MEDIATING EFFECT OF JOB DESIGN BETWEEN PRACTICE OF JOB ANALYSIS AND ORGANIZATIONAL PERFORMANCE: A STUDY OF E-MEDIA OF PAKISTAN

***Malik Muhammad Afzal [1], Kashif Ur Rehman[2], Rehman Safdar [3],**
[1]National University of Modern Languages (NUML), Islamabad, Pakistan
[2]IQRA University, Islamabad Campus, Pakistan, [3] PhD, IPMA-CP, Canada
*Corresponding Author's email: afzal.malik788@gmail.com, +92 332 5173768

***ABSTRACT**:* An association of "practice *of job analysis" with organizational performance through mediating effect of job design has been examined among 126 Electronic media companies of various categories based in Pakistan, a South-Asian country. Pakistan's media industry is being experienced a revolution to some extent. The purpose to test the theoretical hierarchy of "practice of job analysis" on organizational performance by intervening the job design was to observe the change in job activities due to technological advancement in e-media enterprises which requires regular exercise of job analysis for redesigning the employee's job. Whereas, substandard job designed is leading to low performance and productivity. Structural equation modeling techniques were used for testing the validity and reliability of the instrument to evaluate the fitness of model, in viewing of the threshold values of the observed indices by using the AMOS and SPSS data sheet. The study finds that practice of job analysis and job design at individual level has positive and significant influence on organizational performance and further finds that there is no role of mediating effect of job design between "practice of job analysis" and organizational performance. The findings suggest that an organization-wide policy of job analysis is an important source of competitive advantage in its own right, and required due attention of HR professionals, middle and top management.*

Keywords: *Practice of job analysis; Job design; organizational performance; Electronic media, strategic HRM; Pakistan.*

INTRODUCTION

In the present era, management of any organization focuses on two purposes; one is to achieve the financial goals of organizations and second is to achieve the goals of its employees. In the epoch of globalization, Human Resource Management (HRM) is facing hard challenges to survive. With the existence of boundary-less organizations, rapid technological changes and consistent influence of external environment, challenges for HRM are becoming complex. So, it is essential to understand this phenomenon and to have a motivated Human Resource (HR) workforce for the survival of organizations. Practice of Job Analysis (PJA) and Organizational Performance (OP) are the core functions of organizational development which are required to explore for the development of new theories in the field of business management. Practice of job analysis refers to review whether job analysis is being exercised or not in the organizational setup and how much time after, organizations are taking this practice into their considerations. As the job analysis process is resulting with formulation of Job Description, Job Specification, Job Performance Standards, Job Design and Devising of HR strategies; and these are final products of job analysis which are leading to improve employee's and organizational performance. Subsequently, a gap is found in the literature that the relationship of organizational performance with practice of job analysis is still required to explore through the mediating effect of Job Design in the institutions attached with regulatory body of electronic media. A research query of this study that if organizations exercise an activity of job analysis with all mechanics up to the mark but jobs were poorly designed, it will definitely lead to low productivity and; may it affect organizational performance in the specified set of study?

Electronic Media Sector In Pakistan

A tremendous growth of Electronic media has been registered over the last one decade in Pakistan. This tremendous growth in media industry stimulated the culture of social accountability, strengthened the voices of people and for the first time in the country's history, probed the groups & individuals, otherwise considered unquestionable. Extensive media coverage of constitutional, parliamentary, national and international affairs gave the general public a cognizance of critical issues with an immediate impact on the nation. Hourly news bulletins, special Interviews and political talk-shows drastically improved the country's information flow.

An evolution in the broadcast and distribution sectors was enabled, supervised and controlled by the Pakistan Electronic Media Regulatory Authority (PEMRA) which has been functional with effect from March 2002 with an aim to advance the criteria of information, entertainment and education, make higher the viewers in quantity', enabling the delegation of responsibility, choosing in the media and authority toward grassroots by refining the right of entry of the people to mass media and ensure the transparency, good governance and accountability by elevating the free stream of information since its inception (PEMRA, 2014). PEMRA has vigorously engaged for the advancement and encroachment of electronic media which is clear evidence for the evolution of this industry in the country during the last decade.

This study investigates the influence of organizational activity with regard to exercise of job analysis on organizational performance through intervening effect of job design in electronic media enterprises of Pakistan i.e. Cable TV, Satellite TV and FM Radio working under the regulatory body of the country. This study has further aim to examine the theoretical hierarchy of job analysis on job design and its ultimate impact on the performance of e-media enterprises as

technological advancement is caused to change in job activities that requires job analysis as per new technology and then redesigning the employee's job which may bring variation in organizational results.

Organizational Performance (OP)

Both public and private organizations are playing important role not only in our lives but also in the progress of developing countries. Therefore, economic experts take organizations as apparatus to recognize the economic and social growth. As the concept of organizational performance is general and very popular in the literature of management sciences, thus its conceptual meaning is hard to describe due to its several meanings and consequently, there is no definition which is accepted universally.

In the 50s the focus of performance evaluation was on organizational work, people and structure, when [1] defined that to which extent organizations observe their objectives as per their social system. Later on, in further two decades [2] defined that organizations explore new methods for performance evaluation, where performance refers to "organizational ability for assessing and utilizing the limited resources by using its environment". The concept of OP was clarified that it is an achievement of organizational objectives with minimum resources [3]. Afterward, managers started to recognize that organizational success is behind the attainment of its goals (effectiveness) by using minimum resources (efficiency). A set of definitions (6-definitions) for OP and one of them is more acceptable which is demonstrated as performance may be established by using a causal model that describes how current actions may affect future results [4].

Performance with regard to organizations is required to improve that how employees' duties and tasks can be enhanced for achieving the targeted goals and objectives [5]. Deep-rooted HR practices increase rate of job retention, objective performance and enhance productivity as well [6, 7, 8]. Some researchers derived the results from their research that job analysis is one of strategic HRM practices having a significant association with organizational performance [9, 10]. Since, organizational performance is very important measure to evaluate organizations, their activities and environments. Organizational performance emphases on three foremost areas i.e. investment and financial performance, economic values & anticipation of shareholders and the capacity of production. Organizational performance in relation to strength and aptitude with respect to achievement of goals of an organization through management styles, employees' job satisfaction and their retention, internal work motivation, and work-place opportunities having the significant impact on business success [11]. A model was identified by having a study on 92 Romanian manufacturing forms where a significant relationship was found of 10-variables i.e. strategy, leadership, structure, quality, innovation and development, information technology, performance measurement, employees, corporate governance and external environment with organizational performance [12].

Practice of Job Analysis (PJA)

Practice of job analysis means an exercise being done by organizations to analyze the all aspects of existing and to be created jobs. Such exercise is made at the time of change in job activity, at change in technology relating to job and on the "recruitment and selection" of employee. The results of job analysis offers vibrant understanding of job to employees and to organization as well which are used by HR professionals and practitioners for the preparation of job description, job specification and performance standards. These documents are being used as an origin of HRM decisions in most of unified areas. It was believed [13] that organizations which frequently perform job analysis, they must have large information with regards to strength and limitations of employees and these institutions take suitable and right remedial measures for the upgradation of employees' skills and their job behaviour.

Job analysis research carried out so far was focused on the operational aspects of job analysis. Researchers [14, 15, 16, 17] made efforts for the development of processes and systems to produce useful and correct data pertaining to employees' job. Consequently, HR professionals were able to identify and examine a lot of possible claims of job analysis material. Later on, some scholars [9, 10] have discussed about the importance of job analysis in relation to strategic practice of HRM with probable input to organizational performance. The effect of job analysis on job performance was explored [18]. A growing identification of the HR–performance relationship have recommended that organizations should actively follow the practice of job analysis as HR planning scheme for the competitive growth of the organization. Scholars [23, 24, 25] studied the significance of job analysis as a matter of cross-cultural scrutiny and noticed that job analysis is considered a 'backbone' for all HR doings. Development of important documents like job description, job specification, and the principles of performance evaluation are based on the job analysis. These documents are used in the HRM decisions and in a lot of connected areas.

There are numerous approaches being used to recognize the job for its analysis. Some organizations examine the job in a year and others are used to analyze each job after every three years through rotation system. How often the job analysis is conducted depends on the rate of change relating to job position. He has further enlightened that internal and external factors can affect the frequency of job analysis [26].

Organizational Performance and Practice of Job Analysis

Earlier studies in connection with practice of job analysis and organizational performance were made on different nature of organizations in diverse environment as it was studied 148 corporations located in United Arab Emirates [27] and tested the influence of job analysis on organizational performance in terms of administrative efficiency, quality of organizational climate, financial performance and relative firm performance. His research results specified strong relationship of proactive job analysis with organizational performance. Company-wide policy of job analysis for getting competitive advantage was suggested by the researcher and required due attention of HR professionals and line-top managers. An impact of importance of job analysis, practice of job analysis, job design, job evaluation, job security, job succession planning on Organizational performance through mediating effect of recruitment was examined [28] and found positive relationship between observed variables and organizational

performance. A study [29] was made to determine the impact of exercising a job analysis on bread manufacturing companies in Zimbabwe. They have found positive and significant connection between practice of job analysis, employees and organizational performance [18, 19, 20]. Influence of this positive relationship was seen by observing the results of recruitment & selection, better compensation, training & development and safety & health. The relationship of regular & proactive job analysis with organizational performance was examined [21] and found positive and significant relationship in the context of Bharat Sanchar Nigam Limited, Gujarat, India. Researcher suggested that future research can be made by increasing the sample size and by extending the area of research. Human resource management (HRM) practices being exercised in Pakistan's highly acknowledged institution i.e. Pakistan Army with regard to recognize the role of job analysis and its influence on performance management and on other HRM practices have been discussed [22]. Researchers concluded that Pakistan Army believes that right man should be on right place/job and job analysis is an excellent instrument for getting the job done in same line. Furthermore, a regular and effective exercise of job analysis will ensure the success of other HR functions and for the achievement of organizational goals.

Organizations doing job analysis regularly, having more awareness about their employees' weaknesses and strengths and such organizations takes corrective actions for the development of their knowledge, skills and abilities. A regular practice of job analysis is helping to organizations for establishing the proper infrastructure through introducing the tasks and duties to be performed by employees. Availability of clear job descriptions for incumbents is playing integral role in value addition towards service delivery with lowest wastage of resources [13].

A regular exercise of job analysis is vital source of feedback for management, employees and managers. This feedback is being used by HR managers for job design in form of job rotation, job enrichment and job enlargement for the ultimate achievement in job demands and employees' knowledge, skills and abilities which is caused to improve the organizational performance.

Job Design

The concept of job design where researcher states that poor performance is not always made due to poor supervision, poor training, undersized employees' skills or poor work habits, sometimes employees do not perform efficiently as job is designed poorly [26]. Substandard job designed is leading to low level of job satisfaction which eventually lead to low performance and productivity. Job analysis mentions that what is supposed to be done; whereas, job design describes that how the work is to be done. There are four techniques of job design; i. Job simplification refers to breaking down jobs into small components, ii. Job enlargement also called horizontal job expansion refers to the process broadening components by adding new tasks in a job, iii. Job rotation which is used to improve the monotony that employees are performing same job over and over, iv. Job enrichment also call vertical job expansion refers to addition of responsibilities to employee's job which are quite different from tasks assigned to employees.

A close relationship was explored [9] between job analysis and organizational performance. Despite of all these facts, a little empirical research is being made that a particular link of organizational performance with practice of job analysis through mediating role of job design by a survey on Electronic Media Sector of Pakistan.

Job Design and Practice of Job Analysis

Job analysis is related to study the existing job for gathering the information in favor of other HRM practices e.g. recruitment, selection, compensation, training need assessment, and performance appraisal. Furthermore, in viewing the results of previous research, job analysis is contributing to employee's performance by encouraging the positive job attitude and work environment. Whereas, job design focus to designing or redesigning the existing jobs for increasing the job performance efficiently. It is stated [23] that it provides a valuable opportunity to evaluate the physical and social aspects of the job and propose some essential changes to increase employee's interest in their jobs. However, a proactive job analysis and job design contribute to organizational performance.

Thus, organizational performance is one of the important indicators of economic development for developed and developing countries. An essence could be derived from previous definitions and operational definitions of this concept in a way that, if organizations use their minimum resources in pursuance of their set objectives and goals then organizational performance can be enhanced efficiently, which implies that right person should be on right place to perform the designed work of assignment.

Organizations would execute the stated concept by keeping fit the job analysis and job design. There are different objectives of job analysis and job design, job analysis is concerned to collect information about job just to devise job descriptions and job specifications which means who will work and what the work to be done; whereas job design is concerned about the sorting, evaluating and optimized of tasks which implies how the work to be done as employee can do his job smoothly and organization can have control over the employee.

CONCEPTUAL MODEL

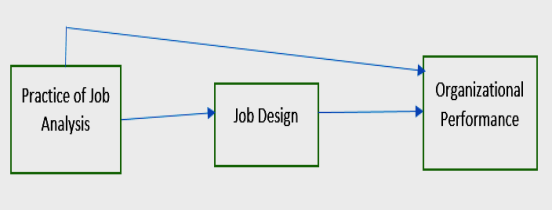
HR professionals have studied that organizational investment on HR practices leads towards value-added productivity and greater economic performance. Researchers [30, 31, 32, 33] suggested to attain the success of organizations depends on the proficiency of their human resources and on practices of HR. The studies [6, 7, 8] have been found that HR plans not only decrease rate of turnover intensions but also offered a substantial role to the productivity. Several case studies dragged similar conclusions.

In view of above, there is enough and subjective indication in the literature of present HR-performance to foresee the noteworthy effect of job analysis on organizational performance. A study [24] claimed that the purpose of job analysis is eventually to make the better productivity and organizational performance. Practice of Job analysis in the organization would contribute in both directly and

interactively towards organizational performance by means of further vital practices of HR.

Based on the literature [31, 34, 35, 36] on HR-performance a theoretical framework for this study has been established and experienced. In the proposed model, practice of job analysis as an independent variable, job design as an intervening variable are taken for the conceptualization of organizational performance.

Theoretical Framework



To examine the above stated facts in support of primary data, the following hypothesis are devised:

Hypothesis 1: Practice of Job analysis is positively related to Organizational Performance.

Hypothesis 2: Practice of Job analysis is positively related to Job Design.

Hypothesis 3: Job Design is positively related to Organizational Performance.

Hypothesis 4: Practice of Job Analysis is positively related to Organizational Performance by mediating the Job Design.

MATERIAL AND METHODS

The prime data in respect of proposed cross sectional study were gathered from the industry of electronic media under four categories of corporations which includes cable TV, satellite TV, FM Radio and "any other" located in all over the country and data was province-wise arranged. The stratified random sampling technique was adopted under probability sampling.

Population of the study as per annual report (2014) published by PEMRA consists of 4200 cable operators, 91 TV channels, 199 FM Radio and 17 Others (12 MMDS, 01 IPTV and 04 Mobile TV) to whom 200 survey forms were distributed for primary data and received back 126 forms filled in all respect excluding missing values and outliers. The sample size of 126 organizations for the study was come to recognize.

MEASUREMENT

A questionnaire survey instrument was used to collect data which contains two parts, the first part includes control variable such as name of employee and organization, contact numbers of both, province where company is located, age of company, number of employees, type of company (under category of Cable TV, Satellite TV, FM Radio and Any other) and the per annum earning of the company. As it was confirmed [37] that the control variables may have the impact on statistical results of the study. The second part of instrument comprises on items pertaining to observed variables i.e. practice of job analysis, job design and organizational performance for measurement on Five-Point Likert's Scale (1=strongly disagree, 5 strongly agree). Factor loading for every variable of each item is calculated by means of SPSS sheet through Analysis of Moment Structures (AMOS). Afterward, model fitness was made to validate the model and its variables. In the beginning, confirmatory analysis for independent, intervening and dependent variable of this study were originated by AMOS graphical figures. Proposed variables of this study with detail picture are described hereunder;

Practice of Job Analysis

The reviewers were requested to report about importance and regularity of job analysis to identify the concern of present study that how often job analysis is done in their organizations and job analysis is whether done or not on change in job activates. Initially the scale to measure the "Practice of Job Analysis" (PJA) was established [27]; later on, it was used [18] to examine the influence of PJA on employee's job performance. Nevertheless the scale for PJA of [27] was completely altered and developed first time three items scale by [38] to quantify the frequency and importance of job analysis at 5-point Likert scale. Cronbach's alpha for "Practice of Job Analysis" was documented in this survey as 0.702.

Job Design

Job design was measured through five items being devised based on five dimensions of job design i.e., Skill Variety, Task Identity, Task Significance, Autonomy and Feedback already used in previous research [39, 40, 41].

Skill Variety

Skill variety involves the various types of skills required to perform a given task. It ascertains the extent to which task challenges facing by employee to utilize diverse kind of skills, knowledge and abilities. Researches believed that whenever single skill is repetitively applied in performing tasks, it brings stress, fatigue and boredom which effects productivity of employees. It was found [42] that job rotation in organization and adopting a variety of tasks in their job helps in reducing monotony, tediousness and tedium. Another study found [43] that employees find their job to be more productive when a variety of skills were applied in completion of given task and such skills were supposed to be of a good value to the organization.

Task Identity

This dimension measures the degree to which job was completed and output of the job in terms of results achieved. It had been explored [44] that task identity becomes very relevant when a task was completed satisfactorily and employees were able to actualize the features and quality of their efforts. For example completion of a job from beginning to the end was found to be imperative and attractive by the employees in comparison with the employees who just focused on a part or element of a product [45].

Task Significance

This dimension focuses on the significance of the task whether it is at organization level or world level. If employees perceive that worth of task is on higher side, it would be a driving force and motivational instrument for them and they put on more energies on performing the job descriptions [46]. Therefore, it is important for an organization to familiarize their workforce that how various

parts of an organization workings with an organized manner. They are required to know that what will be the end product, what it will do and who will use it [47]. This will enable employees to simplify and to perceive the significance of the given tasks.

Autonomy

This dimension of job design imitates the quantity of liberty, autonomy and individuality of employees have been given in accomplishing the task given to them. It was pointed out and studied [48] that employees give better performance at workplace by getting opportunity to make decisions with freedom and autonomy. Further, it was explored [49] that autonomy was an essential aspect of motivating employees and paying them due regard that they are part of the organization not only like a machine to be used and overhauled only.

Feedback

Feedback is one of the dimensions of job design on which basis one item is devised and representing the strength of employees' advice. Feedbacks should not be deferred but should be timely and specific. It has been recommended [50] that feedback as a part of the rights of employees so that they should recognize that how are they ensuing inside the organization by carrying out their job's responsibilities and receiving yearly feedback but also frequently as good as possible.

Organizational Performance

Organisational performance variable was used in the light of previous study [51] that was measured with an idea of expected rating of the organization's performance at five point Likert scale, ranging from 1 = strongly disagree to 5= strongly agree. Recognizing the prospective problems regarding self-report measure and to certify the validity and reliability of the data to curtail unplanned fluctuations and variances the respondents were asked to report performance.

The explicit items having the construct of organizational performance are being stated in Effectiveness if Company is very effective as it meets its objectives. Company is spending budget on training and development to see the upcoming prospects and challenges, satisfaction, of stakeholders, employees, and customers along with innovation. Company has a capability of adoption of new technology, whenever required.

CONFIRMATORY FACTOR ANALYSIS

Confirmatory factor analysis (CFA) is a procedural way to assess the validity of data in relation to hypothesis and fitness of model which measures "the degree to which a test measures what it claims, or purports, to be measuring. It was confirmed [52] that CFA is one of excellent techniques used to identify the interest level of variable indicators.

Figure 1: Factor Loading of PJA

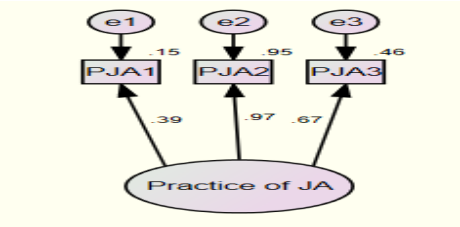


Figure 2: Factor Loading of JD

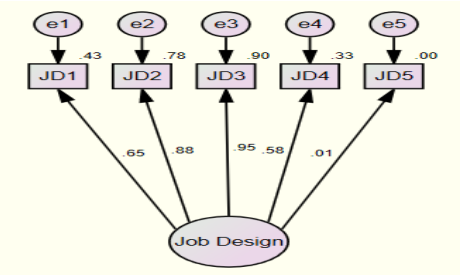


Figure 3: Factor Loading of OP

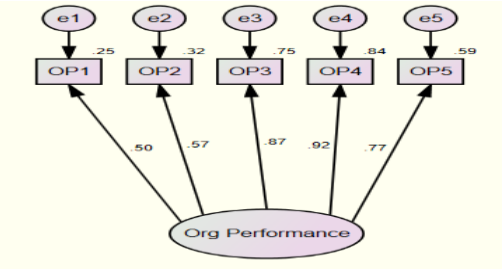


Table 1: Confirmatory factor analysis of Model Variables

Variable wise Items	Cronbach Alpha	Standard Estimate/Factor Loadings (≥0.4)
Practice of Job Analysis (PJA)	.702	
PJA_1		.393
PJA_2		.974
PJA_3		.675
Job Design (JD)	.687	
JD_1		.653
JD_2		.882
JD_3		.948
JD_4		.577
JD_5		.007
Org. Performance (OP)	.848	
OP_1		.501
OP_2		.566
OP_3		.866
OP_4		.917
OP_5		.769

The Figures 1, 2 and 3 are showing the factor loadings with regard to "Practice of Job Analysis" with three items, "Job

Design" with five items, and "Organizational Performance" with five items and indicate the validity of the survey instrument used in this study.

It was confirmed [53] the significance of a variable that having the value of factor loading equal or above 0.4. First part of Table-1 is showing the item wise standardized estimates in respect of "practice of job analysis" against three items taken out by applying of CFA. However, first item of "practice of job analysis" out of three has 0.393 load which is assumed 0.4 by rounding of fraction; therefore all items were found in validation. The values of factor loadings in place of corresponding items are 0.393, 0.974, and 0.675. In addition to, Item-wise loads of CFA with respect to job design, wherein the one item of "job design" out of five have load 0.007 in corresponding of JD_5 which is lower than cutoff value as confirmed [53] and remaining four items were found in validation in the selected corporate sector i.e. electronic media of Pakistan. The values of factor loading are derived against items of JD_1, JD_2, JD_3 and JD_4 are 0.653, 0.882, 0.948 and 0.577 respectively. Finally, the result of CFA with regard to organizational performance has established the validity of data collected against the five items of the observed variable. The values of factor loading derived against items of OP_1, OP_2, OP_3, OP_4, and OP_5 are 0.501, 0.566, 0.866, 0.917 and 0.769 respectively.

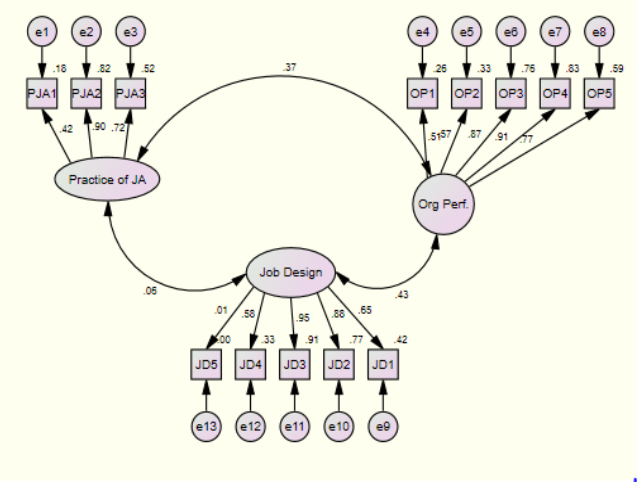
The results of CFA on fifteen-item scale of this study were overall shown authenticity or validity of the instrument. Factor loading of fourteen items were found valid in accordance to threshold value of CFA i.e. 0.4 as confirmed by the study [53]. As far as the fifth item of job design is concerned, its factor loading may get improvement by increasing the size of sample and through rephrasing of the item as per understanding of respondents. However, further application of statistical tools and techniques were applied to examine the data through model fitness by using the AMOS on Statistical Package for the Social Sciences (SPSS) data sheet.

The values of Cronbach alpha along with number of items are also shown in table-1 which indicates the reliability among items of model variables as detailed in the survey form for the present study. The reliability 0.848 (85%) with five items has been recognized in respect of organizational performance being observed as dependent variable. Job design measured with five (05) items and observed as mediator is recognized the reliability 0.687 (69%). The reliability among three (03) items regarding Practice of job analysis being observed as independent variable is noted 0.702 (70%) and the overall reliability of the instrument with thirteen (13) items is recognized as 0.799 (80%).

CFA: Model Fitness

Statistical tests such as the goodness-of-fit index (GFI), the comparative fit index (CFI), Tucker-Lewis coefficient (TLI), the adjusted goodness-of-fit index (AGFI), the root-mean-square error of approximation (RMSEA) and the chi-square goodness-of-fit (CMIN/DF) are used to evaluate the fitness of model with the comparison of their specified threshold values as previously used by researchers proven by the literature with regard to SEM [54, 55, 56]. Chi-square & GFI are recognized as fit measures and complete in all respect; CFI is known as incremental fit measure; and AGFI and Normed Chi-square are named parsimonious fit measures in the testing of model fitness process [57]. The following figure-4 is indicating standardized estimates through CFA on the model as whole.

Figure 4:



The following table-2 is indicating the fitness index of variables and proposed model to authenticate the model fitness of this study.

Table 2: Model fitness index of Variables and Proposed Model

Factors	Values		
	Job Design	Organizational Performance	Overall Proposed Model
Chi-square	4.790	8.641	90.453
Chi-square/df	0.958	1.728	1.459
p-value	0.442	0.124	0.011
GFI	0.985	0.973	0.901
AGFI	0.954	0.920	0.855
CFI	1.000	0.988	0.959
TLI	1.002	0.975	0.948
RMSEA	0.000	0.076	0.061

Table 2 is indicating selected dimensions with regard to model fitness along with values taken out through CFA of each variable (i.e. Practice of job analysis, Job design and organizational performance) and overall model of this study. The values of Chi-square/df in respect of job design, organizational performance and overall model come .958, 1.728, and 1.454 respectively which are lying below 5 and displays the goodness of fit of variables and model. Other values with respect to job design, organizational performance and overall model relating to model fitness criteria such as GFI are .985, .973 and .901 respectively; AGFI are .954, 920 and .855 respectively; TLI are 1.002, .975 and .948 respectively; CFI are 1.000, .988 and .959 respectively; RMSEA are .000, .076 and .061 respectively. P-values in favor of job design, organizational performance and overall model are .442, .124 and .011 which shows that model fitness is insignificant for job design and organizational performance but indicates the model fitness criteria is significant in respect of overall model. There were five items for job design, five

were for organizational performance but three items were for practice of job analysis and their standardized coefficient estimates are reproduced in Table-1. Nevertheless, it is noteworthy to mention here that due to three items of "practice of job analysis" AMOS is sensitive to produce values in favor of model fitness index, that's why the column of stated variable is missing in the above table.

RESULTS

Frequency Distribution of Demographic Variables

Frequency distribution is one of techniques of descriptive statistics used for the appraisal of four control variables being observed in this research such as province, company type, number of employees and revenue earned. Frequency of 51 out of 126 to the effect of Punjab province where highest rate of electronic-media organizations are operational and obtain 40.5 percent response from this circle. The highest frequency i.e. 72 with regard to Cable TV is noticed with 57.1 percent highest share of respondents as Cable operators have the maximum share of market of this industry. Two slabs out of six relating to number of employees i.e. 51-100 and 101-200 indicates the same 38 frequency of organizations which comes to equal 76 frequency out of 126 with 60.4 (30.2+30.2) percent employees working in organizations under the stated slabs. Its means that 76 or 60.2% organizations are having employees in between of 51-200. As far as the revenue earnings of observed organizations is concerned, 28 out of 126 organizations are engaged to generate Rs. 9-10 million per annum revenue which is 22.2% of respondent organizations. The range of revenue earnings of electronic-media organizations is Rs. 6-28 million per annum.

Frequency Distribution of Model Variables

Table-3 contains the descriptive statistics with regard to Practice of job analysis, job design and organizational performance. The in-depth analysis of collected observations presents judgment of respondents pertaining to strongly disagree, disagree, neutral, agree or strongly agree with the statements of "practice of job analysis", "job design" and "organizational performance". The results of first statement for PJA that 67 respondents agrees and 6 strongly agrees out of 126 respondents which is 58% of total response that the due importance is assumed to job analysis in their organizations; judgment for the second item of PJA is showing that 90 respondents agree and 10 strongly agree out of 126 which is 79% of total response that PJA is a consistent feature in their corporations. Even so, the third item for PJA determines that 70 respondents agree and 28 strongly agree out of 126 which is 78% of total response that a practice of job analysis is made as and when any variation arises in job activities. The mean values against three items of PJA are 3.60, 3.80, 3.94 and SD from the corresponding means are .635, .708, .797 which confirms the highest response of participants relating to stated variable is accepted towards agreement at 4th position of Likert scale.

The results of first statement for job design that 95 respondents agree and 25 strongly agree out of 126 respondents which is 95% of total response that Use of skill variety serves as a means of retaining and motivating employees for higher performance in their organization; outcome for the second item of job design is obtained that 96 respondents agree and 28 strongly agree out of 126 which is 98% of total response that the rate of completion and end result of the task matters in their company. The third item for job design determines that 96 respondents agree and 30 strongly agree out of 126 which is 100% of total response that task significance concentrates on how important the task is to total efforts of the organization at large. Fourth item for job design defines that 100% response divides into 85 respondents agree and 41 strongly agree that employees have liberty, freedom, and independence in completion of task given to them. At the last and fifth item for job design describes that 94% response is divided as 81 were agree and 37 were remained strongly agree that feedback is a distinctive aspect of career development which requires a regular review of the performance of employees in the organization. The mean values against five items of "job design" are 4.15, 4.21, 4.24, 4.33, 4.23 and standard deviation from the respective means are .474, .444, .428, .470, .554 which ratifies the highest response of participants relating to job design is recognized towards "agree" at 4th point of Likert scale.

Frequency distribution of third variable i.e. organizational performance which is actually being conceptualized states that the first statement for organizational performance (OP) that 84 respondents agree and 42 strongly agree out of 126 respondents which is 100% of total response that company is very effective as it meets its objectives. The result for the second item of OP is obtained that 86 respondents agree and 40 strongly agree out of 126 which is also 100% of total response that the company is very efficient as it uses the fewest possible resources to meet its objectives. The third item for OP determines that 47 respondents agree and 7 strongly agree out of 126 which is 43% of total response that company is spending budget on training and development to meet future opportunities and challenges. Fourth item for OP determines that 15 respondents agree and 0 strongly agree out of 126 which is only 12% of total response that all stake holders are satisfied with the performance of the company. Fifth item for OP determines that 5 respondents agree and no one is strongly agree out of 126 which is nominal rate of response i.e. 04% that company has a capability of adoption of new technology, as and when it is required. The mean values of five items for "organizational performance" are 4.33, 4.32, 3.41, 2.58, 2.03 and standard deviation from the respective means are .473, .467, .707, .763, .800 where the response of participants were found in win-win situation which implies that respondents were remained agree at 4th point of scale for first two statements, neutral at 3rd point of scale for third item and disagree at 2nd point of scale for last two statements.

Table 3: Frequency and Descriptive Statistics With respect to PJA, JD and OP

Variable Items	*Percentage response rate (N=126)*						
	SD	D	N	A	SA	Mean	St. Dev
Practice of Job Analysis							
PJA_1	-	4	49	67	6	3.60	.635
PJA_2	1	8	17	90	10	3.80	.708
PJA_3	-	8	20	70	28	3.94	.797
Job Design							
JD_1	-	-	6	95	25	4.15	.474
JD_2	-	-	2	96	28	4.21	.444
JD_3	-	-	-	96	30	4.24	.428
JD_4	-	-	-	85	41	4.33	.470
JD_5	-	-	8	81	37	4.23	.554
Organizational Performance							
OP_1	-	-	-	84	42	4.33	.473
OP_2	-	-	-	86	40	4.32	.467
OP_3	-	9	63	47	7	3.41	.707
OP_4	6	56	49	15	-	2.58	.763
OP_5	33	61	27	5	-	2.03	.800

MEDIATION ANALYSIS

Testing of Hypotheses

The mediation role of job design is examined in this study between one predictor that is "practice of job analysis" and dependent variable that is "organizational performance" and analyzed whether job design is playing a role of mediation between proposed variables. Testing of devised hypotheses based on regression weights has been made for this research through examination of direct effect of IV to DV (without mediating variable), indirect effect of IV to DV (with mediating variable) and used the criteria of mediation as recommended by previous study [58].

SEM: Direct Effects without Mediation

Figure 5: Direct Effect IV →DV

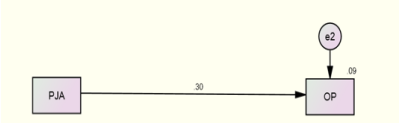


Figure 6: Direct Effect IV →MV

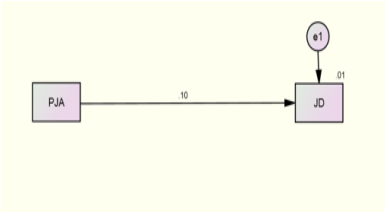
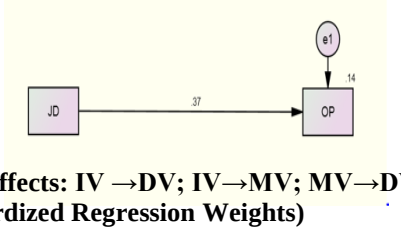


Figure 7: Direct Effect MV →DV



Direct Effects: IV →DV; IV→MV; MV→DV (Standardized Regression Weights)

Figure 5, 6 and 7 derived by run the half model without intervening the job design through AMOS and showing the standardized regression weights of direct effects of PJA on OP, PJA on JD and JD on OP. The results regarding acceptance or rejection of hypothesis are representing in table 4.

Table 4: SEM: Direct Effectsin the absence of Mediator (IV →DV; IV→MV; MV→DV)

Variables	Estimate	P-Value	Hypothesis Support
PJA → OP	.298	***	H1 is Accepted
PJA → JD	.103	.246	H2 is Rejected
JD → OP	.374	***	H3 is Accepted

Table 4 contains the results of direct effects in standardized regression weights of above stated relationships among model variables, a positive relationship between PJA and OP have been confirmed with .298 regression weight at $p<0.05$, its implies that if the level of PJA increases one unit in the organizations of electronic-media then their performance will increase by 0.30. It is proved by this research study that organizations may increase their performance by having the practice of job analysis. Therefore the first hypothesis (H1) is accepted.

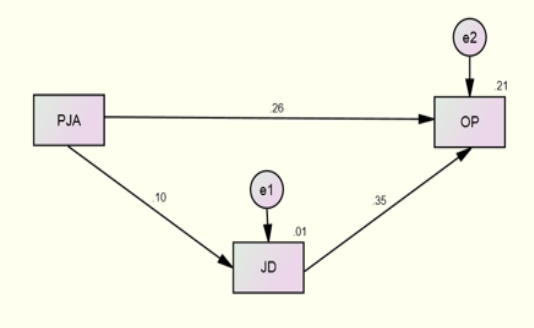
The relationship between PJA and JD is found positive, but insignificant at $p>0.05$ with 0.103 regression weight. This implies that if the level of PJA increases one unit among selected organizations then job design will increase by 0.103, on the other hand it is not significant which denotes that H2 is rejected.

The positive and significant relationship between job design and organizational performance is being addressed by 0.374 regression weight and the p-value is less than 0.05 which tells about the prevailing system of job design in the selected corporations has a significant impact on organizational performance. So the third hypothesis (H3) is accepted.

SEM: Direct and Indirect Effects in The Presence Of Mediator

The figure 8 shows the model of the current study and determines the relationship among variables of the conceptual framework. The SEM examines the impact of PJA on OP and examine the mediating effect of job design between exogenous and endogenous variables.

Figure 8: SEM: Direct and Indirect Effects with Mediation



The figure 8 shows the direct effects of variables among themselves in the presence of mediator (i.e. JD) and presents the standardized regression estimates between PJA and JD, plus JD and OP which are being summarized in the following table 5.

Table 5: Direct Effects in the presence of Mediator (IVwith MV and MV with DV)

Variables	Estimate	P-Value	Hypothesis Support
PJA → JD	.103	.246	-
JD → OP	.347	***	-

The relationships among model variables displaying in table 5 are investigated; table shows that the regression weights or beta values of PJA for JD and JD for OP are 0.103 and 0.347 shown respectively and p-value is greater than 0.05 in first case but less than 0.05 in second case. Regression weights depict about change which comes by one unit in PJA then the change would be seen in JD by 10.3% and if one unit change comes in JD then the change would be seen in OP by 34.7%.

Table 6: SEM: Indirect Effects (IV and DV in the presence of Mediator)

Variables	Estimate	P-Value
PJA → OP	0.262	***

The above table 6 is showing the regression weight at p-value ($p<0.05$) and showing indirect effect of PJA on OP in the presence of mediator (job design); while, the direct effects of PJA on OP is already evaluated without mediator and examining of hypotheses from H1 to H3 was duly made in table 5. Hypotheses (H4) of mediation is being shown in the following comparison table of direct and indirect effect of PJA on OP.

SEM: Comparison of Direct and Indirect Effects

The results of structural equation model pertaining to figure 5 are revealed in output file of AMOS which explains that practice of job analysis describe24% variance on organizational performance without mediating impact of job design. Whereas, the results pertaining to figure 8 illustrate that practice of job analysis in the presence of job design as a mediator explain 21% variance on OP. The 9% variance on JD is being clarified by the PJA as independent variable.

Table 7: Comparison of Direct and Indirect Effects

Variables	Direct Effects		Indirect Effects		Hypothesis Support
	Estimate	P-Value	Estimate	P-Value	
PJA→OP	.298	***	.262	***	H4 is Rejected.

The detail assessment of figures 5 and 8 in viewing the table 8, it is illustrated that PJA positively affects the OP when job design is taken as mediator, it has been found that there is no mediation role of job design between PJA and OP, even so the decrease in regression weight with regard to direct and indirect effect has been recorded (.298 to .262) at $p<0.05$,becauseone of four conditions for mediation is not being fulfilled i.e. independent variable must be related to the mediator as recommended in the study [59]. Therefore, H4 is rejected. It implies that PJA has no relationship with OP with the mediation of job design.

DISCUSSIONS

This study was an attempt to investigate the impact of practice of job analysis on organizational performance through mediating effect of job design in the industry of electronic media in Pakistan. At the stage of discussion, the results of hypotheses from H2 to H4 are first time investigated in the present study. However, the result of hypothesis H1 is acknowledged where PJA is positively and significantly related with organization performance which is in line with the previous studies [21, 22, 27, 28, 29].

Furthermore, there have been found positive and significant influence of "practice of job analysis" (PJA) on job design (JD) as per results of H2, positive impact of job design on organizational performance but not significantly as per result of H3; however, the result of H4 indicates positive relationship between practice of job analysis (PJA) and organizational performance (OP) in the presence of mediator but mediating effect in between PJA and OP has not been proved as per this study. The reason is that job analysis refers to identify that what tasks and responsibilities will be done on job whereas job design refers that how these tasks and responsibilities will be done on job, so this study contributes in theory that the exercise of job analysis in PEMRA organizations is leading to have positive effect on job design and on organizational performance but job design could not play role of mediation in the scenario.

In addition to, this study confirms that there is an absence of job design in the relationship of PJA and organizational performance but it contributes to the literature of management sciences with regard to described variables. Nonetheless, the results of this research may have the issue of generalizability due to limited size of sample and this study may be made on some other service organizations to seek the mediating effect of job design as it is a close confidant of job analysis.

CONCLUSION

Notwithstanding of some limitations, results of this study progress the field of HRM by empirically linking job analysis with organizational performance. Solid effect of job analysis on performance suggests that PJA is indeed a foundation stone of HR practices and a vital practice of strategic management for getting competitive advantage. The worth of this unique effect PJA on performance is particularly remarkable. On the whole, this effort of research put forward a substantial positive contribution through the relationship of PJA with OP.

Organizations who are viewing the exercise of job analysis as a stern matter of their policy might attain material outcomes through better involvement of HR in premeditated decisions and formational activities. It must be highlighted that the probable association of job analysis with performance has not been broadly investigated in the South Asian countries on the Western context in general and moderating role of job design as specific. Findings of this study are demonstrating for HR professionals with regard to positive effect of job design and exercise of job analysis on organizational performance which could be generalized by observing the HR practices around the globe.

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