

---

## **UNIT 11 JOB DESIGN AND JOB SATISFACTION**

---

### **Structure**

- 11.0 Objectives
- 1.1 Introduction
- 1.2 Job Design
- 1.3 Factors of Job Design
- 1.4 Models of Job Design
- 11.5 Job Re-design
  - 1.1.1 Job Enrichment
  - 1.1.2 Job Enlargement
  - 1.1.3 Job Rotation
  - 1.1.4 Job Reengineering
- 1.2 Concept of Job Satisfaction
- 1.3 Determinants of Job Satisfaction
  - 1.3.1 Organisational Determinants
  - 1.3.2 Personal Determinants
- 1.4 Measurement of Job Satisfaction
- 1.5 Let Us Sum Up
- 1.6 Key Words
- 1.7 Terminal Questions

---

### **11.0OBJECTIVES**

---

After studying this unit, you should be able to :

- explain the meaning of job design;
- analyse the importance of job design in modern organisations;
- identify different factors of job design ;
- describe models of job design;
- distinguish between job enrichment and job enlargement;
- describe the concept of job rotation and job reengineering;
- explain the factors of job reengineering;
- define job satisfaction;
- describe the determinants of job satisfaction;
- examine various methods of job satisfaction; and
- examine the impact of job satisfaction on organisational and individual performance.

---

### **11.1 INTRODUCTION**

---

---

Modern organisations are highly complex and competitive. In order to attain the objectives, organisation structures are created and maintained. Organisation structure consists of jobs and tasks. The design of jobs and tasks is essential to direct the human energy in a proper manner. Job design is structuring of the jobs suitable to the realisation of organisational objectives. It includes instructions, detailing of tasks and clarifying the roles. A properly designed job motivates the employees. Interestingly designing the jobs is not an easy task. A number of internal and external factors influence the process of job design. In this unit, you will learn the meaning, importance and models of job design. You will be exposed to the concept of job enrichment, job enlargement, job rotation and job reengineering. You will further learn the concept, determinants and measurement of job satisfaction. You will also be familiarised with the influence of job satisfaction on performance.

---

## **11.2 JOB DESIGN**

---

Organisations are created for attainment of goals. For this purpose, an organisation structure is created and jobs are designed to meet the goals. F. W. Taylor suggested that jobs should be designed based on scientific principles to attain higher productivity. However Human Relations approach has taken a different view and suggested that job design should provide human satisfaction. Research also revealed that employees performing properly designed jobs showed high motivation and satisfaction levels. Conversely poor job design kindles boredom, monotony, ambiguity, conflicts and the result is dissatisfaction. Thus, job design helps in directing human energy for organisational effectiveness. In addition, job design has an influence on employee's behaviour and organisational behaviour. Moreover, job design changes with the change in internal and external factors. Organisational objectives, environmental factors, social aspects, employee skills, training, status, job expectations, and individual goals and objectives are some of the factors considered in the process of job design.

According to Taylor 'job design is complete written instructions describing in detail the task to be accomplished. The task specifies what is to be done, how is it done and exact time allowed for doing it.' Job design is making components and sub components of job clear, so that employee understands the goals of the job.

The paradigm of job design has changed remarkably over years. Traditionally job design is viewed as designing standard procedures, clarifying specific job descriptions for increasing productivity and efficiency. The job design is viewed from the perspective of total quality management. The jobs are designed to involve innovation, empowerment, autonomy and teamwork. Thus, job design as a quality of work life is concerned

with the product, process, tools and techniques, design, plant layout, work measurement, standard operating procedures, human process, machine interaction and other activities related to job performance.

The major features of job design are as follows :

- Job design is structuring of job tasks and responsibilities.
- Job design and quality of work life are related.
- Job design is both technical and managerial.
- It is concerned with job, motivation and behaviour of individuals.
- It is concerned with standardisation of job functions.
- The goal of job design is to maximise human efficiency in jobs.

### **Importance of Job Design**

Job design is essentially a strategy of human resource management. It has a number of potential benefits. They are:

- Job design clarifies the tasks and roles. Thus, it avoids ambiguities in the performance of jobs.
- Job design removes overlapping in responsibilities. This leads to rationalisation of tasks. Conflicts among personnel are avoided.
- Job design allows proper placement of employees. Thus, an appropriate job fit may be achieved.
- It allows operational control over work performance and results.
- Job design allows incorporation of environmental changes in the job.
- It provides flexibility. Thus, employees are prepared to accept changes without much resistance.
- It inculcates work motivation. Job design allows managers to understand organisational behaviour.
- Proper job design leads to better quality of work life among employees.
- Job design relieves stress and improves performance and organisational effectiveness.

---

## **11.3 FACTORS OF JOB DESIGN**

---

Job design encompasses a number of factors. Let us learn them in detail.

- 1) **Goals:** Job design aims at goal setting and communication to the employees. Goals provide direction and help in exercising control. They also influence human behaviour, motivation and satisfaction.
- 2) **Task accomplishment:** Task accomplishment is related to job design. Jobs are designed to accomplish tasks. Task accomplishment is viewed in terms of productivity. Other outcomes of task accomplishment are economy in operations, efficiency and effectiveness. While efficiency is related to the attainment of more output with minimum input, effectiveness is related to the attainment of goals

with utmost economy. Economy is related to the rational utilisation of physical, financial and human resources. Thus, job design should be done to economise resources, and maximise the output.

- 3) **Employee Response:** The ultimate objective of job design is to maximise employee's satisfaction. Job design should encourage employees to perform well. For the purpose of good job design and redesign employees' opinion about the job is important. This can be obtained by feed back.
- 4) **Task Variety:** Basically tasks are different though they are dependent. They require variety of skills. Repetitive tasks do not require variety of skills. The challenging tasks require a range of skills. Repetitive tasks are considered monotonous and boring. Job design should provide an opportunity to demonstrate skills of employees.
- 5) **Task Identity:** Task identity refers to the identification of individual's contribution in the organisation. Employees want that their contribution should be recognised and rewarded. This is possible only when the tasks are identified. This gives them a sense of satisfaction.
- 6) **Task Significance:** Employee feels that his role in the organisation is important if his task is considered significant by the organisation. Job design should provide adequate information to employees concerning the importance of their contribution to the organisational goals.
- 7) **Task Complexities:** Task complexity relates to the perception of employees. If employees feel that task is difficult, and beyond their capabilities, they get de-motivated. At the same time easy jobs also do not provide adequate motivation. The feelings that jobs are challenging but not complex provide achievement motivation.
- 8) **Job Functions:** Job functions are designed as part of job design. These include : specification of authority, responsibility, work methods, co-ordination, control, feed back; etc. Job designs should include clarity about job functions for the realisation of mutual expectations of employees and organisation.
- 9) **Job Relations:** Most of the organisational tasks require teamwork. This demands establishing relationship among various organisational members. Good interpersonal relationships create sound organisational climate.
- 10) **Job Techniques:** Organisational jobs require continuous redesigning. Redesign of jobs relates to both breadth and depth of jobs. While job breadth means provision for inclusion of different jobs, job depth relates to giving more power, responsibility and control. Job design should include various techniques for making job interesting and meaningful to the employees. This is achieved by redesign of

jobs. Some of the techniques of redesign are : job enrichment, job enlargement, job rotation and job reengineering.

### Check Your Progress A

- 1) List out the characteristics of Job design.

.....  
.....  
.....  
.....  
.....

- 2) What are the importance of job design?

.....  
.....  
.....  
.....  
.....

---

## 11.4 MODELS OF JOB DESIGN

---

Job design is a continuous process. It aims at increasing the harmony between human effort and job. A number of factors influence the process of job design. Several models are developed to explain the influence of these factors. Let us learn some important models.

**Task Characteristics Theory :** Task Characteristics theory was the outcome of the studies conducted by Turner and Lawrence. In these studies, an assessment was made about the effect of different kinds of jobs on employee satisfaction and absenteeism. The task characteristics were identified and scores were given. Higher scores on the characteristics indicate that the jobs are more complex and *vice versa*. The major findings of the theory reflect that employees prefer complex and challenging tasks. The challenging jobs provide more satisfaction. The result is lower absenteeism rate. In the process, the theory identified certain task characteristics. They are : variety, autonomy, responsibility, knowledge and skill, social interaction and optional social interaction.

**Job Characteristics Model:** Based on the pioneering work of Turner and Lawrence, Hackman and Oldham propounded job characteristics model. The model identified certain job characteristics. It also identified the relationships between job characteristics and motivation, and performance and job satisfaction.

The model showed that core dimensions viz., skill variety, task identity and task significance determine the meaningfulness of the work. The presence of these characteristics lead to the importance and valuability of the Jobs. While autonomy provides a feeling of responsibility for the outcome, feed back provides them an opportunity to evaluate their performance. According to the model, internal rewards are obtained when employees learn that they have performed well on a task. The more of these three psychological states are present, the greater will be employee's motivation, performance and satisfaction and the lower their absenteeism and turnover. It should be noted that employee's need for growth determine psychological state and corresponding motivation and satisfaction.

**Motivating Potential Score Model:** Motivating Potential Score Model was developed based on job characteristics model. The model stated that three potential scores on the three core dimensions of job characteristics model possess additive property. The autonomy and feed back are multiplicative in nature. Thus, a motivating potential score is calculated. The motivating potential score is equal to the product of the average scores of skill variety, task identity and task significance and autonomy and feed back.

Accordingly, the model proposes that people who work on jobs with high core job dimensions are generally more motivated, satisfied and productive. Job dimensions operate through psychological states in influencing personal and work outcome variables rather than influencing them directly. The model received appreciation for its mathematical properties.

**Social Information Processing Model:** Individuals are part of the society. They have inherent desire to associate and belong to others. Obviously, they wish to work in the groups rather than in isolation. Moreover, individuals focus on observational learning. They develop attitudes by social learning. According to the Model, Employees adopt attitudes and behaviour in response to the social cues provided by work and other groups with which they associate. The groups are co-workers, superiors, subordinates, reference groups, friendship groups, family and customers. Therefore, information provided by the group on job aspects is more relevant than the basic job characteristics, employees' psychological states and outcomes of the jobs.

Thus, the managerial strategy of job design is to consider information shared by the groups about the job. They can also influence the employee's attitude positively even to the poorly designed job by continuously counselling them about the jobs.

**Socio Technical Model:** Socio-technical model emphasised on the assumption that employees are important in organisations. They should be given a good quality of working environment. Individual's development is essential for organisational development. Thus, the model suggested that jobs should be designed and redesigned to the needs of the employees. The central tenet of the model is that job design should be developed based on the technical as well as social factors. Technical factors relate to the factors in the input, processing and output mechanism. Social factors relate to the relationships prevailing among employees and management. An appropriate job design makes a best balance among employees, jobs, technology and environment. Further, the model assumes that these factors change continuously. Thus, job design should include three important elements. They are socio-technical impacts, work teams and flexible work schedules. The model was considered as appropriate in developing job design because it considered technical and structural aspects along with human aspects. It was also found that labour management conflicts reduced and quality of the product improved. The cost reduction, increased turnover, quality of work life, innovation and creativity, product quality and positive behavioural changes are some of the benefits of this model. However, the model was criticised for the assumption that employees are matured enough to work as teams and adopt flexible work schedules.

**Contingency Model:** A contingency model of job design was developed to explain the impact of job design on the performance and satisfaction. It considered quality of work life as a significant factor. The model suggested that techniques and knowledge be given more emphasis in job design. The model identified that certain factors considered in the job design lead to satisfaction. They are:

- Job scope perceived as simple or complex.
- The high or low degrees of individual need strength.
- The nature and type of overall organisational design. The two organisational designs are organic or mechanistic.

Thus according to this model a combination of perception of job scope, the degrees of individual need strength and the type of organisation structure determines the performance and satisfaction. Therefore, job design should be developed considering a number of permutations and combinations of these factors. The model has been used in developing social information processing model.

**Employee Development Model:** Modern organisations considered that organisational development is possible with employee development. They considered employees as human assets. They have a need for career growth and development. Therefore, it is not just enough to consider technical and social issues in the job design. Accordingly, jobs are designed keeping in view the long run interest of the employees. The central tenet of the model is that employees should be competent, responsible and satisfied. It identified several aspects in the redesign of jobs. Some of them are scope for alcoholism treatment, non-discrimination, encouraging discipline, creating consciousness, responsibility and providing generic monitoring and direction.

**Integrative Job Design Model:** Integrative job design model considered that job design is dynamic. The purpose of job design is to make the work interesting and employee satisfying. Thus, the model developed an integration of all the factors such as cultural, social, technical and other situational factors in the process of job design. Some of the factors of the job design are : core design factors; individual factors; organisational factors and situational factors.

Overall, the model suggested that job design is developed based on the contingency of a situation. Jobs designed ignoring situational factors do not produce effectiveness and satisfaction.

### Check Your Progress B

- 1) Mention the propositions of Task Characteristics Theory.  
.....  
.....  
.....
- 2) Mention the propositions of SIP model of job design.  
.....  
.....  
.....
- 3) What are the organisations practicing the socio-technical model.  
.....  
.....  
.....
- 4) Mention the variables of core design, individual, organisational and situational factors in the Integrative Job Design Model.  
.....  
.....  
.....

---

## 11.5 JOB RE-DESIGN

---

You have learnt the concept, factors and models of job design. Let us now discuss various techniques of job re-design.

### 1.1.1 Job Enrichment

Job enrichment is vertical expansion of jobs. According to Hackman and Oldham, an enriched job organises tasks to allow the worker to do a complete activity, increases the employees freedom and independence, increases responsibility and provides feedback. Herzberg has suggested the concept of job enrichment. Fred Luthans defined that job enrichment is concerned with designing jobs that include a greater variety of work content; require a higher level of knowledge and skill; give workers more autonomy and responsibility

in terms of planning, directing and controlling their own performance; and provide the opportunity for personal growth and a meaningful work experience.

The job should be designed to provide opportunity for achievement, recognition, responsibility, advancement and growth. The following are the characteristics of an enriched job.

- Decision making power
- Relationships
- Opportunity for Learning
- Freedom
- Uniqueness
- Resource Control
- Communication
- Achievement orientation
- Responsibility
- Accountability
- Opportunity for personal growth and development
- Feedback

Job enrichment is not a single time activity. It is a process containing certain activities. They are combining tasks, creating natural work units, establishing relationships among personnel, expanding job vertically and providing feed back channels. The advantages of job enrichment are:

- Increase in quality and productivity
- Enhanced motivation and job satisfaction
- Development of additional skills
- Less work load on employees
- Enhanced creativity in employees
- Increase in pay and perquisites
- Decreased absenteeism and turnover
- Less number of grievances
- Optimum use of human energy
- Increased social benefits due to increase in quality and productivity.

#### **1.1.1 Job Enlargement**

Job enlargement refers to making the job with a variety of tasks. In the recent past, there has been an increase in the number and variety of jobs performed by the employees in the organisations. When the



employee feels that the job he is currently performing is less challenging, oversimplified, lack diversity and less meaningful, the answer is perhaps job enlargement. Thus, Job enlargement is the horizontal expansion of jobs to include more variety of tasks within the scope of the job. For instance, a worker is assigned with the job of counting the finished products, finds it boring and repetitive; the job can be enlarged by including certain tasks connected to the job. They are checking the products before counting, packing and delivering the products at the finished goods warehouse. etc. The following are the potential benefits of job enlargement.

- **Reduction in the Level of Boredom:** Job enlargement provides scope of increasing the number of tasks performed by the employee. It reduces employee's monotony.
- **Utilization of Skills:** Job enlargement enhances the scope of use of employee's skills and abilities. A feeling of proper utilisation of employee's skills provides greater satisfaction and consequent motivation to the employees.
- **Quality and Efficiency:** Job enlargement leads to increased efficiency of employees as they receive training to do all the newly added jobs. This results in the increase in the quality of production and the overall effectiveness.
- **Job Enjoyment:** In an enlarged job, employee feels less fatigued. Employees try to enjoy the enlarged work because of the greater variety of the job tasks.
- **Feedback:** Job enlargement provides for the feedback to the employee. Thus, he can know where he stands in the performance. This enables him to develop his career and provides right motivation.

However, job enlargement has the following drawbacks.

- Job enlargement enhances the training costs.
- Job enlargement needs introduction of new systems. This may considerably reduce the productivity of employees.
- It creates a feeling of overburden of tasks among the employees.
- Job enlargement requires retrenchment of redundant employees.

In spite of certain drawbacks, job enlargement is one of the best techniques of job design.

### 3.3.3 Job Rotation

Job rotation refers to the periodical shifting of an employee from the existing job to another job at the same level of skill requirements. It is also known as cross training. The need for job rotation arises out of overroutinised jobs, boring jobs, non-challenging jobs and jobs with poor achievement orientation. If an employee is performing one aspect of the job, job rotation helps him to perform all tasks in the job. The benefits of job rotation are :

- Reduction of boredom and employee turnover.
- Better diversification and development of wide range of skills that helps building competent employees.
- Greater challenges in the job leading to variety of jobs.
- Increased flexibility of jobs providing scope for better job scheduling.

- Greater adaptability to change.
- Increased motivation and job satisfaction.

Some of the drawbacks of job rotation are :

- Increased costs of training in all related jobs.
- Cost of time overruns in performing the job increases.
- Decrease in the productivity because of rotation of the jobs.
- Greater disruptions in social contacts as frequent rotation require adjustment to social groups.
- Increased monitoring and controlling of employees require additional costs of supervision.

In spite of certain drawbacks job rotation is considered as a motivational process and a technique for human resource development.

#### **4.4.4 Job Reengineering**

Job reengineering is another technique of job redesign. It refers to redesigning jobs based on feed back. Jobs are performed continuously. The reactions, level of satisfaction and contribution to the goals are evaluated continuously. There may be discrepancies in the organisational objectives, job goals and finally outcomes of the jobs. Thus, jobs should be reengineered to make them suitable to employees. Job reengineering is defined as reallocation of jobs to achieve congruence of goals of individual and organisation.

Michel Hammer defined job reengineering as the fundamental rethinking and radical redesign of business processes by application of variety of tools and techniques focussing on related customer oriented core business process to achieve dramatic improvements in critical and contemporary measures of performance such as cost, quality, service and speed. He considered that though job reengineering can be applied to any level of management, customer oriented designing and reengineering are more important for the survival and growth of the company. Job reengineering involves use of new technology and changes in the process of work. The basic objective of job reengineering is attaining corporate objectives and goals through increased employee satisfaction. Some of the corporate goals achieved through job reengineering are customer satisfaction, profit maximisation, growth and enhancing corporate image.

The nature of job, personality, experience of employees, job performance and satisfaction are some of the factors which are considered in reengineering the jobs. It varies from person to person, job to job and company to company. Thus, it depends on different levels and nature of job. Edward E Lawler advocated that organisations must recognise the importance of treating people differently and placing them in environments and work situations that fit their unique needs, skills and abilities. Job reengineering leads to job enrichment.

The following are the principles of job reengineering.

- i) Allocation of jobs according to employees' interest.
- ii) Employees preferring routine jobs are allowed to perform routine jobs.
- iii) Low skilled employees are given jobs requiring low skills.
- iv) Achievement oriented employees are given challenging jobs.

Several factors are considered in the process of job reengineering. They are : information system, government policies, organisational policies, technology, competition, appraisal of costs and benefits and prospective challenges.

Job reengineering is an important technique of job redesign in the modern organisations. It has a number of potential benefits. Some of them are : improved customer service, increased growth opportunities, improved decision making, and learning skills, easy and comfortable attainment of tasks, effective inter personal interaction, inter personal communication and improved inter personal relationships.

Finally, it should be noted that changes brought by globalisation, liberalisation and privatisation have forced organisation to go for job reengineering. This is because of the fact that successful redesigning of managerial practices and organisation structure adds value to the product and service of the organisation. Moreover, reengineering dispenses with traditional methods of work process.

### **Check Your Progress C**

- 1)      Mention the points of distinctions of job enrichment and job enlargement you have observed in the organisation.  
.....  
.....  
.....
- 2)      Enumerate the benefits of job rotation.  
.....  
.....  
.....
- 3)      Enumerate the principles of job engineering.  
.....  
.....  
.....

---

## **11.6 CONCEPT OF JOB SATISFACTION**

---

---

Job satisfaction is a psychological aspect. It is an expression of feeling about the job. Job satisfaction is an attitude. It is a permanent impression formed about the job. Employees interact with people and other resources while working with the job. In the process, they experience positive or negative feelings about the job context and content. The concept of job satisfaction has gained importance ever since the human relations approach has become popular.

Job satisfaction is an intangible variable. It consists of a complex number of variables, conditions, feelings and behavioural tendencies. Roberts Dictionary of Industrial Relations defined job satisfaction as those outward or inner manifestations which give the individual a sense of enjoyment or accomplishment in the performance of his work. According to Locke, job satisfaction is a pleasurable or positive emotional state resulting from the appraisal of one's job or job experience. Andrew Brin stated Job satisfaction as the amount of pleasure or contentment associated with a job. Further, he stated that if one likes a job intensely he will experience high job satisfaction and if he dislikes the job intensely he will experience job dissatisfaction.

The characteristics of job satisfaction are :

- Job satisfaction is an inner feeling. It can be inferred through the expression of behaviour.
- Job satisfaction is an attitude. It is a sub set of attitude.
- Job satisfaction influences the skill and energy of individual.
- It can be positive or negative. It is expressed in a high or low degree.
- Job satisfaction is associated with the emotional state of human mind.

Having known about the concept of job satisfaction. Let us now learn the determinants of job satisfaction.

---

## **11.7 DETERMINANTS OF JOB SATISFACTION**

---

Job satisfaction is intangible and it is multi-variable. A number of factors influence job satisfaction of employees. They can be classified into two categories. They are organisational and personal variables. They are discussed below:

### **11.7.1 Organisational Determinants**

Employees spend most of the time in organisations. Therefore, a number of organisational factors determine job satisfaction of the employees. Organisations can increase job satisfaction by organising and managing the organisational factors. Let us learn the organisation determinants of job satisfaction.

- i) **Wages:** Wage is the amount of reward worker expects from the job. It is an instrument of fulfilling the needs. Every one expects to get a commensurate reward. The wage should be fair, reasonable and equitable. A feeling of fair and equitable reward produces job satisfaction.

- ii) **Nature of Work:** The nature of work has significant impact on the job satisfaction. Jobs involving intelligence, skills, abilities, challenges and scope for greater freedom make the employee satisfied on the job. A feeling of boredom, poor variety of tasks, frustration and failure leads to job dissatisfaction.
- iii) **Working Conditions:** Good working conditions are needed to motivate the employees. They provide a feeling of safety, comfort and motivation. Poor working conditions give a feeling that health is in danger.
- iv) **Job Content:** Job content refers to the factors such as recognition, responsibility, advancement, achievement etc. Jobs involving variety of tasks and less repetitive result in greater job satisfaction. A job, having poor content produces job dissatisfaction.
- v) **Organisational Level:** Higher level jobs are viewed as prestigious, esteemed and opportunity for self-control. Employees working at higher level jobs express greater job satisfaction than the lower level jobs.
- vi) **Opportunities for Promotion:** Promotion is an achievement in the life. Promotion gives more pay, responsibility, authority, independence and status. Therefore, opportunities for promotion determine the degree of satisfaction to the employees.
- vii) **Work Group:** Existence of groups in organisations is a common phenomenon. It is a natural desire of human beings to interact with others. This characteristic results in formation of work groups at the work place. Isolated workers dislike their jobs. The work group exerts a tremendous influence on the satisfaction of employees. Satisfaction of an individual depends largely on the relationship with the group members, group dynamics, group cohesiveness and his own need for affiliation.
- viii) **Leadership Styles:** Leadership style also determines the satisfaction level on the job. Democratic leadership style enhances job satisfaction. Democratic leaders promote friendship, respect and warmth relationships among the employees. On the other hand, employees working under authoritarian leaders express low level of job satisfaction.

### 11.7.2 Personal Determinants

Job satisfaction relates to the psychological factors. Therefore, a number of personal factors determine the job satisfaction of the employees. They are mentioned below:

- i) **Personality:** Individual psychological conditions determine the personality. Factors like perception, attitudes and learning determine the psychological conditions. Therefore, these factors determine the satisfaction of individuals.
- ii) **Age:** Age is a significant determinant of job satisfaction. Younger age employees possessing higher energy levels are likely to feel more satisfied. As employees grow older, aspiration levels increase. If they are unable to find their aspiration fulfilled, they feel dissatisfied.
- iii) **Education:** Education provides an opportunity for developing one's personality. It enhances individual wisdom and evaluation process. Highly educated employees possess persistence, rationality and thinking power. Therefore, they can understand the situation and appraise it positively.
- iv) **Gender Differences:** The gender and race of the employees determine Job satisfaction. Women are more likely to be satisfied than their counterpart even if they are employed in small jobs.

Certain other factors that determine job satisfaction are learning, skill autonomy, job characteristics, unbiased attitude of management, social status etc. Managers should consider all these factors in assessing the satisfaction of the employees and increasing their level of job satisfaction.

---

## 11.8 MEASUREMENT OF JOB SATISFACTION

---

Job satisfaction is an intangible and psychological concept. It is a qualitative aspect. It is not understood in strict quantitative terms. Therefore, job satisfaction should be measured through survey of employees' attitudes. In most of the organisations, there is a practice of conducting surveys of employee's intentions in a regular manner. Some of the techniques employed to measure job satisfaction are discussed below:

- i) **Rating Scales:** Rating scales are the most commonly used method of measuring the job satisfaction. Rating scale consists of certain statements describing the attitude of the employees with respect to the job, organisation and personal factors. For each statement, the employee is asked to express his opinion on a scale consisting of different expressions.
- ii) **Personal Interviews:** Another important method of measuring job satisfaction is conducting personal interview with the employees. Experts conduct interviews with the employee in which they are asked to express their opinion on job satisfaction. These responses are analysed to find out their levels of job satisfaction. However, this method is likely to have personal bias of the interviewer.
- iii) **Tendencies:** Employees are asked to describe their tendency or inclination on several aspects. Employees tendency reveals their satisfaction or dissatisfaction.
- iv) **Critical Incidents:** Herzberg developed this approach to measure job satisfaction. In this method, employees were asked to describe incidents on their job when they were particularly satisfied or dissatisfied. These incidents were analysed to determine their positive and negative attitudes.

### Check Your Progress D

- 1) Mention the organisational and personal determinants of job satisfaction.

Organisational determinants                      Personal determinants

- 2) What are the techniques of measurement of job satisfaction ?

.....  
.....  
.....

---

## 9.9 LET US SUM UP

---

Job design is a process of developing complete written instructions, task characteristics and job components. A proper job design is needed for effective performance. Job design clarifies the roles and responsibilities, removes overlapping of responsibilities and rationalises tasks, enables operational control over performance and provides flexibility for adoption of environmental changes. Thus, job design is important in directing the employees' energy towards realisation of goals. Job design is complex and difficult process.

A number of factors influence the job design. These factors are classified into internal and external. A number of theoretical propositions have been developed that help the process of job design. These theories

have suggested that job design should consider the task characteristics, environmental contingencies and motivational potential. Job redesign attempts to restructure the jobs suitable to the employees and organisational demands. Job enrichment, job enlargement, job rotation and job reengineering are some of the job redesigns techniques. While job enrichment is vertical expansion of jobs, job enlargement is horizontal expansion of jobs. Job rotation aims at moving employee from one job to the other. Job reengineering is reallocation of jobs suitable to achieve objectives and at the same time enhance employee's satisfaction. A number of factors are considered in the process of job reengineering. They are : information systems, government policies, organisational policies, technology, and competition, appraisal of costs and benefits and prospective challenges.

Job satisfaction is a psychological concept. It is an impression formed about the job, working conditions, organisation, superior and subordinates and peers. Every employee develops certain impression about the job and organisation. A number of factors determine job satisfaction. They are organisational and personal. Organisational determinants are : wages, nature of work, working conditions, job content, organisational level, opportunities for promotion, work group and leadership styles. Similarly, personal determinants include : personality, age, education and gender difference. As job satisfaction is an intangible concept, it is measured in indirect manner. There are number of methods used in the measurement of job satisfaction. These include : rating scales, personal interviews, observation of tendencies and critical incidents. Job satisfaction has both negative and positive effect on the job, worker and organisation. Job satisfaction is positively related to productivity of organisation.

---

## 10.10 KEY WORDS

---

**Job Design:** The process of structuring the job elements, duties and tasks.

**Job Enrichment:** Vertical expansion of jobs to include greater task variety.

**Job Enlargement:** Horizontal expansion of jobs to make the job with a variety of tasks.

**Job Reengineering:** The fundamental rethinking and radical redesign of the business process.

**Job Rotation:** Periodical shifting of employee from the existing job to a new job at the same level of skill requirements

**Job Satisfaction:** A psychological expression of contentment on the job.

**MPS:** The motivating potential score, which is equal to the product of average scores of skill variety, task identity and task significance and autonomy and feed back.

**Rating Scales:** A measurement scale containing certain statements with specific answers.

**Task Identity:** Identifying individual contribution in the output.

**Task Significance:** Recognising the importance of task performed by the employee.

---

## 11.11 TERMINAL QUESTIONS

---

- 1) Define job design. What are the characteristics of job design?
- 2) 'Job design is essentially a strategy of human resource management' Elucidate.
- 3) 'Job design encompasses a number of factors: organisational context factors, task factors, job context and content factors, and employee factors.' Discuss with examples.
- 4) Examine the task characteristic theory of job design.
- 5) What is MPS? Explain its mathematical properties of motivating potential score.



- 6) Explain the social information-processing model.
- 7) 'Socio technical impacts, work teams and flexible work schedules determine the job design' Discuss.
- 8) Discuss the employee development model of job design.
- 9) 'Job design is developed to integrate all the factors such as cultural, social, technical and other situational factors'. Explain.
- 10) Examine various job redesign strategies. Do you think that they help in improving the organisational efficiency. Discuss.
- 11) Distinguish between job enrichment and job enlargement.
- 12) 'Several environmental factors are considered in the job reengineering'. Discuss.
- 13) Define job satisfaction. Explain its characteristics.
- 14) 'Job satisfaction is an inner feeling; it is influenced by various organisational and personal variables'. Elucidate.
- 15) How do you measure job satisfaction? Explain.
- 16) 'Job satisfaction has both positive and negative impacts'. Explain.

**Note :** These questions will help you to understand the unit better. Try to write answers for them. Do not submit your answers to the university for assessment. These are for your practice only.

---

## **SOME USEFUL BOOKS**

---

Robbins P Stephen, Organization Behaviour, Prentice Hall of India, New Delhi. (Recent Edition)

Ivancevich M. John, Human Resource Management, McGraw-Hill Irwin, Boston (Recent Edition)

Luthans Fred, Organisational Behaviour, Irwin, McGraw-Hill, Boston, (Recent Edition)

John W, Newstrom and Keith Devis, Organizational Behaviour, Tata McGraw, Hill Publishing Company Ltd, New Delhi. (Recent Edition)

Dwivedi R. S., Human Relations and Organisational Behaviour – A Global Perspective, Macmillan, Delhi. (Recent Edition)

Steven L. Mchane and Mary An Van Glinow, Organizational Behaviour, Tata McGraw- Hill Publishing Company Limited, New Delhi (Recent Edition)



