Chapter 14
Jobs and the Design of Work

Learning Outcomes

1. Differentiate between *job* and *work*.
2. Discuss the traditional approaches to job design.
3. Identify and describe alternative approaches to job design.
4. Identify and describe contemporary issues facing organizations in the design of work.

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Learning Outcome

Differentiate between *job* and *work*.

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Job

a set of specified work and task activities that engage an individual in an organization

Ways of Thinking about Jobs

• Organizational position – a job in relation to other parts of the organization

• Career – a sequence of job experiences over time
Work

mental or physical activity that has productive results

Meaning of Work

the way a person interprets and understands the value of work as a part of life
Six Patterns of Work

A – value comes from performance; accountability is important

B – provides personal affect and identity

C – profit accrues to others by work performance

D – physical activity directed by others and performed in a workplace

E – generally unpleasant physically and mentally strenuous activity

F – activity constrained to specific time periods; no positive affect through its performance

Learning Outcome

Discuss the traditional approaches to job design.
Scientific Management

Emphasizes work simplification – standardization and the narrow, explicit specification of task activities for workers.

Limits number of tasks; tasks are designed so worker doesn’t have to think.

- Allows diverse groups to work together
- Leads to production efficiency and higher profits
- Undervalues the capacity for thought and ingenuity

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Job Enlargement / Rotation

**Job Enlargement** — increases the number of activities in a job to overcome the boredom of overspecialized work

**Job Rotation** — workers are exposed to a variety of specialized jobs over time

**Cross-Training** — workers are trained in different specialized tasks or activities

+ Overcomes boredom and lack of variety of highly specialized jobs
+ Overcomes underutilization and lack of stimulation
  - Need to make sure that workers see the consequences of their decisions moving on to the next task

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Job Enrichment

Designing or redesigning jobs by incorporating motivational factors

+ Increases recognition, responsibility and opportunity for achievement.
  - Only certain jobs should be enriched.

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Job Characteristics Theory

Emphasizes the interaction between the individual and specific attributes of the job.

A worker’s values, religious beliefs and ethnic background influence response to the job.

**Job Diagnostic Survey** – diagnoses jobs by measuring five core job characteristics and three psychological states.

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**Job Characteristics Model**

[Diagram showing core job dimensions, critical psychological states, and personal and work outcomes]

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Five Core Job Characteristics

Motivating Potential Score

\[ MPS = \frac{\text{Skill variety} + \text{Task identity} + \text{Task significance}}{3} \times [\text{Autonomy}] \times [\text{Feedback}] \]

Engagement

the expression of oneself as one performs in work or other roles
3 Learning Outcome

Identify and describe alternative approaches to job design.

Social Information Processing (SIP) Model

a model that suggests that the important job factors depend in part on what others tell a person about the job
4 Premises of (SIP) Model

1. people provide cues to understanding the work environment
2. people help us judge our jobs
3. people tell us how they see our jobs
4. people’s positive and negative feedback help us understand our feelings about our jobs

Ergonomics

the science of adapting work and working conditions to the employee or worker
Interdisciplinary Approach

- Mechanistic
- Motivational
- Biological
- Perceptual/motor

Outcomes of Various Job Design Approaches

**Mechanistic Approach**
- Decreased training time
- Higher utilization levels
- Lower error likelihood
- Less mental overload
- Lower stress levels

**Motivational Approach**
- Higher job satisfaction
- Higher motivation
- Greater job involvement
- Higher job performance
- Lower absenteeism

**Lower job satisfaction**
- Lower motivation
- Higher absenteeism

**Increased training time**
- Lower personnel utilization
- Greater chance of errors
- Greater chance of mental overload and stress

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Outcomes of Various Job Design Approaches

- **Biological Approach**
  - Less physical effort
  - Less physical fatigue
  - Fewer health complaints
  - Fewer medical incidents
  - Lower absenteeism
  - Higher job satisfaction

- **Perceptual Motor Approach**
  - Lower error likelihood
  - Lower accident likelihood
  - Less mental stress
  - Decreased training time
  - Higher utilization levels

- Higher financial costs because of changes in equipment or job environment

- Lower job satisfaction
- Lower motivation

International Perspectives on the Design of Work

**The Japanese Approach**
- Emphasizes strategic level
- Encourages collective and cooperative working arrangements
- Emphasizes **lean production**
Lean Production

using committed employees with ever-expanding responsibilities to achieve zero waste, 100% good product, delivered on time, every time

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Beyond the Book: Lean Production to the Rescue

Manufacturing companies in the U.S. are turning to lean production methods to stay profitable during the recession.

The method involves producing only what is ordered, reducing inventory and making each part in an uninterrupted flow.

61% of manufacturers have adopted lean production methods or plan to do so within the next year.

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International Perspectives on the Design of Work

The German Approach

– Previously, Technocentric – placing technology and engineering at the center of job design decisions

– Recently, Anthropocentric – placing human considerations at the center of job design decisions

Hierarchical Model of Criteria

<table>
<thead>
<tr>
<th>JOB DESIGN APPROACH (DISCIPLINE)</th>
<th>POSITIVE OUTCOMES</th>
<th>NEGATIVE OUTCOMES</th>
</tr>
</thead>
<tbody>
<tr>
<td>HEDONISTIC APPROACH (mechanical engineering)</td>
<td>Decreased training time</td>
<td>Lower job satisfaction</td>
</tr>
<tr>
<td></td>
<td>Higher personal achievement levels</td>
<td>Increased training time</td>
</tr>
<tr>
<td></td>
<td>Lower likelihood of error</td>
<td>Greater chance of errors</td>
</tr>
<tr>
<td></td>
<td>Less chance of mental overload</td>
<td>Greater chance of mental overload and stress</td>
</tr>
</tbody>
</table>

| MOTIVATIONAL APPROACH (motivational psychology) | Higher job satisfaction | Increased training time |
|                                                 | Higher job retention | Lower personal utilization levels |
|                                                 | Higher job performance | Greater chance of errors |
|                                                 | Lower absenteeism | Greater chance of mental overload and stress |

| BIOLOGICAL APPROACH (biology) | Less physical effort | Higher financial costs because of changes in equipment or job environment |
|                              | Less physical fatigue | Lower personal utilization levels |
|                              | Fewer health complaints | Lower job satisfaction |
|                              | Fewer medical incidents | Lower job satisfaction |
|                              | Lower absenteeism | Lower job satisfaction |

| PERCEPTUAL MOTOR APPROACH (experimental psychology) | Lower likelihood of error | Lower job satisfaction |
|                                                   | Lower likelihood of accidents | Lower motivation |
|                                                   | Less chance of mental overload | Lower personal utilization levels |
|                                                   | Lower personal training time | Lower personal utilization levels |
International Perspectives on the Design of Work

The Scandinavian Approach
- encourages high degrees of worker control
- encourages good social support systems for workers

Work Design and Well-Being:

**INCREASE CONTROL BY:**

- giving workers the opportunity to control several aspects of the work and the workplace
- designing machines and tasks with optimal response times and/or ranges
- implementing performance-monitoring systems as a source of relevant feedback to workers.

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Work Design and Well-Being:

**REDUCE UNCERTAINTY BY:**
- providing employees with timely and complete information needed for their work
- making clear and unambiguous work assignments
- improving communication at shift change time
- increasing employee access to information sources.

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Work Design and Well-Being:

**MANAGE CONFLICT THROUGH:**
- participative decision making
- supportive supervisory styles
- having sufficient resources available to meet work demands, thus preventing conflict

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Learning Outcome

Identify and describe contemporary issues facing organizations in the design of work.

Emerging Issues in Design of Work

- **Telecommuting** – employees work at home or in other locations geographically separate from their company’s main location

- Alternative work patterns:
  - **Flextime** – an alternative work pattern that enables employees to set their own daily work schedules
  - **Job Sharing** – an alternative work pattern in which there is more than one person occupying a single job
Emerging Issues in Design of Work

• **Technology:**
  – Concept involves work being where the people are, rather than people moving to where work is.
  – **Virtual Office** – a mobile platform of computer, telecommunication, and information technology and services
  – **Technostress** – the stress caused by new and advancing technologies in the workplace

• **Skills development** – the knowledge and information requirements for jobs of the future are especially high.

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**Beyond the Book:**

The Work Design Questionnaire

The Work Design Questionnaire was created to fill gaps in existing work-characteristics assessments and integrate their data.

Results from the questionnaire found that both motivational work characteristics and social support played a strong role in predicting job satisfaction.

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1. This chapter opened with a discussion of “job” and “work.” Apply that discussion to the film sequence. Include in your analysis the pattern of social interaction between Monty and Julia.

2. Apply the job characteristics theory to the film sequence. What is the level of each core job characteristic for Monty’s job?

3. Estimate the levels of each critical psychological state for Monty. Use Figure 14.1, “The Job Characteristics Model,” as a guide. Use “low,” “middle,” or “high” for your estimate.