

Job Design

SSM 262 3.0

Leadership and HRM in Sports Industry

Department of Sports Science
Faculty of Applied Sciences
University of Sri Jayewardenepura

Job Design

An organization is established in order to accomplish a certain goal. There is primary work to be done by the organization so that the primary goal is accomplished

A single person is not in a position of performing this primary work at all because of lack of time, energy, competence, etc. A certain group of people will have to get together and perform the primary work of the organization

Principle function has to be divided into individual assignments, this is the creation of jobs

Jobs are basic building blocks of the organization. Organizational unit of work is a job that is composed of three main components

Task :series of motions and is a distinct identifiable small work activity

Duty : series of tasks and is a large work segment

Responsibilities : obligation of performing the entrusted task and duties successfully

Job Design

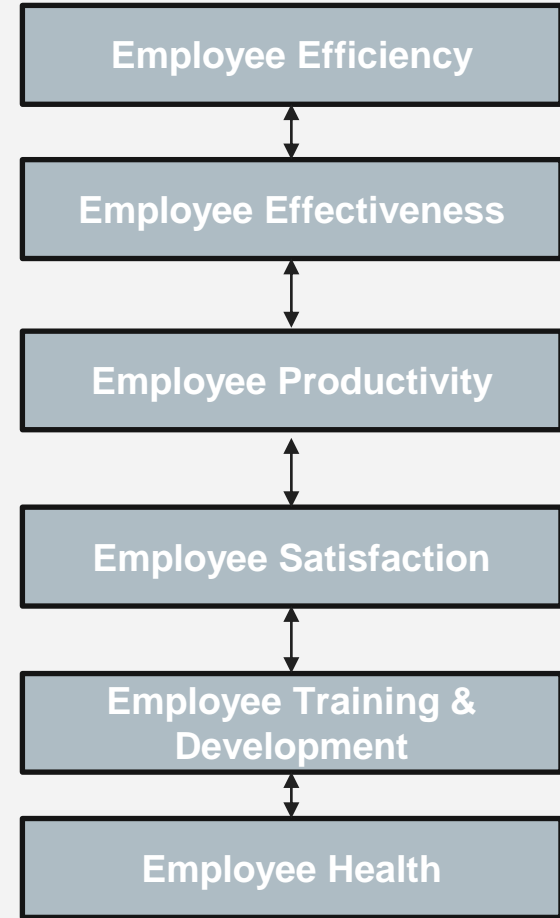
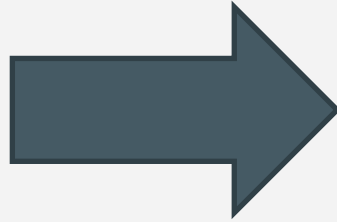
Therefore, **Job Design** can be defined as the function of arranging tasks, duties and responsibilities into an organizational unit of work for the purpose of accomplishing the primary goal and objectives of the organization

Job design is the personnel or engineering activity of specifying the contents of the job, the tools and techniques to be used, the surroundings of the work and the relationship of one job to other jobs



- Glueck, 1978

Importance of Job Design



Techniques of Job Design

There are several techniques which can be used for designing and redesigning jobs in the organization

1. Scientific Technique
2. Job Enlargement (horizontal Loading)
3. Job Enrichment (Vertical Loading)
4. Job Rotation
5. Professional Technique
6. Group Technique
7. Ergonomics/ Biological approach



1. Scientific Technique

This is a technique derived from scientific management. Basic objective of this technique is to maximize the organizational productivity by maximizing employee efficiency

Under this technique total work of achieving a certain objective will be divided into distinct small parts called duties. Job is created by grouping a limited number of small parts/ duties

This results in more **specialized job**. Generally specialized job has a short **job cycle** (time to complete every duty in the job for one time)

Advantages -

Expertise secured by the job holder, increase in speed of doing work, wastage goes down, quality and quantity of output increases, employee motions be minimized, cost per unit declines

Disadvantages-

Monotony, boredom, fatigue, not understanding the whole work of the organization, job dissatisfaction

2. Job Enlargement / Horizontal Loading

Job enlargement involves increasing the number of duties

Job enlargement is increasing the scope of the job by including a new related duty/duties in addition to the current duties

The scope of job refers to contents of the job or amount and variety of duties

Advantages -

Minimize the monotony and boredom, allow to use different skills

Disadvantages-

Sometimes get overloaded, does not possess sufficient competencies

3. Job Enrichment

Instead of increasing the number of duties of a job, job enrichment involves increasing the authority for planning and controlling the job

It increases the depth of a job by expanding authority and responsibility for planning and controlling the job

Job enrichment is more suitable for employees who are educated or well experienced and also at middle or top level in the hierarchy. Job enrichment is not a suitable technique for lower-level employees and newcomers

Advantages -

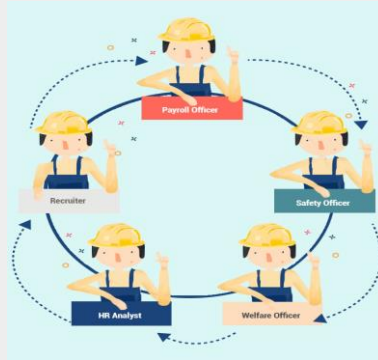
Increase employee's status and recognition, improve work satisfaction and productivity

Disadvantages-

Some employees may be reluctant to accept more authority and responsibility, not suitable for less educated and less experienced employees

4. Job Rotation

It is shifting an employee from one job to another within a certain period of time without limiting the employee to do a particular job only



Advantages -

Free from monotony and boredom, increase competencies, can improve more skills

Disadvantages-

Disturb specialization, take time to learn the new job, possibility of occurring accidents increases

5. Professional Technique

It means developing jobs according to certain accepted professions. A profession is a type of job that requires special competencies which should be acquired through a long-term systematic learning. A person who is in the profession is called the professional.

Advantages -

require less supervision, professional contribution to solve organizational problems.

Disadvantage-

They may have different expectations about treatment and pay



6. Group Techniques

Under this technique the job is a collective one that has major duties requiring the support of all members of the group

Each team member is responsible for the final outcome of the job

Advantages -

Increase work participation and suggestion, job rotation, social interactions

Disadvantages-

Giving rewards to a group may be difficult, some may be reluctant to work in groups, need to trained with interpersonal skills

7. Ergonomics/ Biological Approach

Designing and shaping jobs to fit the physical abilities and characteristics of individual employees

This technique considers matching physical setting of work with physiological characteristics of the employees

Factors affecting Physical setting: size of work area, kinds of materials used, sensory conditions, temperature, light levels. These are attempted to be matched with physical abilities and characteristics.

Advantages -

Reduce physical and mental complains, increase job satisfaction, lower absenteeism

Disadvantage-

High financial cost

Elements of Job Design

Elements of job design refers to qualities or features to be considered and included in designing a particular job. There are two categories of elements as:

Efficiency elements - concerned with elements which lead to minimize time, effort, and cost which are needed to perform a particular job

Behavioural elements - concerned with elements which lead to employee satisfaction. Specially focus on employee motivation and development



Efficiency Elements

1. Division of Labour – breaking work into their smallest part and employing separate/ different persons to do each job
2. Standardization – discovering the “one best way” to do a particular duty/job with more simplicity or lower cost through studies and informing that best way to every employee and having each employee follow it
3. Specialization - employee’s concentration on one particular type of work so that he/she secures expertise in that type of work

Behavioural Elements

1. Skill Variety – the extent to which the job requires the use of different skills
2. Task Identity – the extent to which the job involves doing some complete piece of work
3. Task Significance – the extent to which the job has an impact on other employees’ work
4. Autonomy – degree of independence and freedom the job holder has
5. Feedback – the extent to which clear information of results of the employee’s efficiency and effectiveness is provided