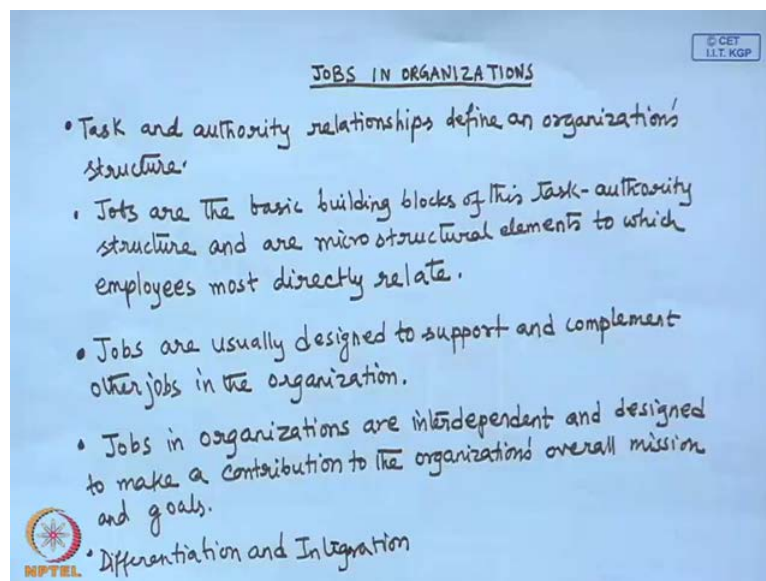


Organizational Behaviour
Prof. Susmita Mukhopadhyay
Vinod Gupta School of Management
Indian Institute of Technology, Kharagpur

Lecture - 16
Job Design, Work and Motivation (Contd.)

Welcome to the continuing session on job design, work and motivation. Now we will just have a relook into what means by jobs in organisations.

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Jobs are task and authority relationships which defines an organisation's structure. So, they are jobs, are the basic building blocks of this task authority structure and are micro structural elements to which employees most directly relate. So, if you just see if the important points, salient points mentioned in this definition, is they are task and authority relationship. This word is very important, authority relationship means the power that is there in the organization. The relationship of each job with other job and it defines. So the way a job is defining the organization, it defines the structure of the organization. They are, the jobs are the basic building blocks and which it is the micro structural elements to which the employees most directly relate to.

So, when they enter an organization what they first get to face in the organization of the jobs and jobs are usually designed to support and complement other jobs in the organization. They are interdependent in nature and they are interdependent and

designed to make a contribution to the organizations, overall mission and goals. These are very important points about what we call jobs and why we are repeating it over here because we are trying to move to a very important segment of our discussion which is called job design. So, when we are concentrating on what is job design, then we must first know like what is job and what is the relationship of job with the other jobs as present in the organization. What is the purpose of jobs in the organization?

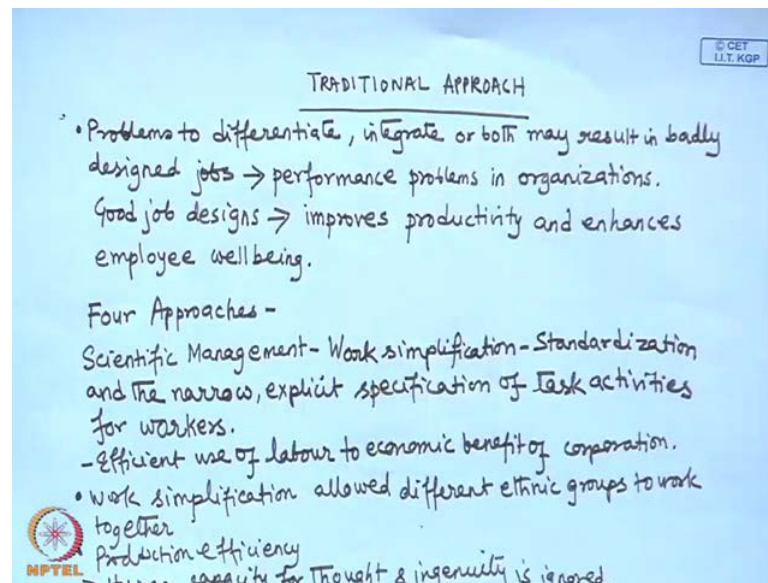
Only when that idea is clear to us, we will be able to state or define clearly. What is job design? One of the most important aspects of jobs in the organization is differentiation and integration. These are the very important aspects of job design as well as organisational designs.

So, based on these parameters, based on these parameters we try to design the jobs which are there in the organization and there are different ways of job design, one is the traditional aspect of the job design and now you are looking into the modern aspects of job design. So, when the traditional aspect of job design focuses more on the differentiation and integration aspects of the job and if there is any problem in the differentiation and integration or both, it may lead to problems in human performance and behaviour in the organization and like also lack of performance and all these things.

If there is a problem in the areas of differentiation integration either or both of them while designing the jobs in the traditional concept. And the traditional concept of job design, it is, it started with the scientific management school and actually we have four four aspects to it and the first is the scientific management school and then is the job rotation and job enlargement.

As we discussed in the which we have already covered in the last class and job enrichment and beyond that is the job characteristics model So, first here we will try to discuss about the scientific management school and what is the, what and what it tells about work simplification. We have already discussed about job rotation and enlargement and enrichment. We are not going to touch upon that again, we will then move to the job characteristics model in with this lecture.

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So, when we are talking of like the scientific management school so, the most important part of it if you see over here is work simplification. So, work simplification is the key word in the scientific management school and which leads to like which leads to your like standardisation and narrow and explicit specification of task activities for workers.

So, and it use work so, in that case what happens if every step is standardised and it is well defined it is broken into small small parts then what happens like people from any ethnicity or whatever cultural backgrounds they are coming from, they can perform that job because everything is very clearly defined. So, and it leads to production efficiency because you know what exactly you have to perform and then you perform accordingly because everything is stated very clearly to you.

But then it, the negative of this concept of scientific management school of work simplification is that, sometimes over simplify, too much simple work leads to boredom of people and it ignores, it denies the human capacity of thought and ingenuity. It is, it tells like everything has to be stated very clearly and the role of the HR Manager over here is, of course, to define the task as specifically as possible through time and motions study and all these factors. So, that everything get stated very clearly and you perform accordingly, like another machine performing a particular work and in that case the thought process of the employees is denied, it is and it may lead to boredom.

Now, to deal with these boredom factors, what is the answer to these boredom factors that we have is the next type of job design, which is job enlargement and job enrichment which we have discussed in the previous lecture. Job enrichment of course, like has some drawbacks in the sense like is it, is it worthy to enrich every job possible or is it the correct answer to enrich jobs because you cannot averse you cannot claim that you has satisfied a person by enriching a job, because the more you enrich people in many cases starts demanding more. So, these could be the problems of enrichment. Next, what we try to concentrate over here, is the like the concept of job characteristics model, which combines enrichment and enlargement.

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The slide features the IIT Kharagpur logo on the left and the text on the right. The text is as follows:

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Job Characteristics Model combines job enrichment and job enlargement


attempts to account for interrelationships between:

- a. Certain job characteristics.
- b. Psychological states associated with motivation, satisfaction and performance.
- c. Job outcomes.
- d. Growth need strength.

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So, when we are talking of the job characteristics model. So, it tries to see the job based on certain job characteristics and it tries to relate it with the certain psychological motivational and satisfaction performance and it sees what are the job outcomes related to it? What is the role of the growth need strength, when we are trying to talk about like what is the individuals growth need strength and how it influences the whole understanding of the job, based on these job characteristics.


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Core dimensions of the job characteristics model are:

- a. Variety—degree to which a job requires a wide range of operations and a variety of equipment and procedures.
- b. Autonomy—extent to which job holders have a say in work scheduling and selection of equipment and procedures in their work.
- c. Task identity—extent to which jobholders do an entire piece of work and identify with the results of their efforts




So, the core dimensions of job characteristics as mentioned are of course, your variety in the task possible. So, like the wide variety of things are (()) which needs to be done as a part of wide range of operations, that needs to be done as a part of that job. So, it relates to it relates to the, it relates to the job enlargement concept. When we are talking of autonomy it relates to the extent to which job holders have say in the scheduling of the work and selection of it is equipment which is more of the job enrichment concept. Task identities extent to which the job holders do a entire piece of work and identifies with the result of their efforts. So, it is again a part of your enlargement and enrichment things. So, these will define the characteristics of the job.

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- d. Feedback—degree to which jobholders receive information about their job performance.
- e. Dealing with others—the degree to which a jobholder can establish informal relationships with other workers on the job.
- f. Friendship opportunities—degree to which a jobholder can establish informal relationships with other workers on the job.



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But, these characteristics of the job is again dependent on factors like feedback that you receive about a particular job and dealings with others, the degree to which a job holder can establish informal relationship with other workers of the job and friendship opportunities like whether you have friendship opportunities about informal relationship with workers on the other job.


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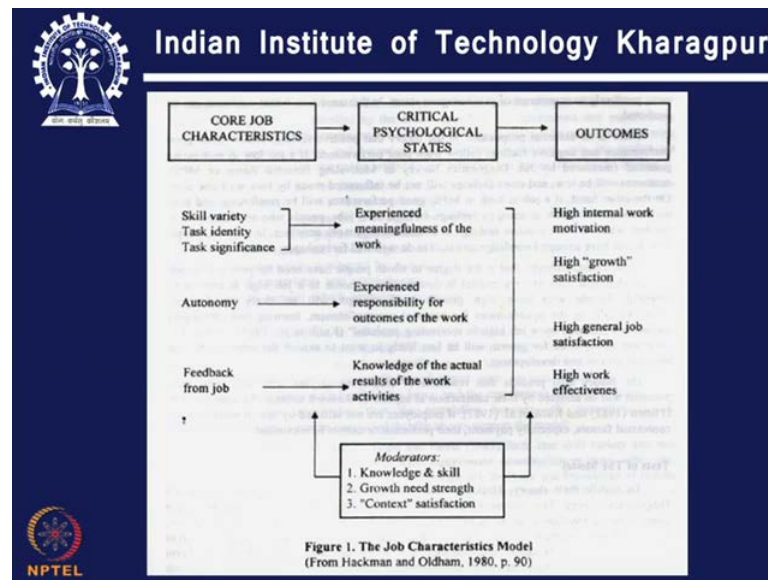
The problems associated with job redesign using a job characteristics approach:

- a. Program is time-consuming.
- b. Unless lower level needs are satisfied, people will not respond to opportunities to satisfy upper level needs.
- c. Unrealistically high expectations for satisfaction may lead to lead to dissatisfaction.
- d. Union may oppose it as an attempt to get more work for the same pay. e. It may not produce tangible improvements for some time.



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So, what you find over here is, if you see this picture, the core job characteristics are the skill variety task identity and task significance. It will lead to the psychological state of experienced meaningfulness of the work. Autonomy will lead to the sense of responsibility for the work outcomes and feedback from the job will be the knowledge of the actual result of the work activities.

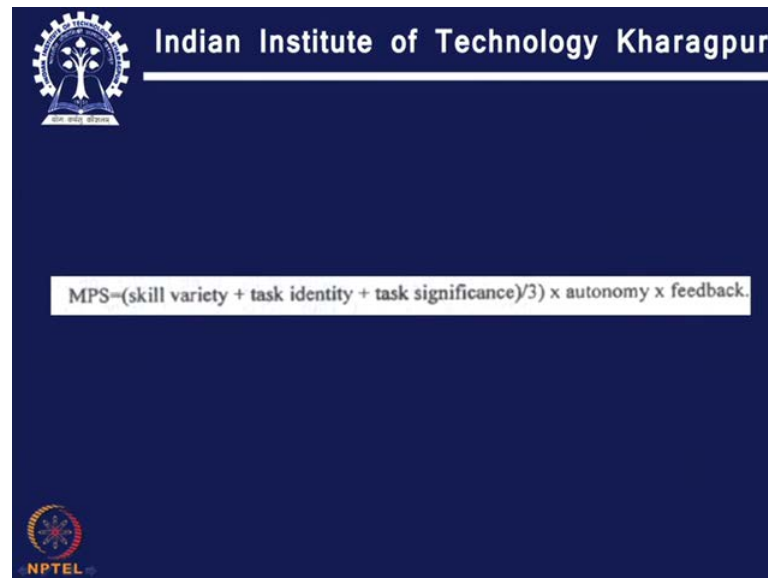
The outcomes will be high internal work motivation, growth satisfaction, general job satisfaction and high work effectiveness. But but is again what you find over here, like though it appears to be a very straight relationship between the core job characteristics, critical psychological states that generates and the outcome that follow, but it is moderated by the three very important factors, like the background knowledge and skill of the employees, the growth needs strength and the context satisfaction.

So, when these things are playing a role in between, it will moderate the strength of the relationship between the job characteristics, the psychological states it generates and whether it will lead to the outcome as mentioned in the right hand side part of the diagram. Because see, if a person, suppose in the growth needs strength and it is a moderator for autonomy.

So, autonomy will be dependent on like, how much I like in autonomy like, if I am a worker who likes to be guided and I autonomy I, if I am to take a decision by myself it is a threat for me. Then thinking like giving autonomy to all the employees will lead to

better sense of better responsibility and high growth strength may not be always the result that we get. Because some people may prefer autonomy, some people may not prefer autonomy, based on their own personal preferences and growth need strength. So, we have to take those things into consideration, while we are designing jobs, based on this job characteristics model.

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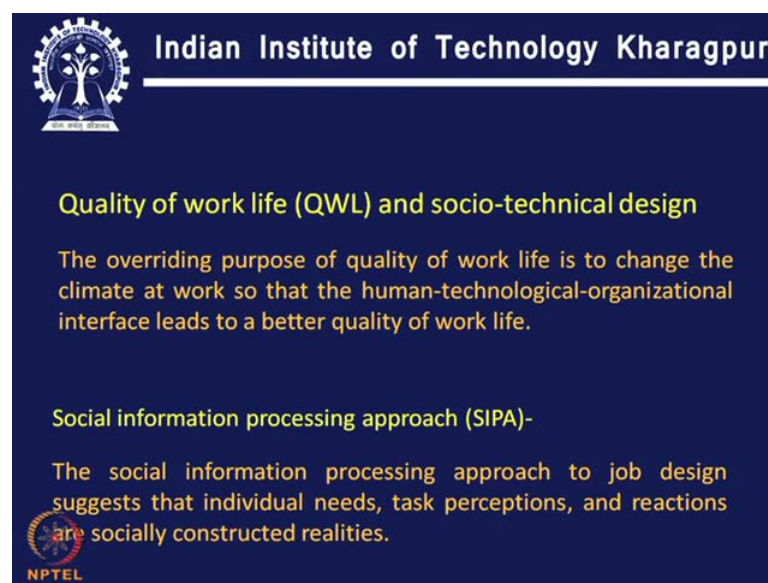
What it leads to is the motivational potential score MPS, which we call, which is based on task variety plus task identity plus task significance divided by 3 into autonomy into feedback is the motivational potential score for a particular task that we get over here. But, while designing this job characteristics, if we find we also like it is, very time consuming in certain senses and like we have to tell, like what is the find out what are the different varieties of skills which are there, then how to deal with the task identity? How to realise whether this task is significant for the person or not?

So, it requires a detailed study, job analysis of the job per say to and to map it to the different growth needs of the individual and find out its implication for the psychological states. Before we are to design a job based on this job characteristics model. Implication of this job characteristics model for the organization is of course, like when you are talking of engagement these days, employee engagement and how how it will it is dependent on the characteristics of the job. Then we have to find out through surveys

like what are the elements in the job or what do the employees desire? what do the employees want from the job?

So, that they feel like if given those things, provided these things and given to them they can work extra mile for the organization or they will be able to perform better in the organization and we have to in build those things within the job itself. So, in that way. So, the nature of the job itself will motivate person for the engagement in the organization. So, that is one of the implications of this job characteristics model.

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The slide features the IIT Kharagpur logo in the top left corner. The title "Quality of work life (QWL) and socio-technical design" is in yellow. The main text is in orange and white. The NPTEL logo is in the bottom left corner.

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Quality of work life (QWL) and socio-technical design

The overriding purpose of quality of work life is to change the climate at work so that the human-technological-organizational interface leads to a better quality of work life.

Social information processing approach (SIPA)-


The social information processing approach to job design suggests that individual needs, task perceptions, and reactions are socially constructed realities.

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Next, we move on to the next slab of discussion, which is based on alternate, alternative approaches to job design. In alternative approaches to job design, what happens is like we are more concerned here with the issues, which are not directly related with the task par say, but contextual factors, human behavioural related factors, which may affect the interpretation of the, in the job by the other work by the individual.

Based on those things we are trying to design jobs by giving more importance to the interpretation of the job by the people. We are we are trying to tell it about we are more concerned about the quality of work life of the people and we are trying to classify it into like, into different headings and the first of course, is the socio-technical system design.

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Quality of work life (QWL) and socio-technical design

The overriding purpose of quality of work life is to change the climate at work so that the human-technological-organizational interface leads to a better quality of work life.

Social information processing approach (SIPA)-

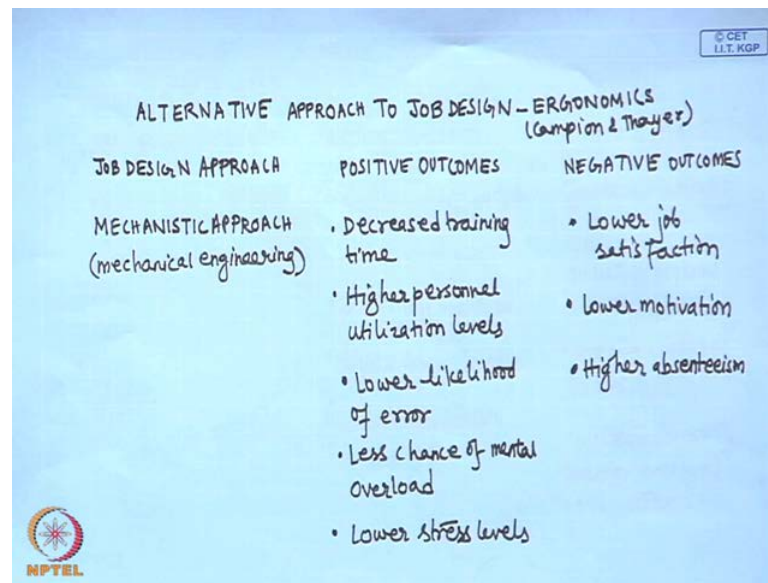
The social information processing approach to job design suggests that individual needs, task perceptions, and reactions are socially constructed realities.



When we are trying to focus on the human technological and the organisational interface, which leads to like a better quality of work life. So, what what happens over here is, here, what we are more concerned about the interaction amongst these three factors, major pillars, human technological organisational interface, which may lead to different interpretations about the job. One of the way of interpreting this job is of course, when we deal with the social information processing approach. In the social information processing approach to job design, we, it suggests that the individual needs, task perceptions, and reactions are socially construed or constructed realities.

Which means that how much importance we give to a job, how why you perceive that particular portion of the job, and how I orient my individual needs around the job. All these will depend on the feedback that I get from the society, about the importance of the job, for the society. The status that is given about the job holders in a particular society, the respect that you get from the society and so on and so forth. So, this is called the social information processing to job and that is how we try to perceive the importance of the job in our life.

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ALTERNATIVE APPROACH TO JOB DESIGN - ERGONOMICS
(Campion & Thayer)

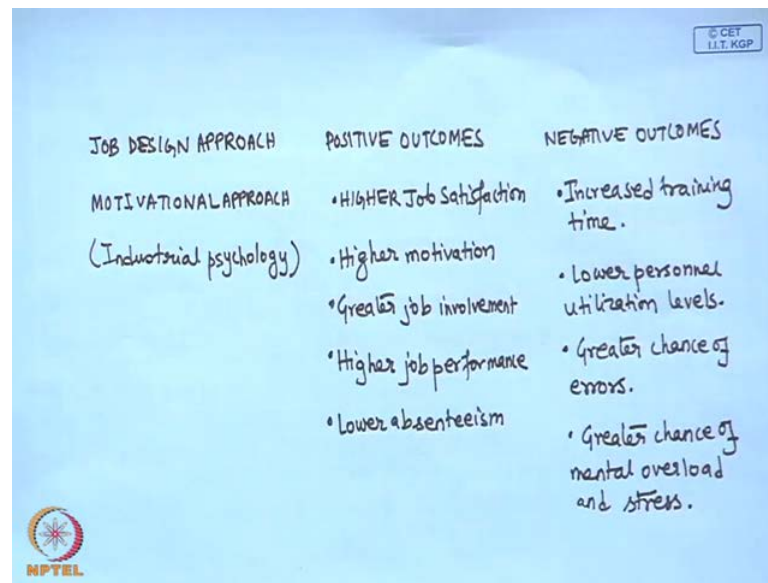
JOB DESIGN APPROACH	POSITIVE OUTCOMES	NEGATIVE OUTCOMES
MECHANISTIC APPROACH (mechanical engineering)	<ul style="list-style-type: none">• Decreased training time• Higher personnel utilization levels• Lower likelihood of error• Less chance of mental overload• Lower stress levels	<ul style="list-style-type: none">• Lower job satisfaction• Lower motivation• Higher absenteeism

NPTEL

Next important alternative approach to job design is the ergonomic approach. This is one of the important ways of defining job. And in ergonomic approach what is done is we draw from, we try to design the job by drawing our knowledge from different job design approaches. We try to find out the positive and negative present in each of these approaches and then try to orient ourselves towards that, then we try to adopt some of these positive some parts of it and then we try to make design a job in that regard. So, the alternative like in this ergonomic approach the first approach is of course, the making which is taken care of is the mechanistic approach which we which comes from mechanical engineering.

You find over here, we have listed down both the positive outcomes and negative outcomes related. So, when it is a mechanical engineering thing we find like there is a decreased training time, higher personal utilization levels, lower likelihood of error, less chance of mental overload and lower stress levels; because we are trying to state each and every job very clearly. It is well defined. But, it may lead to like lower job satisfaction and motivation and higher absenteeism.

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The image shows a handwritten table on a light blue background. The table compares two job design approaches: Motivational Approach (Industrial psychology) and Mechanistic Approach. It lists positive and negative outcomes for each. The table is organized into three columns: Job Design Approach, Positive Outcomes, and Negative Outcomes. The Motivational Approach is associated with higher job satisfaction, motivation, involvement, performance, and lower absenteeism. The Mechanistic Approach is associated with increased training time, lower personnel utilization, more errors, and mental overload/stress. Logos for CET I.I.T. KGP and NPTEL are visible in the corners.

JOB DESIGN APPROACH	POSITIVE OUTCOMES	NEGATIVE OUTCOMES
MOTIVATIONAL APPROACH (Industrial psychology)	<ul style="list-style-type: none">• HIGHER Job Satisfaction• Higher motivation• Greater job involvement• Higher job performance• Lower absenteeism	<ul style="list-style-type: none">• Increased training time.• Lower personnel utilization levels.• Greater chance of errors.• Greater chance of mental overload and stress.

So, again when we talk of a motivational approach, which is derived from industrial psychology. So, again you find it is a higher job satisfaction, lower absenteeism, and greater job informant and negatives of this are increased training time and lower personal utilization levels, greater chance of errors, and mental overload and stress. Now, now if you are combining some aspects of motivational approach with that of the mechanistic approach, may be that combination of these two is going to give a better job design and you have to see the nature of the job in organization. How are the people, what do the people expect from you as the part of job design. You may combine these two together processes to design your own job in the organization.

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JOB DESIGN APPROACH	POSITIVE OUTCOMES	NEGATIVE OUTCOMES
BIOLOGICAL APPROACH (Biology)	<ul style="list-style-type: none">• Less physical effort• Less physical fatigue• Fewer health complaints• Fewer medical incidents• Lower absenteeism• Higher job satisfaction	<ul style="list-style-type: none">• Higher financial costs because of changes in equipment or job environment

NPTEL

There is a biological approach which deals with like less of physical effort, less physical fatigue, fewer health complaints and medical incidents, lower absenteeism. But again it is higher financial cost due to changes in equipment or job environment. So, you have to see like what you want to give to the people, as a part of the quality of work like that we are discussing over here. If it is less of physical effort and physical fatigue, fewer health complaints. See if your focus is on this set, then you have to design the job according to the biological approach.

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JOB DESIGN APPROACH	POSITIVE OUTCOMES	NEGATIVE OUTCOMES
PERPETUAL MOTOR APPROACH (Experimental psychology)	<ul style="list-style-type: none">• Lower likelihood of error• Lower likelihood of accidents• Less chance of mental stress• Lower training time• Higher personnel utilization levels	<ul style="list-style-type: none">• Lower job satisfaction• Lower motivation

NPTEL

Another approach is that of the perpetual motor approach, which is again based on experimental psychology. You see it is like lower likelihood of error, lower likelihood of accidents and less chance of mental stress, lower training time higher personal utilization levels. But on the negatives there is lower job satisfaction and lower motivation. So, again it depends on the philosophy that you believe in, for what you want from the job or what you see that the people expect from your job and what what is the ultimate outcome that you define for the organisations effectiveness, will affect the type of job design and approaches taken for it .

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The slide features the IIT Kharagpur logo and name at the top. The main title is 'Self-managed teams— job redesign at a group level.' The definition states: 'A self-managed team (SMT) is a small group of individuals empowered to perform certain activities based on procedures and decisions made within the group; minimum outside direction.' It lists four possible forms: a. Task forces, b. Project teams, c. Quality circles, and d. New venture teams. The text for 'd.' is partially cut off at the bottom.

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Self-managed teams— job redesign at a group level.

A self-managed team (SMT) is a small group of individuals empowered to perform certain activities based on procedures and decisions made within the group; minimum outside direction.

Possible forms:

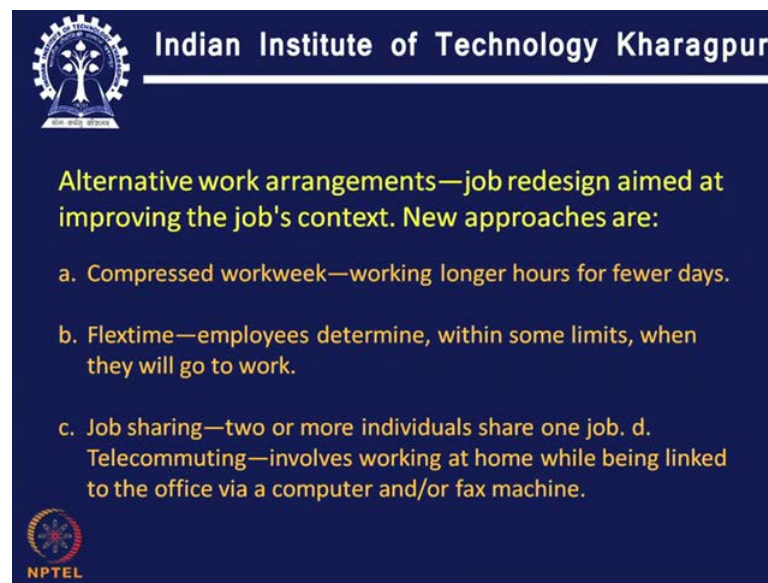
- Task forces.
- Project teams.
- Quality circles.
- New venture teams. Team management determine own work assignments within team and are responsible for work from start to

So, based on this, what we go for now is another type of alternate job design, where job design at the group level, which is called the self-managed teams. Now, self-managed teams is a small group of individual people, who are empowered to perform certain activities based on procedures and decisions made within the group and with minimum outside directions. So, like it could be a project team, it could be task forces, quality circles and new venture teams, where the teams themselves are more responsible for the work from the start to the end of it. So, here what factors are more important over here, is the autonomy part of it and the complexity of the task and and your variety of task skill needed and how you identify with the task given at hand.

All these things will determine your self-managed teams. The level also, the level of the knowledge and competence of the people, their belief in their self-efficacy to solve

complex problems at hand without having directions from outside. So, for self-managed teams it is more important to have matured people with strong self-efficacy, ability to set proper goals and proper self leadership qualities, all these things are very important for the self-managed teams.

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The slide features the IIT Kharagpur logo at the top left and the NPTEL logo at the bottom left. The text is centered and lists four alternative work arrangements:

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Alternative work arrangements—job redesign aimed at improving the job's context. New approaches are:

- a. Compressed workweek—working longer hours for fewer days.
- b. Flextime—employees determine, within some limits, when they will go to work.
- c. Job sharing—two or more individuals share one job.
- d. Telecommuting—involves working at home while being linked to the office via a computer and/or fax machine.

So, other alternative work arrangements are of course, like when we are talking of, when we are talking of this improving this job context. So, we are focusing more into like compressed work week , or flexi time, flex time or like job sharing. So, these are like important aspects of job design, that we are facing over here. So, these are come up with emerging issues like changing pattern of human resources and the importance given to both family life and work life.

Realisation of the factors that people have numerous roles to play and beyond only the work role in the organization and they have to play all these roles well. So, based on these realisations some flexibility has been brought in the job design and also on the organizations capacity to pay for a certain employee. The scarcity of resources like you have to work through multiple locations and all these factors, one person has to attend to multiple locations. So, if this according to changing nature of the job, changing nature of the environment in which the organization is functioning, all this contextual factors affect the designing of the job.


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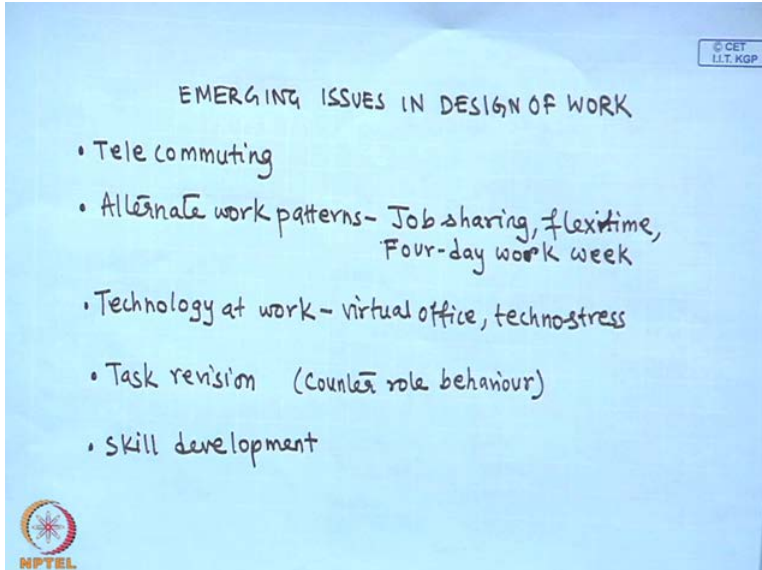
Alternative work arrangements—job redesign aimed at improving the job's context. New approaches are:

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Some of these are of course, like what we talk of compressed work week, like working for longer hours for 4 days and may be 10 hours also and then enjoying 3 days of rest where you can take up your own personal works, then telecommuting, then you have flex time, where employees determine. Which is the time which is more comfortable for them to come to the office and job sharing, where two or more people share one job, are you can talk of like technology at the work place like,

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EMERGING ISSUES IN DESIGN OF WORK

- Tele commuting
- Alternate work patterns- Job sharing, flexitime, Four-day work week
- Technology at work - virtual office, technostress
- Task revision (counter role behaviour)
- Skill development



When you are talking of when you are talking of virtual work offices and where related concept that we are talking is of course, the stress that you face as a part of that over utilization of technology. If you are interacting in virtual team, then is it important, it creates it creates its own challenges, never able meeting the your, other team members physically face to face, but you are meeting them through your telecommunications and all these things computers and so, you have to adjust to these challenges. Motivational aspects become different. So these are different challenges that are there for the job designing aspect.

Next of course, which is very important aspect of job designers are which is called task revision. So, in task revision what happens like, initially you find like some jobs are not well defined. So, it has to well defined so, that employees are not able to perform well or it is not suiting the purpose of organisation and then you have to redefine that job. In that case what happens you have to go for a task revision.

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The image shows a handwritten table on a light blue background. The title is 'PERFORMANCE CONSEQUENCE OF ROLE BEHAVIOUR'. The table has four columns: 'ROLE CHARACTERISTICS', 'STD ROLE BEH', 'EXTRA ROLE BEH', and 'COUNTER ROLE BEH'. The first row describes 'Correctly specified role' leading to 'Ordinary good perf', 'Excellent perf (Org Citizenship & prosocial beh)', and 'Poor perf (deviance, dissent & grievance)'. The second row describes 'Incorrectly specified role' leading to 'Poor perf (bureaucratic beh)', 'Very poor perf (bureaucratic zeal)', and 'Excellent perf (task revision, redirection, role innovation)'. There is a small logo in the bottom left corner and a copyright notice in the top right corner.

ROLE CHARACTERISTICS	STD ROLE BEH	EXTRA ROLE BEH	COUNTER ROLE BEH
Correctly specified role	Ordinary good perf	Excellent perf (Org Citizenship & prosocial beh)	Poor perf (deviance, dissent & grievance)
Incorrectly specified role	Poor perf (bureaucratic beh)	Very poor perf (bureaucratic zeal)	Excellent perf (task revision, redirection, role innovation)

Task revision has an effect on the performance of the individuals. Like if you find like, when if the job roles are correctly specified role then standard role behaviour is ordinarily good performance. But if you are going for some extra role behaviour, somebody is performing beyond what is demanded then it leads to excellent performance. But if somebody is doing counter role behaviour, which is behaviour which is not expected as a part of the job, it may lead to poor performance like deviance and

descendent grievance. But in case of incorrectly specified role, then what happens the standard role behaviour what is expected a few, will not performed well. It will be poorly performed. Extra role behaviour also because you do not know, what you exactly have to perform as a part of your role this also is very poor performance.

So, but when it is counter role behaviour it is written like it is excellent performance because that will tell you this counter role behaviour where were the task is incorrectly defined and what revision it needs to be made. So, that it gets properly defined according to the organizations needs or the human beings needs and it may lead to role innovation.

Another part of this alternative way for job designing is, skill development where you try to upgrade the skill levels and competences of the people present within your organization. So, that they get to fit they develop their competencies and they can fit into the any type of job, which is there within the organization. So, these are important like your issues alternative work arrangements that can be done to improving the jobs context.

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Total Quality Management and Job Design-

It combines the ideas of technical knowledge and human knowledge.

It empowers employees to handle the complexities and variabilities of work technologies.

When the integration of technology and employee is considered, the employee's job is often redesigned to enhance this interaction.

In the current global environment, socio-technical system design has been incorporated in the total quality management approach NPTQ management.

So, when we are talking of total quality management and job design. So, what it, what becomes much important over here is like, what it becomes much important over here, is like the combination of the ideas of technical knowledge and human knowledge.

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Total Quality Management and Job Design-

It combines the ideas of technical knowledge and human knowledge.

It empowers employees to handle the complexities and variabilities of work technologies.

When the integration of technology and employee is considered, the employee's job is often redesigned to enhance this interaction.

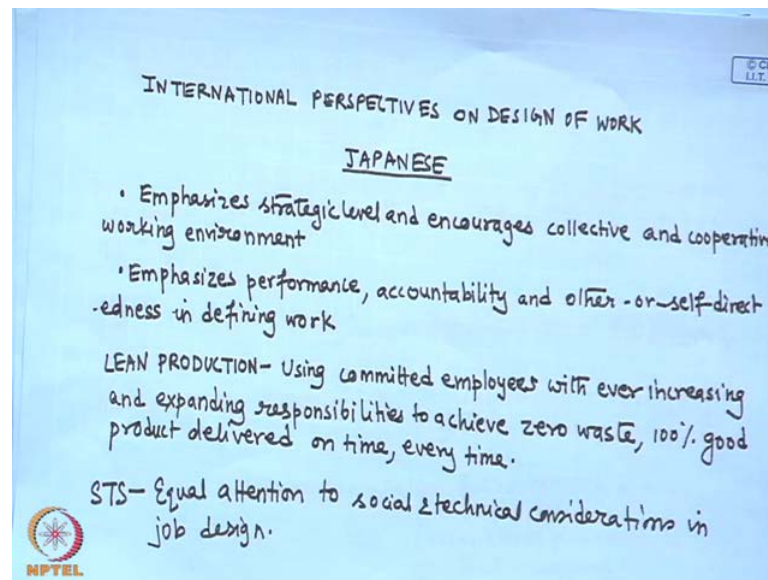
In the current global environment, socio-technical system design has been incorporated in the total quality management approach.



So, it helps the employees to it helps the employees to handle the complexities of the job and variabilities in the work technologies, So, when there is an integration of technology and the employees considered, the employees job is often redesigned to enhance this interaction. In the present system in the global environment so, the socio-technical system design has been incorporated in the total quality management approach. So, that what we are trying to do is, we are trying to map the needs of the job with the how to do it in a better way and if it is to be done in a better way, what are the factors which will lead, which will help the employee to do those things in a better way.

All these things are mapped together and then you design a job according, like what should be provided ultimately what you get is, what should be provided to the employee so that their needs and their growth is taken care of in the organization. They are at ease to perform well in the organization. So, now when we are talking of this global environment. So, let us has a look into the international perspective on job design. Because (()) find there is a difference, in the how different emphasis emphasis vary on the different aspects of the job based on the where it is situated.

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So, you will find first there is a Japanese approach to perspective, which like it depends upon the national culture per say, where it emphasises strategic level and collective and cooperative work environment. So, and like it emphasises more on performance, accountability and other, others self or self-directedness in the defining of the word. It believes in like lean production. So, what is more important word over here is, committed employees with ever increasing and expanding responsibility to achieve zero waste, 100 percent good product, delivered on time; every time.

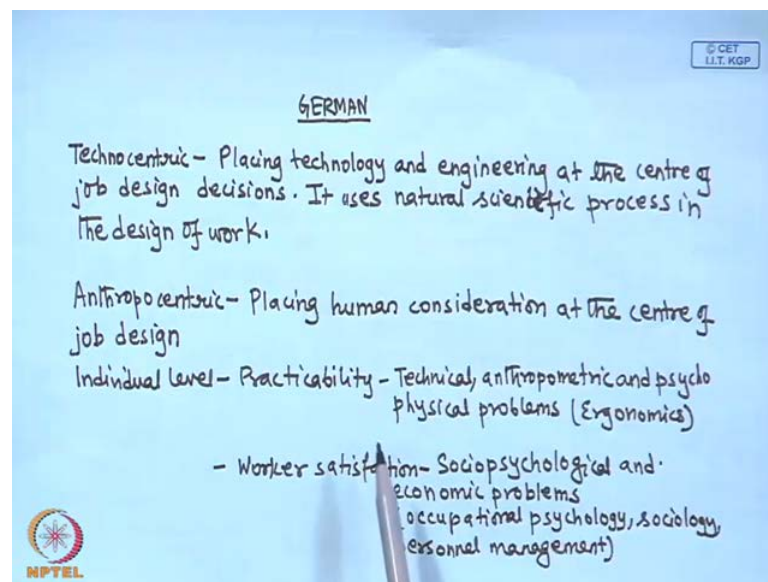
So, if you focus on this definition per say of lean production, it is very challenging to design a job accordingly it is very challenging from the perspective of socio technical design to design a job accordingly, because see number of question marks are arising over here, number of important questions to be answered over here, committed employees. How do you get committed employees? What makes what organization has to provide to get committed employees and to keep their levels of commitment very high. So, what motivational factors you introduce?

With ever increasing and expanding responsibilities so, to achieve zero waste, 100 percent good product, delivered on time; every time? So, this is actually a very like if you see it the words per say, so it is very like if not taken care of with the proper training, with proper motivation to achieve this target, this may be stressful for the employees, like every time you have to perform and you have to perform 100 percent correct with

zero waste and you have to be flawless sort of thing and it is really very challenging for the employees to meet this target.

Your responsibilities are going to increase and increase every time. So, if the employees are becoming self-motivated, intrinsically motivated to achieve this target, then pressures from up or from the leaders or whatever, you tell to achieve this target may be somewhat stressful for the employees. So, you have to design your job accordingly with and you have to enrich your job accordingly so, that the people are self-motivated to achieve this target. So, here lies the importance of the socio technical design and how how you imbibe the principles of this design in the total quality management.

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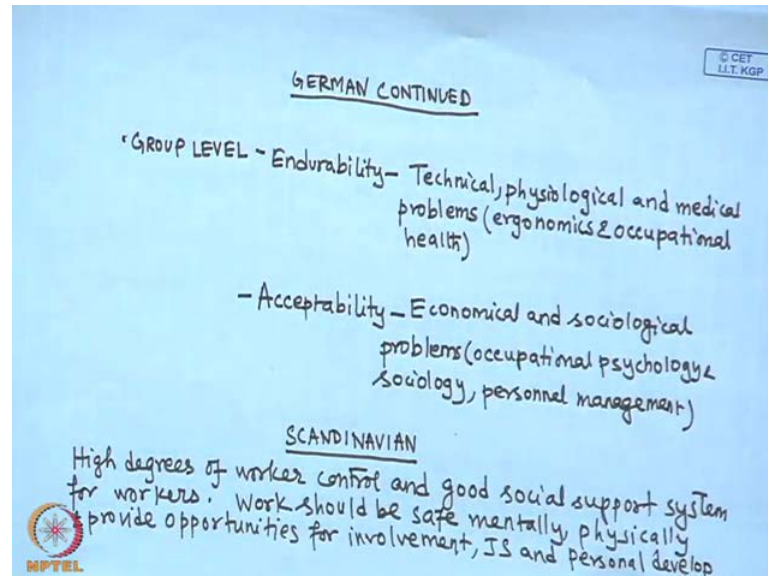


Next see when we are going to the German approach, the German approach is like initially it was techno centric, which was placing technology and engineering at the centre of job design decisions. So, more emphasis was given on the technology aspect of it. But now it is shifting to anthropocentric approach, which is placing human consideration at the centre of the job design. It is trying to design, consider the anthropocentric job design from two levels. One is the individual level which talks of the practicability of the job based on the whether it is, how far practical is to perform a job with the way decide like technical anthropocentric and psychophysical problems.

This is very important. The psychophysical problems which may arise about like performing the job. Worker satisfaction, socio-psychological and economic problems,

which deals with the it comes from the area of occupation of psychology and so forth. So, how far satisfied the worker will be while performing a particular type of job.

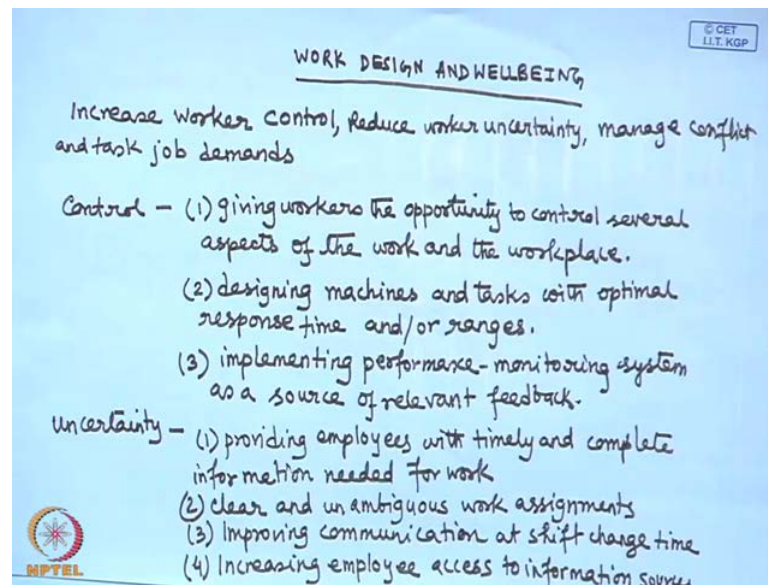
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So, again in groups we are talking of levels like endurability and acceptability of that particular work at a group level. So, when these are considerations your job designs will vary in that way. The Scandinavian approach is towards more of high degrees of worker control and good social support system for workers. Now, it is its focus is on workers should we safe mentally, physically and provided opportunities for involvement job satisfaction and personal development. Now, if that is the focus of your job design, then you will be designing your job in such way that workers get more control, they have a more say in the job that is that they are doing.

Then you design accordingly, like how your job should be looking like, then what is the level of control that the employees going to exert on the different task performed by the individual. So, these are important considerations for your workers control and social support regarding the regarding the work that you are doing.

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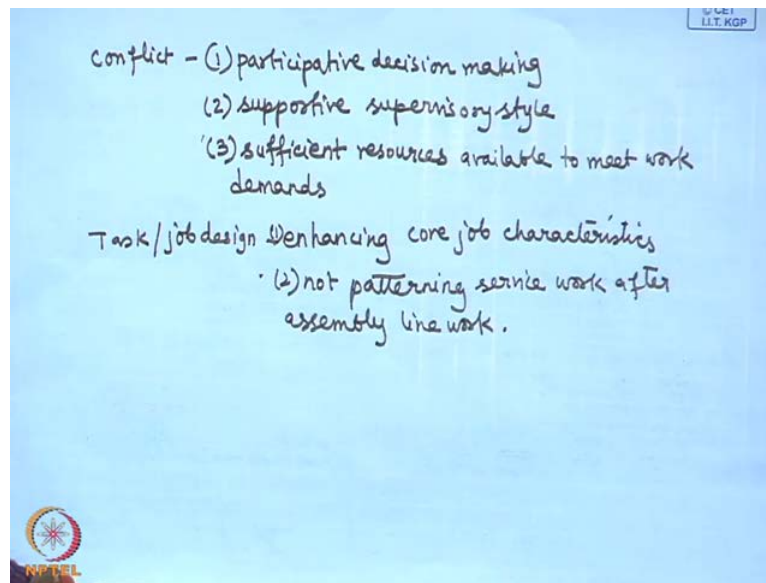


This may again come under the domain of when we are talking of like work design and well-being. So, when we talking of like work design and well-being the factors which are more related over here are increased worker control, reduced worker uncertainty managing conflict and task job demands.

So, when we are talking of control, it is giving workers the opportunity to control several aspects of the work in the work place, designing machines with optimum response time and ranges so, implementing your performance monitoring system as a source of relevant feedback. So, when we are talking of when you are talking of uncertainty when you are talking of uncertainty so, we have to talk about the like providing employees with the timely feedback and complete information needed from the job.

We have to talk about the lesser of ambiguity in the job present and like we have to make them acquainted with the like communication, more like while while you are hanging over the charges then improving the communication and the shift change and like increasing your employee's access to information sources. Now, if all these things are there like specially the communication at shift change time and access to information sources and then then proper, timely and complete information needed for the work, then this will reduce uncertainty uncertainty and if the uncertainty is reduced the stress level gets reduced also.

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So, next what like how we can reduce conflict over here is participative decision making and support is supervisory style and sufficient resources available to meet work demands. This again is a very challenging part for the organization to play like, how do you get sufficient resources and how much sufficient is sufficient? So, and how do you reduce conflict regarding that?

So, this a proper design based on the four approaches that we are discussed under ergonomics, may be helpful in dealing with these aspects. Task and job design is, when we are talking of like enhancing the core job characteristics that we discuss in the skill variety task, identity and task significance and not patterning service work after assembly line work, because this nature of the job is very different from the assembly line of work.

So, it is not possible to do in that way and it requires different way of looking at this type of service work. So, if all these things are taken care of then it may lead to work design which is leading to employee well-being.


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An elaborated model of job (Garg and Rastogi, 2006)*considers the designing of job at individual and group level keeping in view the various factors that influence and constrain the choice of job design.


Such factors can be internal to the organization, such as style of management, technology, organizational design, workplace spirituality or high performance improvement.



NPTEL

So, you will look into a factor model of, elaborated model of job, which considers designing of the job at the individual and at the group level. Which will keep in view the various factors that influence the and the constraints in the job design. These factors could be internal or external to the organization.

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Factors can also be external, such as environmental uncertainty, available technology and labor market.

Thus, considering the external and internal factors, it is important in many ways to manipulate job characteristics.

This can be done, for example, by removing demarcation barriers by running management development programmes (MDPs), promoting cultural changes or conducting behavior modification programmes.




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So, like environmental uncertainty and all these factors. So, by considering this factors you, we can take many ways to manipulate the job characteristics present and then by promoting cultural changes and all these factors behaviour modification techniques.

Because we have discussed like till now, we have discussed many of the characteristics job characteristics, persons like expectations from the job, perception of the job which varies from area to area, in a different person's expectation, patterns of viewing jobs are different. So, it is depends on so many of internal and external factors and the as the organization we have to take different measures. Not a single measure is going to work, we have to take a combination of measures to find out what is the appropriate job design for performing a particular type of work, which makes the employee like identify with the aspects of the job and understand it and perform it well.

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Factors can also be external, such as environmental uncertainty, available technology and labor market.

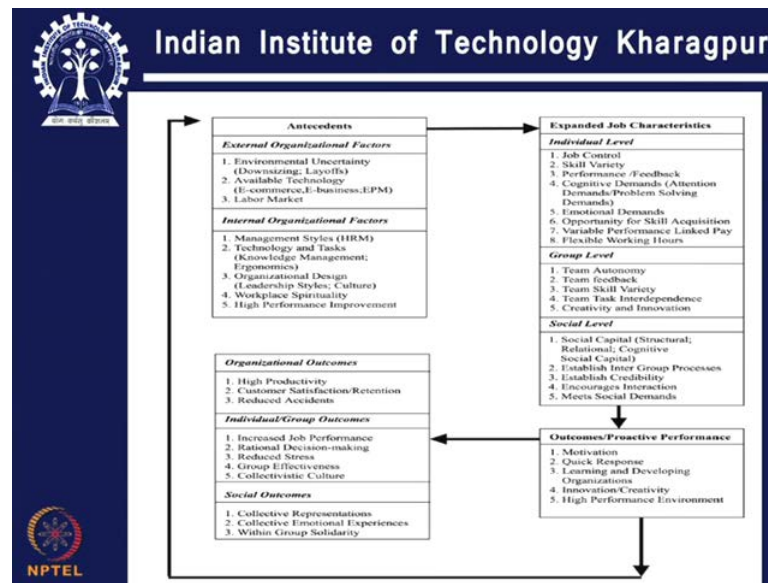
Thus, considering the external and internal factors, it is important in many ways to manipulate job characteristics.

This can be done, for example, by removing demarcation barriers by running management development programmes (MDPs), promoting cultural changes or conducting behavior modification programmes.



So, it could be those actions, could be based on changing the culture, it could be removing the perceptual biases or conducting behaviour modification programs, could be anything or it could be combination of all these things also.

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If you see this model, it talks of the antecedents of like the job which are external factors like, environmental uncertainty, then available technology. It talks of internal organizational factors also. The management style and technology in task knowledge, management ergonomics, organizational design, the leadership styles and culture present, work place spirituality and high performance, like preference for high performance improvement may lead to like your expanded job characteristics, both at the individual and group level and social level.

Like individual level is job control, skill variety, performance feedback, emotional demands from the job, and so, this is very important emotionally how you get attached to the job and how what is the emotional labour that is demanded of you as the part of performing that job. Opportunity for skill acquisition, variable performance, meant be flexible working hours.

At the group level is your team autonomy, team feedback, team skill, variety, creativity and the social level is how this job itself is establishing a social capital and it intergroup processes are encouraged, whether it meets the social demands of the person, because these are very important whether you are allowed to form groups, whether you are you are allowed to form friendship groups, whether you are allowed to interact with the other people or not means whether you are cognitive social capital, whether the


structure of the organization, the design of the organization promotes this interactions or not.

So, this will lead to like outcomes which is motivation or quick response, learning and development and innovation, creativity, highly performing environment which will again lead to some visible outcomes in the terms of like high productivity, customer satisfaction, and reduced accident or at the individual level like that of increased performance, rational decision making, group effectiveness or at the social level in the terms of collective representation, emotional experience collectively, within group solitary. These are the factors, these are these are what you can observe from outside as a result of these outcomes, which is the first degree outcome, which is formed which may lead to this observable outcomes from outside.

Again these outcome may again affect the antecedents like, if you are motivated enough then are there is a quick response then high performance environment. All this things may affect how you interpret this internal and the external environment. It may again lead to influencing this job characteristics. So, what you can understand from this model is of course, like you have to be always monitoring and trying to take an audit of like whether your job characteristics are timely.

Whether it is meeting the needs of the antecedents and whether it is leading to the development of this proactive performances, which may lead to these organisational outcomes. So, it is not a one-time activity that is to be done, but this exercise job design has to be reviewed and from time to time, it has to be audited from time to time, to maintain its timeliness and then change it if possible accordingly upgraded change according to the changing demands and then make it well defined.


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Questions

- What is Job analysis? Describe Job design in the light of job analysis
- What is job design? Discuss methods of Designing Job range and Job depth
- Explain the relationship of Total quality management and job design with a suitable model.



Will take to the questions, which is like what is job analysis? Describe job design in the light of job analysis. What is job design? Discuss methods of designing job range and job depth. Explain the relationship of total quality management and job design with a suitable model. So, will move forward with that and next discussion which is, on reward and performance management and that again this job design, how well it is designed what aspects of the individual needs it is taking care of all these factors will have reflection in the performance of the individuals and the rewards which is decided for the employees thereafter.

So, each aspect of this like whatever we are learning till now, is going to affect the next or the other related discussions and is very important for us to know each of these things in detail, and understand the importance of the factors that we are discussing in relation to the other (()).

Thank you