

Chapter 1 : Understanding The Job Characteristics Model (including Job Enrichment)

Through job design, organizations try to raise productivity levels by offering non-monetary rewards such as greater satisfaction from a sense of personal achievement in meeting the increased challenge and responsibility of one's work.

Definition and Concept of Job Design Article shared by: Effective job designs with information and documentation on job analysis, job description, and job evaluation are important pre-requisites for managing organizational behaviour. All these processes help in identifying the job requirements and suitably describing the job and job-families, skill-sets, skill mapping, and developing skill inventories in an organization. Traditionally, these critical inputs are used to decide about the manpower requirement in organizations to meet the present and future needs. However, behavioural dimensions are critical for effective management of organizational behaviour. Work systems encompass such macro level organizational variables as the personnel sub-system, the technological sub-system, and the external environment. The analysis of work systems is, therefore, essentially an effort to understand the allocation of functions between the worker and the technical outfit and the division of labour between people in a socio-technical environment. Such an analysis can assist in making informed decisions to enhance systems safety, efficiency in work, technological development, and the mental and physical well-being of workers. Checklists and questionnaire are the common means of assembling databases for organizational planners in prioritizing action plans in areas of personnel selection and placement, performance appraisal, safety and health management, worker-machine design, and work design or redesign. Job design helps in organizing job tasks and it has a direct impact on the mental and physical health of the employees as also on their performance levels. The physical aspects of jobs require organizations to consider ergonomic issues and it helps in reducing physical strain, fatigue, and even, at times, boredom which occurs from doing repetitive tasks. Mental aspects require organizations to address the behavioural issues such as developing work systems and cultures, which enable employees to feel relieved from the dehumanizing effects. Both the compatible physical and mental aspects lead to employee satisfaction and develop a high performing organization. For addressing the ergonomic and behavioural issues properly, job design relates to the organizational structure and style of management. Thus, the job design principle focuses on the motivational aspects of jobs to make them more interesting and challenging to employees. In the scientific management era, we have seen that jobs are broken into small independent elements, so that workers can perform the same task repetitively. However, with the emergence of the human relations school, this argument was negated and the addressing of the behavioural issues in job designs started gaining acceptance. Thus, human aspects of job design now receive more importance in organizations to synergize productivity and employee satisfaction. The concepts of job design, therefore, suggest incorporating die elements, variety, responsibility, and control. Job design ensures that all jobs contain variety; some have responsibility for decision-making and some have control over die way the jobs are done. Breaking down tasks associated with each component in the system has led to the concept of job design. Job design started getting importance at the turn of the twentieth century when, with rapid technological advancements, mass production and assembly line operations emerged. Since jobs continue to become more sophisticated and specialized, the need for an educated and motivated workforce has become indispensable. The main purpose of job design or re-design is to increase both employee motivation and productivity. Increased productivity can manifest itself in various forms. On the other hand, increasing employee motivation can be achieved through increased job satisfaction. Herzberg made a critical distinction between these factors in that a person does not move in a continuum from being dissatisfied to becoming satisfied or vice versa. In a practical sense, this means that addressing the dissatisfying factors help in supporting and maintaining the structure of the job, while the satisfying factors help the employee to reach self-actualization and increase the motivation to continue to do the job see Exhibit

Chapter 2 : Job Design: Definition and Concept of Job Design

Job design is the process of Work arrangement (or rearrangement) aimed at reducing or overcoming job dissatisfaction and employee alienation arising from repetitive and mechanistic tasks.

Job Redesign - Meaning, Process and its Advantages
Restructuring the elements including tasks, duties and responsibilities of a specific job in order to make it more encouraging and inspiring for the employees or workers is known as job redesigning. The process includes revising, analyzing, altering, reforming and reshuffling the job-related content and dimensions to increase the variety of assignments and functions to motivate employees and make them feel as an important asset of the organization. The main objective of conducting job redesigning is to place the right person at the right job and get the maximum output while increasing their level of satisfaction. Job redesigning process involves recollecting and revising job-related information to determine the inconsistency between person and the job. Once the job analyst is through with recollecting and revising the job content, analyzing the discrepancies is the next step. It is done to determine the hindrances in performing job-related tasks and duties and investigate why an employee is not able to deliver the expected output. Altering the Job Elements: The next step is to amend the job elements. It may include cut back on extra responsibilities or addition of more functions and a higher degree of accountability. The basic aim of altering the job content is to design a job in such a manner that encourages employees to work harder and perform better. Reformation of Job Description and Specification: After altering the job elements, a job analyst needs to reform the job description and specification in order to make sure that the worker placed at a particular place is able to deliver what is expected of him. Reshuffling the Job-related Tasks and Duties: Next is to reallocation of new or altered tasks and functions to employees. It may be done by rotating, enriching, enlarging and engineering the job. The idea is to motivate the performers while increasing their satisfaction level. Job redesigning motivates the employees and enhances the quality of their work life. It increases their on-the-job productivity and encourages them to perform better. Altering their job functions and duties makes employees much comfortable and adds to their satisfaction level. The unambiguous job responsibilities and tasks motivate them to work harder and give their best output. Not only this, it also results in increased productivity of an organization. Brings the Sense of Belongingness in Employees: Redesigning job and allowing employees to do what they are good at creates a sense of belongingness in them towards the organization. It is an effective strategy to retain the talent in the organization and encouraging them to carry out their responsibilities in a better fashion. Creates a Right Person-Job Fit: Job Redesigning plays an important role in creating a right person-job fit while harnessing the full potential of employees. It helps organization as well as employees in achieving their targets or goals. Therefore, the purpose of job redesigning is to identify the task significance and skill variety available in the organization and reallocating the job-related tasks and responsibilities according to the specific skills possessed by an employee.

Chapter 3 : What does Job design mean?

Job design follows job analysis i.e. it is the next step after job analysis. It aims at outlining and organising tasks, duties and responsibilities into a single unit of work for the achievement of certain objectives. It also outlines the methods and relationships that are essential for the success.

It aims at outlining and organising tasks, duties and responsibilities into a single unit of work for the achievement of certain objectives. It also outlines the methods and relationships that are essential for the success of a certain job. Job design essentially involves integrating job responsibilities or content and certain qualifications that are required to perform the same. It outlines the job responsibilities very clearly and also helps in attracting the right candidates to the right job. Further it also makes the job look interesting and specialised. There are various steps involved in job design that follow a logical sequence, those that were mentioned earlier on. The sequence is as follows: What tasks are required to be done or what tasks is part of the job? How are the tasks performed? What amount of tasks are required to be done? What is the sequence of performing these tasks? All these questions are aimed at arriving upon a clear definition of a specific job and thereby make it less risky for the one performing the same. A well defined job encourages feeling of achievement among the employees and a sense of high self esteem. The whole process of job design is aimed to address various problems within the organisational setup, those that pertain to ones description of a job and the associated relationships. More specifically the following areas are fine tuned: Checking the work overload. Checking upon the work under load. Ensuring tasks are not repetitive in nature. Ensuring that employees do not remain isolated. Defining working hours clearly. Defining the work processes clearly. The above mentioned are factors that if not taken care of result into building stress within the employees.

Benefits of Job Design The following are the benefits of a good job design: A good job design enables a good job feedback. Employees have the option to vary tasks as per their personal and social needs, habits and circumstances in the workplace. Training is an integral part of job design. A good job design allows for adjustments for physically demanding jobs by minimising the energy spent doing the job and by aligning the manpower requirements for the same. Job design is a continuous and ever evolving process that is aimed at helping employees make adjustments with the changes in the workplace. The end goal is reducing dissatisfaction, enhancing motivation and employee engagement at the workplace.

Job rotation is a job design method which is able to enhance motivation, develop workers' outlook, increase productivity, improve the organization's performance on various levels by its multi-skilled workers, and provides new opportunities to improve the attitude, thought, capabilities and skills of workers.

Rotation, Simplification, Enlargement and Enrichment of Jobs! Job design logically follows job analysis. Job analysis provides job related data as well as the skill and knowledge expected of the incumbent to discharge the job. Job design involves organizing tasks, duties and responsibilities into a unit of work to achieve certain objectives. Job design is the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job in terms of techniques, systems and procedures, and on the relationships that should exist between the job holders and his supervisors, subordinates and colleagues. The main objectives of job design are to integrate the needs of the individuals and the requirements of the organisation. Needs of the employees include job satisfaction in terms of interest, challenge and achievement? Organisational requirements are high productivity, technical efficiency and quality of work. It is one of the methods of job design which is an answer to the problem of boredom. Job rotation implies the shifting of an employee from one job to another without any change in the job. With job rotation, a given employee performs different jobs but, more or less, jobs of the same nature. The advantages of job rotation are—“it relieves the employee from the boredom and monotony of doing a single task. The organisation also stands to benefit as the worker become competent in several jobs rather than only one. Periodic job changing can also improve inter-department co-operation. The limitations are—“the basic nature of the job remains unchanged. Also frequent shifting of employees may cause interruption in the work routine of the organisation. Here the jobs are simplified or specialised. A given job is broken down into small sub-parts and each part is assigned to one individual. Job simplification involves i Mechanical processing of work; ii Repetitive work process assembly lines ; iii Working on only one part of a product; iv Predetermining tools and techniques; v Few skill requirements. Work simplification is done so that less-trained and the less paid employees can do these jobs. This method has limitations. Over simplification results in boredom which lead in turn to errors. It is the process of increasing the scope of a job by adding more tasks to it. The related tasks are combined. Job enlargement involves expanding the number of tasks or duties assigned to a given job. Job enlargement therefore, naturally is opposite to work simplification. There is only a horizontal expansion. Job enlargement reduces monotony and boredom. It helps to increase interest in work and efficiency. But there is no time increase of the job. Enlarged jobs require longer training period as there are more task to be learned. It involves designing a job in such a way that it provides the workers greater autonomy for planning and controlling his own performance. The advantages here are that, Job enrichment benefits employees and organisation in terms of increased motivation, performance, job satisfaction, job involvement and reduced absentees. Further an enriched job shall meet certain psychological needs of job holders Identity achievement etc. Empowerment, a by-product of job enrichment, gives the employees a sense of ownership and control over their job. The cost of design and implementation increases. Further job enrichment by itself does not motivate. This must be preceded by the provision of other variables which contribute to the quality of work life.

Chapter 5 : Importance And Benefits Of Job Design / Accounting-Management

The objective of a job design is to arrange the work in such a manner so as to reduce the boredom and dissatisfaction among the employees, arising due to the repetitive nature of the task.

Magazine Understanding the Job Characteristics Model including Job Enrichment One of the most important components of human resources management is job design or work design, where the focus is on the specifications of the job that will satisfy requirements of the organization and the person holding the job. It is one core function of human resources management that cannot be overlooked or skipped, considering how it is an essential tool in ensuring high job satisfaction among workers within an organization, and improve productivity and the overall output. In the course of the life of an organization, there are changes that are bound to affect how various aspects of management operate. Human resources management is not immune to these effects and, many times, the HRM of an organization has to adapt to the changes. One form of adaptation is through implementing job or work redesigns. Another is through the conduct of various activities and programs that are aimed at job enrichment. Unfortunately, job redesign is not something that can be done overnight. There are several approaches that may be used, and one of the more popular and most acknowledged approaches is that one developed by J. In a more personal vein, it studies the various factors that make a specific job satisfying for the organization, and for the person doing the job. Therefore, it describes the relationship between job characteristics and the responses of individuals to work or the job being performed. The Job Characteristics Theory identified five core job dimensions that prompt three psychological states which, in turn, lead to or have an effect on five work-related outcomes or results. As we move forward with the discussion, we will expound on these further. Out of this theory, the Job Characteristics Model, which is still in full use today, was also introduced. Basically, this model specifies the conditions under which workers or individuals will be internally motivate to perform their jobs effectively. The results were deemed to be reliable and conclusive, which is the reason why it still holds a lot of weight today, despite the number of other job design theories introduced. Five Core Job Characteristics Hackman and Oldham provided clear definitions on the five job dimensions or characteristics. Therefore, it follows that the individual will be required to develop a variety of talents and skills. This area asks the number of skills and talents that the job requires of the person that will be working on it. A quick giveaway would be to assess whether the job is monotonous and repetitive or if it asks the worker to do a number of different tasks or actions. Compare two individuals working two different jobs. Job A is pretty much elementary, with the tasks being performed in a routine and repetitive manner. It does not demand much skill or ability. Job B, on the other hand, is quite complex, requiring that the worker be in possession of several skills or abilities. Who, between the two workers, will have greater chances of experiencing meaningfulness in their jobs? This involves being able to work on an entire work process, rather than just on bits and pieces of it. Therefore, it is important to assess whether the job or task has a clearly defined beginning, middle and end. Workers tend to find more meaning in their jobs when they can identify a complete and visible outcome at the end of the day, or of a work cycle. Let us say, for example, that two workers are involved in the same work process. Worker A is responsible for only a small part of the work, probably in the first phase. Worker B, on the other hand, is involved throughout the entire process. Between the two, Worker B is more likely to find his job meaningful, because he can see a visible outcome, and he feels more involved in the completion of the process. For him, a job that he is able to complete, from beginning to end, seems more worthwhile, than simply working on Phase 1, then not having a hand on the rest of the process. In fact, he may not even be aware whether the process has been completed or not, because he is focused on his assigned phase of the process. And it should not just be the people within the organization, but even those outside. For many, a job holds more meaning if it can help improve the well-being of other people not just himself , whether physically, psychologically, or emotionally. Knowing that their job, and their performance thereof, has the capacity to have a positive impact on others will motivate them further to do better. Individuals who put great stock on task significance are very keen on finding out whether the job that they are doing actually matters to other people. For them, meaning comes in the form of

recognition by other people. Autonomy is often seen in positions with managerial, supervisory and ministerial functions. Examples of jobs with high levels of autonomy are managers, team leaders, supervising officers, division and department heads, and senior management. These jobs tend to become more meaningful to the ones performing them because they feel greater personal responsibility for their own actions on the job. Even workers have a strong sense of personal responsibility if they are left to perform their tasks using their own efforts and initiatives, and they are allowed to make the decisions and call the shots. They will definitely feel less of this autonomy if they are made to meekly follow the instructions of a supervisor, or adhere strictly to what a job procedures manual provides. This will not help them feel responsible for their actions at all. As much as possible, workers would like to be kept in the loop on their performance of the job. Not only will this keep them apprised of their progress as workers, it is also one way for them to boost their self-esteem. If they are told by their supervisors or managers that they are going a good job, they are likely to feel motivated to continue with how they are doing so far. In contrast, if they are told that they are not performing as expected, then they will respond accordingly and improve their performance. If all five characteristics are lumped or combined together, we will be able to come up with a single figure or index that will act as the indicator of the overall motivating potential of the job being evaluated or redesigned. This index will essentially show the possibility or likelihood of a job affecting the attitudes and behaviors of the employee or worker. Using all five core job characteristics, the formula for the MPS is: If all five core job characteristics are high, there is a high probability that the worker will experience the three psychological states. This will naturally result to positive outcomes. In order for a job to be considered to have high motivating potential, at least one among Skill Variety, Task Identity and Task Significance should also be high. However, it is a given that the job should also be high on both Autonomy and Feedback. A low score on any of the two will pull the MPS down. A low score on any one of the three does not automatically mean that the job will have a low motivating potential, since it could be offset by a high score on any of the other two. Three Critical Psychological States According to Faturochman, the only way for the desirable outcomes to appear or materialize is for the individual to experience all three psychological states, and the only way to experience these states, is to possess the core job characteristics. Hackman and Oldham also mentioned motivation, which will definitely be high among individuals who are able to experience these psychological states. Experience meaningfulness of work Individuals have to feel that, when they are working, they are doing something meaningful. They feel that their work, in and of itself, is meaningful. This means that they have to feel that what they are doing is generally worthwhile or of value. It should also hold some importance or significance, especially with respect to a system or a set of values that the individual, on a personal level, believes in or accepts. Looking at the diagram of the model, we can easily see that there is a connection between meaningfulness of work and the first three core job characteristics. In short, a worker will be able to find more meaning in his job if skill variety, task identity and task significance are present. Meaningfulness of work and Skill Variety: Not only should the job require a variety of skills and talents; it should also have the appropriate number of skills and talents, and the appropriate skills and talents. Basically, requiring too many skills and talents may make the job too overwhelming and complex, so the worker will have difficulty keeping up with it. On the other hand, a job that requires too little skills and talents may make it too boring and not challenging at all. In the same vein, the skills and talents should be a fit for the job itself. There would be no point requiring a skill or talent that will not contribute to the accomplishment of a task. Take, for example, the job of a chauffeur. Driving is the most basic skill required of him, but in many organizations, they may also require the driver to have mechanical troubleshooting skills and a talent for making conversation, especially when the nature of their job requires them to drive guests and visitors around the city. Meaningfulness of work and Task Identity: The worker will feel more pride in their work when they are able to identify it wholly and completely. Another example given in several write-ups is the manufacture of a washing machine. In the assembly line of a washing machine manufacturing company, there is one worker whose only task is to add one nut to one bolt, in the exact same spot. If he has to do this one thing repetitively, throughout a six- to eight-hour shift, he will be less motivated than, say, another worker who is in charge of attaching the drum and other parts. Meaningfulness of work and Task Significance: Task significance is going to be high, because the employee is

aware that the results of his job will benefit not only himself, but other employees of the company as well. He will therefore find his job more meaningful and will be more motivated to come up with excellent project proposals. Experienced responsibility for outcomes of the work We are not talking here of just about any type of responsibility. In the context of the JCM, we are speaking of personal responsibility. The individual has to feel personally accountable for the outcomes or results of his work, or the tasks that he is doing. The worker will then use this freedom of action to make decisions on how to perform the job, such as making changes in the process, deciding on scheduling, and applying certain principles that he deems appropriate and beneficial to the accomplishment of the task. However, together with this freedom and autonomy is a sense of responsibility. Depending on the decisions made by the worker, he or she will be responsible for the results, whether it is a success or a failure. Knowledge of the actual results or outcomes It is a given that knowing the results or outcomes of your job will help you track or monitor your effectiveness in your job. It will also help you evaluate your job performance better. Having knowledge of the outcomes is important because: It will ensure that the worker is fully aware of the success or failure of his work and, in the process, allow them to learn from his mistakes. It will allow the worker to connect, on an emotional level, with the customers or end users of their outputs. Consequently, this will let them find more meaning in their work. Now let us take these three psychological states and relate them with the core job characteristics. The fifth core job characteristic “feedback” leads to the individual gaining knowledge of the actual results of the work-related activities of the job. An employee may derive motivation to perform his work from external sources. However, the best type of motivation would still be intrinsic motivation, which comes internally, or naturally in a worker. The simple definition of job satisfaction is the level of contentment of an employee with his or her job. This outcome focuses on the overall quality of how the work was performed.

Chapter 6 : Job Design : OSH Answers

Job Design - Page 3 LEIT Performance Technology and Training What job design changes are to be implemented? Conclusions of research show that at the individual level, design jobs with (1) optimum variety (2) a.

The more a person is required to use a wide variety of skills, the more satisfying the job is likely to be. Task identity – This dimension measures the degree to which the job requires completion of a whole and identifiable piece of work. Employees who are involved in an activity from start to finish are usually more satisfied. Task significance – This looks at the impact and influence of a job. Jobs are more satisfying if people believe that they make a difference, and are adding real value to colleagues, the organization, or the larger community. Autonomy – This describes the amount of individual choice and discretion involved in a job. More autonomy leads to more satisfaction. For instance, a job is likely to be more satisfying if people are involved in making decisions, instead of simply being told what to do. Feedback – This dimension measures the amount of information an employee receives about his or her performance, and the extent to which he or she can see the impact of the work. The more people are told about their performance, the more interested they will be in doing a good job. So, sharing production figures, customer satisfaction scores etc. Critical psychological states[edit] The five core job dimensions listed above result in three different psychological states. Experienced meaningfulness of the work: The extent to which people believe that their job is meaningful, and that their work is valued and appreciated comes from core dimensions Experienced responsibility for the outcomes of work: The extent to which people feel accountable for the results of their work, and for the outcomes they have produced comes from core dimension 4. Knowledge of the actual results of the work activity: The extent to which people know how well they are doing comes from core dimension 5. Techniques of job design[edit] See also: Job enlargement Hulin and Blood [7] define Job enlargement as the process of allowing individual workers to determine their own pace within limits , to serve as their own inspectors by giving them responsibility for quality control, to repair their own mistakes, to be responsible for their own machine set-up and repair, and to attain choice of method. Job enrichment has the same motivational advantages of job enlargement, however it has the added benefit of granting workers autonomy. Scientific management Under scientific management people would be directed by reason and the problems of industrial unrest would be appropriately i. This philosophy is oriented toward the maximum gains possible to employees. Managers would guarantee that their subordinates would have access to the maximum of economic gains by means of rationalized processes. Organizations were portrayed as rationalized sites, designed and managed according to a rule of rationality imported from the world of technique. The common elements in human relations theory are the beliefs that Performance can be improved by good human relations Managers should consult employees in matters that affect staff Leaders should be democratic rather than authoritarian Employees are motivated by social and psychological rewards and are not just "economic animals" [11] The work group plays an important part in influencing performance [12] See also: Sociotechnical systems Socio-technical systems aims on jointly optimizing the operation of the social and technical system; the good or service would then be efficiently produced and psychological needs of the workers fulfilled. Embedded in Socio-technical Systems are motivational assumptions, such as intrinsic and extrinsic rewards. Motivational work design[edit] The psychological literature on employee motivation contains considerable evidence that job design can influence satisfaction, motivation and job performance. Their overall concept consists of: Making larger work units by combining smaller, more specialized tasks. Mandating workers to be responsible via having direct contact with clients. Having employee evaluations done frequently in order to provide feedback for learning. Allowing workers to be responsible for their job by giving them authority and control. Herzberg theory consist of a Two Factor Theory: Hygiene Factors Economic theory[edit] In economics, job design has been studied in the field of contract theory. In this framework, researchers have studied whether tasks that are in direct conflict with each other for instance, selling products that are imperfect substitutes should be delegated to the same agent or to different agents.

Chapter 7 : What is job design? definition and meaning - theinnatdunvilla.com

This is job design at work. If tasks weren't grouped together properly, the janitor might be making your burger, yuck. Simply put, job design is the process of determining all the tasks associated.

Job design is important for an organization to perform the organizational activities in the most efficient and effective manner. It provides the required information about the incumbent and also specifies the way of performing the tasks. Therefore, job design is very important for the organization due to its benefits as follows:

Organizational Design The job design specifies the contents and procedures of performing the task in the organization. Hence, it helps in designing organizational structure. The organizational structure is determined by the job design process. It plays a key role in assessing the need and requirement of organizational structure. Job design also specifies organizational culture, norms and values that its members need to follow to achieve organizational goals.

Structure Of Competent Employee Job design is a systematic approach of providing job-related data and information on skills, knowledge and ability of the incumbent to perform the task. On the basis of the information provided by it, the job description and job specification schedule are prepared, which helps to the best suited candidate for the job. It provides a milestone to select the competent employee who is capable of performing the task well in the organization.

Motivation And Commitment Of Employees Job design makes the work more interesting and challenging, which motivates the employees for higher level of performance. The challenging and interesting job provides better pay for the employees which inspires them for better job performance. Along with motivation job design also brings high degree of commitment in them towards organizational objectives. This helps to increase organizational productivity and employee satisfaction at work.

Environmental Adaptation An organization is operated in a dynamic environment. Hence, any change in the environmental forces can have direct impact upon organizational performance. Therefore, a systematic job design process tries to address the change that has occurred in the organizational environment. The process of job design and job redesign is prepared in such a way that it adapts the change in the environmental forces.

Labor Relation A well prepared job design brings a harmonious relation between employees and management. On the other hand, poorly prepared job design creates employee-grievances , indisciplinary actions, greater employee turnover, greater absenteeism and conflict.

Methods Of Job Design

6. Quality Of Work Life A quality of work life is understood as an efficient relationship between employees and organizational working environment. A properly prepared job design leads to improvements in quality of work life. With a good design of work schedules, people see a growing future in organization which ultimately leads to high motivation at work and a positive change in their thoughts and beliefs. Finally, these changes will have a direct impact upon the quality of work life.

Organizational Productivity The job design specifies the contents and working procedures of how the task is performed. This leads to a positive change in job performance and job analysis. As a result of which, the organizational productivity will be enhanced through efficient work performance.

Chapter 8 : Job Design | Factsheets | CIPD

Job design is a very important function of staffing. If the jobs are designed properly, then highly efficient managers will join the organisation. If the jobs are designed properly, then highly efficient managers will join the organisation.

Delays in filling vacant positions Excessive working hours Limited understanding of the whole job process

Job design can be used to accommodate the abilities and diversity of individuals, including those returning to work following injury or illness. For example, job design is sometimes considered as a way to help deal with stress in the workplace. Is there a difference between job design and workplace design? Job design and workplace design are often used interchangeably because both contribute to keep the physical requirements of a job reasonable. Job design refers to administrative changes that can help improve working conditions. In comparison, workplace design concentrates on dealing with the workstation, the tools, and the body position that all influence the way a person does his or her work. Good workplace design reduces static positions, repetitive motions and awkward body positions. What are features of good job design? Mental energy such as boring or extremely difficult tasks. Allows for employee input. Employees should have the option to vary activities according to personal needs, work habits, and the circumstances in the workplace. Gives employees a sense of contribution and accomplishment. Includes training so employees know what tasks to do and how to do them properly. Allows for an adjustment period for physically demanding jobs. Provides feedback to the employees about their performance. Minimizes energy expenditure and force requirements. Balances static and dynamic work. Job design is an ongoing process. The goal is to make adjustments as conditions or tasks change within the workplace. What are common approaches to job design? Achieving good job design involves administrative practices that determine what the employee does, for how long, where, and when as well as giving the employees choice where ever possible. In job design, you may choose to examine the various tasks of an individual job or the design of a group of jobs. Approaches to job design include: Job enlargement should add interest to the work but may or may not give employees more responsibility. Job rotation moves employees from one task to another. It distributes the group tasks among a number of employees. Job enrichment allows employees to assume more responsibility, accountability, and independence when learning new tasks or to allow for greater participation and new opportunities. Work Design Job Engineering: Work design allows employees to see how the work methods, layout and handling procedures link together as well as the interaction between people and machines. What are the overall goals of job design? Goals can be in many difference areas and include: Task Variety To alleviate boredom, avoid both excessive static body positions and repetitive movements. Design jobs to have a variety of tasks that require changes in body position, muscles used, and mental activities. Two methods are job enlargement and job rotation. Alternatively, the tasks may include working in the same department, but changing tasks every hour. For example, in a laundry facility employees can rotate between various stations sorting, washer, dryer, iron, etc as long as it provides for a change in physical or mental expenditure. Skill Variety Through job enlargement and job enrichment, often new skills are required. Learning skills is often linked to job satisfaction, good mental health, and well-being. More frequent but shorter breaks sometimes called "micro breaks" are sometimes preferable to fewer long breaks. During rest breaks, encourage employees to change body position and to exercise. It is important that employees stretch and use different muscle groups. If the employee has been very active, a rest break should include a stationary activity or stretching. Allowance for an Adjustment Period When work demands physical effort, have an adjustment period for new employees and for all employees after holidays, layoffs, or illnesses. Allow time to become accustomed to the physical demands of work by gradually "getting in shape. Provide Training Training in correct work procedures and equipment operation is needed so that employees understand what is expected of them and how to work safely. Training should be organized, consistent and ongoing. It may occur in a classroom or on the job. Vary Mental Activities Tasks should be coordinated so that they are balanced during the day for the individual employee as well as balanced among a group of employees. You may want to allow the employee some degree of choice as to what types of mental tasks they want to do and when. Some people may prefer routine tasks in the morning such as

checklists or filling in forms and save tasks such as problem solving until the afternoon, or vice versa. Can I use job design for teams? Since most tasks are not done in isolation, job design is very often used for a group of employees. In some cases, teams can be created that have an overall responsibility for larger task or set of tasks. It is up to the team to decide how the job will be accomplished, which individual will do what tasks, and when. In most cases, team members will have many skills which allow them to change jobs from time to time. What steps should I take when carrying out a job design project? Although there are many ways to carry out job design, the following stages are essential: Do an assessment of current work practices. Is job design needed or feasible? Discuss the process with the employees and supervisors involved and be clear about the process, or any changes or training that will be involved. Do a task analysis. Examine the job and determine exactly what the tasks are. Consider what equipment and workstation features are important for completing the tasks. Coordinate the different tasks so each one varies mental activities and body position. Be careful not to under or overload the job. Implement the new job design gradually. You may want to start on a small scale or with a pilot project. Train employees in the new procedures and use of equipment. Allow for an adjustment period and time to gain experience with the new job design. Get Feedback and Re-evaluate job design on a continual basis. Make any necessary adjustments. Be sure to get feedback from all those involved. You may also want to establish a committee to represent the various groups involved. Job design should involve employees, unions, the health and safety committee and managers during the entire process. Participation of all parties increases communication and understanding. Be clear that purpose of the job design is to strengthen the operations and its workforce, not to eliminate jobs or sets of skills. What is an example of a job design checklist?

Chapter 9 : Job Design Methods: Rotation, Simplification, Enlargement and Enrichment of Jobs

Job design is the deciding of a job's key contents, from the duties and responsibilities involved to the systems and procedures followed by the person in that role. The purpose of job design, or redesign, is to optimise the work process and improve productivity. This factsheet examines job design.

What is Job Design? Meaning Job design means to decide the contents of a job. It fixes the duties and responsibilities of the job, the methods of doing the job and the relationships between the job holder manager and his superiors, subordinates and colleagues. Job design also gives information about the qualifications required for doing the job and the reward financial and non-financial benefits for doing the job. While designing the job, the needs of the organisation and the needs of the individual manager must be balanced. Needs of the organisation include high productivity, quality of work, etc. Needs of individual managers include job satisfaction. That is, they want the job to be interesting and challenging. Jobs must not be made highly specialised because they lead to boredom. Importance of Job Design Job design is a very important function of staffing. If the jobs are designed properly, then highly efficient managers will join the organisation. They will be motivated to improve the productivity and profitability of the organisation. However, if the jobs are designed badly, then it will result in absenteeism, high labour turnover, conflicts, and other labour problems. Factors Affecting Job Design The guidelines influencing or factors affecting job design are depicted below. Proper scope of job The scope of the job should be proper. If the scope is narrow less , then the job will not be challenging. It will not give an opportunity for development. The manager will not get satisfaction after completing an easy job. If the scope of the job is very wide, then the manager will not be able to handle it properly. This will cause stress , frustration and loss of control. Therefore, scope of the job must be balanced and proper. Full-time challenge of the job The job should be so challenging that it takes up the full-time and effort of the manager. So, the service of the manager must be fully utilised. If not, the manager will have a lot of free time. He will use this free time to interfere in the work of his subordinates. This will cause problems and conflicts because subordinates do not like unnecessary interference from their superiors. Managerial skills The skills of the manager should be considered before designing his job. All managers do not have equal skills. So jobs should be designed after considering the skills of the manager. So, a manager having a high level of skill should be given very challenging jobs while a manager having a low level of skill should be given fewer challenging jobs. Jobs must be made flexible so that it can be changed according to the skills of the manager. We cannot use the same job design for all organisations. Individual likes and dislikes People have different likes and dislikes. Some people like to work alone while some people prefer to work in groups. Some people want to do only planning and decision making while other people like to implement these plans and decision. So, individual likes and dislikes must be considered while designing the job. Organisational structure Organisational structure also affects the job design. Technology The level of technology used by the organisation also affects the job design. An organisation having a high level of technology will have different job designs compared to an organisation having a low level of technology.