

Units 3 and 9  
Lesson 6

# Human Resource Management

# Job and Workplace Design

**Reward Management:** extrinsic and intrinsic rewards from work.

**Rewards** are positive outcomes that are earned as a result of an employee's performance. These rewards are aligned with organizational goals. When an employee helps an organization in the achievement of one of its goals, a reward often follows. There are two general types of rewards that motivate people: **intrinsic** and **extrinsic**.

- **Intrinsic motivation** is internal to the person in that it is something that you have to offer yourself and is driven by personal interest or enjoyment in the work itself. Because intrinsic motivation exists within the individual, achieving it does not depend on others. Some people believe that the most powerful rewards come from inside a person.
- **Extrinsic motivation** is based on tangible rewards. Unlike intrinsic motivation that is self-administered, extrinsic motivation is external to the individual and is typically offered by a supervisor or manager who holds all the power in relation to when extrinsic rewards are offered and in what amount. Extrinsic rewards are usually financial in nature, such as a raise in salary, a bonus for reaching some quota or paid time off. However, extrinsic rewards can also be as simple as getting the better office, verbal praise, public recognition or awards, promotions and additional responsibility.

# JOB DESIGN

- **Job design** is the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job in terms of techniques, systems and procedures, and on the relationships that should exist between the job holders and his supervisors, subordinates and colleagues.

## **Importance of Job Design**

Many of us assume the most important motivator at work is pay. Yet, studies point to a different factor as the major influence over worker motivation—job design. How a job is designed has a major impact on employee motivation, job satisfaction, commitment to an organization, absenteeism, and turnover.

## **Methods of Job Design**

1. Job Simplification
2. Job Rotation
3. Job Enrichment
4. Job Enlargement

# Methods of Job Design

## **JOB SIMPLIFICATION**

Here the jobs are simplified or specialised. A given job is broken down into small sub-parts and each part is assigned to one individual.

Job simplification involves (i) Mechanical processing of work; (ii) Repetitive work process (assembly lines); (iii) Working on only one part of a product; (iv) Predetermining tools and techniques; (v) Few skill requirements.

Work simplification is done so that less-trained and the less paid employees can do these jobs.

## ➤ **BENEFITS AND RISKS OF JOB SIMPLIFICATION**

# Methods of Job Design

## JOB ROTATION

It is one of the methods of job design which is an answer to the problem of boredom. Job rotation implies the shifting of an employee from one job to another without any change in the job. With job rotation, a given employee performs different jobs but, more or less, jobs of the same nature.

### ➤ BENEFITS AND RISKS OF JOB ROTATION

# Methods of Job Design

## JOB ENLARGEMENT

It is the process of increasing the scope of a job by adding more tasks to it. The related tasks are combined. Job enlargement involves expanding the number of tasks or duties assigned to a given job. Job enlargement therefore, naturally is opposite to work simplification. Adding more tasks/ duties to a job does not mean that new skill and abilities are needed to perform it.

### ➤ BENEFITS AND RISKS OF JOB ENLARGEMENT

# Methods of Job Design

## JOB ENRICHMENT

It involves designing a job in such a way that it provides the workers greater autonomy for planning and controlling his own performance. It seeks to improve tasks, efficiency and human satisfaction by building into people's jobs, greater scope for personal achievement and recognition, more challenging and responsible work and more opportunity for individual advancement.

### ➤ BENEFITS AND RISKS OF JOB ENRICHMENT

# THE FLEXIBLE ORGANIZATION

## FLEXIBLE FIRM MODEL

The “flexible firm” model suggests that we can design our workforces to proactively meet our business needs through flexible staffing arrangements. In other words it is a concept of simply integrating flexible conditions into the administration and an organization’s functional operations, in order to meet the demands of a highly competitive market and attain its strategic aims and goals. Types of flexibility that companies seek:

**1. Functional:** This refers to a firm’s ability to adjust and deploy the skills of its employees to match the tasks required by its changing workload, production methods. This is done by multi-skilling / dual skilling. This is designed to improve efficiency and reduce costs.

**2. Numerical:** This refers to a firm’s ability to adjust the level of labour inputs to meet fluctuations in outputs. There is increased use of part-timers, temporary, short-term contract staff, job sharers and agency workers. The general idea is that an increasing mixture of non-standard employment forms will be more efficient and cheaper.

# THE FLEXIBLE ORGANIZATION

Atkinson's model for labour flexibility included "**core**" workers and "**peripheral**" (secondary) workers.

Numerical flexibility, the expansion and contraction of labour to address market fluctuations, would primarily impact "**peripheral**" groups: part-time, temporary, or contractual workforces.

"**Core**" groups of full-time employees would provide their organizations with functional flexibility: an employee pool of skills that could be moved about in reaction to emerging technological, market or product changes.

➤ **Benefits associated with a flexible staffing strategy**

# THE FLEXIBLE ORGANIZATION

- For a “flexible firm” model to work, it requires a sophisticated interaction between strategic business planning and Human Resource Management. When HR is unclear on the long-term business needs for labour flexibility, short-term reactions such as staffing activities are often subjected to product or market pressures, will result in poor employee relations and reduced quality and productivity. Essentially the HR Team needs to be aware of every single critical detail of the organization’s strategies aims and align themselves accordingly, in order to achieve them.
- **Benefits to employers and benefits to employees of flexible working practices.**

- <https://study.com/academy/lesson/reward-systems-employee-behavior-intrinsic-extrinsic-rewards.html>
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