

# Job Design

# THE PREMISE



## Performance is Engineered.

A well-structured job is the engine of employee engagement.  
Outcomes are built, not accidental.

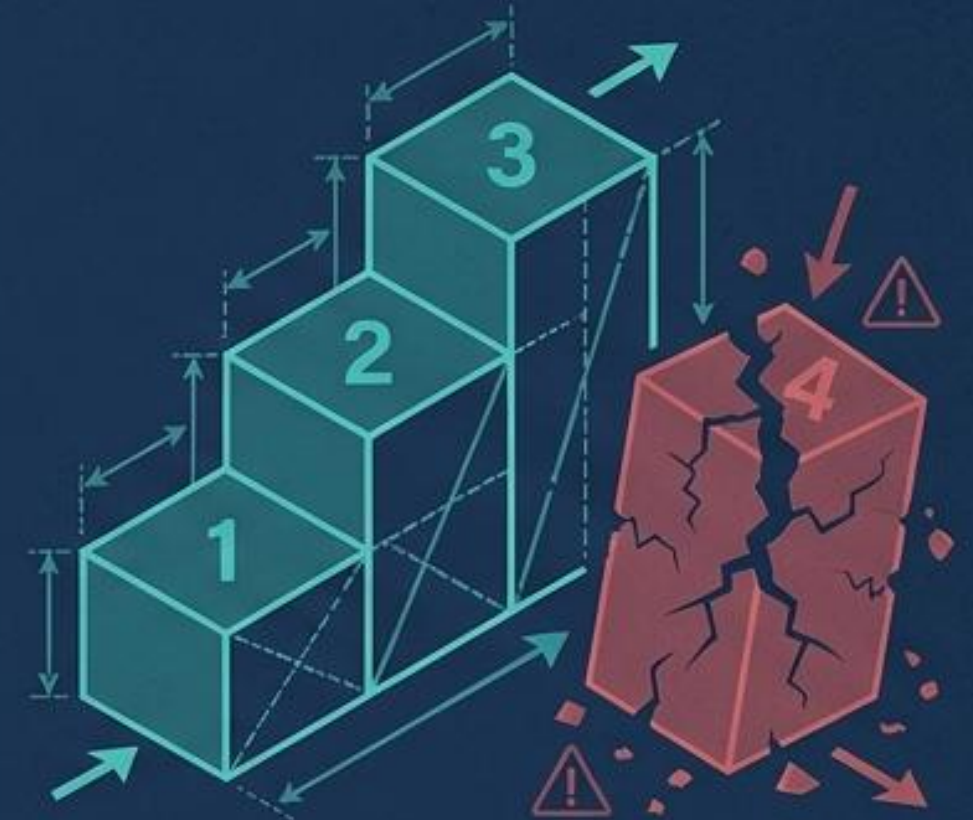
# THE PROOF



## The Sri Lankan Public Sector Study.

Based on a robust statistical study of 196 Management Service Officers (MSOs) in the Ampara District Divisional Secretariat.

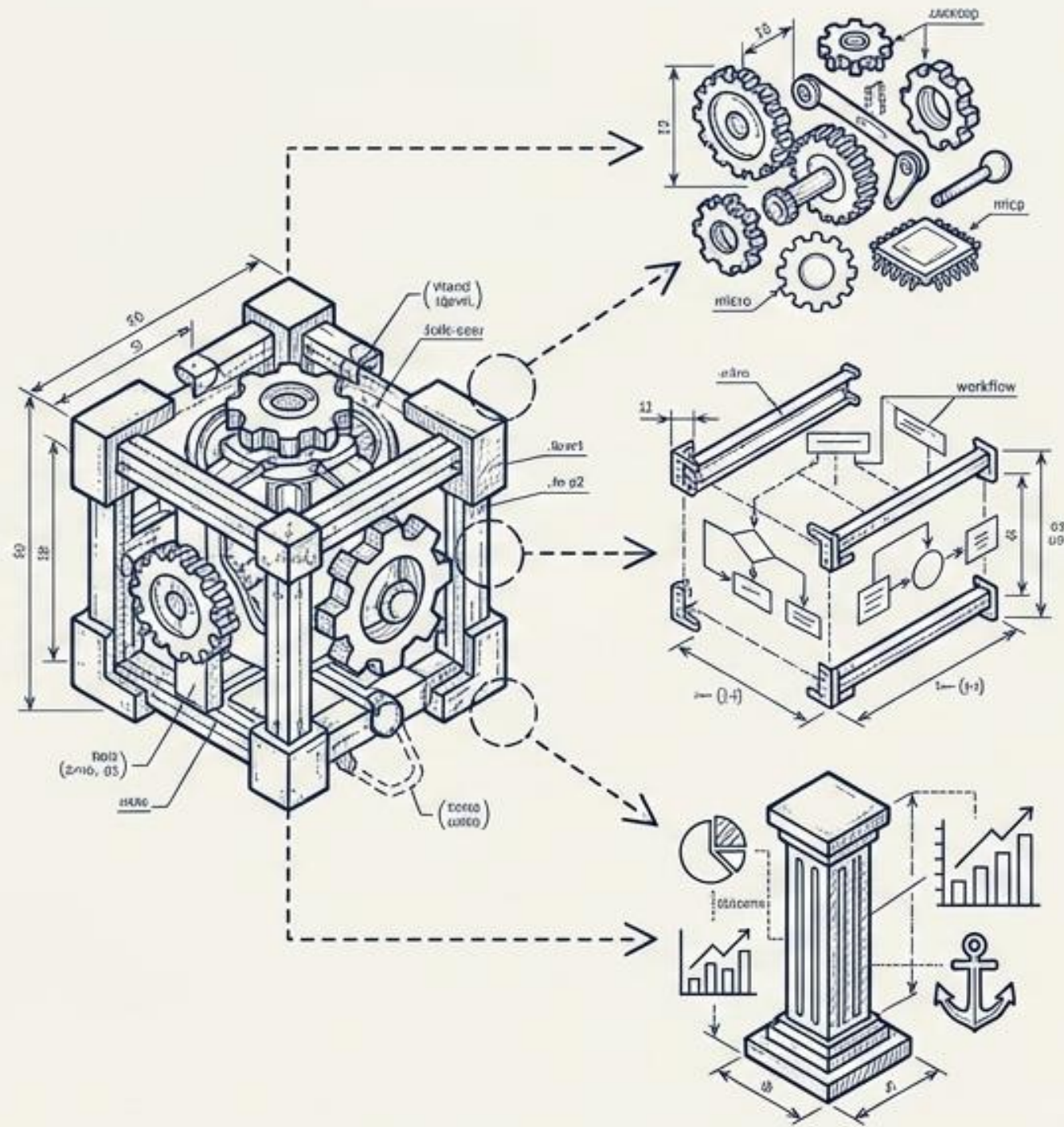
# THE PIVOT



## Three Wins, One Trap

Three techniques dramatically improve performance. One common management reflex actively destroys it.

# Organizational Unit of Work



## Tasks

The specific daily actions.

## Duties

The broader obligations formed by tasks.

## Responsibilities

The ultimate accountability for outcomes.

Job design is the deliberate function of arranging tasks, duties, and responsibilities into an organizational unit of work to accomplish primary goals. The arrangement of these atoms dictates human output.



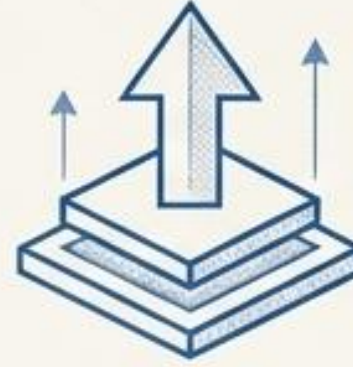
## Job Rotation

Shifting employees between different tasks at set intervals (Networking & Versatility).



## Job Simplification

Breaking down a complex task into narrower, manageable parts (Efficiency & Focus).



## Job Enrichment

Vertical expansion by adding responsibility and decision-making (Autonomy).



## Job Enlargement

Horizontal expansion by adding more tasks of the same type (Volume).



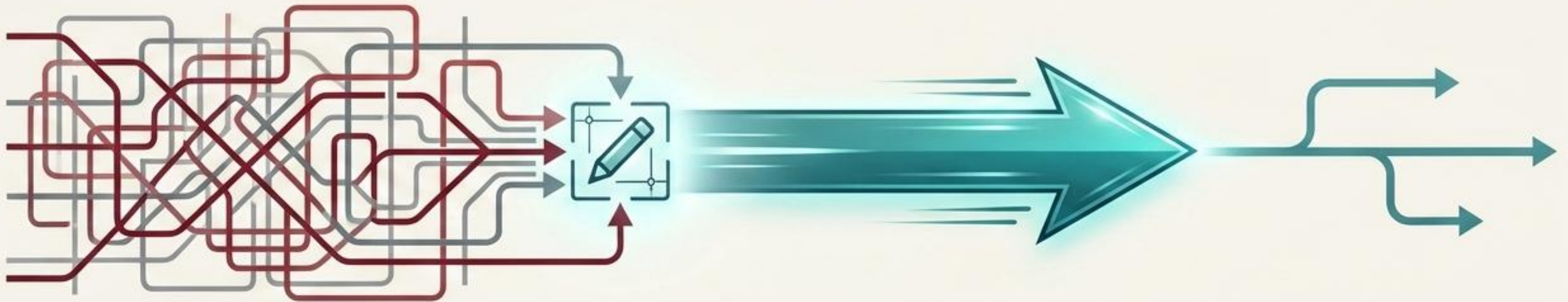
# The Statistical Reality of Job Design



While managers instinctively give employees more tasks (Enlargement), the data proves this actively harms performance. True performance drivers are structural, not volumetric.

# Job Simplification: The Top Performer

$$r = +0.854$$



## Core Mechanism

Breaks complex jobs into narrower, simple components.

## Business Impact

91.3% of surveyed respondents reported a positive impact on performance.

## Why it Wins

Drastically reduces cognitive load, minimizes procedural errors, and saves substantial time. In the public sector, removing friction from a workflow is the highest-leverage action a manager can take.

# Job Enrichment: The Motivator

$r = +0.809$



## Core Mechanism

Vertical growth via evaluating and planning responsibilities.



## Business Impact

92.3% of respondents confirmed its positive impact.

## Why it Wins

Taps into intrinsic motivation. Allowing employees to make decisions related to scheduling and task allocation provides ownership. When employees control their operational environment, they invest their full cognitive energy into the

# Job Rotation: The Crowd Favorite

$$r = +0.803$$



## Core Mechanism

Regularly shifting employees between different tasks and departments.

## Business Impact

87.8% positive impact rating. Crucially, **83.2%** of all employees selected this as their #1 preferred job design technique.

## Why it Wins

Breaks departmental silos, reduces monotony, and broadens institutional knowledge. Cross-trained employees build wider internal networks and become highly efficient problem solvers.

# The Job Enlargement Trap



## Core Mechanism

Horizontal expansion: combining multiple different simplified jobs to lengthen the work cycle.

## Business Impact

**74.5%** of respondents confirmed this **negatively** impacted their performance.

## Why it Fails

Volume is not a strategy. Accumulating stressful work conditions leads directly to **job burnout**. Increasing obligations without increasing autonomy results in physical, mental, and emotional exhaustion.

# The Statistical Power of Architecture

The Multiple Regression Insight



The Adjusted R-squared value of 0.794 proves that nearly 79% of the variation in an employee's performance can be explained purely by how their job is designed.

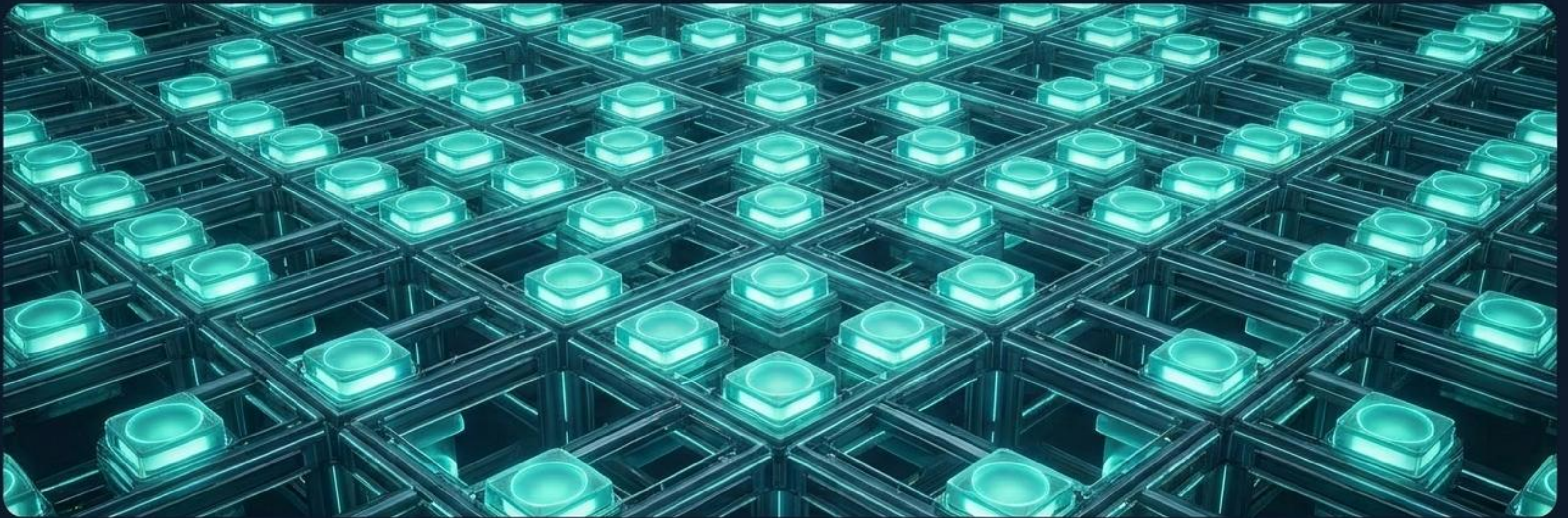
**Conclusion:** Poor employee performance is rarely a talent issue; 8 times out of 10, it is a symptom of poor organizational architecture.

## Job Design Diagnostic Matrix: Performance & Strategy

<b>Technique</b>	<b>Core Mechanism</b>	<b>Performance Impact (r)</b>	<b>Strategic Directive</b>
Simplification	Break down tasks	<b>+0.854 (Highest)</b>	Prioritize to eliminate operational friction.
Enrichment	Vertical empowerment	<b>+0.809 (High)</b>	Implement to drive intrinsic motivation.
Rotation	Lateral shifting	<b>+0.803 (High)</b>	Institutionalize to build versatile teams.
Enlargement	Horizontal task-dumping	<b>-0.499 (Negative)</b>	Audit & Reduce to prevent imminent burnout.

# From Task-Dumping to Intentional Architecture

Human capital is the vital input that drives public sector efficiency. By abandoning reactive Job Enlargement and committing to the intentional architecture of Simplification, Enrichment, and Rotation, organizations can sustainably equalize and elevate performance.



**Stop assigning work. Start designing jobs.**