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Organizational work design recognizes interaction between people & technology in workplace This article may contain an excessive amount of intricate detail that may interest only a particular audience. Please help by spinning off or relocating any relevant information, and removing excessive detail that may be against Wikipedia's inclusion policy. (November 2020) (Learn how and when to remove this template message) This article may need to be rewritten to comply with Wikipedia's quality standards. You can help. The talk page may contain suggestions. (November 2021) Sociotechnical systems (STS) in organizational development is an approach to complex organizational work design that recognizes the interaction between people and technology in workplaces. The term also refer to coherent systems of human relations, technical objects, and cybernetic processes that inhere to large, complex infrastructures. Social society, and its constituent substructures, qualify as complex sociotechnical systems.[1] The term sociotechnical systems was coined by Eric Trist, Ken Bamforth and Fred Emery, in the World War II era, based on their work with workers in English coal mines at the Tavistock Institute in London.[2] Sociotechnical systems pertains to theory regarding the social aspects of people and society and technical aspects of organizational structure and processes. Here, technical does not necessarily imply material technology. The focus is on procedures and related knowledge, i.e. it refers to the ancient Greek term *technē*. "Technical" is a term used to refer to structure and a broader sense of technicalities. Sociotechnical refers to the interrelatedness of social and technical aspects of an organization or the society as a whole.

[3] Sociotechnical theory is about joint optimization, with a shared emphasis on achievement of both excellence in technical performance and quality in people's work lives. Sociotechnical theory, as distinct from sociotechnical systems, proposes a number of different ways of achieving joint optimisation. They are usually based on designing different kinds of organisation, according to which the functional output of different sociotechnical elements leads to system efficiency, productive sustainability, user satisfaction, and change management.[4] Overview Sociotechnical refers to the interrelatedness of social and technical aspects of an organization. Sociotechnical theory is founded on two main principles: One is that the interaction of social and technical factors creates the conditions for successful (or unsuccessful) organizational performance. This interaction consists partly of linear "cause and effect" relationships (the relationships that are normally "designed") and partly from "non-linear" complex, even unpredictable relationships (the good or bad relationships that are often unexpected). Whether designed or not, both types of interaction occur when socio and technical elements are put to work. The corollary of this, and the second of the two main principles, is that optimization of each aspect alone (socio or technical) tends to increase not only the quantity of unpredictable, "undesigned" relationships, but those relationships that are injurious to the system's performance. Therefore, sociotechnical theory is about joint optimization,[5] that is, designing the social system and technical system in tandem so that they work smoothly together. Sociotechnical theory, as distinct from sociotechnical systems, proposes a number of different ways of achieving joint optimization. They are usually based on designing different kinds of organization, ones in which the relationships between socio and technical elements lead to the emergence of productivity and wellbeing, rather than the all too often case of new technology failing to meet the expectations of designers and users alike. The scientific literature shows terms like sociotechnical all one word, or socio-technical with a hyphen, sociotechnical theory, sociotechnical system and sociotechnical systems theory. All of these terms appear ubiquitously but their actual meanings often remain unclear. The key term "sociotechnical" is something of a buzzword and its varied usage can be unpicked. What can be said about it, though, is that it is most often used to simply, and quite correctly, describe any kind of organization that is composed of people and technology. The key elements of the STS approach include combining the human elements and the technical systems together to enable new possibilities for work and pave the way for technological change (Trist, 1981). The involvement of human elements in negotiations may cause a larger workload initially, but it is crucial that requirements can be determined and acknowledged prior to implementation as it is central to the systems success.[6] Due to its mutual causality (Davis, 1977), the STS approach has become widely linked with autonomy, completeness and job satisfaction as both systems can work together to achieving a goal.[7] Enid Mumford (1983) defines the socio-technical approach to recognise technology and people to ensure work systems are highly efficient and contain better characteristics which leads to higher job satisfaction for employees, resulting in a sense of fulfillment to improving quality of work and exceeding expectations. Mumford[8] concludes that the development of information systems is not a technical issue, but a business organisation issue which is concerned with the process of change.[9] ETHICS (Effective Technical & Human Implementation of Computer-based Systems) methodology was developed by Mumford with the goal of creating better work systems and a more equitable workplace.[10] This method uses action research to help make radical improvements in work design. There is also a consensus approach which includes consultative participation. It allows work colleagues to become more motivated to expressing ideas. The method allows employees to get involved with the design process, meaning they have involvement in designing a job system and resolving conflicts. This method doesn't provide a straightforward approach for successful change, but does involve employees making an ethical and more supportive system design.[11] Principles Some of the central principles of sociotechnical theory were elaborated in a seminal paper by Eric Trist and Ken Bamforth in 1951.[12] This is an interesting case study which, like most of the work in sociotechnical theory, is focused on a form of 'production system' expressive of the era and the contemporary technological systems it contained. The study was based on the paradoxical observation that despite improved technology, productivity was falling, and that despite better pay and amenities, absenteeism was increasing. This particular rational organisation had become irrational. The cause of the problem was hypothesized to be the adoption of a new form of production technology which had created the need for a bureaucratic form of organization (rather like classic command-and-control). In this specific example, technology brought with it a retrograde step in organizational design terms. The analysis that followed introduced the terms "socio" and "technical" and elaborated on many of the core principles that sociotechnical theory subsequently became. "The key elements of the STS approach include combining the human elements and the technical systems together to enable new possibilities for work and pave the way for technological change. Due to its mutual causality, the STS approach has become widely linked with autonomy, completeness and job satisfaction as both systems can work together to achieving a goal." [7] Responsible autonomy Sociotechnical theory was pioneering for its shift in emphasis, a shift towards considering teams or groups as the primary unit of analysis and not the individual. Sociotechnical theory pays particular attention to internal supervision and leadership at the level of the "group" and refers to it as "responsible autonomy".[12] The overriding point seems to be that having the simple ability of individual team members being able to perform their function is not the only predictor of group effectiveness. There are a range of issues in team cohesion research, for example, that are answered by having the regulation and leadership internal to a group or team.[13] These, and other factors, play an integral and parallel role in ensuring successful teamwork which sociotechnical theory exploits. The idea of semi-autonomous groups conveys a number of further advantages. Not least among these, especially in hazardous environments, is the often felt need on the part of people in the organisation for a role in a small primary group. It is argued that such a need arises in cases where the means for effective communication are often somewhat limited. As Carvalho states, this is because "...operators use verbal exchanges to produce continuous, redundant and recursive interactions to successfully construct and maintain individual and mutual awareness...".[14] The immediacy and proximity of trusted team members makes it possible for this to occur. The coevolution of technology and organizations brings with it an expanding array of new possibilities for novel interaction. Responsible autonomy could become more distributed along with the team(s) themselves. The key to responsible autonomy seem to be to design an organization possessing the characteristics of small groups whilst presenting the "silo-thinking" and "stovepipes" neologisms of contemporary management theory. In order to preserve "...intact the loyalties on which the small group [operates] as a whole [needs to contain] its backer in a way that (does) not destroy its good"[12] In action.[15] This requires groups to be responsible for their own internal regulation and supervision, with the primary task of relating the group to the wider system falling explicitly to a group leader. This principle, therefore, describes a strategy for removing more traditional command hierarchies. Adaptability Carvajal states that "the rate at which uncertainty overwhelms an organisation is related more to its internal structure than to the amount of environmental uncertainty".[16] Sitter in 1997 offered two solutions for organisations confronted, like the military, with an environment of increased (and increasing) complexity: "The first option is to restore the fit with the external complexity by an increasing internal complexity. ...This usually means the creation of more staff functions or the enlargement of staff-functions and/or the investment in vertical information systems".[17] Vertical information systems are often confused for "network enabled capability" systems (NEC) but an important distinction needs to be made, which Sitter et al. propose as their second option: "...the organisation tries to deal with the external complexity by 'reducing' the internal control and coordination needs. ...This option might be called the strategy of 'simple organisations and complex jobs'". This all contributes to a number of unique advantages. Firstly is the issue of "human redundancy"[18] in which "groups of this kind were free to set their own targets, so that aspiration levels with respect to production could be adjusted to the age and stamina of the individuals concerned".[12] Human redundancy speaks towards the flexibility, ubiquity and pervasiveness of resources within NEC. The second issue is that of complexity. Complexity lies at the heart of many organisational contexts (there are numerous organizational paradigms that struggle to cope with it). Trist and Bamforth (1951) could have been writing about these with the following passage: "A very large variety of unfavourable and changing environmental conditions is encountered ... many of which are impossible to predict. Others, though predictable, are impossible to alter." [12] Many type of organisations are clearly motivated by the opposing "industrial age" rational principles of "factory production", a particular approach to dealing with complexity. "In the factory a comparatively high degree of control can be exercised over the complex and movingly figure" of a production sequence, since it is possible to maintain the "ground" in a comparatively passive and constant state".[12] On the other hand, many activities are constantly faced with the possibility of "untoward activity in the ground" of the "figure-ground" relationship.[12] The central problem, one that appears to be at the nub of many problems that "classic" organisations have with complexity, is that "The instability of the 'ground' limits the applicability... of methods derived from the factory".[12] In Classic organisations, problems with the moving "figure" and moving "ground" often become magnified through a much larger social space, one in which there is a far greater extent of hierarchical task interdependence.[12] For this reason, the semi-autonomous group, and its ability to make a much more fine grained response to the "ground" situation, can be regarded as "agile". Added to which, local problems that do arise need not propagate throughout the entire system (to affect the workload and quality of work of many others) because a complex organization doing simple tasks has been replaced by a simpler organization doing more complex tasks. The agility and internal regulation of the group allows problems to be solved locally without propagation through a larger social space, thus increasing tempo. Whole tasks Another concept in sociotechnical theory is the "whole task". A whole task "has the advantage of placing responsibility for the ... task squarely on the shoulders of a single, small, face-to-face group which experiences the entire cycle of operations within the compass of its membership." [12] The Sociotechnical embodiment of this principle is the notion of minimal critical specification. This principle states that, "While it may be necessary to be quite precise about what has to be done, it is rarely necessary to be precise about how it is done".[19] This is no more illustrated by the antithetical example of "working to rule" and the virtual collapse of any system that is subject to the intentional withdrawal of human adaptation to situations and contexts. The key factor in minimally critically specifying tasks is the responsible autonomy of the group to decide, based on local conditions, how best to undertake the task in a flexible adaptive manner. This principle is isomorphic with ideas like effects-based operations (EBO). EBO asks the question of what goal is it that we want to achieve, what is our objective is it that we need to reach rather than what tasks have to be undertaken, when and how. The EBO concept enables the managers to "...manipulate and decompose high level effects. They must then assign lesser effects as objectives for subordinates to achieve. The intention is that subordinates' actions will cumulatively achieve the overall effects desired".[20] In other words, the focus shifts from being a scriptwriter for tasks to instead being a designer of behaviours. In some cases, this can make the task of the manager significantly less arduous. Meaningfulness of tasks Effects-based operations and the notion of a "whole task", combined with adaptability and responsible autonomy, have additional advantages for those at work in the organization. This is because "for each participant the task has total significance and dynamic closure"[12] as well as the requirement to deploy a multiplicity of skills and to have the responsible autonomy in order to select when and how to do so. This is clearly hinting at a relaxation of the myriad of control mechanisms found in more classically designed organizations. Greater interdependence (through diffuse processes such as globalisation) also bring with them an issue of size, in which "the scale of a task transcends the limits of simple spatio-temporal structure. By this is meant conditions under which those concerned can complete a job in one place at one time, i.e., the situation of the face-to-face, or singular group". In other words, in classic organisations the "wholeness" of a task is often diminished by multiple group integration and spatiotemporal disintegration.[12] The group based form of organization design proposed by sociotechnical theory combined with new technological possibilities (such as the internet) provide a response to this often forgotten issue, one that contributes significantly to joint optimisation. Topics A sociotechnical system is the term usually given to any instantiation of socio and technical elements engaged in goal directed behaviour. Sociotechnical systems are a particular expression of sociotechnical theory, although they are not necessarily one and the same thing. Sociotechnical systems theory is a mixture of sociotechnical theory, joint optimisation and so forth and general systems theory. The term sociotechnical system recognises that organizations have boundaries and that transactions occur within the system (and its sub-systems) and to optimise and join both social and technical systems. However, the problem is that of the technical and social system along with the work system and joint optimisation are not defined as they should be.[23] Future analysis Flexibility and speed are the two main pillars for future analysis for survival. To transform a business organization, the mindset must first be changed, as companies in the future will have to find a balance between four extremes: • Hierarchies versus networks • Profit versus meaningfulness • Control versus empowerment • Planning versus experiences [24] The future of socio-technical design will continue to be of interest to researchers and therefore will adapt overtime to meet the ever-changing climate. New socio-technical approaches in information systems have endeavoured to overcome the shortcomings of the old approaches, through relying on theories from the social sciences.[9] (Social science is the scientific study of human society and social relationships i.e. how people interact with each other.) Although structures are changing within the industry, companies, and managers, need to be dedicated to motivation and recognise what is essential to achieve this. Employees, their rights and needs, must always be given a high priority.[25] Sustainability Standalone, incremental improvements are not sufficient to address current, let alone future sustainability challenges. These challenges will require deep changes of sociotechnical systems. Theories on innovation systems; sustainable innovations; system thinking and design; and sustainability transitions, among others, have attempted to describe potential changes capable of shifting development towards more sustainable directions.[26] Sociotechnical perspectives also form a crucial role in the creation of systems that have long term sustainability. In the development of new systems, the consideration of sociotechnical factors from the perspectives of the affected stakeholders ensures that a sustainable system is created which is both engaging and benefits everyone involved.[22] Any question, potentially shutting the business down.[22] Utilisation of new technology The utilization of new technology within an organization Welch, C. (2020) says "utilization of disruptive, more advanced technologies requires consideration from multiple perspectives taking into account the longer-term as well as potential short-term gains"[22] he points out that any new technology has its risks to an organization and without it being properly investigated it could be highly disruptive. So organizations need to clearly investigate new technologies from all perspectives within it as if the technology shows promise within one part of the organization it could be highly disruptive to other sections of the organization. Thus by properly investigating the technologies' effect on the organization they can see the potential before utilizing it. Which could save the organization from utilizing a technology that could have destroyed them. Autonomous work teams Autonomous work teams also called self-managed teams, are an alternative to traditional assembly line methods. Rather than having a large number of employees each do a small operation to assemble a product, the employees are organized into small teams, each of which is responsible for assembling an entire product. These teams are self-managed, and are independent of one another.[27] In the mid-1970s, Pehr Gyldenhammar created his new "dock assembly" work system at Volvo's Kalmar Plant. Instead of the traditional flow line system of car production, self-managed teams would assemble the entire car. The idea of worker directors – a director on the company board who is a representative of the workforce – was established through this project and the Swedish government required them in state enterprises.[25] Job enrichment Job enrichment in organizational development, human resources management, and organizational behavior, is the process of giving the employee a wider and higher level scope of responsibility with emerging technologies could improve the work-life balance of employees. It is also believed that it is to involve greater authority. Instead, it will only have an increased number of duties.[28] The concept of minimal critical specifications. (Mumford, 2006) states workers should be told what to do but not how to do it. Deciding this should be left to their initiative. She says they can be involved in work groups, matrices and networks. The employees should receive correct objectives but they decide how to achieve these objectives.[29] Job enlargement Job enlargement means increasing the scope of a job through extending the range of its job duties and responsibilities. This contradicts the principles of specialisation and the division of labour whereby work is divided into small units, each of which is performed repetitively by an individual worker. Some motivational theories suggest that the boredom and alienation caused by the division of labour can actually cause efficiency to fall. Job rotation Job rotation is an approach to management development, where an individual is moved through a schedule of assignments designed to give him or her a breadth of exposure to the entire operation. Job rotation is also practiced to allow qualified employees to gain more insights into the processes of a company and to increase job satisfaction through job variation. 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