Organizational Behaviour
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Lecture - 15
Job Design, Work and Motivation

Welcome to the chapter 9 of the discussion, which deals with job design work and motivation. In this chapter we are going to learn like, how a job when it is designed properly, mean lead to motivation. And so within the nature of the job, and the way it is designed how it will lead to motivation, the relationship of job with the work and other motivational characteristics.
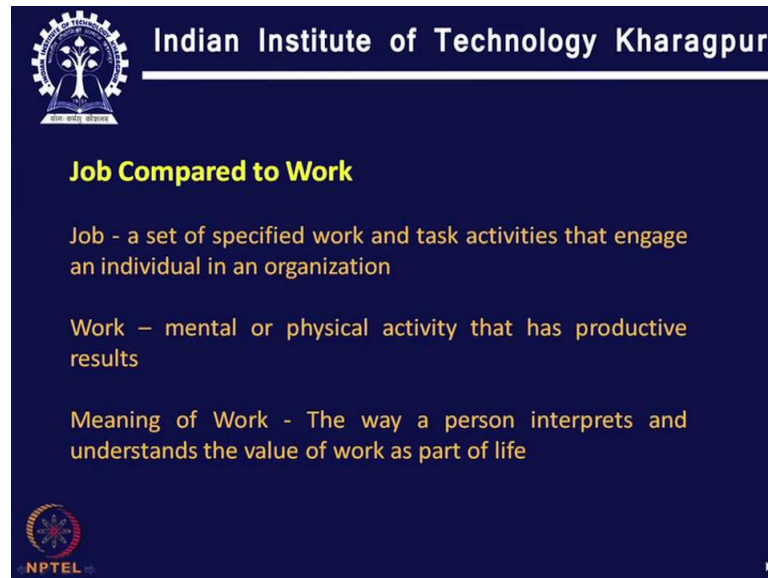
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The whole objectives are to discuss; first job compared to work, job performance outcomes, will also deal with job analysis, and then job designs which are the results of job analysis. The way people perceive their jobs, a conceptual model of job design, designing job range which is job rotation and job enlargement, and designing job depth which is job enrichment; and we will also focus in to total quality management and job design, the whole discussion will be spread through two lectures.

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First will try to understand job as compared to work, will find like job which is a set of specified work, and task activities that engage an individual in an organisation. And work is the physical or mental activity that has productive results in the organization, and the most important thing over here is the work, the total work consists of small, small tasks and those tasks again define a job, but work is more of a physical and mental activity; that is there. And the meaning of work varies from people to people, this is very important, different people expect different things from the job, and the work, and the work itself they give different meanings to the work, and their expectations vary also.

As a result, the motivational factors they get from that particular work is also varying, if the point of discussion about the meaning of work about here is why it is important, if we know like how people give meaning to their work, what are the different meanings people give to their work. Then based on that, we can go for designing of the jobs percept, so here we will have a look into the meanings of the work which are most common, will find that there are actually 6 patterns of work.
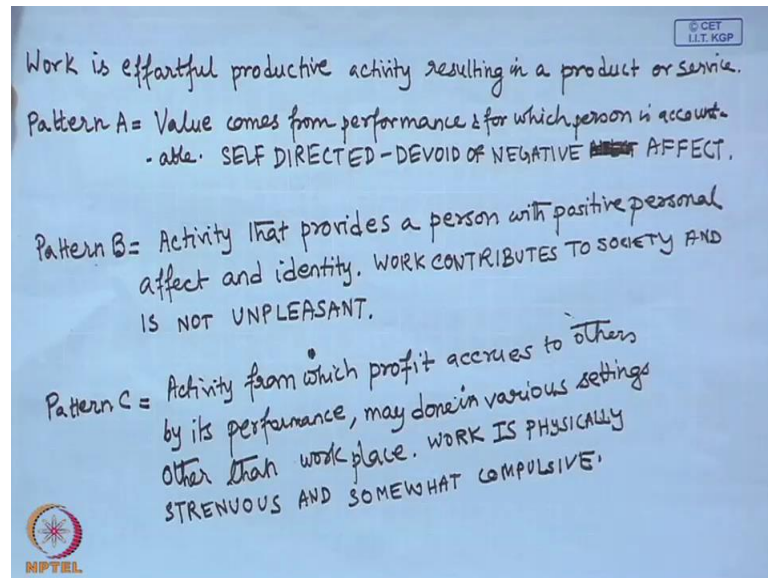
The pattern A it deals with the value, patterns pattern A it deals with the value which comes from performance, and for which people is accountable, so here if you find the importance given, so the value of the work comes from performance. And you find there is a personal accountability for the work, there is a personal accountability for the work as a result you find it is self directed it is self directed, and it is devoid of any negative effect, which may be you can tell it, it is more intrinsically motivated; these types of the people, who are having these type of patterning in viewing their work, giving meaning to their work, has a more more of intrinsic motivation.

Next, we find which is pattern B, which which is that it provides the person with positive personal affect, it provides a person with positive personal affect and identity, work contributes to society and is not unpleasant. So, again where find over here, this is governed more by the esteemed means that is fulfilled by the work, you find the person gets a positive affect, and this word identity over here is very important.

So, the work that you do, you get a pleasant feeling about it because your society gives an identity to you based on the work that you do, and because the work you believe you do it contributes to society. And there, because it gives you an identity and it is related with positive personal affect, it is not unpleasant in nature, so in in (( )) hierarchy, this is more concerned with the esteemed means; at may be, if you move higher up this consist of when you are getting an motivation, more more related to the actualisation needs.

When you talk of pattern C, pattern C the activity from which profit accrues to others by it is performance, so you find it is more oriented towards the profit perspective, which activity from which the profit accrues to others by its performance.

And it may done in various settings other than work place, so you will find like here you are getting a broader meaning of work, like it is not work which is done only at the work place, but it is where you get to do in beyond your workplace also. And it ports like the work is physically strenuous and compulsive in nature, so is it brings in the physical factor, the physical factor over here. And tells like it is physically strenuous and somewhat compulsive that you have to do; to somewhere these talks of life a commitment, which is more of normative in nature or continuous in nature. You are doing this work, because you have to do it and it is somewhat compulsive in nature.

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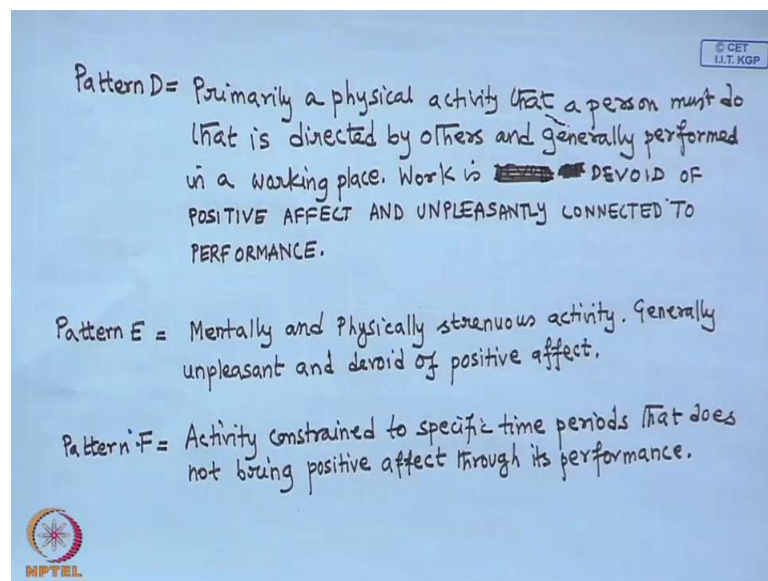
With there is another pattern which is called pattern D, so here work is again, Considered primarily as a physical activity, that a physical activity that a person must do physical activity that a person must do, the again the difference it is directed by others, and generally performed in a working place. So, here again you find these people believe, the pattern D people believe that work is something which you not like you love to do, or you are self directed you are choosing the outcome. But it is directed the control, locus of control lies with others, you are directed by others to do, and it is generally performed in a workplace.

And here you find, it is written work is devoid of any positive affect work is devoid of positive affect, and unpleasantly connected to performance, so this is in short in contrast to pattern A, where you find it pleasantly connected with performance. And here you find unpleasantly connected with performance, because it is been directed by others, and you are not having a self direction towards it, then and it is devoid of any positive affect, that is why it is becoming unpleasant, and it is connected to unpleasantly connected to performance.

So, again pattern E, pattern E tells mentally and physically strenuous activity, takes job to be mentally and physically strenuous activity generally unpleasant, and devoid of any positive affect. And there is pattern F, which tells activity constrained to specific time, periods activity constrained this is again you bring in a time factor over here, which is activity constrained to specific time periods, that does not bring positive affect through its performance.
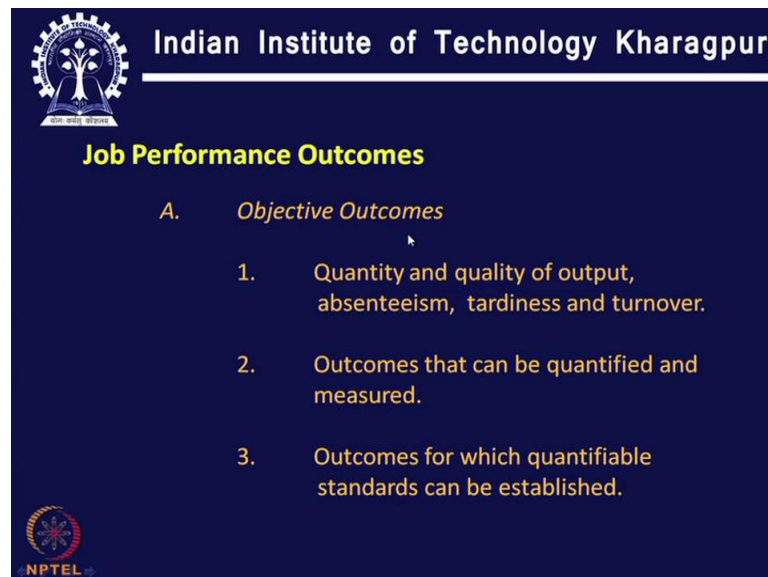
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So, what we find over here according to the different meanings, people have about the job situation, then what will happen is the way of motivating these people accordingly will vary, because different people perceive job in different ways, and they expect different things from the job and they because they see it in different ways, the factors which will motivate these people. So, that they keep on working or perform well in a job, will vary according to the perception, difference in perception of work. So, the for the

pattern A people, may be a job design which is more intrinsic in nature, will be more motivating.

And looking more towards the quality of the work itself, the job en enlargement, and all these things, but for the others may be pattern F, and pattern D, and pattern E what you are you are getting, when when you are talking of it is a mental and physical strain, which is pattern E is talking about may be you focus into more the hygienic factors, and quality of life, work like issues is going to give you a better performance of the part of the employees.

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Next, we focus into the like, what what is the job performance outcome, and we have different outcomes which we call as job performance outcomes, and first is the objective outcomes. Objective outcomes are those outcomes which are more more of like, quantifiable in nature, either directly quantifiable or for which you can develop your scales for measuring it, or ways of measuring it, you can just try to get some numbers for it.
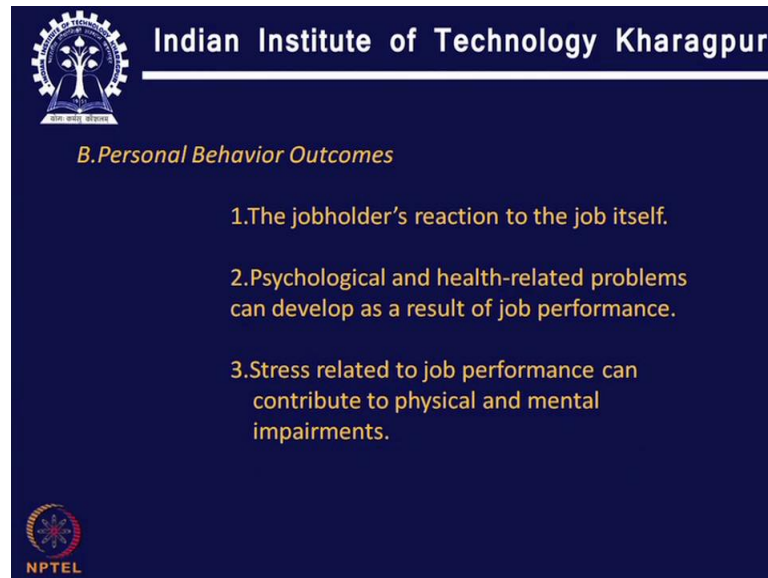
These again examples of this is of course, the quantity and quality of output, absenteeism, then your tardiness and turn over, these are objective measures of your job performance outcome. Like the way you perform in your job, and the outcomes that you get for it, so these are some of the objective outcomes.

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We also have the personal and behavioural outcomes, which is the job holders reaction to the job itself, so something you have in objectives you are getting some outputs which you can observe, which you can quantify. And in terms of personal outcomes, you are getting the job holders reaction to the job itself, which may affect the way, the job is performed by the employee. Now, job performance outcome from this aspect, may be like your psychological and health related to problems in some cases which may result as a as a result who which develop as a result of job performance, it could be stress related issues also, which may develop as a result of the job performance.

Because, of the physical and mental impairments that happens, and you can if you can you can relate to, this is more related with the way that you view your work. If you really see that your work is very physically strenuous, and it is really not leading to some of your gain it is, for the gain of others or it is a physical and mental men, both mental strenuous for you. So, these people with the this view of work itself are more prone to this stress related, and psychological, and health related problems, related to the job performance outcomes.

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Next is like intrinsic and extrinsic outcomes, so intrinsic outcome is an objector event that follows from a workers own efforts, and it does not require any involvement of other person. And you can relate it is more concerned with pattern E type of behaviour, where where you find like the work is more or it is it is more self directed, and you have a positive affect, and you are getting a meaning from the work itself. Extrinsic outcomes are objects or events which are related to or rather which follows from the workers own efforts, and other factors like the environment and the working conditions are people present around.
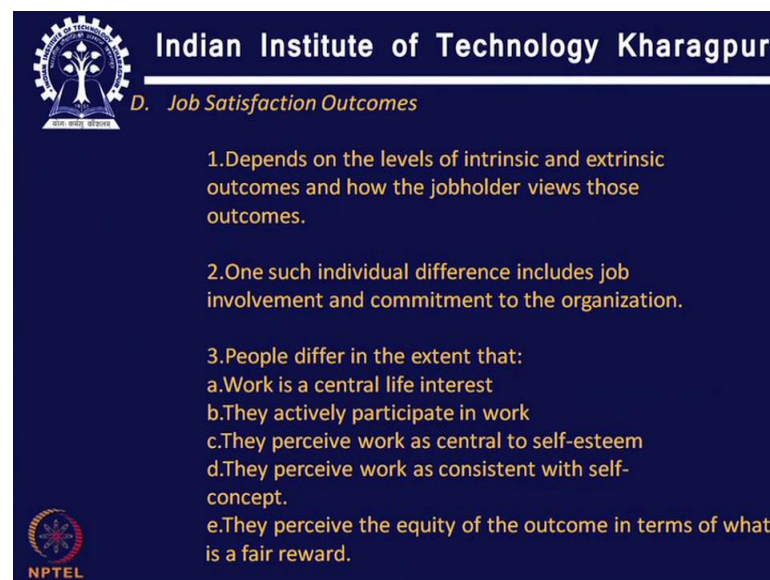
And these are called extrinsically words, when you are talking of pattern B were telling (( )), the word contributes to the society. And as a result what you get is identity with your job, like the special identity which esteem that the society provides you, on the basis of the job that you are doing, and the importance of that particular job to the society, and these are your extrinsic rewards. And when when in pattern DEF you are relating work to the working conditions, then a special improvement in the working condition itself, will for those people they will see it a situations of extrinsic rewards.

So, extrinsic rewards sometimes sometimes reinforce intrinsic rewards in a positive direction, when the employee can attribute these extrinsic rewards for his or her own efforts. So, this may be helpful in certain situations, but it may not be helpful in certain situations, because as already previously discussed while we are discussing the

motivation, like sometimes extremes, if a job is originally intrinsically rewarding, and it you are doing something, because of intrinsic motivation.

Sometimes presence of extrinsic motivation and rewards hamper performance, because you are you no longer remain intrinsically motivated for that job, and and and you and you feel like it is under compulsion, because of that extrinsic reward you are getting, you have to like do a particular job. So, you have to be very careful, while we are trying to link extrinsic rewards with I am trying to tell it, link it with the intrinsic reward, because it mean lead to a detrimental effect.

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Coming to the outcomes in the form of job satisfaction, so it it really depends on the levels of intrinsic and extrinsic outcomes; and how the job holder views those outcomes, like the what is the importance of intrinsic rewards, and extrinsic rewards to the particular person, who is in that particular job position. So, one such of course, individual difference lies in the involvement that you are having for the job, and commitment to the organisation, so more job you are involved to the job, and the more effectively you are committed to the organisation.

Then you may prefer like more of intrinsic motivation, rather than being very extrinsically guided, so so it will depend from again the individual differences play, a major role in how people view their jobs, and what do they expect from that particular job, as a reward or a feedback. So, because people differ in the extent that the work is

very central life interest to them, so whether like my existence, my whole identity is dependent on the work that I am doing, or it is just a part of myself; and I have other roles to play, and can identify myself with those roles. So, this is one this is one of the important phenomenons, which is called work centrality in a persons life.

Then how how much do they actively participate in a particular work, then whether they perceive the work is very much central to their self esteem or not, do they define their self esteem wholly by the work they do or there are other factors that define their self esteem. How much they perceive work as the as as a definition of their self concept, I define myself by the work that I do, so if you find like, all these things are to a to a very higher degree like, the work is a central to life interest, and work access central to self esteem, and it is very consistent with self concept.

Then what happens, this is more of total identity, you get your identity from the work itself, and any threatening experience may lead to stress for these people. Because they will have like they will fail to define them self as a person, beyond their beyond like what is the identity they have got from the work, so it is good to certain extent. But if present in a intensities much more, then it may be detrimental for the person per say, as related to like the stress factor, and a feeling of burn out, and a hollow feeling is concerned.

Because, once your task is completed once you have really not something important to do in your hand, then then what you feel like as if your whole world is lost, your whole identity is lost, and and you have a very hollow feeling. And because that work is very central to your own identity in your life, it is very central to you and it means your self esteem. In many cases you may not want to share the techniques of work, and the knowledge gathered as a part of our experiences, with the new comers in the work then you feel like, as if you are parting with the part of yourself, and your self esteem gets reduced.

So, these could be the negative negative effects, as far as the work centrality is concerned in a person's life. So, you have to keep a optimum balance between these factors, like how much central a work should be in a person's life, and how much it should be like how much other roles that the person has in the family, and and society should be blended with this also the work role. So, that he can leave a balanced life, and perform

well in the organization; so another important factor is of course, the equity of the outcome, in terms of what is now fair reward?

Now, this equity of outcome, which which is in terms of fair reward, it it may again vary from person to person, based on like with whom we are comparing ourselves, this discussion we have already had in a previous class. Like who is this other with whom, I am comparing my input and output is this other who is there very inside my organisation, or is this other belonging to outside my organisation to my industry, or other comparable industry.

So, based on that may be your your reward management will depend, based on like with whom the person is comparing the input output ratio, and try to find out whether he is being fairly treated or not. And this fair treatment again is a part of like the concept of organisational justice, where where we try to see whether there is the fairness, in the process of distributing rewards, which we call like procedural justice, and whether there is amount distributed is also fair; in nature which we call like it is distributive justice.

Another new way of looking in to things like, whether any whether there is any personal personality wise contribution, in the way the equity is perceived, is it like for the same input and output everybody is having the same type of sense of equity or inequity or it depends from person to person, it varies from person to person. And researches have proved like there is a concept of equity sensitivity, so where people differ in their equity sensitivity, and there could be like groups of people like, some people who are more benevolent in nature.

Like even if they are getting less than others, then then then they really it does not matter for them and they are happy with that, so these people are called benevolent in nature. Some people rather are more equity sensitives, they will try to find out whether make a clear comparison between what others are getting, and what they are getting, and the way that is been given with respect to performance. And they will try to monitor their performance by either putting it up or down, if the situation is that of a over reward, or that of an under reward, and they will try to be in balance with others; and these people are called equity sensitive people.

And the others could be and the others extreme could be people, who who will try to get more rather for, what they are actually entitled to and these people are called entitlers

like, they they are they feel like they are entitled to certain rewards, and they will try to get those rewards from the organisations. So, three different ways of looking, even if they are getting more, they feel like they are entitled for something more, and the organisation is giving them less as compared to others, which is like direct opposite to those of the benevolence; and in between you find like the group which is called equity sensitive group. So, the people vary in the way that they perceive, how how and where the equity lies, equity in terms of distribution and process of giving rewards like, and they will show, they will show their behavioural pattern in that particular way.

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Leading to the discussion like, why we are discussing all these things of what is work, what is the different ways of viewing work, what is like the job performance outcomes? Because like we will try to design our jobs based keeping these things in mind, and what is job design, is the process of combining tasks and responsibilities it is a process of combining task and responsibilities to form complete jobs, and the relationship of the jobs in the organisation.

So, how the different jobs are related to each other, so that you can define a work role, so these are the issues which are handled in work job design. So, job design is again is the process by which managers decide individual job task and authority. So, you can see like it tells about what responses is required from the employees, in the terms of what is to be done; next is how it is to be done, what is the techniques to be taken, what are the

equipments to be required, and what are the procedures, what are the tools required for doing that particular job. Means what is to be done is the response, how it is to be done, second and third is like why it is to be done, what is the purpose of doing a particular job? So, it results in like, job description like, it shows the nature of the job in task performance on a, the task related behaviours like why something requires to be done.

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And the techniques it it tries to deal, it identify the most important needs of the employees and the organisation, so what is the most important needs, why a job needs to be done, and it tries to remove the obstacles in the work place, that frustrate those needs. Thirdly, so what will happen like, if you do it in that way, you are trying to map the individuals needs with the organizational needs, and you are trying to make people more motivated, because there needs a matching with the organisational needs, and the job designed is in such way that the individual needs are also getting fulfilled through the job design. So, managers hope that if you are designing jobs in a proper way, it will lead to fulfil important individual means. And because individual needs are getting fulfilled through a proper job design, it will contribute to individual groove and organizational effectiveness.

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Next we move on to the concept of job analysis, where what happens, job analysis why it is done as a precursor of job design, we have to do a job analysis to understand the objective description; objective does description of the job itself. So, and it gathers information about the two, three more most important aspects of the job, first is of course, like job content means, what it is that person has to do, what are the required activities that a person has to do, in order to do the job properly. So, and it consists of detailed description, and it like the detailing may vary from a very general description about the job, to a very specific description about the job.

And next is functional job analysis, where it is like the job itself is defined in terms of four factors, the way that the job is defined it is it is done where the job is defined in terms of four factors. Like what is that the worker does in relation to the data people and jobs, what methods and techniques that the worker is using what are the machines tools and equipments needed, and what is it, what material products and or services is the subject matter that the worker is producing; so all four will define the functional aspects of the job.

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2. Job requirements—minimum qualifications necessary to perform the job in an adequate manner.

3. Job context—physical demands and working conditions of the job, degree of accountability and responsibility, and other conditions or environmental variables.

Second that we have to define, as a part of job analysis is your job requirements, so it is like the minimum qualification necessary to perform the job in a very adequate manner. And third is of course, job context where the physical demands, and working conditions of the job, then the your degree of accountability and responsibility, and further and other condition are environmental variables are taken care of while defining a particular job.

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From the Job Analysis, three elements of Job Design like Task Analysis, Worker Analysis and Environmental Analysis are developed.

Task Analysis determines what tasks will be done ,how each task will be done and how the tasks fit together to form a job.

Worker Analysis determines the capabilities the worker must possess and responsibilities the worker will have.

Environmental Analysis is used to analyze physical environment including location, lighting, temperature, noise, ventilation etc.

From the job analysis you see three elements of job design, like task analysis, worker analysis, and environmental analysis are developed. Task analysis it tells about like, what task will be done, how each task will be done, and how the task fit together to form a job. Worker analysis determines the capabilities the worker must possess, and the responsibilities the worker will have, and environmental analysis is used to analysis physical environment including location lighting temperature noise, and ventilation etcetera, which is required for a particular job.

Now, if you can will move to the discussion over here, about competence mapping is very timely to discuss like when you are discussing job analysis, to describe the concept of competence mapping, because it it tells about like what to look for while we are going for task analysis, and your worker analysis, and environmental analysis. Now, competence is not just the skill per say or the ability per say that is required to perform a job, rather it is how you perform the job more emphasis on the behavioural aspect, and it is about the knowledge that you have the job, your attitude towards the particular job, and your personality pattern that is more required for a job.

The communication and the leadership styles, all all all defines the what is required, for what is the required competence to perform role rather in a better way, and that while we are going for the process of competence mapping, then we are utilising the concept of job analysis. And here what we do is, we do a job analysis through a position information questionnaire, or position analysis questionnaire, (( )) multipurpose like occupational system analysis, or occupational analysis inventory, or we go for a functional job analysis.

Where we try to find out in depth, in depth about the behavioural aspects of the job that is relevant for performing a particular job in a much better way, for a performing a performing a role in a much better way. And we divide that whole role in to small small jobs, and then each of the job, we prepare a detailed competence required for a particular job; and like we try to spell out the competencies, based on these factors of whether communication, knowledge, and personality pattern, attitude, etcetera, requires for a particular (( )).

And we prepare a detailed competency, least based on like we have a suppose we have we have competency required for a particular position like, if it is team work suppose, it

is a like competence, which is required. Then we have to break up teamwork into small small dimensions of like, further list of competencies which will define teamwork, then we have to get a definition of first broad definition of what teamwork means, then according to that definition we have to break it up into smaller competencies. And then define those competencies again, and as a result what we get is a list of like it well defined competencies.

Then we have to like define the range of those competencies, the degree and depth to what it is required based on the proficiency level, like if there are five hierarchies in the organisation, are functional levels, and what is the or five types of job rather, how you will define it, then what is the degree of a particular competency required for a particular position? And we have to map the details of it and we have to map each of these details about the degree of the competency required, for a particular position.

And we have to go on mapping it according to the different proficiencies, and these are called proficiency levels of the trade mark of the competencies. Suppose, if your knowledge about accounts is one of the competence required for a particular position, may be for the lowest proficiency, level it is own the competency required will be only for reading the information that is there in the accounts applied. But for the higher competencies as we progress the level of proficiency, it could be for the higher proficiency level, it is not only reading, but interpreting.

And then maybe it is finding out the false along with interpretation, and in the last level, highest level it could be formulating some rules, regulations, and standards also. So, according to the like the more you move higher up in the proficiency level, the degree of the competence required is also becoming more and more for, and the complexity of that competence. The behaviours get more added on, to what is, what will define the required competence at a particular proficiency level, and accordingly what we can prepare is competence based job description for a particular proficiency level.

And then these things will then help then again for it is very important for designing competence, based job analysis and job description; while we are talking of job designing, because because it is related to the concepts of job range, and job depth.

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So, what is a job range is the number of task a job holder performers, and a job depth is amount of discretion, a job holder has in a particular job, in deciding on the job activities and outcome, this will generally determine the proficiency levels in the job. As we are discussing like, how what is the level of job depth that you are having, and what is the discretionary power in determining the, in parts of deciding the job activities, and it is related outcomes.

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And also it it is about the job relationships means, the how each of the jobs are related to each other, and how do you like form the nature of like interpersonal relationships individually, and within work groups. Now, if the jobs are defined according to these competence levels, then it is modern way of looking in to things, so which will help us in our designing of the jobs in the job range aspect and the job enlargement and enrichment aspects.

Because, we know what is the range of competencies or the depth of competencies which is required for a particular proficiency level, and which is required to move a person up in the next proficiency level. And we can decide on like what all the trainings aspects required, and how a person can be developed to gain all the competencies, which is going to prepare him for the next higher level.

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So, will see like the and also because here here we see like the individual differences, and like different social settings also affect the factors, which is there in how the people perceive a job.

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So, all these the competencies present, how you define a job, and how individual people look about the job, how society is looking at the job, all this factors will definitely have an interest on the job range, and the job depth part, like while we are trying of designing those aspects. And two ways of defining job range is of course, like your job enlargement, and job rotation and another is cross training like, in job enlargement what you do it increases the number of task that are job holder performs. So, because it requires more of training, it boosts up your job satisfaction, and reduces absenteeism and turn over.

And in the job rotation, it is it is a part of job enlargement, where where what you do is instead of enlarging or going on adding number of tasks to a particular job, what we do is we rotate a employee, through very specifically defined tasks, throughout the organisation over one job to another. So, that so he gets a feeling of, gets an exposure towards the perceived variety in the different job contents, and but we do not change a persons basic job characteristic, but we make him move through various jobs in the organisation.

So, that person has a feel of all the jobs which are present in the organisation, or another variety of job enlargement is that of cross training, where where where we try to train the person in various skills, which are there specific to various jobs the behavioural, and attitudinal part here. Here comes the questions of competencies also, we try to develop

that person the various competencies that are required for different types of jobs, which are there, so that the person becomes equipped for performing various jobs, which are there in the organisation, so this is called a cross training.

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So, when we are talking of job depth, then that the process is that of job enrichment, and in job enrichment what we do, it is an application again of Herzberg's two-factor theory. So, it tries to, it tries to expose people to jobs which meets individuals needs for psychological growth, specially responsibility challenge and achievement. So, it it it increases like the job holders, needs for personal growth by either use of direct feedback, which is timely and evaluated, and which is direct evaluation of performance or it can be new learning providing opportunities to learn and grow.

It could be helping the individual to schedule his or her work, work like telling to the individual about the uniqueness, which is there about the some unique qualities is about the job. And making him give control over resources giving control making him give control over resources or making him some like personally accountable for the performance. That he is having means showing in the organisation. And all these things will lead for enrichment of the job, so what the difference of a job enlargement and enrichment is that, in enlargement what what you are trying to do, is is you are trying to increase horizontally the number of tasks that is been added to the particular job.

But, in job enrichment what you are trying to do, you are trying to increase the rewards, recognitions, feedback, and uniqueness, opportunities that the person is getting for a particular job. And it you are making it to meet the needs for psychological needs of the individual, but we have to be very careful about like, how much to enrich a particular job, and whether can all jobs be enriched in the organisation or not. So, these are are are certain of the things like, which which will determine the process of your job designing, and one of the important models, which takes into consideration the job enlargement and enrichment aspect together, is the process of JDI, the Job Descriptive Index by (( )) which like what are the factors leading to job enrichment and enlargement.

And we have we to develop motivational potentials for as a part of that, and it is one of the primary aspects of job design, which we are going to continue in the next lecture like job descriptive index, and how it combines enlargement and enrichment together. And we will move forward with the alternative aspects of job designing, from the very like we will start with the traditional one, and and we will move to the newer more alternative aspects of job designing, which takes in an talk about quality work life.

And we will talk about total quality management, and various issues of, emerging issues of job designing; which which will tell us about the complexity of job design, and how we have to take in to consideration, various contextual and contingent factors, while designing a particular job in the organisation. So, that job design becomes more meaningful, and people are can identify with that job, that is given find it like more timely more more more suitable to their purpose, and to the organisations purpose; and keeper and can perform well in the organisation.

Thank you.