

## **The techniques of job design**

There are many techniques of job design, but for the purpose of this course we are only concerned with the techniques of job enlargement, job enrichment and job rotation.

### **Job enlargement**

This is the horizontal expansion of the content of a job, which is achieved by increasing the number and variety of tasks which are associated with it. When job enlargement is carried out in an organisation, workers are given an opportunity to perform a wider range of tasks at the same level. For example, a factory worker, who previously was just installing a tube, may get the opportunity to assemble the entire television set.

This technique has achieved some positive results, but it has the major disadvantage that although the number of tasks available to the individual is greater, they may be just as routine and dull as the basic job.

### **Job enrichment.**

Job enrichment is the vertical expansion of a job so as to include responsibilities at a higher level. The worker may plan his own work schedule and be given some decision-making powers. For example, a clerk may be given approval to sign letters on behalf of the manager without all letters having first to be approved by the latter.

Job enrichment does enhance job satisfaction and performance. However, there are occasions when it fails to do so. The following are the main reasons for any failure:

The managers are sometimes resistant to the delegation of authority. In other words they are hesitant in leaving control and planning of work to subordinates.

There are occasions when job enrichment fails to make a significant change in the job content.

Failure may arise from individual differences. Some workers do not desire enriched jobs; they are quite happy in their own little world.

It is not possible to enrich all jobs because of technological limitations. For example, production in an assembly plant cannot be modified except at considerable cost.

### **Job rotation**

Job rotation is very similar to job enlargement, but instead of giving the workers more tasks to perform, their jobs are switched, at regular intervals, with those of other workers. The scheme possesses the same advantages and disadvantages as job enlargement.

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