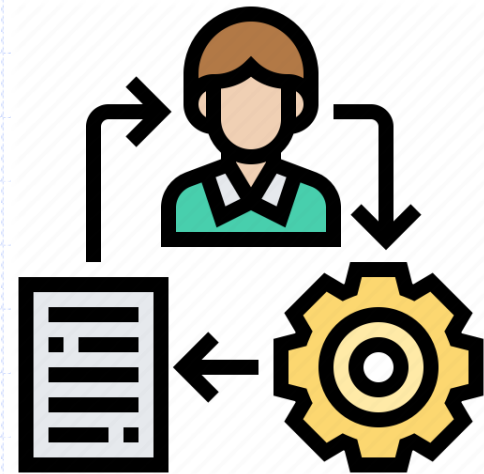


Human Resource Management And Development

Topic:
Job Design



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Overview of Job Design.

- ◆ Jobs are the foundations of organizational *productivity* and employee *satisfaction*.
- ◆ How well jobs are designed—will play an increasingly important role in the success and even survival of many organizations.

Job design

- The design of a job reflects the Organizational, environmental and behavioral demands placed on it.
- Poorly designed jobs may lead to lower productivity, employee turnover, absenteeism, complaints, sabotage, unionization, resignation and other problems.

Elements of Job Design

While designing a job, the following three main elements are kept in consideration;

Organizational Elements	Environmental Elements	Behavioral Elements
<ul style="list-style-type: none">• Mechanistic Approach	<ul style="list-style-type: none">• Employee abilities and availability	<ul style="list-style-type: none">• Autonomy
<ul style="list-style-type: none">• Work flow	<ul style="list-style-type: none">• Social and cultural expectations	<ul style="list-style-type: none">• Variety
<ul style="list-style-type: none">• Work practice		<ul style="list-style-type: none">• Task identity
<ul style="list-style-type: none">• Ergonomics		<ul style="list-style-type: none">• Task significance
		<ul style="list-style-type: none">• Feed back

1. Organizational Elements of Job Design

- ◆ Organizational elements of job design are concerned with efficiency.
- ◆ Efficient means that it must use the minimum amount of resources needed to produce its goods and services.
- ◆ Organizational elements of Job design further include, Mechanistic approach, work flow, work practice and ergonomics.



- **Mechanistic approach:**

The mechanistic approach involves identifying every task in a job so that tasks can be arranged to minimize the time and effort expended by workers.

- **Work flow:**

Work flow is the sequence of and balance between jobs if the work is to be done efficiently. Once the sequence of jobs is determined, the balance between jobs is established.

- **Work practice:**

Work practices are set ways of performing work. These methods may arise from tradition or the collective wishes of employees.

- **Ergonomics:**

Ergonomics is the study of how humans physically interface with their equipment. Optimal productivity requires that the physical relationship between the worker and the work be considered in designing jobs.

2. Environmental Elements of Job Design

- ◆ The environmental element of job design is concerned environmental elements such as the ability and availability of potential employees and their social expectations.



a. Employee abilities and availability:

Efficiency considerations must be balanced against the abilities and availability of the people who are to do the work. Jobs need to be designed in ways that may ensure the availability of workers with potential abilities.

b. Social and cultural expectations:

- The acceptability of a job's design is also influenced by social and cultural expectations. Well designed jobs must meet the social and cultural expectations of workers.
- Expectations may include; hours of work, holidays, vacations, rest breaks, religious beliefs, management styles
- Failure to consider such expectations can create dissatisfaction, low motivation, hard-to-fill job openings and a low quality of work life.

3. Behavioral Elements of Job Design

- ◆ Behavioral elements provide a work environment that helps satisfy individual needs.
- ◆ People with strong desire to satisfy higher-order needs—perform their best when placed on jobs that are high on certain dimensions;
 - **Autonomy:** responsibility for the work
 - **Variety:** use of different skills and attitude
 - **Task identity:** doing the whole piece of work
 - **Feedback:** information on performance

a. **Autonomy:**

- Autonomy is having responsibility for what one does.
- It is freedom to control one's response to the environment.
- Jobs that give workers authority to make decisions provide added responsibilities that tend to increase an employee's sense of recognition and self-esteem.
- The absence of autonomy can cause employee apathy or poor performance.

b. Variety:

- Lack of variety may cause boredom. Boredom leads to fatigue and fatigue causes errors.
- By injecting variety into jobs, job designers can reduce fatigue-caused errors.

c. Task Identity:

- Task identity means to group tasks and identifiable so that employees feel they are making identifiable contribution which will lead to job satisfaction.

d. Task significance:

- Knowing that the work is important to others in the organization_or outside it. It makes it more meaningful for the incumbents.
- Increases the personal sense of self-importance because employees know that other are depending on what they do.
- It results in pride, commitment, motivation, satisfaction, and better performance.



f. Feedback:

- Guidance and motivation to workers.
- When jobs do not give the workers any feedback on how well they are doing, there is little guidance or motivation to perform better.



THANK YOU