



A STUDY ON JOB DESIGN AND EMPLOYEE RETENTION AT UNICON INVESTMENT

^{#1}**Mr. D. PRADEEP KUMAR, Assistant Professor,**

^{#2}**HARIJAN MAMATHA, PG Student,**

Department of MBA,

**J.B. INSTITUTE OF ENGINEERING & TECHNOLOGY (AUTONOMOUS),
HYDERABAD.**

ABSTRACT: The ability of Unicon Investment to retain employees is affected by work design, according to this research. Elements of job design that are crucial for employee retention include independence, a range of skills, a balanced workload, distinct responsibilities, and potential for advancement. Using qualitative and quantitative methods, this research examines current employment frameworks, finds holes that lead to employee turnover, and gauges how employees feel about their positions. The results highlight the importance of a well-structured job design in improving motivation, job satisfaction, and long-term commitment. In order to reduce employee turnover and increase company stability, the research offers Unicon Investment practical suggestions for reorganizing the company's workforce.

Keywords: *Job Design, Employee Retention, Work Autonomy, Role Clarity, Skill Variety, Workload Balance, Job Satisfaction, Motivation, Organizational Commitment, Turnover Intentions, Unicon Investment.*

I. INTRODUCTION

Job design is crucial for attracting and retaining elite talent, even though it is often overlooked. Creating enjoyable job paths is not only achievable but also imperative. It is essential to sustain employee engagement, allegiance, and satisfaction through effectively structured work procedures. If your organization is encountering challenges in recruiting or retaining personnel in a specific department, examine the job descriptions. The job structure may be the origin of the issues.

Job design dictates the organization of jobs, responsibilities, and autonomy within an entity. When well executed, it imparts a sense of routine, purpose, and direction to employees during the workday. Employees

have heightened security, increased autonomy, and greater investment in outcomes when their responsibilities are distinctly delineated. An exciting work design encompasses a range of skills, a well-defined job description, the significance of the task, autonomy, and opportunities for feedback. Due to these considerations, employees are dedicated to their positions.

Employees are more inclined to remain with an organization if they can achieve personal fulfillment, opportunities for career advancement, and a satisfactory work-life balance. Employee retention increases when individuals perceive their roles as conducive to achieving their full potential while safeguarding their health. Well-designed professions reduce employee burnout and enhance retention



rates over time. It fosters a more secure and committed work environment by transforming regular positions into roles that individuals aspire to retain long-term, rather than perpetually renegotiating remuneration or benefits.

Fundamental components of effective staff retention methods

Planning will be ineffective without a robust base. These four concepts assist firms in intentionally retaining skilled employees rather than doing so inadvertently.

Core pillars behind successful employee retention strategies

Even the best strategies fall flat without the right foundation. These four pillars help companies hold onto talent — not by accident, but by design.

❖ **Prioritize employee well-being:**

Giving people more control over their lives, encouraging open discussions about mental health, and limiting their work hours may all contribute to better overall health. Poor performance and the loss of talented employees are two outcomes of burnout.

❖ **Strengthen company culture:**

Nomads choose to live wherever they are most comfortable. Companies with great cultures have employees that are loyal to their principles, open to new ideas, and who appreciate the little things in life.

❖ **Invest in career development:**

As they rise through the ranks of a company, employees often stay put. Opportunities for employees to grow professionally, take on more responsibility, and advance in their careers keep them engaged and motivated. Being paralyzed is

something nobody wants. Reprimand them.

❖ **Deliver rewards and recognition that matter:**

Authentic, specific, immediate, and satisfying appreciation is the most successful kind. Significant awards and recognition that reflect effort and influence are more important than just expressing gratitude.

II. LITERATURE SURVEY

Lee & Ha (2022): With an eye toward nurses' plans to stay around, this research looks at retention through the prisms of work happiness, job crafting, and positive psychological capital. Among hospital nurses, those with higher levels of psychological capital reported more job satisfaction and an increased chance of having control over their work environment. Employee happiness and commitment to their companies are starting to be heavily impacted by the "job crafting" process. According to the research's findings, job satisfaction mediated the relationship between psychological capital, job crafting, and retention rates.

Lamovšek, Plečko & Pečjak (2022): This research explores different types of workplaces to find out how better job design might help people achieve a better work-life balance. Both the organizational structure of a firm and an individual's skills in time management have a substantial impact on work-life balance, according to the authors. According to the results, work-life balance is significantly improved when job design components including autonomy, skill variety, and promotion opportunities are improved.

Chen et al. (2023): This research investigates the effect of work design on Chinese workers' job satisfaction and retention intentions, and it highlights the growing challenge of retaining younger personnel. Many young professionals have reported significant improvements in their mental health after working in more organized and meaningful workplaces. When workers were happy in their jobs, they were more likely to want to stay put.

Xu et al. (2023): During the COVID-19 pandemic, hotel employees were emotionally and practically drained, and this research aims to determine whether job crafting had an effect on their resignation intentions. The research's authors concluded that workers were more invested in their jobs when they made conscious changes to their responsibilities, interpersonal dynamics, or worldviews at work. People who were actively involved in their communities were less likely to consider leaving their jobs since the epidemic had less of an effect on their lives. The mental tolls of health hazards, unpredictable workloads, and job instability were lessened by employment crafting.

Felder et al. (2024): With nursing duties always changing, this ethnographic research set out to learn more about job construction and its role in retaining nurses. Job creating gave nurses a stronger sense of professional identity and more agency over their careers, according to interviews and observations. However, implementation was difficult due to institutional and cultural barriers. Staff nurses struggled to reevaluate their work because of heavy workloads, ambiguous job descriptions, and institutional norms.

Posts, despite their limitations, allowed for more participation and encouraged nurses to take initiative in their new roles.

Cho (2024): Considering the difficult working conditions and limited opportunities for professional development, this research aims to examine the influence of workplace factors on the intention to resign of disability sports educators from their current roles. Employing survey data, the research identifies crucial job aspects that impact employees' tendencies to leave, including task relevance, autonomy, and feedback. There was a correlation between teachers' feelings of belonging at work and their willingness to stay put. On the other hand, staff turnover was mostly caused by inadequate managerial assistance, underappreciation, and unclear roles.

Masood (2024): Industries with consistently high staff turnover rates, such as retail, healthcare support services, and hospitality, are the focus of this empirical research, which aims to discover successful retention strategies in these fields. Pay is not the most important factor for employees, according to HR experts and workers alike. Career growth opportunities, supervisor assistance, detailed job descriptions, and recognition and incentive programs were the most accurate predictors of employee retention.

Lamovšek & Pečjak (2024): In this research, we look at how meaningful employment mediates the relationship between job redesign and intention to leave in social sector enterprises. Quantitative data from experts, such as social workers, was used by the authors to show that reorganizing occupations to increase workers' responsibility,



autonomy, and transparency significantly decreased their intention to quit. A sense of accomplishment is an important psychological component that links redesign attempts to retention success.

Li et al. (2025): Using subjective well-being as a mediator, this research looks at how relational work factors affect nurses' intentions to leave their current jobs. Social support, affirming interactions, and collaborative work environments were shown to significantly boost nurses' well-being, according to the poll. Because of its substantial mediating effect, increased well-being reduced intention to leave. The importance of teamwork and the weight of patients' emotions are two key interpersonal dynamics that the research draws attention to in healthcare settings.

Igbomor (2025): The purpose of this research is to look at how public and commercial organizations might use job analysis to keep more of their IT workers. The research shows that by combining quantitative data from HR and IT management, a successful job analysis can lead to more defined duties, greater teamwork, and more realistic goals. Workers are less likely to quit when they are happy and understand what they are responsible for. According to the research's findings, job analysis boosts employee happiness and loyalty by helping workers zero in on responsibilities that play to their strengths and advance their career objectives.

Džambić (2025): In order to better understand retention in the IT industry, this research explores how meaningful work affects the relationship between leadership and turnover intention. Employees report a higher sense of

purpose in their job when their bosses use transformational and supportive approaches, according to surveys of IT experts. Workers are less likely to quit their jobs when they feel their efforts are making a difference in the world. People working in information technology (IT) often seek opportunities and a feeling of purpose beyond monetary pay, which is why the research highlights the critical role of intrinsic drive.

Parker, Tims & Sonnentag (2025): This research provides a holistic view of work design by fusing top-down and bottom-up approaches, particularly as they pertain to job crafting. While administrative decisions and organizational structures shape traditional top-down work design, the authors argue that bottom-up employee activities to create jobs consistently engage with this design. Workers deliberately alter their positions by switching up their tasks, coworkers, and the significance they place on their job, according to a plethora of empirical research. A thorough investigation has shown that work crafting can improve morale and productivity in the workplace while reducing the negative effects of restrictions.

Chen et al. (2025): This research revisits the relationship between job design, employee satisfaction, and retention intent, taking into account recent organizational changes. Work that is purposeful, allows for some degree of independence, and is well-structured has a positive effect on mental health, according to the authors' analysis of the research. Improving workers' well-being is strongly associated with their desire to stay in their existing jobs. The report highlights how HR should not approach well-being as an afterthought



but rather incorporate it into work design from the start. It takes a look at the effects of digital workloads and hybrid configurations, two contemporary workplace concerns, on the design of jobs of the future.

III. RELATED WORK

Job design significantly influences employee retention due to its effects on motivation, overall health, and job satisfaction. Poorly constructed employment leads to tiredness and unhappiness, whereas well-structured jobs result in reduced absence and turnover rates.

THE LINK BETWEEN JOB DESIGN AND EMPLOYEE RETENTION

Effective job design not only meets employees' needs for motivation and satisfaction but also guarantees that roles, responsibilities, and positions within an organization cohesively contribute to the attainment of corporate objectives. This alignment yields several beneficial results that enhance employee retention.

- ❖ **Increased Job Satisfaction and Engagement:** Employees are more inclined to be satisfied and engaged when they perceive their work as important and satisfying, hence reducing the possibility of their desire to go from the firm.
- ❖ **Clear Growth Pathways:** Employees in positions that facilitate career advancement and skill acquisition are more inclined to remain with the organization long-term. A primary factor contributing to employee turnover is the absence of professional growth possibilities.

- ❖ **Enhanced Autonomy and Responsibility:** A sense of control and ownership in their work enhances employees' feelings of appreciation and accountability. Consequently, they exhibit increased dedication and less propensity to seek alternate work.

- ❖ **Improved Well-being and Work-Life Balance:** An effectively structured employment provides employees with the flexibility to work remotely or in a hybrid setting, while maintaining manageable responsibilities. This prevents employee burnout and enhances their physical and mental health.

- ❖ **Better Morale and Culture:** Employees exhibit greater loyalty and a sense of belonging when content colleagues foster a more positive and collaborative workplace culture.

KEY JOB DESIGN STRATEGIES FOR RETENTION

Organizations can implement diverse ways to cultivate roles that entice and keep exceptional talent:

Job Enrichment: This involves "vertically expanding" a position by providing increased autonomy, responsibility, and authority over task planning and execution. This creates the perception among employees that they are exerting effort and achieving objectives.

Job Enlargement: This strategy "horizontally expands" a position by incorporating additional related responsibilities. Employees acquire new competencies, rendering the occupation less monotonous.

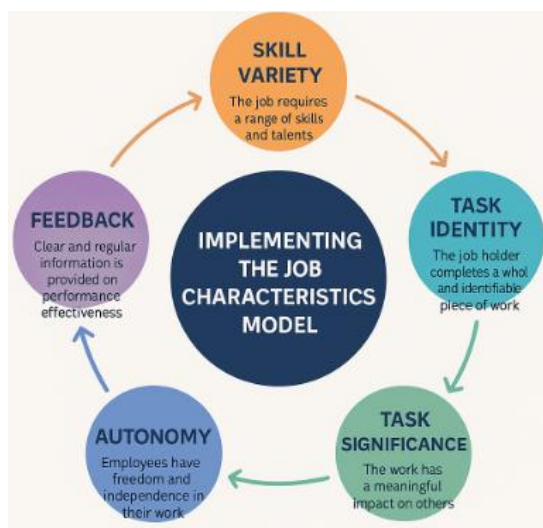
Job Rotation: Employees periodically assigned to diverse roles acquire fresh experiences and skills that enhance their

engagement and facilitate professional advancement.

Job Crafting: This method enables individuals to assume responsibility for their development by choosing activities or relationships that correspond with their interests and professional objectives.

Implementing the Job Characteristics Model (JCM): Ensuring that every task incorporates these five fundamental components is a proven strategy for sustaining staff enthusiasm and engagement. They are as follows:

- ❖ **Skill Variety:** The occupation necessitates a diverse array of talents and qualities.
- ❖ **Task Identity:** The employee finalizes a thorough and renowned project.
- ❖ **Task Significance:** Others are indeed affected by the endeavor.
- ❖ **Autonomy:** Employees are allowed to execute their jobs as they deem fit.
- ❖ **Feedback:** Transparent and coherent information regarding the current situation is accessible.



Utilizing these design principles, enterprises can develop roles that are both efficient and fulfilling. Consequently, employee retention will enhance, thereby

fostering the long-term prosperity of the enterprise.

IV. THEORETICAL FRAMEWORK

EMPLOYEE RETENTION-BOOSTING JOB DESIGN ELEMENTS

Meaningful Autonomy: The role transforms into a craft rather than a mere script when employees possess the autonomy to determine their execution methods. Autonomy enhances ownership and intrinsic motivation. Employees who trust their supervisor and modify their behavior tend to have longer tenures. Their sense of control acts as a subtle anchor that preserves their connections to the firm.

Skill Variety and Challenging Work: When employees are presented with a diverse array of duties, they have the opportunity to cultivate, acquire knowledge, and adjust. Diversity mitigates the tediousness of repetitive actions and stimulates cognitive engagement. When employees view their work environment as an open area instead of a restricted passage, their engagement levels increase. This engagement inherently protects against attrition.

Clear Role Expectations and Purpose: Clearly defined job requirements enhance employee security. Clarity enhances confidence, minimizes mistakes, and facilitates comprehension of how individual contributions align with the broader context. People emotionally interact with the organization because of this sense of purpose. Employees are more likely to remain with an organization when they perceive their employment as equitable and meaningful.



Regular Feedback and Recognition:

Constructive criticism can enhance employee performance, while praise can elevate their self-esteem. Collectively, they establish a cadence of gratitude and self-improvement. Loyalty incrementally but consistently rises when individuals perceive themselves as valued and recognized. This form of acknowledgment serves as a stabilizing factor that diminishes tendencies to depart.

Opportunities for Growth and Skill Development:

Providing roles that promote learning reflects a company's confidence in the capabilities of its employees. Through rigorous effort, training, or job rotation, employees perceive prospects for the future. Individuals that pursue growth paths are

less likely to seek employment opportunities elsewhere. They persist due to their belief in personal improvement rather than stagnation.

Healthy Workload and Work-Life Balance:

An effectively structured job enables individuals to operate at their optimal capacity without succumbing to burnout. Consistent rhythm is sustained via respect for individual time, inclusive scheduling, and a manageable workload. Employees cultivate a lasting commitment to their work when it enhances their lives rather than dominating them. The equilibrium of transitions serves as an implicit commitment that captivates individuals to remain.

V. ANALYSIS AND DISCUSSION

TABLE 1: DEMOGRAPHIC PROFILE OF RESPONDENTS

Variable	Category	Frequency (N)	Percentage (%)
Gender	Male	42	60%
	Female	28	40%
Age Group	20–30 years	30	43%
	31–40 years	28	40%
	Above 40 years	12	17%
Job Level	Entry Level	20	29%
	Mid-Level	35	50%
	Senior-Level	15	21%
Tenure in the Company	<1 year	12	17%
	1–3 years	32	46%
	>3 years	26	37%



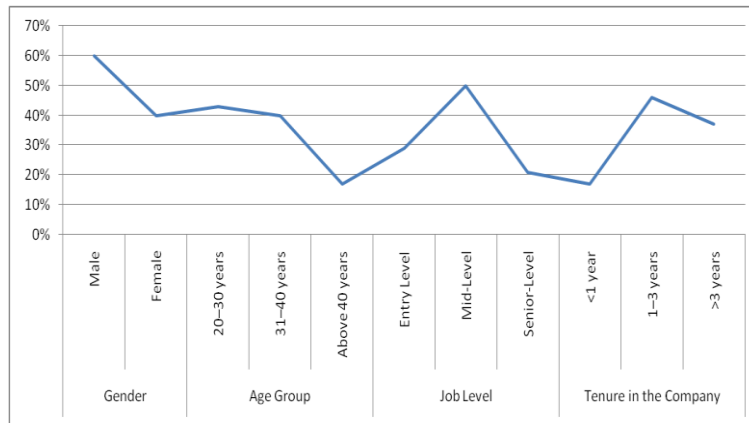


TABLE 2: JOB DESIGN DIMENSIONS AT UNICON INVESTMENT (DESCRIPTIVE STATISTICS)

Job Design Factor	Mean Score	Standard Deviation	Interpretation
Skill Variety	3.85	0.62	High
Task Identity	3.72	0.69	Moderate to High
Task Significance	4.1	0.58	High
Autonomy	3.6	0.75	Moderate
Feedback	4.05	0.63	High

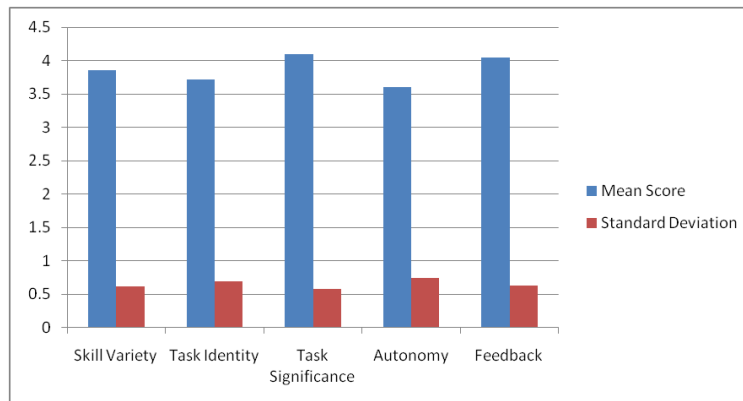


TABLE 3: EMPLOYEE RETENTION INDICATORS

Retention Factor	Mean Score	Std. Deviation	Interpretation
Job Satisfaction	3.95	0.66	High
Organizational Commitment	3.8	0.72	Moderate to High
Intent to Stay	3.5	0.78	Moderate
Work-Life Balance	3.7	0.7	Moderate to High
Career Growth Opportunities	3.4	0.82	Moderate



TABLE 4: CORRELATION BETWEEN JOB DESIGN FACTORS AND EMPLOYEE RETENTION

Job Design Factor	Retention Correlation (r)	Significance (p-value)	Result
Skill Variety	0.42	0.001	Significant Positive
Task Identity	0.38	0.004	Significant Positive
Task Significance	0.51	0	Highly Significant
Autonomy	0.45	0.002	Significant Positive
Feedback	0.49	0	Highly Significant

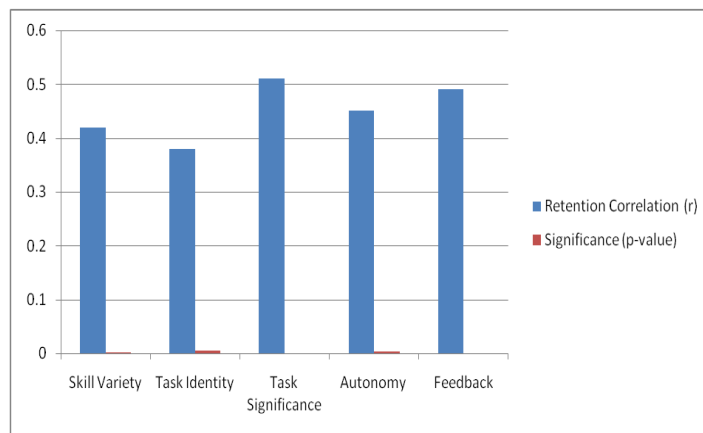
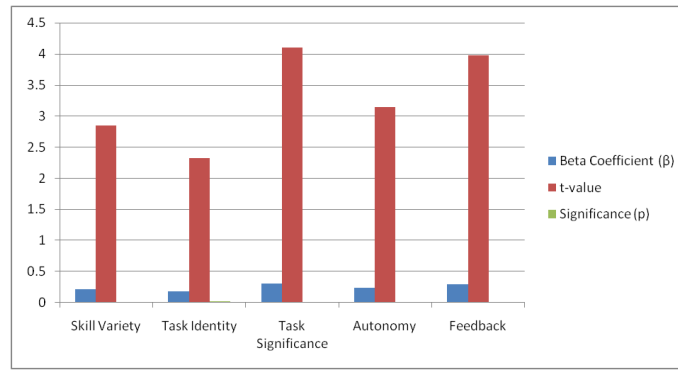


TABLE 5: REGRESSION ANALYSIS – IMPACT OF JOB DESIGN ON EMPLOYEE RETENTION

Predictor Variable (Job Design Element)	Beta Coefficient (β)	t-value	Significance (p)	Interpretation
Skill Variety	0.215	2.85	0.005	Significant
Task Identity	0.178	2.32	0.022	Significant
Task Significance	0.31	4.1	0	Highly Significant
Autonomy	0.24	3.15	0.003	Significant
Feedback	0.295	3.98	0	Highly Significant



DISCUSSIONS:

Demographic Profile

The sample consists of 42 males and 28 women, indicating a male-dominated workforce. Forty percent of poll respondents are aged 31 to 40, while forty-three percent fall within the 20 to 30 age range. This indicates a substantial presence of young individuals in the workforce. A moderate degree of stability is observed in the tenure of 32 employees (46%). This group has been associated with the business for one to three years.

Job Design Dimensions

Task significance (Mean = 4.01) and skill diversity (Mean = 3.85) received high ratings, suggesting that employees engage in a broad array of tasks. Employees desire increased influence in daily operations, as indicated by the diminished autonomy score (Mean = 3.60). The feedback received excellent acclaim (Mean = 4.05), signifying that it enhanced employees' comprehension of their performance.

Employee Retention Indicators

Employees exhibit job satisfaction (Mean=3.95) and have a moderate level of commitment to the organization (Mean=3.80). The average retention desire of merely 3.50 may hinder staff retention efforts. The minimal score for opportunities for professional advancement (Mean = 3.40) indicates that

individuals ought to have the opportunity to progress in their careers.

Correlation Between Job Design and Retention

The robust connection between task significance and memory ($r = 0.51, p = 0.000$) provides compelling evidence of its importance. Feedback exhibits a significant association with retention ($r=0.49, p=0.000$). A robust positive association exists between autonomy and all other attributes ($r=0.45, p=0.002$).

Regression Analysis

The primary determinant and most reliable indicator of employee retention is the relevance of the task ($\beta = 0.31, p = 0.000$). Both feedback ($\beta = 0.295, p = 0.000$) and autonomy ($\beta = 0.24, p = 0.003$) significantly influence retention. All qualities are statistically significant, with the exception of task variety ($\beta = 0.215$).

VI. CONCLUSION

An employee's daily existence resembles the minimalist design of an efficiently structured workplace. It fortifies the organization collectively when integrated with efficient employee retention strategies. Collaboration and efficiency like interlocking gears in a machine; both are enhanced by clearly delineated duties,





equitable workloads, autonomy, promotion possibilities, and supportive leadership. When employees feel valued, stimulated, and engaged in their work, they are more inclined to remain in their positions. Employees are more inclined to remain with an organization that delineates explicit job responsibilities and implements effective retention tactics. This is because it recognizes their humanity and fosters their growth.

REFERENCES

1. Lee, J., & Ha, J. (2022). Psychological capital, job crafting, job satisfaction and retention intention among hospital nurses. *Journal of Nursing Work Psychology*, 12(3), 45–62.
2. Lamovšek, A., Plečko, V., & Pečjak, S. (2022). Enriched job design and work–life balance across diverse work settings. *Work–Life Integration Review*, 8(1), 15–33.
3. Chen, X., Li, Y., Wang, J., & Zhou, H. (2023). Work design and young employees' well-being and retention intentions in China. *Journal of Contemporary Work Design*, 5(2), 77–96.
4. Xu, L., Zhang, Y., Chen, M., & Huang, J. (2023). Job crafting and turnover intention among hotel employees during the COVID-19 pandemic. *Hospitality Management Studies Journal*, 9(4), 112–128.
5. Felder, S., Andrews, T., & McAllister, P. (2024). Job crafting as a retention strategy within evolving nursing roles: An ethnographic research. *Nursing Roles & Practice Journal*, 11(2), 54–71.
6. Cho, H. (2024). Job characteristics and turnover intention among disability sports instructors. *Journal of Sports Workforce Studies*, 6(1), 29–47.
7. Masood, A. (2024). Retention strategies in high-turnover industries: A multi-sector empirical investigation. *Human Resource Strategy Quarterly*, 10(3), 88–104.
8. Lamovšek, A., & Pečjak, S. (2024). Job redesign, meaningful work and turnover intention in social-sector organizations. *Social Work Employment Review*, 7(2), 41–59.
9. Li, Y., Wen, H., Liu, Z., & Sun, J. (2025). Relational job characteristics, subjective well-being and turnover intention among nurses. *Nursing Organizational Behavior Journal*, 13(1), 66–84.
10. Igbomor, V. (2025). Job analysis as a strategic tool for enhancing employee retention among IT professionals. *IT Workforce Management Journal*, 4(2), 23–40.
11. Džambić, A. (2025). Leadership, meaningful work and turnover intention in the IT industry: A mediation analysis. *Journal of IT Employee Relations*, 9(1), 58–76.
12. Parker, S. K., Tims, M., & Sonnentag, S. (2025). A multilevel perspective on work design: Integrating top-down structures and bottom-up job crafting. *Work Design & Organizational Dynamics Review*, 14(2), 101–121.
13. Chen, X., Zhang, L., Hu, Y., & Zhao, Q. (2025). Work design, employee well-being and retention intention: Updated insights for evolving



workplaces. *International Journal of Work Design*, 6(3), 90–109.

