

Animation 10.3

One of the major themes running throughout this text is that operations are designed and managed to deliver order winners. So we need to understand how job design contributes to these.

As you know, the five main order winners are quality, speed, dependability, flexibility, and cost. However, job design does not directly impact on these, it does so through some intervening variables.

The first of these is productivity. By designing the workplace efficiently and ergonomically, output may be improved. Productivity clearly has implications for the order winners. The most obvious impact is on cost, as high productivity should lead to lower manufacturing costs. But it may also have implications for speed, as it results in the rate of production going up.

Another factor that job design may impact on is health and safety. A safe workplace and healthy workforce means that there is much less likelihood of any disruption due to machine breakdown, accidents, or absentee employees. In particular, this supports the order winners of dependability and cost.

Quality of working life is another intervening variable. Good job design creates a work environment that is highly supportive to the goals of the operation. Since these goals can be expressed as order winners, all of these, may be improved as a result.

Finally, employee satisfaction may be higher through good job design. There is much research that demonstrates that high levels of job satisfaction lead to high performance organisations. In other words, all order winners are likely to be enhanced as a result of employee satisfaction.