

# **Human Resource Management**

## **TCS 3131**

*Level III Semester II  
Faculty of Technology  
University of Ruhuna*

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*Bcom (Special) 1<sup>st</sup> class Honours (SEUSL), MSC in management (USJP) (Reading)*

# *Chapter 2*

## *Job Design*

# Learning Outcomes

After studying this session successfully, you should be able to:

- Define What JD means.
- Understand the Significance of JD.
- Identify five techniques of JD.
- Understand elements of JD.
- Understand the way of finding the balance between efficiency elements and behavioral elements of JD.

- Job design can be defined as the function of arranging **tasks**, duties and **responsibilities** into an organizational unit of work for the purpose of accomplishing a certain objective.
- Job design is the creation of jobs which individuals in the organization have to perform.



# Objectives of job design

- To make the job productive
- To make the job satisfying



# What is a job?

- The result of breaking the primary organizational work into individual assignment.
- Jobs are basic building blocks of the organization.
- An organizational unit of work is a job that is composed of three main components **tasks**, **duties** and **responsibilities**.



Therefore, a job has 3 components.

**Task** - is a series of motion and is a distinct identifiable small activity.

**Duty** - is a series of tasks and is a large work segment.

**Responsibility** - is the obligation of performing the entrusted tasks and duties successfully.

Job	Task	Duty	Responsibility
University Senior Lecturer	<ul style="list-style-type: none"> <li>✓ Talking</li> <li>✓ Writing</li> <li>✓ Observation</li> <li>✓ Asking question from the students</li> <li>✓ Giving answers for the questions raised by the students</li> <li>✓ Preparing lecture notes</li> </ul>	Delivering lectures	Performing the entrusted task and duties successfully



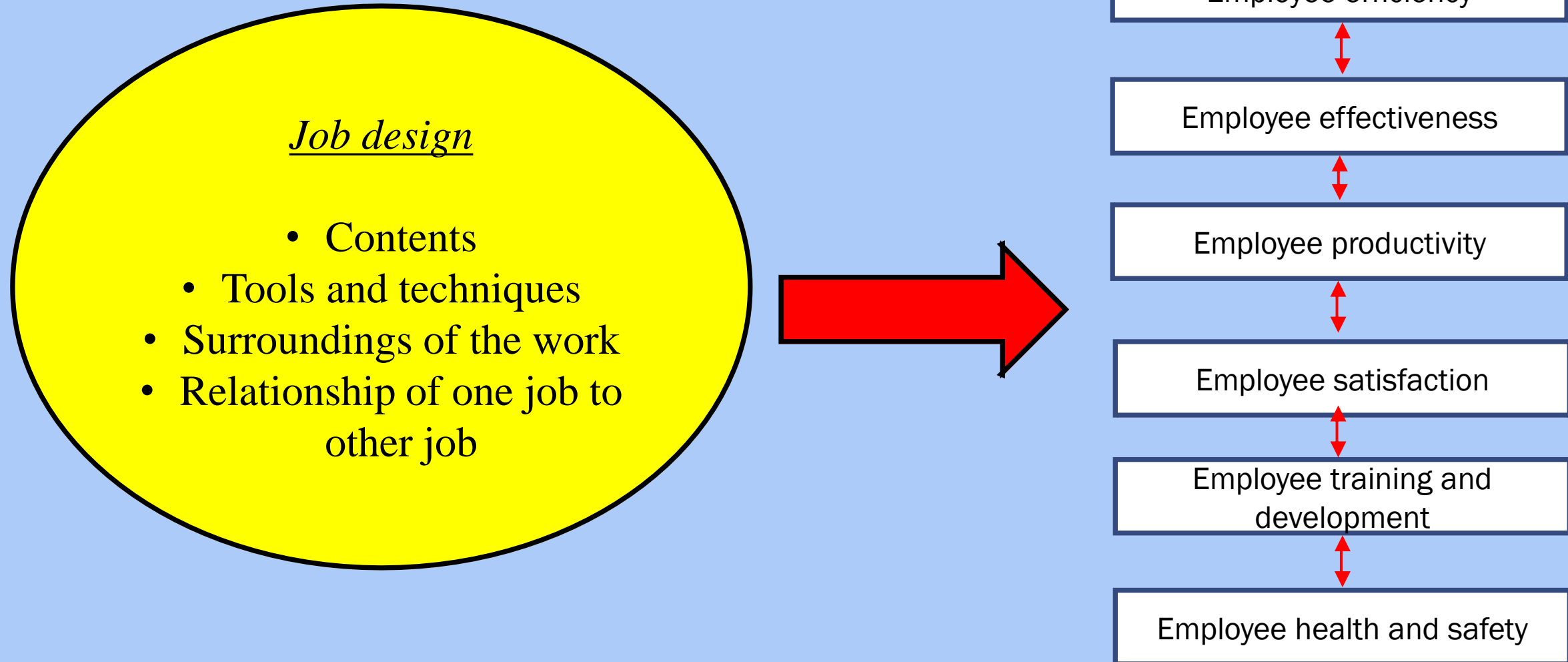
# Importance of Job Design



- Jobs are regarded as basic building blocks of the organization.
- If jobs are not properly designed, it is possible for a decline of the organization by not meeting efficiency, effectiveness and productivity.
- Hence job design affects directly to organizational success.

- A job is to be performed by an individual.
- Hence how a particular job has been designed has a direct impact on the individual who performs that particular job.
- Job design affects directly efficiency, effectiveness, productivity, job satisfaction, training and development and health of the employee/job holder.
- In this context, efficiency is the employee's ability to minimize wastage.
- Effectiveness is the ability to achieve objectives of the job.
- Productivity is the ratio of outputs to inputs. It is the quantity and quality of work done by the employee.
- Job satisfaction is the degree to which job is pleasurable (pleasant and enjoyable).
- Training and development is the employee's ability to learn the job and develop potential for doing a job of higher rank.
- Health is the physical and mental well-being.

# Job design and direct impact



# ✓ **In appropriate JD result in**

Lower productivity

Higher employee turnover

Many grievances

Many industrial conflicts

Higher absenteeism

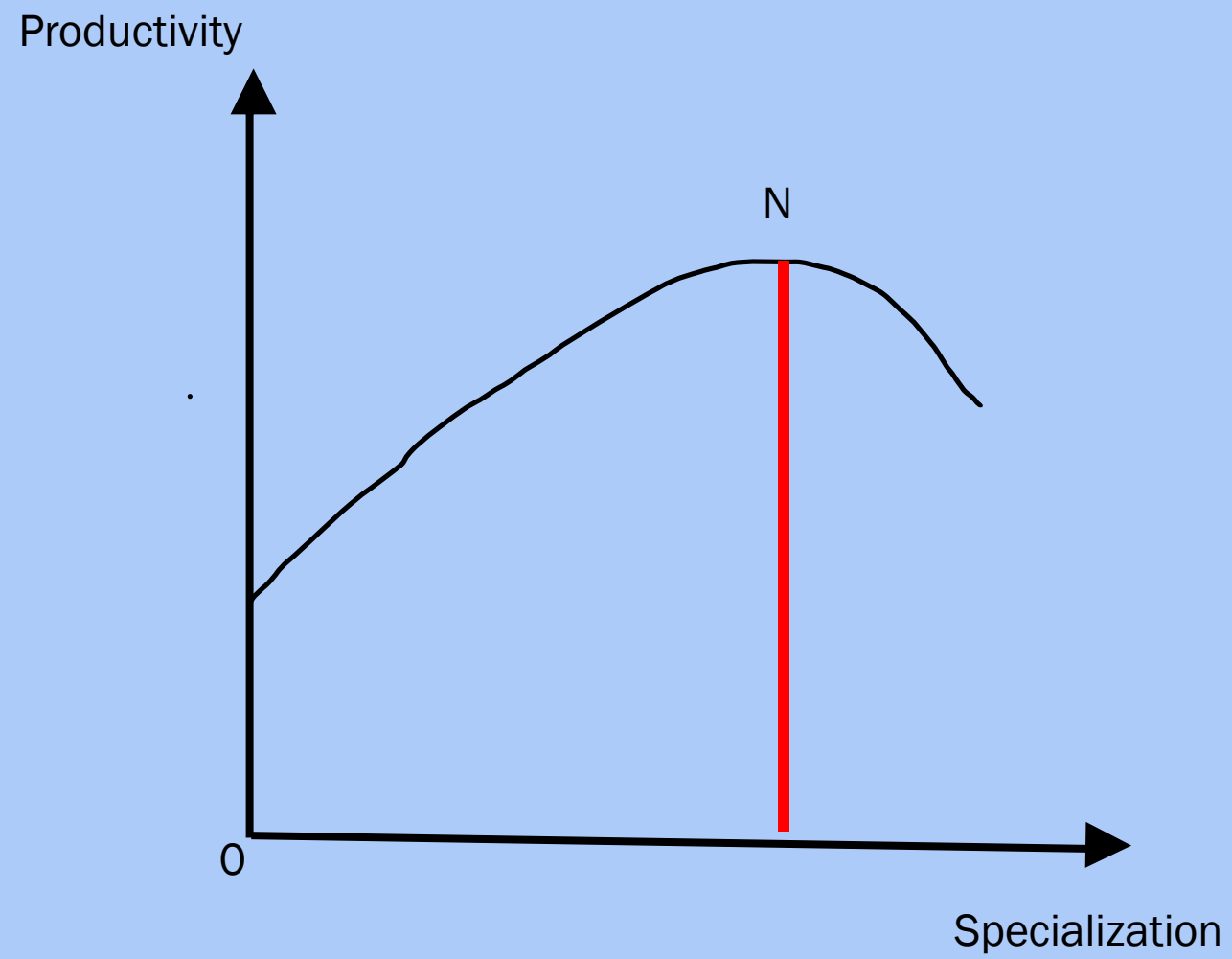
# Techniques of Job Redesign

- ✓ Scientific Technique
- ✓ Job Enlargement
- ✓ Job Enrichment
- ✓ Job Rotation
- ✓ Professional Techniques
- ✓ Group Techniques

# Scientific Technique

- Basic objective of this technique is to maximize the organizational productivity by maximizing employee efficiency.
- Under this method a job is created by grouping very limited parts together.
- This results in a more specialized job that has a shorter job cycle, which is the required time to complete every duty in the job for once.

- Under this technique, job design considers the total work for achieving a certain objective and divides it into distinct small parts.
- These distinct parts can be identified as duties.
- A job is created by grouping a limited number of small parts.
- A job consists of a limited number of duties.
- This results in a more specialized job.
- In fact, scientific technique focuses on specialization and attempts to gain advantages of specialization.
- Generally a specialized job has a short job cycle.
- Job cycle is defined as the required time to complete every duty in the job for one time.





# Advantages of specialization

- Speed of doing work increases
- Employee's motions and fatigue are minimized
- Use of machines, tools and equipment are facilitated; economized
- Time in learning the job reduces
- Wastage goes down
- Quality of output increases
- Quantity of output increases
- Cost per unit decreases



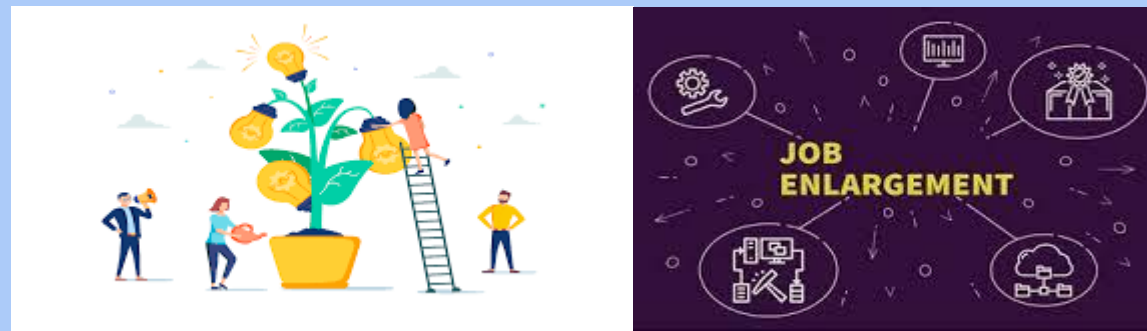
# Disadvantages of specialization

- Monotony
- Boredom
- Fatigue
- Dissatisfaction
- Not knowing the whole process



# Job Enlargement

- Increasing the scope of a job by including a new related duty/duties in addition to the current duties involved is job enlargement.



# Job Enrichment

- Increasing the depth of a job by expanding authority and responsibility for planning, doing and controlling the job is job enrichment.

*Before job enrichment*

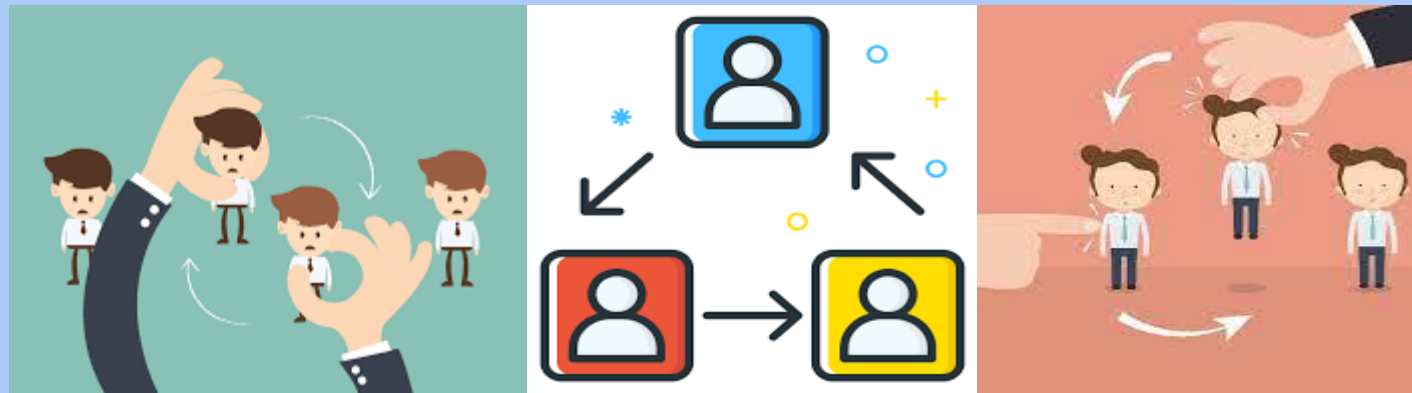
Planning the job
Doing the job
Controlling the job

*After job enrichment*

Planning the job
Doing the job
Controlling the job

# Job Rotation

- Job rotation is shifting an employee from one particular job to another without limiting the employee to do a particular job only.



# Professional Techniques

- Designing job according to a certain accepted profession is professional technique.
- Some jobs in an organization can be designed so that professionals such as accountants, physicians, engineers and lawyers are employed.
- They often do not require much direct supervision in getting the professional work done because they are competent enough to perform all duties of the profession successfully.
- They require less direct supervision and therefore they design the jobs themselves.

# Group Techniques

- Job is designed so that a group of individuals can perform it. Result is a collective job rather than an individual job.
- This technique is alternatively called Team contemporary approach or team working method.

# Elements of HRM

- ✓ Efficiency Elements
- ✓ Behavioral Elements



# Efficiency Elements (Focus on increasing productivity)

- ❑ **Division of labor-** Breaking jobs into their smallest component parts and employing separate/different persons to do each part separately.
- ❑ **Standardization** -The “one best way to” do a certain job/task/duty with a more simplicity and at a lower cost is discovered through work study and then, having accepted it every person follows.
- ❑ **Specialization-** An employee’s concentration on one particular type of work so that the employee acquires an expertise in that type of work.

## Behavioral Elements (Focus on employee satisfaction)

- **Skill Variety**- The extent to which the job requires use of different skills.
- **Task Identity** -The extent to which the job involves doing some complete piece of work.
- **Task Significance**- The extent to which the job has an impact on other people's work.
- **Autonomy**- The degree of independence and freedom the job holder has.
- **Feedback** – The extent to which clear information of results in respect of individual efficiency and effectiveness is provided.

# Different between Efficiency elements and Behavioural elements

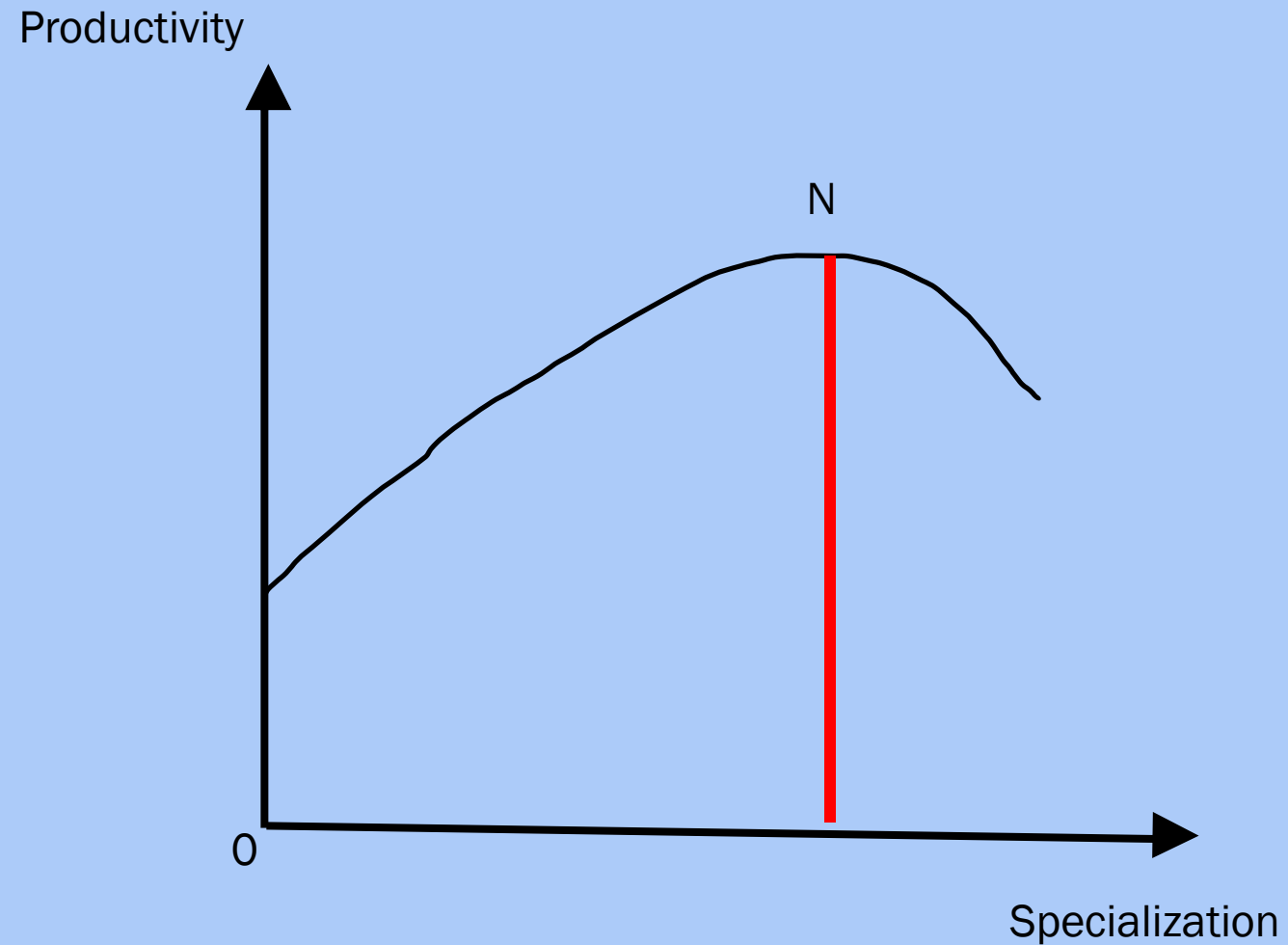
## Efficiency elements

- greater specialization
- less variety
- less task identity
- low task significance
- minimum autonomy

## Behavioral elements

- More Variety
- More task identity
- High task significance
- More autonomy
- More feedback

# The Relationship between Productivity and Specialization



- Productivity increases up to a certain point owing to the advantages of specialization. Hence up to a certain point there is a positive relationship between productivity and specialization.
- In other words, increased/ additional specialization means increased productivity up to a certain point.
- If the job is made specialized further, productivity tends to decline. Why?

Due to the disadvantages of specialization, after a certain point, if degree of specialization is increased further, then degree of productivity declines.

- In other words, the job becomes overspecialized and then it will result in boredom, monotony, fatigue, not understanding the whole work of the organization, the employee will have to work as a machine and resultant error.

# What should HRM specialist do?

There should be a trade-off between efficiency elements and behavioral elements

# Trade-off between Efficiency elements and Behavioral elements

- It is more likely that making the job more productive by using more efficiency elements causes it to be less satisfying.
- Making the job more satisfying by using more behavioral elements more likely proves to be less productive.
- What should HR specialist do?

There should be a trade off between efficiency elements and behavioral elements

# **“Job – Person Fit” concept**

## **Job Requirements**

Tasks

Duties

Responsibilities

Working conditions etc.

## **Person Requirements**

Knowledge

Skills

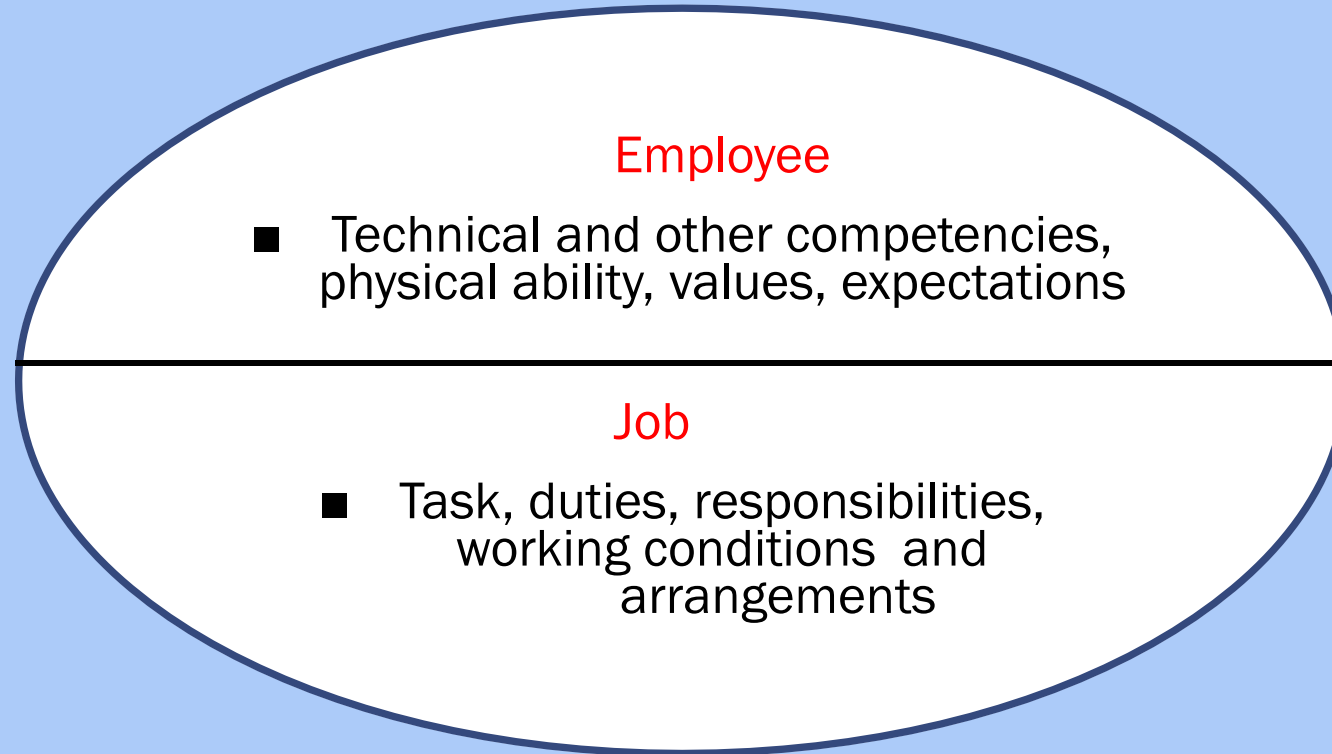
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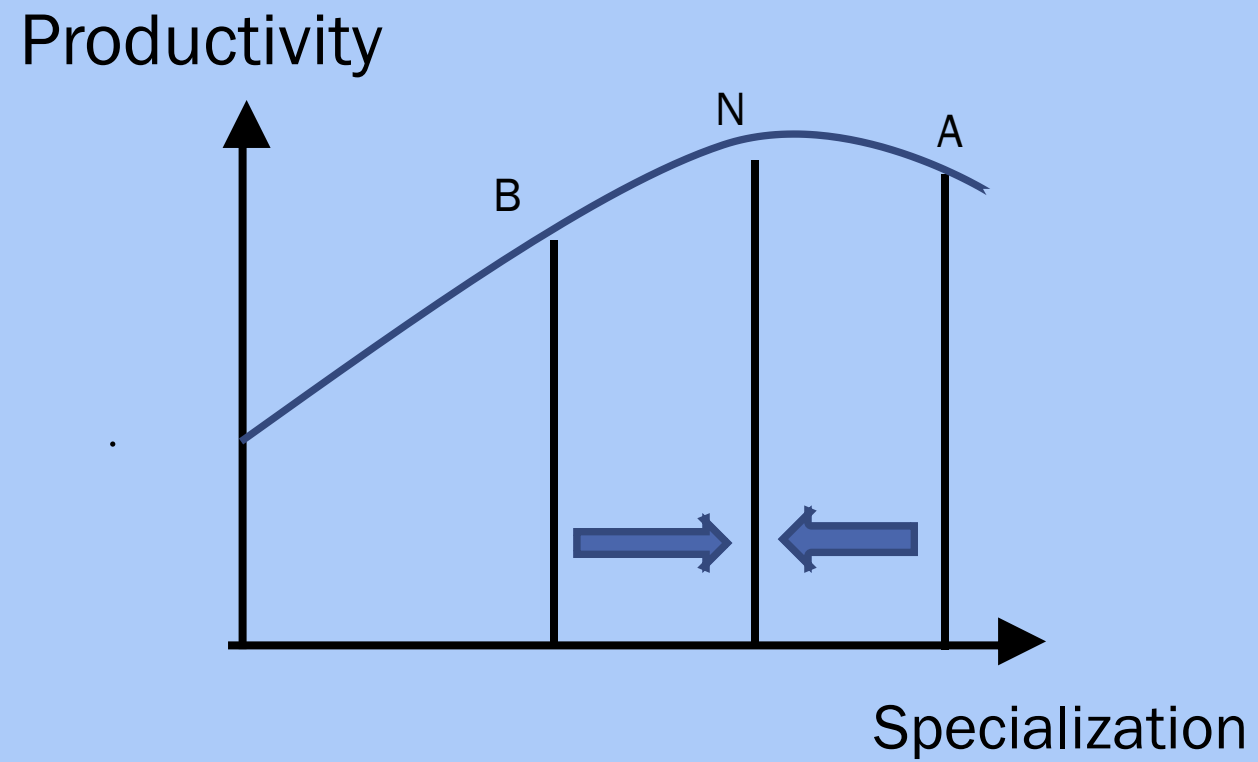
Preference

Values



# Employee / Job fit concept





*Thank You*