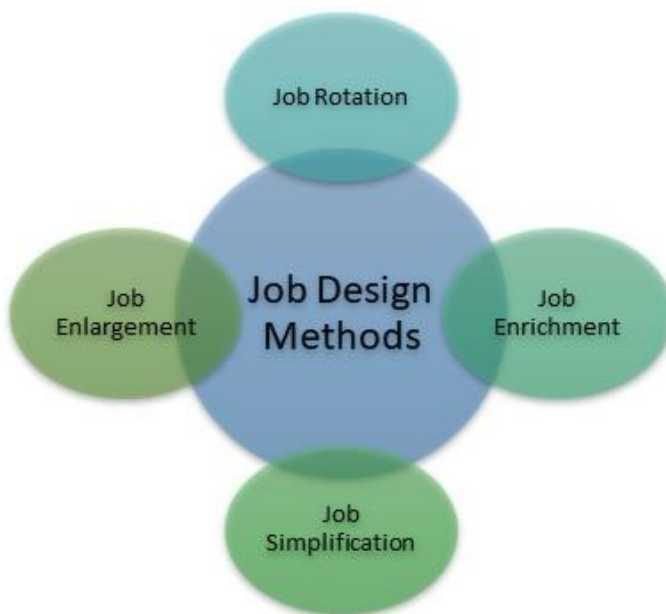


What is Job Design?

Job design is the process of structuring a job role into tasks and activities in a way that it aligns with the overall strategy of the organization and making sure that the employee in that role is also motivated and rewarded. The job design considers the organizational objectives to be achieved while trying to minimize on-the-job fatigue, stress, and human error. Job Design is done to reduce the mechanical aspects of the job and ensure the employee derives job satisfaction from the assigned roles and responsibilities.

Job Design Methods

Job design is critical in understanding the numerous 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:

1. Job Rotation

This method of job design, known as job rotation, is where employees of an organization are exposed to several distinct roles & profiles across the company.

Employees are rotated across various job profiles and the best suited are identified.

2. Job Simplification

Job design method based on complexity of work can be understood by job simplification.

This involves identifying mechanical processes, repetitive work, one-product development, tools & skills required.

3. Job Enlargement

The job design method of job enlargement adds more tasks & value to an existing job profile.

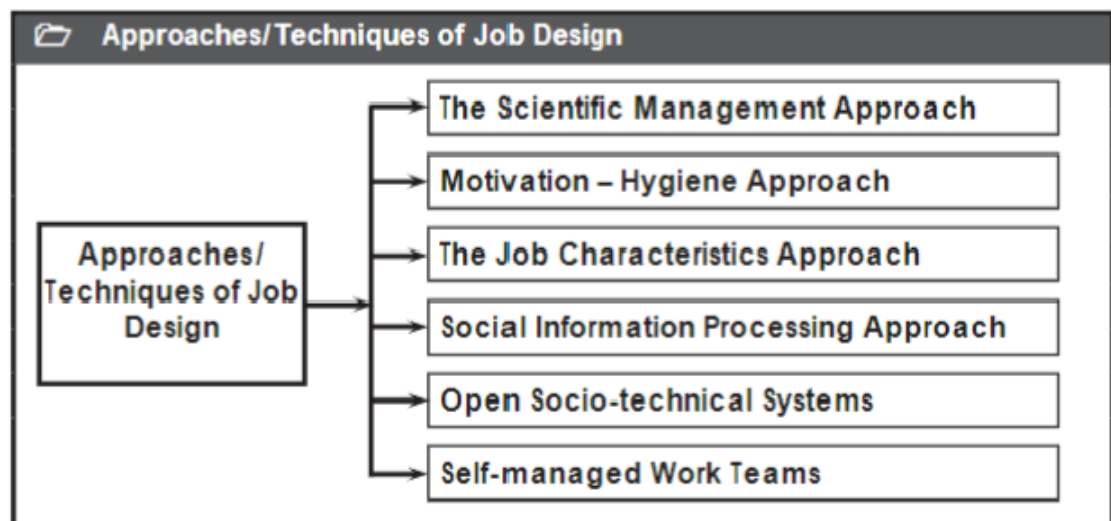
Apart from the basic skills & abilities required to do the basic work, job enlargement offers more tasks to be performed to the employee

4. Job Enrichment

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.

Approaches/Techniques of Job Design

Most common approaches to job design can be listed and summarized as follows.



1. **The scientific management approach:** Its major focus is towards specialization and standardization of job(s). It was basically developed by F.W. Taylor. There are five major principles in his theory. His major contributions in this area are scientific task setting, reduced wastages, piece rate system and functional foremanship, etc.
2. **Motivation – Hygiene approach:** It is a direct outgrowth of Herzberg's motivation theory. It is also called job enrichments approach to job design. An enriched job has eight basic characteristics viz., direct feedback, client relationship, new learning, scheduling own work, unique experience, and control over resources, direct communication and personal responsibility.
Precautions: Job enrichment approach also has certain limitations. For example, poor company policies, poor supervision, low wages, etc. may always frustrate an excellent job enrichment program.
3. **The job characteristics approach:** It was popularized by Hackman and Oldham (1980) which dominated the scene of job design. According to this theory, three psychological states basically determine the extent to which the characteristics of the job affect and enhance the employees' responses to the job itself. They are experienced meaningfulness, experienced responsibility to work outcomes and knowledge of results.

4. **Social information processing approach:** The fact that people respond to their jobs as they perceive them rather than to the objective and jobs themselves is the central thesis (idea) of the social information processing (SIP) model. Positive social information and well designed job may produce more favourable results than either positive information or a well designed job alone.
5. **Open socio-technical systems (approach):** This approach says that organizations are made up of people (the social system) and work systems (the technical system). The objective of this system is to find the best possible match between the (i) technology available, (ii) the people involved, and (iii) the organization's needs.

Important core concepts found in this approach are innovation, HR development, environmental agility, cooperation, commitment and energy and joint optimization.
6. **Self-managed work teams:** Jobs in these types of teams are designed on work processes rather than on specialized departments as core work units. These teams complete an entire piece of work requiring several interdependent tasks. They are fairly autonomous, require less need for direct supervision, and are cross-functional. Self-managed work teams are good example of job enrichment at group level.

What is Job Specification?

A job specification is the written declaration of the attributes, skills, knowledge, educational qualification, and experience which a person must possess to perform a particular job.

After preparing a job description, the manager analyzes the necessary abilities and attributes needed for accomplishing the task and thus drafts a job specification.

Components: Job specification emphasizes human qualities essential for a job. It involves the following elements:



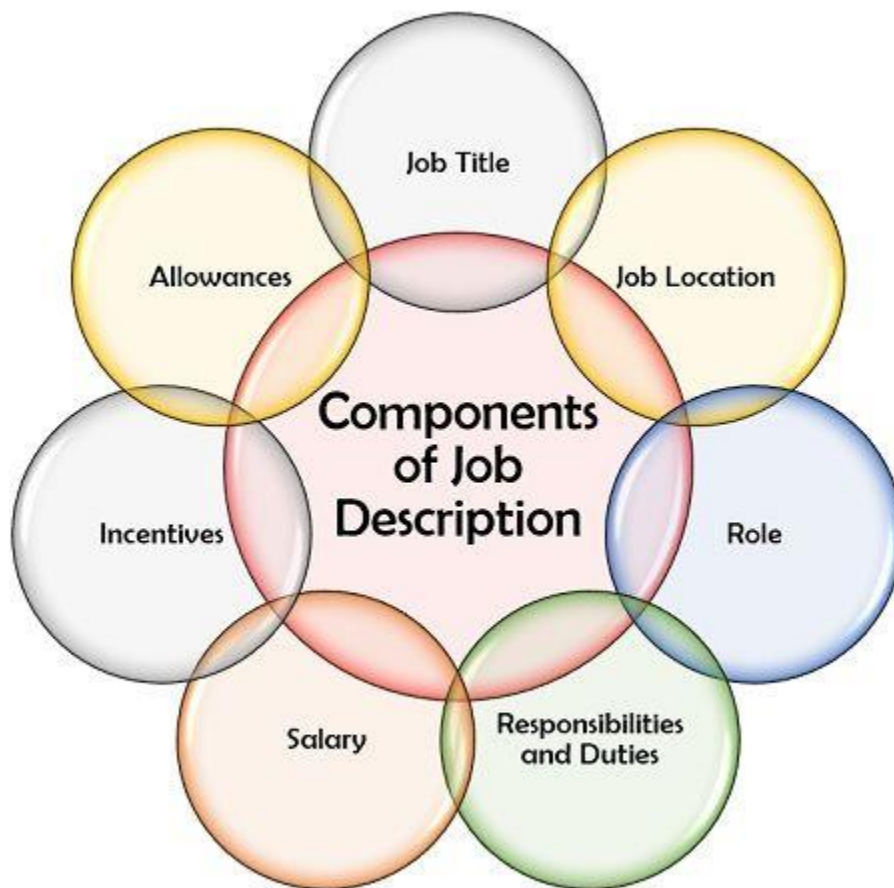
- *Educational Qualification* defines the specific requirement regarding academic knowledge of a person. It includes his school education, graduate, post-graduation, and other such qualifications of which he holds degree or mark sheet.
- *Skills Required* refers to the set of special abilities essential for the proper execution of the given tasks. The company may or may not ask for a certificate of training in such skills from the candidates.
- *Experience* is the information of all the past and present employment or association of the candidate, including the name of the company, post, duration, salary package, job profile, etc.

What is a Job Description?

A job description is the detailed job information in a written format stating the role, responsibilities, duties, job title, job location, etc.

It is usually prepared by the human resource manager to invite applications from the prospective candidates to fill up the vacant job position.

Components: A job description consists of all the relevant information about a particular position or post in a company. It includes the following:



- *Job Title* is the name of the post vacant
- *Job Location* is the branch of the company where the candidate will be posted after selection.
- *Role* refers to the arena of work and how the responsibilities are to be fulfilled, defined by the company.
- *Responsibilities and Duties* is a list of various job-related activities which the candidate is supposed to perform and take account of his actions.
- *Salary* is the pay scale the company is ready to offer for that job. It may or may not be negotiable.
- *Incentives* refer to commission and remuneration associated with the targets achieved.
- *Allowances* are the other benefits and expenses which the company pays on behalf of the candidate.