

## Chapter 1 : Job Design: Process, Benefits or Objectives, Methods in HRM

*Job design is the process of formation of structure to work activities. This is a systematic process of organizing specific job. It is thus, the logical sequence of job analysis which provides the job related data and skill requirement of the incumbent.*

Job Pricing Job analysis plans the job and analyses the roles and responsibilities which are core to the job but Job design makes the job better and basically updates the job so that it remains relevant. The factors that affect the process of job design are the task characteristics, workflow, ergonomics, work practices, employee abilities and availability, social and cultural expectations and feedback. Importance of Job Design Job design is very important because this is the process which makes sure that the job remains updated and is relevant to the employee. The main objective here is to reduce dissatisfaction which comes while doing the job on a daily basis. This dissatisfaction can lead to employee leaving the organization and causing issues for the company. Job design has the primary responsibility of regularly updating the job. Job Design Methods Job design is critical in understanding the various factors of a job like duties, techniques required, hierarchies, skill-sets required, motivation of employees etc. There are several ways in which the requirements of a job can be identified. The main job design methods are mentioned as below: Employees are rotated across various job profiles and the best-suited roles are identified. Job design method based on complexity of work can be understood by job simplification. Job enrichment method of job design looks at enriching the work of the employee by adding more responsibility, value and decision-making powers. This enriches an individual not only professionally but also adds to personal development. Some advantages of job design are: Job design helps create a job profile which can motivate the employees at work place and reduce dissatisfaction. This ensures that the job is simplified or broken down to employees, especially for those who have limited skills and are lesser learned. Effective job design can expose the employees to a wider set of roles and help them understand the best role suited to them. Job design also sees what training and development is required for employees to increase employee productivity. It can help understand the employee output, efficiency, work-load and the number of hours required for work vs rest. Disadvantages of Job Design There are some issues or drawbacks of job designs as well based on the techniques used: Job simplification method of job design can lead to monotonous work and boredom. Job design by enrichment gives too much control to senior employees which can lead to poor results or conflicts with lower staff. Enlargement can cause employees to lose focus on core competencies. Hence, this concludes the definition of Job Design along with its overview. Advertisements Browse the definition and meaning of more terms similar to Job Design. The Management Dictionary covers over business concepts from 6 categories.

### Chapter 2 : Job design - Wikipedia

*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 design is the process of formation of structure to work activities. This is a systematic process of organizing specific job. It is thus, the logical sequence of job analysis which provides the job related data and skill requirement of the incumbent. It is the management function of organizing tasks, duties and responsibilities into a unit of work. It helps to set the purpose, fix and task characteristics and duties. Job design is another words, can be defined as the integration of job content and the method of doing the job. This combines the qualification, skills and experience required for the job intrinsic and extrinsic rewards associated with job, and the basic relationship between organizational needs and employee needs. Characteristics and Steps of Human Resource Strategy Job design affects the productivity of employees and hence organization. Scientifically designed job becomes the basis of employee motivation. Poorly designed job decreases the productivity or organization as they discourage employees. Job design is the subject matter to change. It may be affected by so many factors like job factors, organizational factors, behavioral factors, technological factors and environmental factors. So, it should be changed or modified from time to time. For our purpose, job design is the process of collecting job related information and grouping them in such a way that a manageable job can be created with sufficient motivational reward system. This prepares not only the job package but also the qualification, skills, experience and additional qualities required for the job. Job design, in this way, prepare the job description What to do? In broader sense, job design is the process of creating organizational structure so that the basis of evaluation of job and hierarchy is estimated. It is the basis of functional relationship between various areas of functions. Job design is the process of creating identical jobs with sufficient information regarding work activities to be carried out including the skills, experience and qualification required to conduct the job more efficiently and effectively. It designs the sufficient intrinsic and extrinsic reward system associated with the job. A typical job design process consists of following parts: Specification of individual tasks: At beginning, all the tasks to be conducted are identified. In this step, individual tasks are simplified as far as possible. Combination of task into jobs: Job is the group of similar tasks in terms of nature and responsibilities as well as skills combined together to form different jobs. Jobs need to be simple in the sense that they need to be scientific systematic. In this step, jobs are prepared and assigned to the concerned department and employees. After designing jobs, specific methods to conduct these are identified. Specification of methods not only provides the basic guidelines to perform the job but also helps to get the similar jobs done uniformly. This can be changed with the change in technology as well as advancement in the methods. Job design is the basis of motivation to employees. Scientifically designed job increase the productivity of the organization. This is the very first condition to perform the organizational activities in an effective and efficient way to attain the organizational goals. Following major benefits can be attained because of job design: Job design collects the similar activities into a package i. This helps to prepare the logical relation between different job responsibilities. Job design designs different position in the organization. This ultimately helps to prepare the organizational structure. Job design provides the basic information for designing the organizational structure. Help in HR Planning: Human resource planning requires some fundamental information regarding the job. Job design not only prepares the jobs but it estimates the minimum skills qualification and experience required to different jobs. It determines the number of jobs available in an organization. This helps to plan regarding the human resource acquisition, development, utilization and maintenance. Human resource acquisition and selection: Getting right man at the right job is another important purpose of job design. It prepares the information regarding skills, qualification, experience and the expertise required to accomplish the job in best possible way. This determines the things to be done as well as its specification. This helps to search and select right man at the right job. Perfect job design reduces the risk of selecting wrong employees to the job. Employee motivation and commitment: Job design helps to allocate job responsibilities according to interest, skills, and expertise of employees. This

limits the job responsibilities upto skills and expertise. Job design makes the job more interesting and challenging. It provides the avenue of personal growth. All these things provide the motivation to employees and increase the level of satisfaction too. Motivated employees commit for best performance. Productivity and efficiency of such motivated and committed employees remains the maximum level. Industrial relation is being vital in modern business age. Success or failure of organization largely depends upon the relation between management, employees and government. Properly designed job increases the job satisfaction in employees. There will be no conflict in responsibilities and goals in between jobs if they are designed scientifically. Such job decreases the employees grievances, indisciplinary actions, employees and management. This ensures the success of organization. Better quality of life: Quality of work life indicates the state of working condition. This is one of the most important indicators to increase the job satisfaction. Quality of work life is the relationship between employees and working environment. Better quality work life increases the job satisfaction and helps to create harmonious relationship between employees and management. Properly designed job increases the quality of work life. It provides the interrelationship between different jobs, makes the area of responsibility clear, provides clear schedule of work, creates group of employee right for the appropriate job. All these things help to improve the quality of work life. Positive changes in job design also help to change the attitude and belief of employees to make them favorable for organizational benefits. Features, Importance, Mechanisms 7. Properly designed jobs become scientific for responsibility distribution, skills requirement and inter job relationship. Job design helps to select right man at right job. Employee job satisfaction and commitment in such case become high. Self motivated and directed employees need less supervision. This helps to reduce supervision cost. Business environment is ever changing. To grab the business opportunities from the competitive market, organizations must change their products, technology, way of doing things, etc. So, job once created may not be effective forever. They need to be improved and empowered. Such activities in job are done through job design and hence organization creates goods and products with greater customer expectation. So, job design helps to adopt the changing environment. Job designed scientifically will motivate employees for job commitment. Such jobs reduce the absenteeism, turnover, grievance, frustration and lower productivity. Committed employees pay their total effort for organizational betterment. These things help to attain organizational goal as per planning. Job should be designed in such a way that job requirement and job specification should be balanced. Organizations should conduct variety of jobs ranging from simple to complex. Job should not be over loaded as well as under loaded. They need to balance the responsibility and authority. Jobs need to be linked vertically and horizontally. There are different methods or techniques available for job design. Some of them are classical approach, socio-technical system approach and Behavioral approach. Here is a brief description about these methods: Classical approach of job design is initiated by F.

*Adjustments: 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.*

How to Design a Job How to Design a Job Job design refers to the way that a set of tasks, or an entire position, is organized. Job design helps to determine: Allow for employee input. Employees should have the option to vary activities according to personal needs, work habits, and the circumstances in the workplace. Give employees a sense of accomplishment. Include training requirements so employees know what tasks to do and how to do them properly. Provide feedback to the employees about their expected performance. Assessment The first step is to assess current work practices. Discuss the process with supervisors involved and be clear about the process and any process changes or training that will be involved. Conduct a task analysis by examining the job and determining exactly what the tasks are, identifying potential problem areas. Design The second step is to design the job. Identify the methods for doing the work, work schedules, interactions, training requirements, and equipment needed. Coordinate the different tasks and be careful not to either under or overload the job. Recruitment and employment is expensive and resource intensive. Consider sharing the work by the current staff. This saves money and time, and might present an opportunity for staff development. It may be more cost-effective to have the work performed on a short-term temporary or consultant basis. Discuss the new position with staff directly or indirectly affected by the job, asking for their views and explaining the purpose of the job and how it will impact on them. Availability of skills and experience: A job requiring community development experience and a technical qualification may demand an unusual combination of skills in one person. It may be better to employ two people – a full-time community development expert, and a consulting engineer to assist as necessary. The current organizational structure must provide adequate support for the position and enable it to be effective. This includes sufficient authority, resources and management support to be able to achieve its purpose. Ensure there will be no job overlap or conflict with others. Be clear about the specific role of the new job and how it fits into the organization. Allow for adequate time to do the job. The incumbent must be able to reasonably manage the workload during normal working hours, taking into account the impact of any special requirements. Job satisfaction and motivation are important factors influencing how long employees stay in the job. Give staff as much control and authority as possible over how they carry out the job; ensure there is sufficient variety in the job to maintain their interest; and providing development and learning opportunities. Re-assess The final step is to re-evaluate the job design on a regular basis, making necessary measures an adjustments. A well designed job, which mutually benefits the employee and you, lays the foundation for a successful recruitment and retention program. A carefully crafted job also frames work expectations and creates an environment that encourages both the employee and Rutgers to succeed. Rutgers University Human Resources.

**Chapter 4 : Benefits of Job Design | Human Resource Management**

*Some of the most important methods/techniques of job design are as follows: 1. Work Simplification 2. Job Rotation 3. Job Enrichment 4. Job Enlargement. How to design jobs? Jobs can be designed to range from very simple to highly complex depending on the use of the worker's skills. Under this.*

Human Resource Planning And Job Design Human Resource Planning And Job Design Essay Planning is a process in which managers forecast different issues for the company in the short term as well as for the long term objectives so that it can be achieved within a time frame efficiently and effectively. Schuler and Susan E. Human resource management is a process which gives design of formal system in an organization to ensure the effective and efficient use of human skills and competencies to achieve organizational goals. Human resource planning basically promotes strategic planning for organization which provides a clear picture of overall mission and vision of the company. For effective HR plan it should be matched with the organizations long term plans and it is the job of HR department to match the right type of people which fits with the overall corporate planning of an organization. The HR demands and needs are basically derived from the organizations short and long term plans which identify what amount of human resource company needs in the short term and what amount of people they will be needed in near future for available vacancies. Determine the impact of organizations objectives on individual or specific units in organization. Then define the skills, competencies, expertise and total number of employees needed to achieve the organizational strategic and operational objective of the company as well as of different departments. Determine the additional human resource requirements in light of the organizations current human resources. Then finally develop the action plans needed to meet the anticipated human resource needs. When companies are developing their HR plans, they ask certain fundamental questions before developing and type of strategy. The first question is why does the organization exist the second question is what different and unique contributions does it make and the third question is what are the underlying values and motivations of owners and key managers. First and the most important issue that HR managers have to face is Develop HR plans for the long and short term objectives. HR managers must consider allocation of people to jobs over longer periods of time. Not for one or two months but for next several years. The allocations of these peoples require lot of knowledge as they have to take care of any unforeseen event like expansion or reduction from the Human resource of the company. On the basis of these, HR departments have to assign jobs and tasks to various people working for the organization, shift employees based on the skills required for various jobs, hire fresh people for new jobs in present or for future openings, reduction or cutting of human resource from various departments or retaining present employees. Tung, HR plans provide a road map for the company as it defines from where employees can be obtained in future, when employees will be needed for specific jobs. It is defined as the process of studying the environment of the organization to pinpoint opportunities and threats. Scanning the environment affects HR Planning because each company looks the Human resource from the same labor market. Scanning helps us to determine what amount of labor is available and what skills are present in them. The main factors that affect labor supply include Government policies, economic conditions, geographic conditions and competitive condition which include workforce compositions and workforce patterns. Forecasting is the process in which we identify expected future conditions based on the information from the past as well as from the present so that we can meet our future objectives. Robbins and Mary Coulter, HR Forecasting should be done in three different stages that is Long term, Intermediate and short term. HR managers should identify their objectives according to the time frame defined. There are certain techniques that managers can implement to manage the human resource surplus. It is the process of reducing the size of organizational workforce. There are two main reasons why companies have to make decisions to downsize their workforce. First is that many organizations have not been in competed effectively with foreign and domestic competition. Higher costs of Human resource and changing of technology continuously have forced to reduce the number of employees working for them as their financial performance is not been according to the costs they are giving. Another factor for downsizing in industries is due to mergers and acquisitions of different companies



which ultimately increase their human resource capacity which forces the managers to lay off employees that would not be needed in near future. Downsizing can be in form of attrition and hiring freezes, early retirement buy outs, layoffs and etc. Peter Ferdinand Drucker, It is the process of organizing tasks, duties and responsibilities into a productive unit of work. It also depends upon how jobs are designed, because if jobs are not designed effectively and efficiently then individuals might get distracted from doing that job or they may not continue that job for a longer period. Job design is given a high priority in different companies for certain factors which includes Job design can influence performance on various jobs, especially where employee motivations play an important factor. Lower cost of HR planning and controlling of absenteeism and turnover of employees are also directly related with effective job design. Job design also affects job satisfaction because different people need different job characteristics for the same job. Montana and Bruce H. Job Enlargement and Job Enrichment: Job enlargement is defined as the scope of broadening job by expanding the number of tasks that has to be performed in a single job. Whereas Job enrichment is defined as increasing the depth of the job by giving additional duties of planning, organizing, Leading and controlling. Managers have to decide that what amount of jobs needs to be Enlarge and Enriched within the organization. Some examples of job enlargement and job enrichment include giving full authority to subordinates so that he or she can perform his job in his own manner. Giving feedback reports directly to managers rather than to top management. It is the process of shifting of person from one job to another so that they can learn variety of work under different departments. This technique is used for Management Trainee and Internees when they join the company at initial level. Job characteristics are very important factor when designing jobs. It is the picture of job that represents the characteristics of job and from which managers design jobs accordingly. Factors include skill variety, Task identity, task significance, autonomy, feedback. Daft, Reengineering Jobs is also a very useful technique that HR managers use which states rethinking and redesigning jobs to improve cost, accuracy, service and effectiveness. This technique helps managers to improve their chances of getting the job on the right track with minimum time and maximum efficiency. Lado and Mary C. Job design are made by keeping this factor in mind as one of the key issues. Controlling absenteeism is an important task that managers should control that. Voluntary absenteeism is controllable easily if managers understand its causes and try to figure out its solution. We can control under three different categories which includes Disciplinary Approach, Positive Reinforcement, or Combination Approach. It is the process in which employees leave the organization at middle of their jobs and their vacancies will be replaced by other persons either from within the organization and outside the organization. Turnover is also classified as voluntary or involuntary. Involuntary occurs when employees are fired whereas voluntary turnover occurs when employee leaves the company by its own choice. Turnover of employees can be controlled by giving them realistic job previews so that the realities of job match with the expectations of new employees of a particular job. Improving Research and Practice through Theory Development. Wiley Periodicals, Inc [Internet], Sep 23 2 pp.

**Chapter 5 : How to Design a Job | Rutgers University Human Resources**

*Job design is the process of organizing work as group of tasks, arranging and defining the job process and structure at the workplace depending on the job analysis performed.*

Quantitative Methods of Job Evaluation Job enrichment is an attempt to motivate employees by giving them the opportunity to use the range of their abilities. It is an idea that was developed by the American psychologist Frederick Herzberg in the s. It can be contrasted to job enlargement which simply increases the number of tasks without changing the challenge. An enriched job should ideally contain: A range of tasks and challenges of varying difficulties Physical or Mental A complete unit of work - a meaningful task Feedback, encouragement and communication Job enrichment is a type of job redesign intended to reverse the effects of tasks that are repetitive requiring little autonomy. The underlying principle is to expand the scope of the job with a greater variety of tasks, vertical in nature, that require self-sufficiency. Job Enrichment is the addition to a job of tasks that increase the amount of employee control or responsibility. It is a vertical expansion of the job as opposed to the horizontal expansion of a job, which is called job enlargement. Job enrichment adds new sources of job satisfaction by increasing the level of responsibility of the employee. While job enlargement is considered a horizontal restructuring method, job enrichment is a vertical restructuring method by virtue of giving the employee additional authority, autonomy, and control over the way the job is accomplished. Also called job enhancement or vertical job expansion. Many employers traditionally believed that money was the only true motivating factor for employees and that if you wanted to get more work out of employees, offering them more money was the only way to do it. While that may be true for a small group of people, the majority of workers today like to work and to be appreciated for the work they do. Job enrichmentâ€™ allowing the employees to have more control in planning their work and deciding how the work should be accomplishedâ€™ is one way to tap into the natural desire most employees have to do a good job, to be appreciated for their contributions to the company, and to feel more a part of the company team. The first dimension, known as hygiene factors, involves the presence or absence of job dissatisfactors, such as wages, working environment, rules and regulations, and supervisors. When these factors are poor, work is dissatisfying and employees are not motivated. However, having positive hygiene factors does not cause employees to be motivated; it simply keeps them from being dissatisfied. These motivators are what actually increase job satisfaction and performance. Job enrichment seeks to find positive ways to address each of these areas and therefore improve employee motivation and personal satisfaction. Skill variety involves the number of different types of skills that are used to do a job. However, using a variety of skills in a job will tend to keep the employee more interested in the job and more motivated. One way businesses are focusing on this area is through job rotation, that is, moving employees from job to job within the company, thereby allowing employees a variety of tasks in their work and helping prevent boredom. While this process can be costly to the company because employees must be trained in several different areas, the cost tends to be balanced by the increase in morale and productivity. Job rotation also gives each employee the opportunity to see how the different jobs of a company fit together and gives the company more flexibility in covering tasks when workers are absent. Having to know several different jobs in order to rotate, can prevent employees from becoming proficient at any of the jobs. Therefore, the advantages and disadvantages of job rotation as an enrichment strategy have to be carefully weighed. Task identity is a matter of realizing a visible outcome from performing a task. Being able to see the end result of the work they do is an important motivator for employees. One way to make task identity clearer is through job enlargement, which means adding more tasks and responsibilities to an existing job. For example, instead of building just one component part of a humidifier, a team of employees builds the entire product from start to finish. When using job enlargement as an enrichment strategy, it is important that enlarging the job gives the employee more responsibility and more variety, not just more work. Task significance involves how important the task is to others in the company, which is important in showing employees how the work they do fits in with that done in the rest of the organization. If employees can see how their work affects others, it will be a motivator to do the best job they

can. Many companies take new employees on a tour of the company and provide training sessions on how each part of the company works together with the other parts. In order to accept and handle responsibility, it is important that employees know how the various areas of the company work together; without this knowledge, it is very difficult for them to handle decision-making responsibilities. Putting employees from different areas of the company into planning teams can also help them see the significance of the tasks they perform. Autonomy involves the degree of freedom, independence, and decision-making ability the employee has in completing assigned tasks. Most people like to be given responsibility; it demonstrates trust and helps motivate employees to live up to that trust. Responsibility can also help speed up work processes by enabling the employee to make decisions without having to wait for management approval. Autonomy is a very important part of job enrichment because it gives the employee power and a feeling of importance. A type of job enrichment that restructures work to best match the employee to the job is job redesign. The idea behind job redesign is to match employees with a job they like and are best qualified to perform. Self-managed teams are a type of job design whereby employees are grouped into teams and given certain guidelines to follow as well as goals to accomplish and then left alone to accomplish those goals. Feedback describes how much and what type of information about job performance is received by the employee. It is one of the most important areas for motivation. Without feedback, employees have no way of knowing whether they are doing things correctly or incorrectly. Positive feedback helps to motivate employees by recognizing the efforts they have put into their work. While monetary rewards for doing a good job can be a strong incentive, sometimes saying "you did a really good job on that project" can mean just as much. Corrective feedback is also important because it lets employees know what areas need improvement.

**Job Enrichment Options**

The central focus of job enrichment is giving people more control over their work. Lack of control is a key cause of stress, and therefore of unhappiness. Where possible, allow them to take on tasks that are typically done by supervisors. This means that they have more influence over planning, executing, and evaluating the jobs they do. In enriched jobs, people complete activities with increased freedom, independence, and responsibility. They also receive plenty of feedback, so that they can assess and correct their own performance. Here are some strategies you can use to enrich jobs in your workplace:

- **Rotate Jobs** – Give people the opportunity to use a variety of skills, and perform different kinds of work. The most common way to do this is through job rotation. Move your workers through a variety of jobs that allow them to see different parts of the organization, learn different skills and acquire different experiences. This can be very motivating, especially for people in jobs that are very repetitive or that focus on only one or two skills.
- **Combine Tasks** – Combine work activities to provide a more challenging and complex work assignment. This can significantly increase "task identity" because people see a job through from start to finish. This allows workers to use a wide variety of skills, which can make the work seem more meaningful and important. For example, you can convert an assembly line process, in which each person does one task, into a process in which one person assembles a whole unit. You can apply this model wherever you have people or groups that typically perform only one part of an overall process. Consider expanding their roles to give them responsibility for the entire process, or for a bigger part of that process.
- **Identify Project-Focused Work Units** – Break your typical functional lines and form project-focused units. For example, rather than having all of your marketing people in one department, with supervisors directing who works on which project, you could split the department into specialized project units - specific storyboard creators, copywriters, and designers could all work together for one client or one campaign. Allowing employees to build client relationships is an excellent way to increase autonomy, task identity, and feedback.
- **Create Autonomous Work Teams** – This is job enrichment at the group level. Set a goal for a team, and make team members free to determine work assignments, schedules, rest breaks, evaluation parameters, and the like. You may even give them influence over choosing their own team members.
- **Implement Participative Management** – Allow team members to participate in decision making and get involved in strategic planning. This is an excellent way to communicate to members of your team that their input is important.
- **Redistribute Power and Authority** – Redistribute control and grant more authority to workers for making job-related decisions. The more control you can give them for evaluating and monitoring their own performance, the more enriched their jobs will be. Rather than have your quality control department



go around and point out mistakes, consider giving each team responsibility for their own quality control. Implementing a Job Enrichment Program Step One – Find out where people are dissatisfied with their current work assignments. Like any motivation initiative, determine what your people want before you begin. Surveys are a good means of doing this. Go to the source - and use that information to build your enrichment options. Step Two – Consider which job enrichment options you can provide. The way that you design the enriched jobs must strike a balance between operational need and job satisfaction. If significant changes are needed, consider establishing a "job enrichment task force" - perhaps use a cross-section of employees, and give them responsibility for deciding which enrichment options make the most sense. Step Three – Design and communicate your program. Work with your managers to create an enriching work environment that includes lots of employee participation and recognition. Advantages of job enrichment Interesting and challenging job: Ego and esteemed needs, self-actualization etc. These needs can be achieved through job enrichment. Reduces work load of superiors: When decisions are taken by juniors the seniors work load is reduced. Disadvantages of job enrichment Job enrichment is based on the assumptions that workers have complete knowledge to take decisions and they have the right attitude. In reality this might not be the case due to which there can be problems in working. Job enrichment has negative implications ie. Along with usual work decision making work is also given to the employees and not many may be comfortable with this. This might lead to ego problems. This method will only work in certain situations. Some jobs already give a lot of freedom and responsibility; this method will not work for such jobs. Some people are internally dissatisfied with the organization. For such people no amount of job enrichment can solve the problem.

### Chapter 6 : Job Design: Top 4 Techniques of Job Design – Explained!

*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.*

A description of each of these follows: The various factors under organisational factors include task features, work flow, ergonomics, work practices, etc. A brief description of these follows: A job design involves a number of tasks performed by a group of workers. An ideal job design needs to integrate all these three features of tasks to be performed. The very nature of a product influences the sequences of jobs, i. In order to perform work in an effective and efficient manner, the tasks involved in a job need to be sequenced and balanced. Consider the car as a product. The frame of a car needs to be built before the fenders, and similarly the doors will be built later. Thus, once the sequences of tasks are determined, and then the balance between tasks is established. Ergonomics refers to designing and shaping job in such a manner so as to strike a fit between the job and the job holder. Practice means a set way of doing work based on tradition or collective wishes of workers. While designing jobs, these work practices need to be taken into consideration. Taylor determined work practices by time and motion study. Such determination requires repeated observations. Another limitation of this method is its applicability only when production is underway. These are discussed one by one. Social and Cultural Expectations: Gone are days when workers were ready to do any job under any working conditions. But, with increase in their literacy, education, knowledge, awareness, etc. In view of this, jobs for them need to be designed accordingly. It is due to this reason that the job design now is characterised by the features like work hours, rest breaks, vacations, religious beliefs, etc. Employee Ability and Availability: The various task elements should be included in accordance with the employee abilities and capabilities. Incorporating job elements beyond the employee ability will be causing mismatch between the job and the job holder. Therefore, due consideration should be given to employee ability while determining job design. Henry Ford did follow it. He made job design simple and requiring little training for assembly line considering that most potential workers lacked any automobile-making experience. Behavioural factors are based on the premise that people are influenced to work to satisfy their needs. Higher the need, more one finds job challenging. Research studies report that jobs that give autonomy to workers also increase sense of responsibility and self esteem. On the contrary, absence or lack of autonomy can cause workers apathy to jobs and, in turn, low and poor performance. Workers perform jobs effectively that offer them opportunity to make use of their abilities. Workers find such jobs as interesting and challenging. Job design should be determined in such a way that workers receive meaningful feedback about what they did. Feedback helps workers improve their performance. Lack of variety, or say doing the same work, causes boredom which, in turn, leads to fatigue. Fatigue causes mistakes and accidents. But, by incorporating elements of variety in the job, boredom, fatigue and mistakes can be avoided and the job can be done in more effective and efficient manner.

**Chapter 7 : What is job design? definition and meaning - [www.nxgvision.com](http://www.nxgvision.com)**

*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.*

A discussion of each of these is in order. Under this method, the job is simplified by breaking it down into small sub-parts. Then, each part of the job is assigned to a worker who does the same task over and over again. This enables the worker to gain proficiency and fitness in doing the repetitive task. This increases worker's productivity, on the one hand, and, in turn, profits, on the other. The training costs of so simplified jobs are virtually nil because very low level of skill is required to do these simplified jobs. However, due to the repetitive job, workers feel boredom. They tend to remain absent frequently. Boredom also leads to mistakes and accidents. Thus, the company may not always reap the benefits of task specialization due to work simplification. Job rotation implies the moving of employees from job to job without any change in the job. In case of job rotation, an employee performs different jobs, but of the same nature. The advantages of job rotation are: However, job rotation suffers from certain disadvantages also: Job enlargement involves adding more tasks to a job. This is a horizontal expansion in a job. By adding more tasks to job, job enlargement expands job scope and gives variety of tasks to the job holder. Job enlargement reduces boredom and monotony by providing the employee more variety of tasks in the job. Thus, it helps increase interest in work and efficiency. A recent study found that by expanding the scope of job, workers found benefits such as more satisfaction, enhanced customer service, and less errors. It is said that job enlargement removes boredom and contributes to employee motivation. Even with job enlargement, the job could become boring to employee after a time especially when the job was already monotonous. That is very possibly the reasons why job enlargement is usually resisted by employees. Another approach to designing motivating jobs is job enrichment. Reasons for job enrichment being installed are varied. As such, human capabilities are not being fully utilised under such conditions and it is creating frustration among the workers and alienating them from their jobs. Moreover, workers today are better educated and higher paid. Job enrichment involves adding motivating factors to job. Thus, job enrichment is a vertical expansion of a job by adding more responsibility and freedom to do it. Job enrichment increases job depth, which refers to the degree of control employees have over their work. Job enrichment can improve the quality of work output, employee motivation, and satisfaction. Let a real case be quoted. Herzberg has outlined the process involved in a job enrichment programme. This is summarized in Table 5. Principles of Job Enrichment: Change aimed at enriching jobs

Motivation generated by the changes

1. Responsibility, achievement and recognition
4. Granting additional authority to an employee in his activity. Give more job freedom. Responsibility, achievement and recognition.
- Making periodic reports directly available to the worker himself rather than to his superior
- Internal recognition
6. Introducing new and more difficult tasks not previously handled. Growth and learning
7. Responsibility, growth and advancement.

*Contemporary Issues in job Design A number of contemporary issues in the design of work have emerged in the recent past. The issues include telecommuting, alternative work pattern, techno stress, task revision and skill development.*

While other forecasting methods and techniques are also used, these three are the most notable at Walmart: Bottom-up approach Trend analysis Delphi method The bottom-up approach analyzes human resource needs starting at the lowest level of the organizational structure. The company starts forecasting HR needs of frontline employees. On the other hand, trend analysis is used in human resource management to predict future HR needs based on current needs. For example, Walmart analyzes the series of recent HR changes and uses this information to extrapolate future HR needs. A current trend that shows an increasing demand for human resources indicates a larger workforce requirement in the future. In addition, the Delphi method forecasts future HR needs based on expert opinion. For example, HR experts can opine about the HR needs in opening a new Walmart store of a certain size. Walmart faces minimal concerns about the shortage of employees, especially sales personnel. The company receives a continuous influx of applicants for sales positions. However, Walmart experiences HR surplus when aggregate consumption declines. Such surplus is a challenge to human resource management because it translates to lower HR cost-effectiveness. Walmart uses the following approaches to determine HR needs and prevent surpluses or shortages: An increase in workforce size usually happens when the company expands or opens new stores. A significant gap means reduced HR cost-effectiveness or inadequacy in meeting organizational needs. Walmart uses gap analysis to decide on changing recruitment efforts. The company has a gap allowance or threshold. Balancing Supply and Demand. Walmart balances HR supply and demand by adjusting the compensation strategy and recruitment efforts. These adjustments are based on trends in internal human resource demand and the rate of applicant entry. Walmart can easily adjust its recruitment efforts without significantly impacting financial performance. On the other hand, changes in compensation are also used to prevent an imbalance in HR supply and demand. Theoretically, higher wages attract more applicants. This organizational structure makes it easy to specify distinct characteristics for each job. The structure has clear lines of authority, lines of communication, and lines of command. Walmart has clear and distinct definitions for every job position and level of the structure. Methods of Job Analysis. Walmart uses work-oriented job analysis and worker-oriented job analysis. The company applies work-oriented job analysis for sales positions. The purpose of this method is to provide information about tasks and outcomes. Walmart applies this method in the form of interviews and direct observations. Interviews are conducted to analyze the jobs of team leaders and supervisors. On the other hand, the worker-oriented job analysis method provides information on interpersonal, cognitive and perceptual abilities. Walmart uses this method to analyze managerial jobs. A specific application of this method is through the Work Profiling System WPS , which is designed for managerial positions. As the largest retailer in the world, Walmart has a wide variety of job descriptions.

*1 Human Resource and Job Design Operations Management Chapter 10 Interdependence of Organizational and Human Resource Strategy Competitive Strategy--Domestic.*

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.