested Citation: Kovačević, Alma; Delić, Adisa (2019) : Job design in the function of improving the job performance of the employees in Bosnia and Herzegovinian companies, Economic Review: Journal of Economics and Business, ISSN 1512-8962, University of Tuzla, Faculty of Economics, Tuzla, Vol. 17, Iss. 1, pp. 17-32

This Version is available at:
https://hdl.handle.net/10419/267875

Standard-Nutzungsbedingungen:

Die Dokumente auf EconStor dürfen zu eigenen wissenschaftlichen Zwecken und zum Privatgebrauch gespeichert und kopiert werden.

Sie dürfen die Dokumente nicht für öffentliche oder kommerzielle Zwecke vervielfältigen, öffentlich ausstellen, öffentlich zugänglich machen, vertreiben oder anderweitig nutzen.

Sofern die Verfasser die Dokumente unter Open-Content-Lizenzen (insbesondere CC-Lizenzen) zur Verfügung gestellt haben sollten, gelten abweichend von diesen Nutzungsbedingungen die in der dort genannten Lizenz gewährten Nutzungsrechte.

Terms of use:

Documents in EconStor may be saved and copied for your personal and scholarly purposes.

You are not to copy documents for public or commercial purposes, to exhibit the documents publicly, to make them publicly available on the internet, or to distribute or otherwise use the documents in public.

If the documents have been made available under an Open Content Licence (especially Creative Commons Licences), you may exercise further usage rights as specified in the indicated licence.

WWW.ECONSTOR.EU

Mitglied der Leibniz-Gemeinschaft

JOB DESIGN IN THE FUNCTION OF IMPROVING THE JOB PERFORMANCE OF THE EMPLOYEES IN BOSNIA AND HERZEGOVINIAN COMPANIES

Alma Kovačević[1], Adisa Delić[2]

ABSTRACT

Due to continuous and radical changes in the contemporary business environment, companies now need to search for new modalities for a strategic positioning in the global market. New ways are sought to build and preserve competitive advantages, thus recognising that knowledge and learning are the key factors of success in the new economy. As a consequence, there is a need to give an ever-growing importance to human resource management in modern companies. Employees and their knowledge are the cornerstone of building competitive advantages only if their performance is at a desired level, which indicates that job performance management is one of the important managerial tasks. Employee performance is influenced by a multitude of factors, most of which are related to job design. Therefore, this paper aims to analyse the dimensions of organisational structure as an important determinant of job design in the companies in Bosnia and Herzegovina (BiH). The research covered 120 BiH companies, taking into account territorial and business dispersion. The main results of the research are reflected in the understanding of the relationship between the number of employees and the size of company, as well as in the fact that the increase in the number of employees in the company results in the decrease of the number of employees with a university degree compared to employees with high school degree. It should be emphasised in particular that the results of this paper show that within the analysed companies in BiH, the most frequent is the functional organisational structure and that BiH companies are dominated by a bureaucratic/mechanical job design approach that has a negative effect on the achievement of employees' work performance

Keywords: human resources, job design, job performance, dimension of organisational structure

JEL: M10, L20, G22

1. INTRODUCTION

Managing job performance is defined as a process by which managers ensure compliance of employees' activities and outcomes with the goals of the organisation over a certain period of time (Noe, Hollenback, Gerhart & Wright, 2006, pp. 276-280). A successful job performance management is largely attributable to job design. The importance of the role of job design in achieving the expected job performance is particularly pronounced in contemporary business conditions. Changes in the contemporary environment, generated by globalisation and rapid development of information technologies, have resulted in a new model of work that is significantly different from the traditional one.

It is a general standpoint in the theory and practice of job organisation that, in line with

1 *Ministry of Internal Affairs of the Tuzla Canton engaged in the tasks of investigation within the Criminal Police, Bosnia and Herzegovina, alma.kr@bih.net.ba*
2 *Faculty of Economics, Univeristy of Tuzla, Bosnia and Herzegovina,adisa.delic@untz.ba*

the new job design tendencies, new approaches to job design should be developed that will allow optimal use of employees' potential, i.e. the achievement of expected job performance. The traditional approaches tojob design are based on the assumption that job characteristics affect individual and organizational performance. However, these approaches do not include systematic consideration of job design context, but are rather focused on certain job characteristics and their cause-effect relationshipwithin the organisation. Authors who focus their research on job design believe that this approach is incomplete, and that it is necessary to initiate development of integrative theories and models that will systematically include the complexity of different influences on job design itself, as well as the cause-effect relationship between job design and job and organisational performance.

When it comes to improving job performance, i.e. work success, it is the primary source of organisational effectiveness (Gibson *et al*., 2009, p. 384), which is defined as the degree to which an individual contributes to the achievement of organisational goals (Campbell, 1983 in Motowidlo & Schmit, 1999, p. 58). In literature, there are numerous individual outcomes implied as job performance (objective and subjective) such as absenteeism, job satisfaction, contentment with interpersonal relationships, ability to develop and earn, stress, exhaustion, quality and quantity of the work done, independence in work, and so on. Some research results indicate existence of a direct link between job design and employees' job performance. To date, there are four approaches to job design (motivational, bureaucratic/mechanical, perceptual and biological) that have been identified in the context of analysing the effect of job design on job performance.

Considering the aforementioned changes in the field of work in modern business conditions and the new challenges in job design and job performance management, the question arises: is the bureaucratic/mechanical approach, which negatively affects achieving the desired performance of employees, dominant in the companies in Bosnia and Herzegovina (BiH)?

Subsequently, a working hypothesis is postulated as follows:

H0: In BiH companies, the dominant approach is the bureaucratic/mechanical approach, which negatively affects achieving the desired performance of employees.

The supporting hypotheses H1 –H11 allow us to more easily follow the implementation of the main working hypothesis H0. The supporting hypotheses are:

H1: BiH companies are predominantly classical, with the organisational structure of a functional type;

H2: In BiH companies, there is a developed awareness of the need to implement organisational changes in order to increase organisational flexibility and adaptability to the environment;

H3: Bosnian companies are characterised by a high degree of centralisation in their organisation;

H4: Bosnian companies are characterised by a high degree of formalisation in their organisation;

H5: Due to a high degree of centralisation and formalisation of organisation in BiH companies, job design in predominantly bureaucratic/ mechanical;

H6: Employees in BiH companies do not work in comfortable physical conditions, which negatevely affects their job performance;

H7: Jobs in BiH companies are not adequately tailored to human psycho-physical requireme-

nts, which have a negative impact on employee performance;

H8: In BiH companies, work is too specialised, which leads to workplace monotony and has a negative impact on employees' job performance;

H9: In BiH companies, employees do not receive feedback on the outcome of the work performed, which negatively affects their job performance;

H10: In BiH companies, employees do not participate sufficiently in decision making, which negatively affects their job performance;

H11: In BiH companies, teamwork is insufficiently applied, which has a negative impact on employees' job performance (it limits their creativity and innovation).

BiH is in the process of transition toward the market economy. This implies the creation of a completely new economic environment to which all companies must adapt. The most important changes are: ownership transformation, establishment of sound financial discipline, introduction of world standards in business to encourage export and investment, relocation of social function from the company, inclusion in international flows and promotion of competition. These changes require an urgent process of restructuring of companies, *i.e.* the entire economy in BiH (Džafić, 2006, p. 19).

2. THEORETICAL BACKGROUND

Job performance implies the effect (which includes the appropriate quantity and quality of the work performed), then the corresponding characteristics of the employee (competencies, abilities, knowledge, skills, *etc.*) and the required working behaviour. This is measured by performance indicators (Noe & Schmitt, 1986; pp. 497–523) such as:

- Quantity of work performed (for example, produced or sold quantity expressed in monetary value or number of units, number of completed activity cycles, *etc.*);
- Quality of work performed (the stage in which the process or the result of a certain activity approaches the perfect or ideal mode of performing a particular activity);
- The need for supervision and instruction (the degree to which an employee can independently perform his/her job without the instruction of a manager or a colleague at work);
- Behaviour at work/interpersonal impact (the degree to which an employee promotes a sense of self-satisfaction, goodwill, and co-operation with colleagues and managers);
- Personality characteristics manifested while performing job (ability to make decisions, degree of loyalty to the organisation and its policy and goals, communication skills, degree of initiative, etc.);
- Respecting deadlines (is an activity completed on time or at the earliest possible deadline from the standpoint of coordination with other activities and maximising the time needed for other activities);
- Cost efficiency (the degree to which the use of organisational resources is minimised to achieve maximum results or to reduce losses).

The approach to job design incorporates the process of decision-making on the content of the work, the manner in which it will be performed, the authorities needed for its performance, the required degree of autonomy, the relationship between that work and the work performed by other members of the organisation, the means used for conducting business, conditions under which this job is performed, *etc.*

Researches focusing on the issues of job design with the aim of improving employee performance have shown that it is possible to differentiate four approaches in this field: motivational, bureaucratic/mechanical, biological, and perceptual. Indicators to measure

design work are listed below as follows (Noe & Schmitt, 1986, pp. 497–523):

- Degree of autonomy in the workplace;
- Possibility to achieve positive social interaction at work;
- Degree of precision in defining tasks and goals that include performance;
- Variety of tasks involved in the job;
- Task identity level;
- Level of required skills or expertise to perform the job;
- Level of task relevance;
- Opportunity for learning and development at work;
- Level of job specialisation;
- Specificity of the tools and procedures required to perform the job;
- Complexity of work tasks and jobs;
- Level of repetitive tasks;
- Degree of flexibility of working time;
- Level of automation at workplace;
- Physical conditions under which the job is performed;
- Level of monotony at work;
- Level of stress that a business involves;
- Appreciation for the psychophysical demands of the job;
- Communication intensity that a business involves;
- Characteristics of the organisational structure;
- Characteristics of the company strategy;
- Characteristics of technology;
- External variables that affect job performance.

Job design is significantly affected by dimensions of the organisational structure, which can be structural and contextual (Daft, 1995, pp. 15-17). The contextual dimension descrybes the whole organisation. The most important contextual dimension of the organisational structure is the environment in which the company operates, age and size of the company, the system of power in the organisation, goals and strategies of the company, characteristics of the technology being applied, and the specifics of the organisational culture. Structural dimensions describe the internal characteristics of the organisation. The most important parameters of structural organisation are specialisation, formalisation, complexity, standardisation, hierarchy, and the degree of centralisation/ decentralisation (Mintzberget Quinn, 1991, pp. 333-344).

*Specialisation*shows the level at which the tasks of the organisation are divided into smaller specific tasks. Specialisation is directly dependent on the degree of division of labour, in such a way that a high level of division of labour implies a narrow specialisation, and conversely, a low level of division of labour implies a broad specialisation. Horizontal specialisation refers to the breadth of work and shows how many jobs an individual performs within an organisation. Vertical specialisation refers to the depth of the job and shows the extent to which an individual has control over the job they perform (Petković, Janićijević & Bogićević-Milikić, 2009, p. 58). *Unskilled jobs* are usually very specialised in terms of both dimensions; *skilled or professional jobs* are usually specialised horizontally but not vertically (Mintzberg, 1979). A high degree of vertical specialisation can produce monotony and alienation at work, and thus adversely affect the psycho-physical health of employees. Hence, job rotation, job expansion, and job enrichment are often used today to make the job more challenging for the individual.

Hierarchy of the authority shows the relationship of subordination and superiority in the organisation. The hierarchy reflects the range of management, that is, the number of subordinates a manager can effectively manage.

Decentralisation refers to diffusing decision-making power in the organisational hierarchy. When all power is concentrated at the top of the organisational hierarchy, then its structure is centralised. When the power is dispersed to lower levels to a greater extent, then it is a relatively decentralised organisation. Although negative connotations are often associated with a high degree of centralisation, it should be emphasised that it is desirable in certain situations where a higher degree of control is desirable, such as, for example, when a business is in crisis or when the performance of business activities (usually in the domain of service delivery) depends of the application of rules, standards, and a higher degree of control.

3. PREVIOUS RESEARCH

One of the first, but still one of the most topical, theoretical models that linked job characteristics and job performance is the Job Characteristics Model, designed by Hackman and Oldham(1975), and based on the objective characteristics of individual work. On the basis of this model, increased job satisfaction can be achieved by enriching the job. Many research studies have resulted in findings that are consistent with the elements of the Job Characteristics Model, and this model has been used well in management practice (Hackman & Oldham 1975, 1980, 2000).

The Vitamin Model, developed by Warr (1987, 1994, 2002), is a model that tests a large number of job characteristics symbolically by comparing their influence with the influence of vitamins on the human body. This model has drawn attention to the existence of nonlinear job characteristics and individual and organisational outcomes.

The Socio-informational View, developed by Salančik and Pfeffer (1977, 1978), shows how social interactions affect employees' responses to their jobs and that task dimensions differ in different environments, as well as that people subjectively evaluate job characteristics.

The theoretical framework of the job modification from 1981 by Oldham and Hackman shows that the structured features of an organisation affect employees' responses, shaping the characteristics of their jobs, thus emphasising the indirect influence of organisational structure on individual job performance.

As has already been pointed out, many new theoretical frameworks have been developed in recent years to conceptualise job design in the context of individual and organisational performance. The integrative theory of task design by Griffin (1982, 1987) connects the two categories of variables: tasks, roles and jobs, on the one hand, and perception, attitudes and behaviour of individuals, on the other hand, assuming that these variables are in a dynamic relationship (Hernaus, 2010, p. 100).

The integrative model of job design (Morgeson & Humphrey, 2008, p. 52) provides a comprehensive framework for aligning the characteristics of employees with the characterristics of their work, while simultaneously observing the characteristics of job assignments, as well as the social and contextual characteristics of the job.

The interdisciplinary approach to job design (Campion & Thayer, 1985, 1987, Campion, 1988) focuses on the need to integrate different views and perspectives on job design. It has its roots in industrial engineering, industrial psychology, organisational behaveour, and work psychology. The result of this concept of job design lies in four different approaches to job design that are often used in practice: motivational, bureaucratic, biological, and perceptual (Hernaus, 2010, pp. 100-102).

The theory of socio-technical systems (Trist, 1981, Pasmore, 1988) is based on the assumption that job can be designed to optimise performance, both technically (materials, tools, machines, process of converting inputs into outputs) and socially (people and groups in organisation, organisation and coordination of work). This concept, therefore, focuses not only on the characteristics of work, but also recognises the influence of technology and organisational environment (Hernaus, 2010, pp. 100-102).

4. METHODOLOGY AND RESEARCH RESULTS

4.1 Sample Design

Having examined the available scientific literature concerned with job design used to improve job performance of employees in BiH companies, it can be seen that no systematic research has been conducted in this area in BiH. Taking into account the abovementioned, it was important to research and analyse the dominant characteristics of the organisational structure and the dominant approaches to job design in the context of their influence on the performance of employees.

The primary research was conducted mid-2016 on a sample of 120 companies. The data were collected using a survey questionnaire (*i.e.* using the technique of a written structured research), objectively compatible with the research subject. A five-point Likert scale was used to structure the questionnaire and to measure respondents' views on various aspects of organisational structure, from 1 ("strongly disagree") to 5 ("strongly agree"). With the aim to include companies from all parts of BiH, the sample was selected by taking into consideration the criteria of territorial dispersion. In order to make the sample as representative as possible, the companies covered by this research belong to different branches of activity starting from coal production, food production, wood processing and textile industry, over electricity generation and distribution, metal industry, traffic, construction to service sectors and others.

The data were collected electronically, by mail and through a direct contact with general managers or members of the management team, who were sent 120 questionnaires, of which 101 were filled and returned (81 companies with less than 250 employees, 18 companies with 250 employees and 2 companies with over 1000 employees).

The data collected though this research were analysed using several techniques ensuring the functionality of the SPSS 15.0 software, as well as through the variance analysis (ANOVA).

The results of the empirical research will be presented and interpreted below.

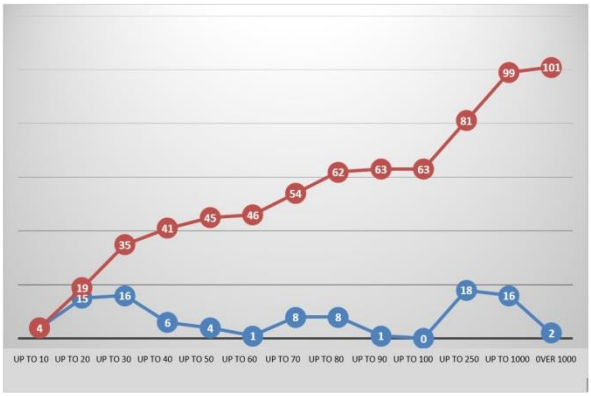

Figure 4.1 *Number of employees in relation to the size of the company*
Source: Authors' own empirical research

The average number of employees was 172.01 with a standard deviation of 369.03 employees. The company with the lowest number of employees had three employees while the company with 3080 employees was the largest in the sample. Figure 3.2 shows the structure of employees according to the degree of professional qualification.

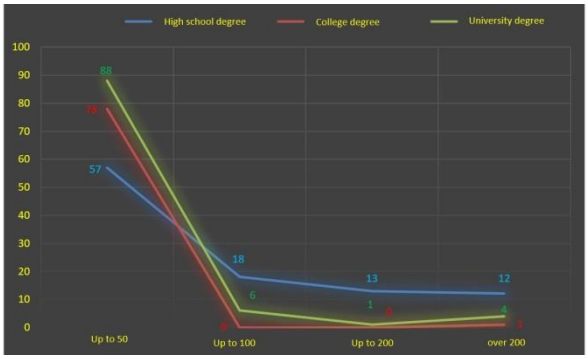

Figure 4.2 *Employee structure according to the degree of professional qualification*
Source: Authors' own empirical research

From the results shown, there are 57 companies with up to 50 employees with high school education, 78 companies have up to 50 employees with college education while 88 companies have up to 50 employees with university education. It should be emphasised that the companies with a large number of employees (250 to 1000) take a large portion

of this category, which is evident from the indicators that only one company has over 200 employees with college education, and four with over 200 employees with university education. From all the indicators, it can be concluded that the increase in the total number of employees in the company results in reduced share of employees with collegeand university education compared to employees with only high school education.

Table 4.1 shows the organisational structure of the surveyed companies.

Table 4.1 *Type of organisational structure (Source: results of author's empirical research) (2016)*

Type of organisational structure	**%**
a) Functional organisational structure (organisation according to business functions)	**52.7**
b) Geographic organisational structure (an organisation focused on the main markets)	2.2
c) Product-based organisational structure (organisation focused on products)	9.9
d) Organisational structure according to customers (organisation focused on major customers)	**18.7**
e) Project organisational structure	1.1
f) Matrix organisational structure (combination of functional and project organisation)	3.3
g) Mixed organisational structure (two or more types of divisions are combined at the same organisational level)	**9.9**
h) Hybrid organisational structure (functional and divisional components are combined at the same organisational level)	2.2

Source: The Empirical Study Results

It can be seen from Table 1 that the standard functional organisational structure is present in the majority of the surveyed companies (52.7%) (a.), which confirms the auxiliary hypothesis H1 of the present study.Organisational structure according to customers is present in 18.7% (d.), while there are 9.9% (g.) of companies with product-based and mixed organisational structure. Amongthe surveyed companies, the least represented are companies with project (1.1%) (e), geographic and hybrid (2.2%) (b. and h.), and matrix organisational structure (3.3%) (f.)

4.2. Discussion of Research Results

Respondents' answers regarding the degree of appropriateness of the existing organisational solution are represented in Table 4.2.

Table 4.2 *Changes in organisational structure (Source: results of author's empirical research)*

Changes in organisational structure	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
a) The existing organisational structure is fully appropriate to the current business situation in your company.	5.0	14.0	20.0	43.0	18.0
b) The existing organisational structure is dysfunctional and slows down the decision-making process.	9.0	48.0	29.0	12.0	2.0
c) The existing organisational structure produces frequent conflicts between employees due to vaguely defined authorities and responsibilities.	3.0	38.0	38.0	19.0	2.0
d) The existing organisational structure does not allow employees the expression of innovation and creativity.	16.0	57.0	10.0	17.0	0.0
e) Employees are adequately and timely informed about the reasons and goals of implementing changes in the organisational structure.	11.0	45.0	31.0	12.0	1.0
f) The existing organisational structure needs to be urgently changed.	16.0	59.0	12.0	13.0	0.0
g) Organisational structure changes are in progress.	7.0	41.0	31.0	19.0	2.0
h) Changes in the organisational structure should be carried out by the top management of the company without involving other employees.	9.0	18.0	23.0	38.0	12.0
i) Changes in the organisational structure should be carried out by external experts and consultants as they are able to more objectively observe the state of the organisation.	13.1	59.6	16.2	10.1	1.0

Source: The Empirical Study Results

As it can be seen from the previous table, the existing organisational structure in BiH is not appropriate to the current business situation, and as high as 61% of the companies have confirmed this claim (a – "Disagree" and "Strongly disagree"). With the assertion that the existing organisational structure is dysfunctional and decelerates decision-making, 57% of the companies (b.) agree that due to unclearly defined powers and responsibilities, it produces frequent conflicts between employees (41%) (c.) and does not allow for the innovation and creativity of employees in 73% of companies (d.).

Given this high degree of agreement with the negative implications of the existing organisational structure, a high degree of agreement (75%) (f.) with the claim that such structure needs to be urgently changed is not surprising. Acting in this direction, a larger number of the respondents (72.7%) (i.) believe that this change should be carried out by external experts and consultants because they are more able to look at the status of the

organisation and only 27% of the surveyed companies (h.) believe it should be conducted by the top management of the company without including other employees.

Based on these indicators, it can be concluded that the existing organisational structure in BiH companies is inappropriate to the current business situation and needs to be urgently changed. However, what is certainly encouragingis the fact that there is a well-developed awareness of the need to implement organisational changes in order to increase flexibility and adaptability to the environment, thus confirming the H2 working hypothesis.

When it comes to the topic of the degree of centralisation in BiH, the respondents' responsesare presented in Table 4.3.

levels are rarely taken into account when solving a particular problem (66%) (f. – "Strongly agree" and "Agree"), and that the communication between the manager and the subordinates is of a purely formal nature55% (b. – "Strongly agree" and "Agree"). In support of achieving healthy communication as the basis for a positive business environment, the result of 52% (d. – "Strongly agree" and "Agree") where the assignments are mainly given in writing is by no means positive. Consequently, it is concluded that a high degree of centralisation in the organisation is a characteristic of BiH companies, which confirms H3 working hypothesis, which is a characteristic of a bureaucratic/mecha-nical approach to job design.

Table 4.3 *Degree of centralisation*

Degree of centralisation/decentralization in your company	**Strongly agree**	**Agree**	**Neither agree or disagree**	**Disagree**	**Strongly disagree**
a) Decisions in your company are brought by the top management, without involving and consulting your subordinates.	6.0	26.0	39.0	20.0	9.0
b) Communication between managers and subordinates is purely formal.	8.0	47.0	29.0	13.0	3.0
c) Subordinates are not involved in the process of setting up organisational goals.	6.0	44.0	25.0	21.0	4.0
d) Tasks are mainly given in a written form.	16.0	36.0	36.0	10.0	2.0
e) Communication takes place exclusively from top to bottom (in terms of organisational hierarchy).	6.0	25.0	28.0	29.0	12.0
f) Employees at lower levels are rarely taken into account when solving a particular problem.	19.0	47.0	14.0	16.0	4.0

Source: Authors' own empirical research

Regarding the degree of centralisation/decentralisation, the results show that the highest degree of agreement was observed in claiming that employees at lower

Figure 4.3 shows an average estimate of the degree of centralisation/decentralisation in the company by characteristics.

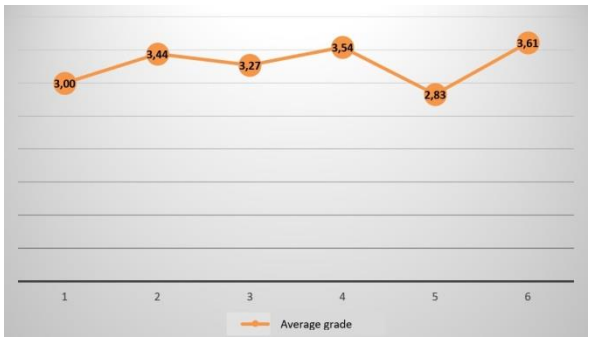

Figure 4.3 *Average assessment of the degree of centralisation/decentralisation in the company by characteristics*
Source: Authors' own empirical research

The indicators presented show that the highest average rating of importance was assigned to the characteristic "Low-lever employees' suggestions are rarely taken into account in solving a problem" with a grade of 3.61 and "Tasks are mostly assigned in writing" with an average rating of 3.54, whereby grade 5 indicates a stronger presence of the said characteristic. A similar situation exists when it comes to assessing the degree of formalisation in BiH companies, and respondents' responses to certain claims regarding this business segment are presented in Table 4.4, which shows the degree of formalisation in BiH companies.

From the previous table it is apparent that formal control in the company is mostly based on the establishment of profit centres of responsibility in a sense that organisational units are responsible for the profit earning in 66% of the responses (g.), strict rules and accurately defined procedures have been positively assessed in 55.5% of the responses (a.), and the frequent submission of written reports on the work performed was reported in 55% of the responses (c.). A high degree of

Table 4.4 *Degree of formalisation (Source: results of author's empirical research)*

Formal control in your company is based on:	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
a) Respecting rigid rules and precisely defined procedures.	53.3	2.2	10.0	17.8	16.6
b) A large number of written documents regulating employee behaviour.	6.0	26.0	39.0	20.0	9.0
c) Frequently submitting written reports on the work performed.	8.0	47.0	29.0	13.0	3.0
d) Supervision of the superiors over all their subordinates' activities.	6.0	44.0	25.0	21.0	4.0
e) Establishing cost centre of responsibility (organisational units are responsible for the costs associated with their business).	16.0	36.0	36.0	10.0	2.0
f) Establishing revenue centres of responsibility (organisational units are responsible for the revenue they generate).	6.0	24.0	28.0	30.0	12.0
g) Establishing profit centres of responsibility (organisational units are responsible for the profit they generate).	19.0	47.0	14.0	16.0	4.0
h) Establishing investment centres of responsibility (organisational units are responsible for profit and return on investment related to the organisational unit).	4.0	18.0	37.0	37.0	4.0
i) The company is constantly evaluating employee performance on which the salary level and the ability to progress in the hierarchy depend.	5.0	26.0	36.0	31.0	2.0

Source: Authors' own empirical research

agreement was also provided for the establishment of formal control through the establishment of cost centre of responsibility,meaning that organisational units are responsible for the costs associated with their business in 52% of the responses (e.), and through supervising the subordinates' activeties in 50% of the responses (d.).According to the respondents, in 22% of the responses(h.) of the surveyed companies formal control is the least based on the establishment of investment responsibility centres, *i.e.* organisational units are also responsible for profit and return on investments related to it,in 31% of the responses (i.) and on establishing revenue centres in a sense that the organisational units are responsible for revenue earnings in 30% of the responses (f.). In accordance, same as in the case of centralisation, research results have shown that a high level of formalisation is characteristic for BiH companies in their organisation, which confirms H4 hypothesis.

Thus, as with centralisation, the results of the research have shown that BiH companies have a high degree of formalisation in their organisation, which confirms H4 working hypothesis. In order to look at the way of job design in BiH companies, the survey questionnaire included a total of 10 claims in this business area. The respondents had the opportunity to evaluate each of these claims and the results are shown in Table 4.5.

Table 4.5 *Access to job design in BiH companies*

Access to job design	Strongly agree	Agree	Neither agree or disagree	Disagree	Strongly disagree
a) I believe that jobs are too narrowly defined and that employees should have more authority.	8.2	21.4	33.7	31.6	5.1
b) I consider that due to the existing systematisation of jobs, the performance of an employee is too dependent on the performance of other employees/collea-gues, which limits and slows down their work.	3.0	14.0	40.0	36.0	7.0
c) Monotony and the lack of working spirit are noteworthy for those employees who perform the same jobs every working day/week.	2.0	17.0	38.0	38.0	5.0
d) I find that employees are generally too busy at work for new everyday challenges (solving complex tasks and making difficult decisions).	0.0	20.2	25.4	41.4	3.0
e) Employees receive feedback on the quality of work they have done.	0.0	19.2	14.4	34.3	5.1
f) Employees are given a certain degree of freedom in choosing the timing for break/ vacation during their working hours.	3.0	23.0	40.0	30.0	4.0
g) A large number of jobs in the company are performed through team-work.	5.0	21.0	30.0	34.0	10.0
h) Employees have a high degree of freedom in making decisions related to the execution of the tasks provided in the description of their work.	3.0	23.0	40.0	30.0	4.0
i) Employees work in pleasant physical environment.	5.0	36.0	44.0	13.0	2.0
j) Workplaces are designed in accordance with human psycho-physical requirements.	10.0	45.0	33.0	11.0	1.0

Source: Authors' own empirical research

Given the previously confirmed high degree of centralisation and formalisation in BiH companies, job design is largely determined by these characteristics. Namely, only 26% of the respondents (g.) identified team work in their organisations, which implies that there is insufficient use of teamwork in BiH companies, and that again, by limiting the creativity and innovativeness of employees, negatively reflects their job performance, which confirms H11 working hypothesis. Pleasant physical conditions, as the characteristics of the environment in their companies, were positively assessed by only 41% of the respondents (i.), which confirms H6 working hypothesis.

In addition, employees in BiH do not participate enough in making business decisions given that only 26% of the companies (h.) have reported that employees have a high degree of freedom in decision-making related to the tasks they perform, which confirms H10 working hypothesis. In the same percentage of the companies, employees are given a certain degree of freedom in selecting the time for break during working hours (f.), and in only 19.2% of the companies (e.), employees receive feedback on the quality of the work they have done, which confirms H9 working hypothesis. All of these indicators show that job design in BiH organisations, due to the high level of centralisation and formalisation is dominantly bureaucratic or mechanical. This is also shown by the result that in only 38% of the companies there is no monotony and lack of working spirit among the employees who perform the same tasks every day/week. This confirms H5 working hypothesis.

5. DISCUSSION OF RESEARCH RESULTS AND RECOMMENDATIONS

This research opens up a number of questions that require further and more detailed analysis of the approaches to job design. Also, there is a number of other guidelines for conducting future research, given that these and similar researches were predominantly conducted in the US companies and organisations, which implies the need for conducting similar research in other cultural environments, as well.

Since this research covered the level of organisational and individual analysis, it would be interesting to conduct research at the group level, as well. This refers to the need and popularity of teamwork and numerous group characteristics (*e.g.* group size, group structure, etc.).Such research would present very important determinants between the organisation's characteristics and the characteristics of jobs performed by its employees.

The issues of organisational design, and especially job design, are very poorly developed and rarely present. One of the reasons why this is the case is a very low level of professional knowledge and organisational skills, and hence every research in this area on the territory of BiH would be of great importance to the prevention of this problem.

The research also showed that the size of company plays a significant role in the organisational structure and design of the workplace. As it is difficult to make general conclusions on companies with three or 250 employees, *i.e.* with regard to the industry in which they operate, recommendations are given for future research in this area.

CONCLUSION

The survey covered the number of employees and the size of the company. The average size of the company had 172.01 employees with a standard deviation of 369.03 employees. The company with the lowest number of employees had three employees whereas the company with 3080 employees was the largest in the sample.

The results of the research on the structure of employees by degree of qualification show

that 57 companies have up to 50 employees with high school education, 78 companies have up to 50 employees with college education, while 88 companies have up to 50 employees with university education. From the results of the researches related to the level of employees' professional qualification, it can be concluded that the increase in the total number of employees in the company results in reduced share of employees with college and university education compared to the number of employees with only high school education.

When it comes to the organisational structure of the surveyed companies, it has been noticedthat in the largest number of the surveyed companies (52.7%) there is a standard organisational structure of the functional type. In 18.7% of them, there is an organisational structure according to customers, while 9.9% of companies are with the product-based and mixed organisational structure. Among the surveyed companies, the smallest number of companies have project organisational structure (1.1%), geographic and hybrid (2.2%), and matrix organisational structure (3.3%).

The research shows a high degree of centralisation and formalisation in BiH companies, which directly affects the design of the business, i.e. the design of the work is predominantly bureaucratic mechanical. This has been confirmed by 62% of the surveyed companies, where monotony and the lack of working spirit are noticeable, which also confirmed by H5 working hypothesis of this research.

The results and the conclusions of this research prove the validity of the set hypotheses set, through the achieved basic goal in an appropriate manner, by proving their arguments and quantitative indicators, i.e. that the basis hypothesis H0 is confirmed, which adversely affects the desired performance of employees.

REFERENCES

1. Armstrong, M. &Baron, A. (1998) *Performance Management: The new realities.* London: Institute of Personnel and Development.
2. Bahtijarević - Šiber, F. (1999) *Menadžment ljudskih potencijala.* Zagreb: Golden marketing.
3. Buble, M. (2000) *Management.* Split: Ekonomski fakultet.
4. Burns, T. & Stalker, G. M. (1961) *The Management of Innovation.* London: Tavistock.
5. Campbell, D.J. (1987) Task complexity and strategy development: A review and conceptual analysis. *Academy of Management Review*. 13(1), pp. 40-52.
6. Campion, M.A. (1988) Interdisciplinary approaches to job design: A constructive replication with extensions. *Journal of Applied Psychology*. 73(3), pp. 467-481.
7. Campion, M.A. & Thayer, P.W. (1985) Development and field evaluation of an interdisciplinary measure of job design. *Journal of Applied Psychology*. 70(1), pp. 29-43.
8. Campion, M.A. & McClelland (1991) Interdisciplinary Examination of the Costs and Benefits of Enlarged jobs: *A Job Design Quasi experiment*, *Journal of Applied Psychology.* 76(2), pp.186-198.
9. Campion, M.A. & Thayer, P.W. (1987) Job design: Approaches, outcomes and tradeoffs. *Organisational Dynamics*. 15(3), pp. 66-79.
10. Daft, R.L. (1995) *Organization theory & design*. St. Paul: West Publishing Company.
11. Dessler, G. (2007) *Osnovi menadžmenta ljudskih resursa.* Beograd: Data status.
12. DeVaro, J. (2010) A theoretical analysis of relational job design and compensation. *Journal of Organisational Behavior*. 31 (2-3), pp. 279–301. DOI: 10.1002/job.596
13. Džafić, Z. (2007) *Preduzetnička ekonomija.* Tuzla: Denfas.

14. Edwards, J.R., Scully, J.A. & Brtek, M.D. (2000) The Nature and Outcomes of Work: A Replication and Extension of Interdisciplinary Work-Design Research. *Journal of Applied Psychology*.85(6), pp. 860-868.

15. Edwards, M.R. & Ewen, A.J. (1996) *360° Feedback*: *The powerful new model for Employee Assessment & performance improvement*. New York: AMACOM American Management Association.

16. Fried, Y., Grant, A.M., Levi, A.S., Hadani, M. & Slowik, L.H. (2007) Job design in temporal context: A career dynamics perspective. *Journal of Organisational Behavior*. 28(7), pp. 911–927.

17. Galbraith, J.R. (1995) *Designing Organizatons, An Executive Briefing on Strategy, Structure and Process*. San Francisco, Jossey-Bass Publishers.

18. Gibson, J.L, Ivancevich J.M, Donnelly, J.H.& Konopaske, R. (2009). *Organization: Behavior Structure Processes.* New York: McGraw-Hill Companies, Inc.

19. Grant, A.M. (2007) Relational job design and the motivation to make a prosocial differrence, *Academy of Management Review*. 32(2), pp. 393–417.

20. Griffin, R.W. (1982) Task design: *An integrative approach*. Glenview, IL: Scott Foresman.

21. Griffin, R.W. (1987) Toward an integrated theory of task design. *Research in Organizational Behavior*. 9, pp. 79-120

22. Griffin, R.W.& McMahan, G. (1993) *Motivation through Job Design*. InJ. Greenberg (*Ed.*), *Organizational Behavior: The State of the Science* (pp. 23-44). Hillsdale, NJ: Lawrence Erlbaum Associates.

23. Hackman, J.R. & Oldham, G.R. (1980) *Work redesign.* Reading, MA: Addison-Wesley.

24. Hackman, J.R. & Oldham, G.R. (1975) Development of the job diagnostic survey. *Journal of Applied Psychology.* 60 (2), pp. 159-170

25. Hernaus, T. (2008) Process-Based Organisation Design Model: Theoretical Review and Model Conceptualisation. *EFZG Working Papers Series 0806*. Zagreb: Faculty of Economics and Business, University of Zagreb.

26. Hernaus,T. (2010) *Integracija makroorganizacijskih i mikroorganizacijskih varijabli kroz više razinski pristup. PhD Thesis.*Zagreb, Ekonomski fakultet.

27. Hodge B.J, Anthony W.P. & Gales L.M.(1996) *Organisation Theory: A Strategic Approach*. New Jersey: Prentice Hall.

28. Holman, D., Clegg, C. & Waterson, P. (2002) Navigating the Territory of Job Design. *Applied Ergonomics*. 3(3), pp. 197-205.

29. Howard, A. (*Ed.*) (1995) *The Changing Nature of Work*. San Francisco: Jossey- Bass.

30. Janićijević, N., Petković, M. & Bogićević, B.(2009) *Organizacija.* Beograd:Ekonomski fakultet.

31. Katz D.& Kahn, R.L.(1978) *The Social Psychology of Organizing*. New York: Wiley.

32. Kilduff, M.& Brass, D.J. (2010) Job design: A social network perspective. *Journal of Organisational Behavior*. 31(2-3), pp. 309–318. DOI: 10.1002/job.609

33. Kurtić, A. (2005) *Poslovna organizacija.* Tuzla*:* Off-Set.

34. Lawrence, P.R. & Lorsch, J.W. (1967) *Organisation and Environment.* Boston: Harvard Business School Press.

35. Marušić, S. (1994) *Upravljanje i razvoj ljudskih potencijala*. Zagreb: Ekonomski institut Zagreb.

36. McLean, G.N.(2006) *Organisation Development: Principles, Processes, Performance*. San Francisco: Berrett- Kohler Publishers.

37. Miller, D. & Friesen, P. (1984) *Organisations: A Quantum View.* NJ: Englewood Cliffs, Prentice Hall.

38. Mintzberg, H. (1989) *Mintzberg on Management.* New York: The Free Press.

39. Mintzberg, H. & Quinn, J.B. (1991) *The Strategy Process - Concepts, Contexts, Cases*. Englewood Cliffs, N.J.: Prentice Hall.

40. Mintzberg, H. (1979) *The Structuring of Organisations*. Englewood Cliffs, N.J.: Prentice Hall.

41. Morgan, G. (1997) *Images of Organisation.* Thousand Oaks, CA: Sage Publications.

42. Morgeson, F.P. & Campion, M.A. (2003) *Work design*. In W. Borman, R. Klimoski, & D. Ilgen (*Eds*.) *Handbook of psychology: Industrial and organisational psychology* (pp. 423-452). New Jersey: John Wiley & Sons, Inc.

43. Morgeson, F.P. & Humphrey, S.E. (2008) Job and team design: Toward a more integrative conceptualization of work design. In J. Martocchio (*Ed*.) *Research in personnel and human resource management*(pp. 39-91). London: Emerald Group Publishing Limited.

44. Motowidlo, S.J. & Schmit, M.J. (1999) Performance Assessment in Unique Jobs. In D.R. Ligen & E.D. Pulakos (*Eds*.). *The Changing Nature of Job Performance: Implications for Staffing, Motivation and Development*(pp. 56-86). San Francisco, CA: Jossey-Bass.

45. Nicholson, N. (2010) The design of work — An evolutionary perspective. *Journal of Organisational Behavior*. 31(2-3), pp. 422–431. DOI: 10.1002/job.603

46. Noe, R.A., Hollenback, J. R., Gerhart, B. & Wright, P. M. (2006) *Menadžment ljudskih potencijala.* Zagreb:Mate.

47. Noe. R.A. & Schmitt, N. (1986) The Influence of Trainee Attitudes on Training Effectiveness, Test of a Model. *Personnel Psychology*. 39 (3), pp. 497–523

48. Oldham, G.R.& Hackman, J.R. (1981) Relationship Between Organizational Structure and Employee Reactions: Comparing Alternative Frameworks. *Administrative Science Quarterly*.26(1), pp. 66-83.

49. Parker, S. K.& Ohly, S.(2008) Designing motivating jobs: An expanded framework for linking work characteristics and motivation. In R. Kanfer, G. Chen, & R. D. Pritchard (*Eds*.), *Work motivation*: *Past, present and future* (pp. 233-284), New York: LEA/Psychology Press.

50. Parker, S.K., &Wall, T.D.(1998) *Job and work design*: *Organizing work to promote well-being and effectiveness*. London, Sage.

51. Pasmore, W.A.(1988) *Designing effective organizations: The socio- technical systems perspective*. New York: John Wiley& Sons.

52. Petković, M., Janićijević, N.,& Bogičević-Milikić, B. (2009) *Organizacija – dizajn, ponašanje, ljudski resursi, promene*. Beograd: Centar za izdavačku delatnost Ekonomskogfakulteta.

53. Roberts, K. H.& Glick, W. (1981). The job characteristics approach to job design: a critical review. *Journal of Applied Psychology*. 66, pp. 193-217.

54. Salančik, R.& Pfeffer, J.(1977) An examination of need-satisfaction models of job attitudes. *Administrative science quarterly*. 22, pp. 427-456.

55. Salančik, R.& Pfeffer, J.(1978) A social information processing approach to job attitudes and task design. *Administrative science quarterly*. 23, pp. 224-253.

56. Šehić, Dž.& Rahimić, Z. (2006) *Menadžment.* Sarajevo:Ekonomski fakultet Univerziteta u Sarajevu.

57. Thompson, J. (1967) *Organisations in Action*. New York: McGrow-Hill.

58. Torrington, D., Taylor, S.& Hall, L.(2005) *Human Resource Management*. London: Prentice Hall.

59. Trist, E. (1981) *The evolution of socio-technical systems: a conceptual framework and an action research program*. Toronto: Ontario Quality of Working Life Centre.

60. Vough, H.& Parker, S. K. (2008) Work design research: Still going strong. In C. L. Cooper, & J. Barling (*Eds*.)*The SAGE Hand-*

book of Organizational Behavior: Volume I - Micro Approaches (pp. 410-426). London:Sage Publications.

61. Warr, P.B. (1994). A conceptual framework for the study of work and mental health. *Work and Stress*. 8, pp. 84-97.

62. Warr, P.B. (1987) *Work, unemployment, and mental health*. Oxford: Oxford University Press.