

Job Rotation job Enlargement And job Enrichment Business

Job Rotation is a management approach where employees are shifted between two or more assignments or jobs at regular Intervals of time in order to expose them to all verticals of an organization. It is a pre-planned approach with an objective to test the employee skills and competencies in order to place him or her at the right place. In addition to it, it reduces the monotony of the job, and gives them a wider experience and helps them gain more insights.

Job rotation is a well-planned practice to reduce the boredom of doing same type of job every day and explore the hidden potential of an employee. The process serves the purpose of both the management and the employees. It helps management in discovering the talent of employees and determining what he or she is best at. On the other hand, it gives an individual a chance to explore his or her own interests and gain experience in different fields or operations.

Job Rotation Objectives

Reducing Monotony of the job: The first and foremost objective of job rotation is to reduce the monotony and repetitiveness involved in a job. It allows employees to experience different type of jobs and motivates them to perform well at each stage of job replacement.

Succession Planning: The concept of succession planning is Who will replace whom. Its main function of job rotation is to develop a pool of employees who can be placed at a senior level when someone is retired or leaves the organization. The idea is to create an immediate replacement of a high-worth employee from within the organization.

Creating Right-Employee job fit: The success of an organization depends on the on-Job productivity of its employees. If they are rightly placed, they will be able to give the maximum output. In case, they are not assigned the job that they are good at, it creates a real big problem for both employee as well as organization. Therefore, fitting a right person in right vacancy is one of the main objectives of job rotation.

Exposing Workers to All-Verticals of the Company: Another main function of job rotation process is to exposing workers to all verticals or operations of the organization In order to make them aware how company operates and how tasks are performed. It gives them a

chance to understand the working of the organization and different issues that crop up while working.

Testing Employee Skills and Competencies: Testing and analyzing employee skills and competencies and then assigning them the work that they excel at is one of the major functions of job rotation process. It is done by moving them to different jobs; and assignments and determining their proficiency and aptitude. Placing them what they are best at increases their on-job productivity.

Developing a Wider Range of Work Experience: Employees, usually do not want to change their area of operations. Once they start performing a specific task, they do not want to shift from their comfort zone. Through job rotation, managers prepare them in advance to have a wider range of work experience and develop different skills and competencies. It is necessary for an overall development of an individual. Along with this, they understand the problems of various departments and try to adjust or adapt accordingly.

Job rotation is a well-planned management approach that is beneficial for both employees and management.

Potential of job rotation

A well-planned job rotation program in an organization has immense potential of positive impact on job satisfaction, engagement of people and finally on retention of people. Few of the outcomes of job rotation with respect to the individual are:

Job enrichment,

Overall development,

Intrinsic motivation to perform caused by newer challenges,

Career development,

Whereas for an organization, the benefits could include some or all of the following:

Leadership development,

Aligning competencies with organizational requirements,

Lower attrition rates,

Performance improvement driven by unique viewpoints of new people.

Job enlargement

Job enlargement is a job design technique wherein there is an increase in the number of tasks associated with a certain job. In other words, it means increasing the scope of one's duties and responsibilities. The increase in scope is quantitative in nature and not qualitative and at the same level.

Job enlargement is a horizontal restructuring method that aims at increase in the workforce flexibility and at the same time reducing monotony that may creep up over a period of time. It is also known as horizontal loading in that the responsibilities increase at the same level and not vertically.

Many believe that since the enlargement is horizontal in nature there is not a great need for training! Contrary to this, job enlargement requires appropriate training especially on time and people management. Task related training is not required much since the person is already aware of the same or doing it for some time.

Benefits of job Enlargement

The following are the major benefits of job enlargement:

Reduced Monotony: Howsoever interesting the job may appear in the beginning, sooner or later people complain of boredom and monotony. Job enlargement if planned carefully can help reduce boredom and make it more satisfying and fulfilling for the employees.

Increased Work Flexibility: There is an addition to the number of tasks an individual performs. There is thus an increased scope of carrying out tasks that are versatile and yet very similar in certain aspects.

No Skills Training Required: Since the individual has already been performing the task in the past, there is no great requirement for imparting of new skills. However, people and time management interventions may be required. The job thus gets more motivational for the one performing it.

Job enlargement (sometimes also referred to as "horizontal loading") involves the addition of extra, similar, tasks to a job.

In job enlargement, the job itself remains essentially unchanged. However, by widening the range of tasks that need to be performed, hopefully, the employee will experience less repetition and monotony that are common on production lines, which rely upon the division of labor.

With job enlargement, the employee rarely needs to acquire new skills to carry out the additional task, and the motivational benefits of job enrichment are not usually experienced.

One Important negative aspect is employees sometimes view that job enlargement as a requirement to carry out more work for the same amount of pay.

Job Enrichment

Job enrichment means a vertical expansion of a job. It is different from job enlargement. Job enlargement means a horizontal expansion of a job.

Job enrichment makes the job more meaningful, enjoyable and satisfying. It gives the workers more autonomy for planning and controlling the job. It also gives the workers more responsibility. Job enrichment gives the workers opportunities for achievement, recognition, advancement and growth. Therefore, the workers are motivated to work harder.

Therefore, job enrichment makes the job a source of motivation.

Features of job Enrichment

The characteristics or features of job enrichment are:

Nature of job: job enrichment is a vertical expansion of the job. The workers are given jobs, which require higher-level knowledge, skills and responsibilities. Job enrichment improves the quality of the job.

Objective: The objective of job enrichment is to make the job more lively and challenging. Therefore, the job is a source of motivation for the workers.

Positive Results: job enrichment gives positive results if the workers are highly skilled. This is because workers are given opportunities to show initiative and innovation while doing their job.

Direction and Control: Job enrichment encourages self-discipline. It does not believe in external direction and control.

Advantages of job Enrichment

The importance merits, or advantages of job enrichment are:

Job enrichment is useful to both the workers and the organization.

The worker gets achievement, recognition and self-actualization.

The worker gets a sense of belonging to the organization.

The worker finds the job meaningful.

Job enrichment reduces absenteeism, labor-turnover and grievances.

It motivates the workers to give best performance.

Summary:

Job enrichment is a type of job redesign intended to reverse the effects of tasks that are repetitive requiring little autonomy. Some of these effects are boredom, lack of flexibility, and employee dissatisfaction (Leach & Wall,2004). The underlying principle is to expand the scope of the job with a greater variety of tasks, vertical in nature, that require self-sufficiency. Since the goal is to give the individual exposure to tasks normally reserved for differently focused or higher positions, merely adding more of the same responsibilities related to an employee's current position is not considered job enrichment.

The difference between Job enrichment and job enlargement is essentially of quantity and quality. Whereas Job enlargement means Increasing the scope of Job quantitatively by adding up more tasks, Job enrichment means improvement in the quality of job such that employees are more satisfied and fulfilled.

Through job enrichment, an employee finds satisfaction and contentment in his job and through job enlargement employee feels more responsible and worthwhile in the organization.

Job enrichment entails the functions of planning and organizing and enlargement involves execution of the same. Both complement each other, in that job enrichment empowers and enlargement executes.

Job enrichment depends upon job enlargement for success and the reverse is not true. Job enrichment means a vertical expansion in duties and responsibilities and span of control whereas in job enlargement the expansion is horizontal in nature. Job enrichment has been found to have greater implicit in terms of motivation when compared to job enlargement. Since enrichment gives employee greater insights in managerial functioning and a better work profile, it is looked upon as an indicator of growth and development. The same is not true in case of job enlargement, which is seen as an employer tactic to increase the workload.