

# LGO2222 Human Resource Management in LGO.

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# Work, Organization and Job Design

Chapter 8.

## Overview

- What is Job Design?
- Elements of Job Design
- Five Core Job Characteristics
- Approaches to Job Design
- Tools of Job Design
- Current Trends
- Summary

## What is Job Design?

- The organization of activities to create the optimum level of performance.

## Elements of Job Design

- Task Analysis
- Worker Analysis
- Environmental Analysis

## Task Analysis

- Determines
  - What tasks will be done
  - How each task will be done
  - How the tasks fit together to form a job

## Worker Analysis

- Determines
  - Capabilities the worker must possess
  - Responsibilities the worker will have

## Environmental Analysis

- Used to analyze physical environment including:
  - Location
  - Lighting
  - Temperature
  - Noise
  - Ventilation

## Five Core Job Characteristics

- Skill Variety
- Task Identity
- Task Significance
- Autonomy
- Job Feedback

## Approaches to Job Design

- Scientific Management
- Behavioral Approach
  - Job Enlargement
  - Job Enrichment
  - Job Rotation
- Social Technical System

## Scientific Management

- Advantages of specialization
  - Simplifies training
  - High Productivity
  - Low wage costs
- Disadvantages of specialization
  - Difficult to motivate quality
  - Worker dissatisfaction

## Job Enlargement

- Advantages
  - Increase scope
- Disadvantages
  - No challenge

## Job Enrichment

- Advantages
  - Lower Staff turnover
  - Less absenteeism

## Job Rotation

- Advantages
  - Reduces Boredom
  - Broadens experiences
  - Gives broad understanding

## Job Rotation continued

- Disadvantages
  - Increased training costs
  - Reduced productivity
  - Demotivates specialists

## Social Technical System

- Job should be reasonably demanding
- Employee should be able to continue learning on the job
- Employees need recognition in work place
- Employees need to relate what they produce to their social life

## Tools of Job Design

- Process Flowchart
- Motion Study
- Work measurement
  - Stopwatch time study
  - Standard elemental times
  - Work Sampling
  - Learning Curve

## Process Flow Chart Exercise

- Divide into groups of 3 or 4
- Make a flow chart for the following process



## Process Flow Chart Exercise

QuickCopy Store does copying jobs for walk-in customers. When a customer comes in with a copy job, a desk operator fills out a work order (name, number of copies, quality of paper, and so on) and places it in a box. An operator subsequently picks up the job, makes the copies, and returns the completed job to the cashier, where the job transaction is completed. (Russell and Taylor, Operations Management)

## Current Trends in Job Design

- Flextime
- Compressed Workweek
- Job Sharing
- Telecommuting

## Summary

- Job design can help your firm find the most efficient way to operate
- Job design can improve the quality of work life and satisfaction for your employees.
- This leads to a smoother running, more profitable business