1. **Job Design:-**

**Job design** means to decide the contents of a job. It fixes the duties and responsibilities of the job, the methods of doing the job and the relationships between the job holder (manager) and his superiors, subordinates and colleagues. 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 of a certain job. In simpler terms it refers to the what, how much, how many and the order of the tasks for a job.

Job design essentially involves integrating job responsibilities or content and certain qualifications that are required to perform the same. It outlines the job responsibilities very clearly and also helps in attracting the right candidates to the right job. Further it also makes the job look interesting and specialised. A well-defined job encourages feeling of achievement among the employees and a sense of high self-esteem.

The whole process of job design is aimed to address various problems within the organizational setup, those that pertain to ones description of a job and the associated relationships. More specifically the following areas are fine-tuned:

* Checking the work overload.
* Checking upon the work under load.
* Ensuring tasks are not repetitive in nature.
* Ensuring that employees don not remain isolated.
* Defining working hours clearly.
* Defining the work processes clearly.

Job design is a continuous and ever evolving process that is aimed at helping employees make adjustments with the changes in the workplace. The end goal is reducing dissatisfaction, enhancing otivation and employee engagement at the workplace.

**Factors affecting Job Design:-**

Feedback

Job Design

Behavioral Factors

Environmental Factors

Organizational Factors

Productive and satisfying job.

**Job Enrichment**

**Job Engineering**

**JOB Design**

**Job Characteristics**

**Quality of work Life**

**Social Information Processing**

**3.0.1 Job Reengineering:-**

Systematic starting over and reinventing the way a firm, or a business process, gets its work done. Defined by Michael Hammer and James Champy (in their 1993 book 'Reengineering The Corporation') as "Fundamental rethinking and radical redesign of business process to achieve dramatic improvements in critical measures of performance such as cost, service, and speed."

It Involves a greater variety of work content which require higher level of knowledge and skill, offers opportunity for autonomy and responsibility in terms of planning, directing and controlling their own performance and provide the opportunity for personal growth and a meaningful work experience.

**3.0.2 Job Enrichment**:

Typically job enrichment involves combining various existing and new tasks into one large module of work. The work is then handed over to an employee, which means there is an increase in responsibilities and scope. This increase in responsibility is often vertical. The idea is to group various tasks together such that natural work units are created.

In addition expanding jobs vertically also gives employee direct control over works units and employees that were formerly under the jurisdiction of top management only. While on one hand this increases the ownership of the employees in their work, it also relieves the unnecessary burden from the top management.

Job enrichment also opens up a feedback channel for the employees. Employees are frequently apprised of their performance. This keeps them on track and helps them know their weak and strong points. Performance standards are set for the employees themselves and future performances are matched against the benchmarks. All this without any serious intervention or involvement of the top management!

**Benefits of Job Enrichment**

Research studies on job enrichment found out decreased levels of absenteeism among the employees, reduced employee turnover and a manifold increase in job satisfaction. There are certain cases however where job enrichment can lead to a decrease in productivity, especially when the employees have not been trained properly. Even after the training the process may not show results immediately, it takes time to reflect in the profit line.

**3.1 Hackman & Oldham’s Job Characteristics Model:-**

**Outcomes**

**Psychological States**

**Core Dimensions**

Feedback

Knowledge of

Results

Responsibility

for outcomes

High intrinsic

motivation

High job per-

ormance

High job satis-

faction

Low absentee

ism & turnover

Autonomy

Meaningfulness

of Work

**Skill Variety**

**Task Identity**

**Task Signif.**

Hackman and Oldham’s job characteristics theory proposes that high motivation is related to experiencing three psychological states while working:

1. **Meaningfulness of work:**

The labour has meaning to you, something that you can relate to, and does not occur just as a set of movements to be repeated. This is fundamental to intrinsic motivation, i.e. that work is motivating in an of itself (as opposed to motivating only as a means to an end).

1. **Responsibility:**  
   That you have been given the opportunity to be a success or failure at your job because sufficient freedom of action has given you. This would include the ability to make changes and incorporate the learning you gain whilst doing the job.
2. **Knowledge of outcomes:**

This is important for two reasons. Firstly to provide the person knowledge on how successful their work has been which in turn enables them to learn from mistakes. The second is to connect them emotionally to the customer of their outputs, thus giving further purpose to the work (e.g. I may only work on a production line, but I know that the food rations I produce are used to help people in disaster areas, saving many lives).

**3.1.1 Implementing Concepts for the Job Characteristics Model:**

* Combine tasks: Effects skill variety, task identity, & task significance
* Group tasks into natural work units: Effects task significance and task identity
* Give workers contact with customers: Effects skill variety, autonomy, feedback
* Vertically load jobs: Effects autonomy
* Open feedback channels: Effects feedback

**3.1.2 Quality of work life**:

QWL can be described as a concern about the impact of work on people and organizational effectiveness combined with an emphasis on participation in problem solving and decision making.

The purpose is to create a favorable interface of people, technology and the organization for a more favorable work experience and desirable outcome.

**3.2 JOB ANALYSIS**:

A job analysis is the process used to collect information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job. You need as much data as possible to put together a job description, which is the frequent outcome of the job analysis. Additional outcomes include recruiting plans, position postings and advertisements, and performance development planning within your performance management system.

The job analysis may include these activities:

* Reviewing the job responsibilities of current employees,
* Doing Internet research and viewing sample job descriptions online or offline highlighting similar jobs,
* Analyzing the work duties, tasks, and responsibilities that need to be accomplished by the employee filling the position,
* Researching and sharing with other companies that have similar jobs, and
* Articulation of the most important outcomes or contributions needed from the position.

3.2.1 Information collected via job analysis

* Work Activities.
* Human Behavior.
* Machine, tools, working aids.
* Performance standards.
* Job context.
* Human requirement.

3.2.2 Importance of Job analysis

The main purpose of conducting job analysis is to prepare job description and job specification which helps to hire right quality of workforce. Job Analysis can be used in training to identify or develop, training content, and assessment tests to measure effectiveness of training, equipment to be used in delivering the training and methods of training. Job Analysis can be used in compensation to identify or determine: skill levels, compensable job factors, work environment, responsibilities and required level of education.

Job Analysis can be used in selection procedures to identify or develop job duties that should be included in advertisements of vacant positions, appropriate salary level for the position to help determine what salary should be offered to a candidate, minimum requirements for screening applicants, interview questions, selection tests/instruments (e.g., written tests; oral tests; job simulations), applicant appraisal forms and orientation materials for new hires  Job Analysis can be used in performance review to identify or develop goals and objectives, performance standards, evaluation criteria, length of probationary periods, and duties to be evaluated

**Job Analysis.**

**Job Description and**

**Job specification.**

**Sourcing**

**Training &**

**Career Development**

**Compensation**

**Performance**

**Appraisal**.

**3.3 Job Description**:

I**t** is an organized factual statement of job contents in the form of duties and responsibilities of a specific job. The preparation of job description is very important before a vacancy is advertised. It tells in brief the nature and type of job. This type of document is descriptive in nature and it constitutes all those facts which are related to a job such as:

* Title/ Designation of job and location in the concern.
* The nature of duties and operations to be performed in that job.
* The nature of authority- responsibility relationships.
* Necessary qualifications that is required for job.
* Relationship of that job with other jobs in a concern.
* The provision of physical and working condition or the work environment required in performance of that job.

**Advantages of Job Description:**

It helps the supervisors in assigning work to the subordinates so that he can guide and monitor their performances.It helps in recruitment and selection procedures. It assists in manpower planning. It is also helpful in performance appraisal. It is helpful in job evaluation in order to decide about rate of remuneration for a specific job. It also helps in chalking out training and development programs.

**3.4 Job Specification**:

**It** is a statement which tells us minimum acceptable human qualities which helps to perform a job. Job specification translates the job description into human qualifications so that a job can be performed in a better manner. Job specification helps in hiring an appropriate person for an appropriate position. The contents are :

* 1. Job title and designation
  2. Educational qualifications for that title
  3. Physical and other related attributes
  4. Physique and mental health
  5. Special attributes and abilities
  6. Maturity and dependability
  7. Relationship of that job with other jobs in a concern.

**Advantages of Job Specification**

It is helpful in preliminary screening in the selection procedure. It helps in giving due justification to each job. It also helps in designing training and development programmes. It helps the supervisors for counseling and monitoring performance of employees. It helps in job evaluation. It helps the management to take decisions regarding promotion, transfers and giving extra benefits to the employees.

From the above advantages, we can justify the importance of job analysis and it’s related products. Both job description as well as job specification is important for personnel manager in personnel management function. Therefore, job analysis is considered to be the primary tool of personnel management.

Elements of a Job Description