

# Module 5

## Job Design and Employee Reactions to Work



# 5.1 Understanding Job Design

- 5.1.1 How Jobs Were Designed before QWL
  - Limited Social Interaction
  - Low Skill Requirements
  - Work Standard
  - Job Activity Repetition
  - Task specialization
  - Low Employee creativity is required
  - Tools and Methods are pre-specified

# 5.1 Understanding Job Design

- 5.1.2 Is SM Declining as a Job Design Philosophy?
  - Doesn't create challenging work for today's highly mobile knowledge workers.
  - Creeping Theory X designs.
- 5.1.3 Horizontal Increases:
  - Job Enlargement
  - Job Rotation
  - Cross-Training

# 5.1 Understanding Job Design

## 5.1.4 Job Design and Herzberg's Two-Factor Theory - Job Enrichment

**Table 5.1** Herzberg's principles of job design

Principles	Examples
1 Give employees as much control over the mechanisms of task completion as possible.	A manager allows repairmen to order parts and maintain inventories.
2 Hold employees accountable for their performance.	A manager conducts semi-annual, formal feedback sessions with subordinates concerning goal achievements.
3 Within limits, let employees set their own work pace.	The company installs a flexible hours work policy.
4 Design jobs so employees experience accomplishment.	A manager gives employees the authority to handle customer complaints personally.
5 Design jobs so employees learn new skills and work procedures.	A company offers a seminar to teach managers approaches to quality control.

# 5.1 Understanding Job Design

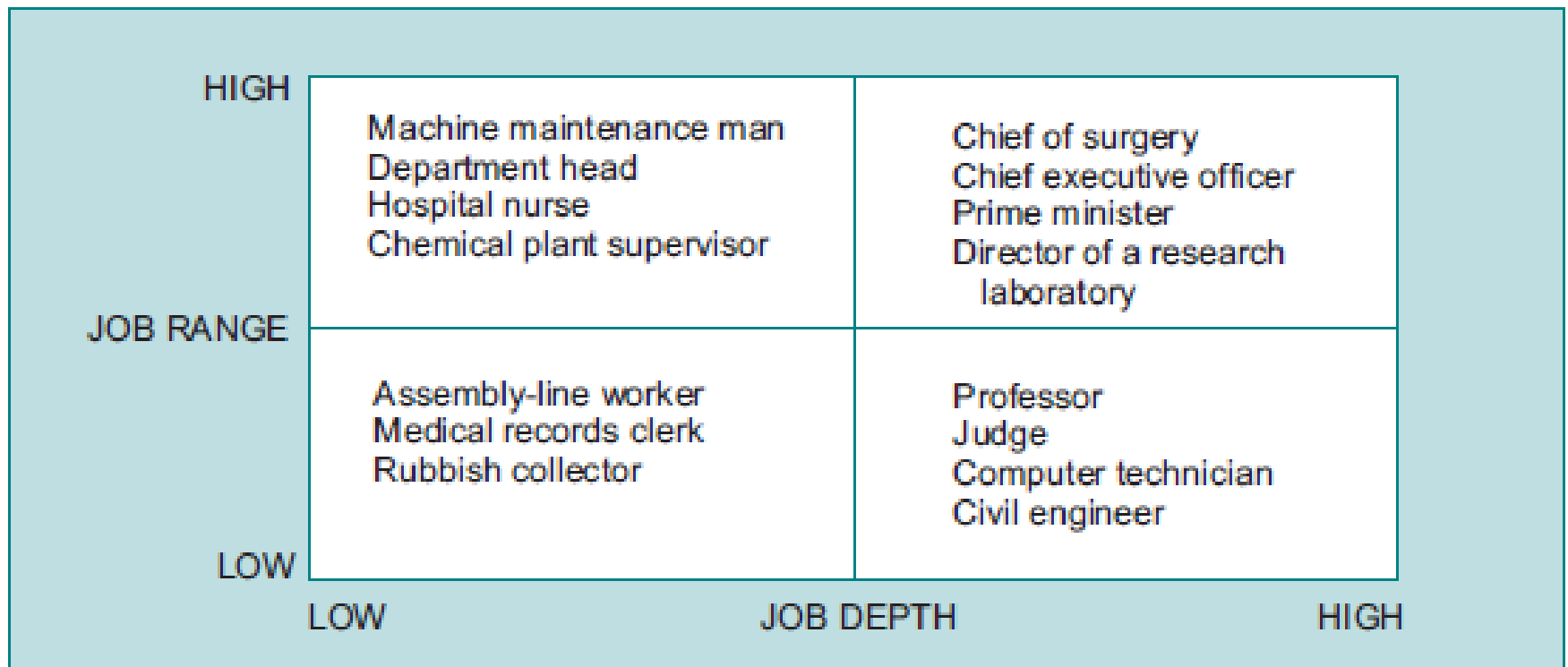


Figure 5.1 Job depth and job range

- Criticism

# 5.1 Understanding Job Design

- 5.1.5 The Psychology of Employee–Job Interactions
  - The Components of Job Content

# 5.1 Understanding Job Design

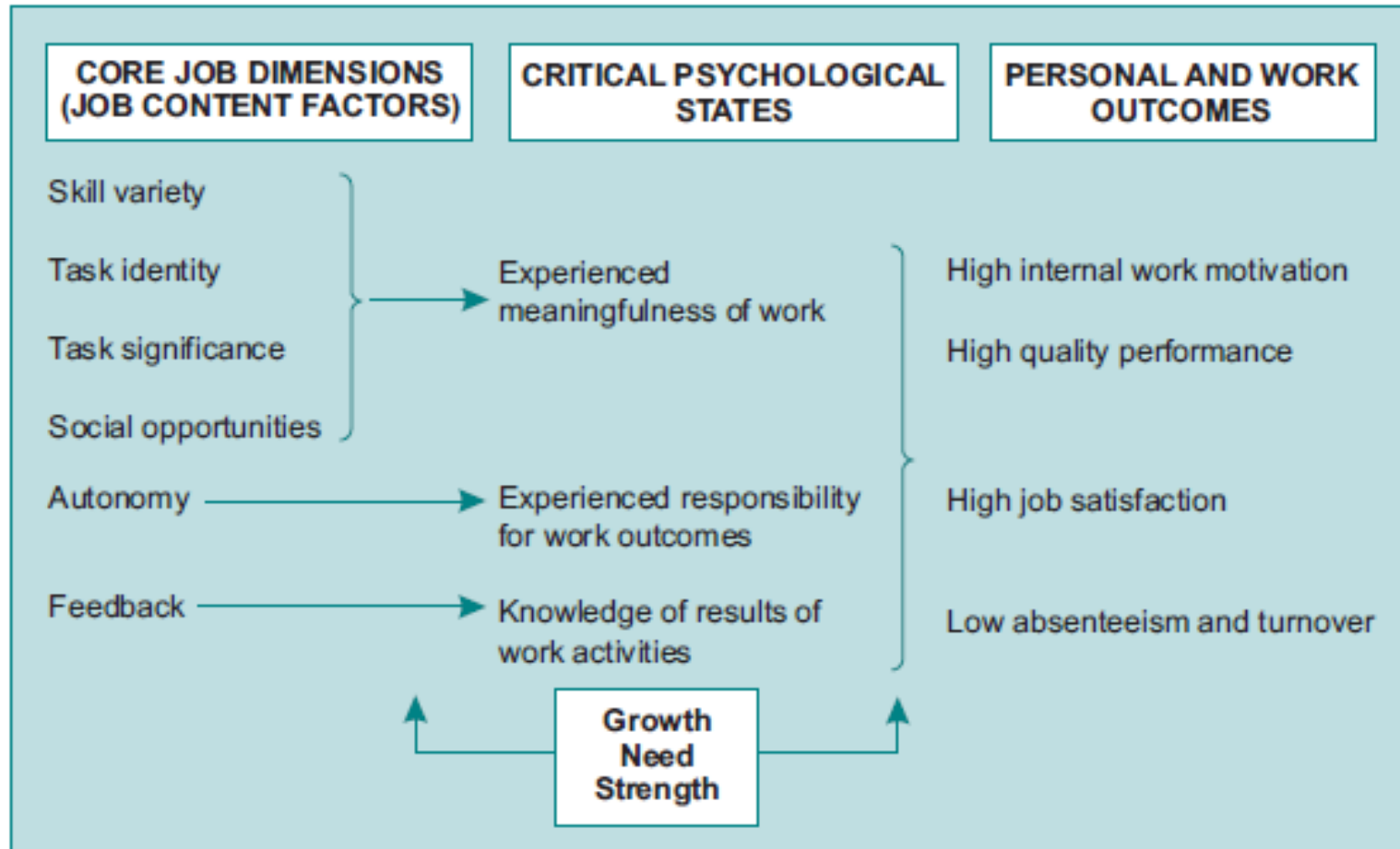


Figure 5.2 The job characteristics model (JCM)

# 5.1 Understanding Job Design

- 5.1.5 The Psychology of Employee–Job Interactions
  - The Components of Job Content
  - Critical Psychological States
  - How Does Growth Need Strength Work for Employees?



# 5.1 Understanding Job Design

**Table 5.2** Job content factors

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**Skill variety:** The extent to which the job requires a number of different skills, talents and abilities to accomplish task activities. Jobs which require both technical and interpersonal skills possess high skill variety (lawyer, social worker, etc.).

**Task identity:** The degree to which the job requires doing a complete task from beginning to end and experiencing a visible and identifiable outcome (e.g., being responsible for all steps of product assembly).

**Task significance:** The degree to which the job has a substantial and lasting influence on the lives of employees and other people, both in the immediate organisation and in society.

**Autonomy:** The degree to which the job gives the employee personal freedom and discretion to control work activities and schedules.

**Feedback from the work itself:** The degree to which the job itself provides direct and complete information on the effectiveness of employee work behaviour.

**Social opportunities:** The extent to which the job allows the employee to have social contact with friends and requires interaction with others to complete the work.

# 5.2 Making Use of Job Design for Individual Employees

- 5.2.1 Job Design Principles
  - Employees should get direct feedback on their performance.
  - Give employees the chance to learn new skills.
  - Let employees schedule their own work. An example is a flextime programme
  - Each job should reflect the personality of its holder.
  - Give employees control of the resources that they need to do their jobs.
  - Use MBO to increase personal accountability for results.

# 5.2 Making Use of Job Design for Individual Employees

- Other Approaches to Job Design
  - Four-Day Work Week.
  - Telecommuting.
  - Flextime.

# 5.2 Making Use of Job Design for Individual Employees

- 5.2.2 Assessing Managers' Interests in Job Design
  - Work design alters the relationship between people and their jobs.
  - Job design targets performance behaviours for change and this leads to improvements in employees critical psychological states.
  - Improving job design triggers other positive changes.
  - Better designs account for employee need satisfaction.

## 5.2 Making Use of Job Design for Individual Employees

- What Problems Can Occur in Job Design Programmes?
  - Global competition.
  - Shelving a programme due to declining profits.
  - Ignoring employee preferences.
  - Managerial and union resistance.

## 5.3 The Team Approach to Job Design

- Building blocks in the autonomous work group is:
  - Whole Task
  - Cross Training
  - Method Selection
  - Compensation Two-tiered

# 5.3 The Team Approach to Job Design

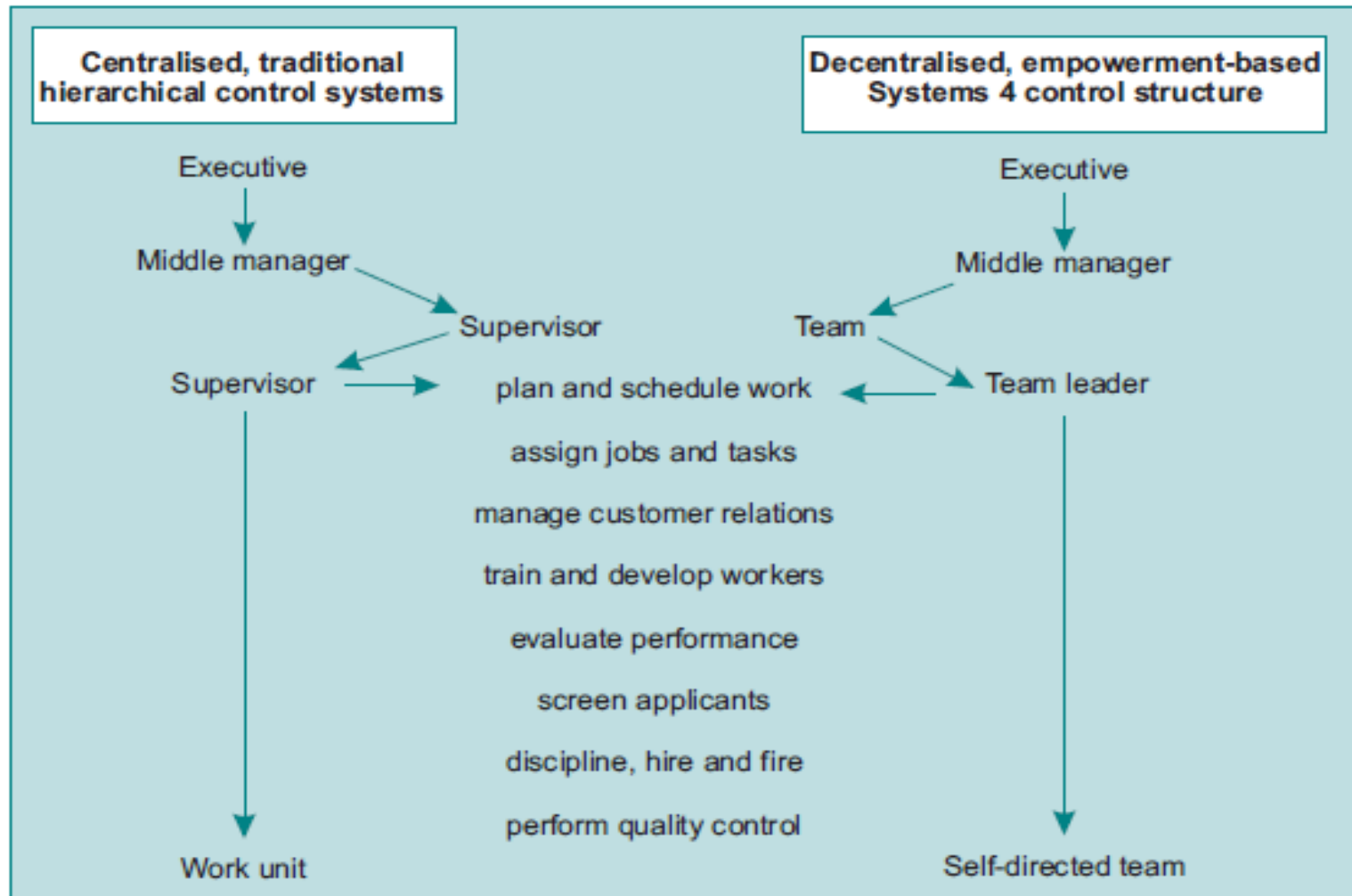
- 5.3.1 How Managers Design Self-Directed Teams
  - Team should be relatively small
  - Team Centered Interventions
  - Develop two-tiered pay system
  - Horizontal Integrating Supervisor
  - Responsibility for Quantity and Quality

# 5.3 The Team Approach to Job Design

- 5.3.2 Companies which Have Used the Self-Managed Work Team Concept
- 5.3.3 Merging Self-Directed Team and Empowerment (Engagement) Concepts
  - Preconditions for Worker Empowerment



# 5.3 The Team Approach to Job Design



**Figure 5.3** Self-directed teams are replacements for a traditional 'X' control structure

# 5.3 The Team Approach to Job Design

- 5.3.4 Employee Engagement Spreads Participative Decision-Making in the Organisation
  - Psychological involvement.
  - Motivation to contribute.
  - Acceptance of authority.

# 5.3 The Team Approach to Job Design

- The Qualities of an Organisation which Uses Participation Effectively

**Table 5.3** Contrasting the participative and non-participative organisation

The non-participative organisation (System 1) has:	The participative organisation (System 4) has:
1 Leadership which does not value or instil confidence and trust. Superiors and subordinates do not solicit each other's opinions.	Leadership that instils confidence and trust. Superiors and subordinates freely discuss problems.
2 Motivation systems which operate only on lower-order needs. Motivation may be based on threats of job loss.	Motivational systems which tap the full hierarchy of needs and their related rewards.
3 Communication which only flows downward and it is subject to distortion and inaccuracies.	Communication which flows in all directions with clarity and accuracy.
4 Subordinates who are not involved in goal-setting.	Subordinates who are highly involved in goal-setting.
5 Decision-making which is concentrated at the top of the organisation.	Decision-making which occurs at all levels.
6 Control processes which are centralised.	Control processes which are dispersed and emphasise self-control.
7 Performance standards which are low and pursued passively.	Performance standards which are ambitious and pursued with energy.

# 5.3 The Team Approach to Job Design

- Considerations for Managers who Want to Use Participation and Empowerment Effectively
  - Train your employees and set up SDTs.
  - Shift your thinking to coaching employees and integrating the work of SDTs and stop thinking of yourself as an all-knowing source of decisions.
  - Believe that your employees want to grow and develop on the job.
  - Teach your employees that participation is a core value of the firm and that it is central to their professional orientation.
  - Teach your SDTs team-based methods of problem solving.
  - Show your employees that the reward system reinforces team excellence and individual creativity.
- 5.3.5 Limits to Participation in Organisations

# Summary Points

- SM breaks jobs down into their elements; eliminates the unnecessary ones and recombines the remainder to create the most efficient job design.
- Herzberg's two-factor theory proposes that the absence of hygiene leads to job dissatisfaction while the presence of motivators leads to job satisfaction, motivation and performance, if hygienes are present.
- Job range refers to the number of tasks performed by an employee, while job depth is the amount of discretion the employee has to select various job procedures to accomplish work. Sometimes these two aspects of job design are called horizontal and vertical job loading respectively.
- Employee growth need strength is composed of achievement, interest in work, desire for independence and personal control over work.
- Job rotation increases levels of employee skills by moving them from one job to a related one for a given period of time.
- SDTs integrate the technical and social aspects of group work. Countless companies use SDTs to advance competitive advantage.
- Employee engagement is the sharing of decision-making power by the organisation with its employees.

# Review Questions

**1 of 10**

**Scientific management includes all but which of the following?**

- **A** Participative involvement of employees in decisions about the methods and goals of work.
- B.** Time and motion studies.
- C.** Work simplification.
- D.** Job activity repetition.

# Review Questions

**2 of 10**

**Which of the following is the principal goal of scientific management?**

- **A.** Redesigning the reward system for employees.
- B** Simplifying the work performed by employees.
- C.** Identifying those workers who need to be trained so that they can become high performers.
- D.** Creating an improved method to raise levels of customer satisfaction.

# Review Questions

**3 of 10**

**Job enlargement is an organisational response to which of the following?**

- **A.** A decrease in product quality.
- B.** Technology-induced job changes.
- C** Over specialised work that leads to monotony and boredom among workers.
- D.** Employees' frustration with their inability to satisfy their higher-order needs.



# Review Questions

**4 of 10**

**Which of the following would not be one of Herzberg's principles of job design?**

- **A.** Give employees as much control over the mechanisms of task completion as possible.
- B.** Hold employees accountable for their performance.
- C.** Design jobs so employees experience accomplishment.
- D** Seek input from employees about the agenda for the annual company holiday party.

# Review Questions

**5 of 10**

**As a manager of insurance specialists who input policy and claims data, you would like to find ways to horizontally load the specialists' jobs. Which of the following would accomplish that?**

- **A.** Create a new telecommuting job design for the specialists.
- B** Increase the number of policy and claims tasks performed by each individual.
- C.** Increase their job specialisation.
- D.** Reschedule their work into a flextime system.

# Review Questions

**6 of 10**

**When a staff secretary has the authority to handle vendor relationships without consulting a superior, which of the following is occurring in her job?**

- **A. Job rotation.**
- B. Job enlargement.**
- C Vertical job loading.**
- D. Job specialisation.**

# Review Questions

**7 of 10**

**Job range is the variety of tasks performed by an employee while job depth is which of the following?**

- **A.** Extent to which an employee is cross-trained.
- B** Potential of the job to satisfy an employee's higher-order needs.
- C.** Extent to which the employee's job is horizontally expanded.
- D.** Degree of specialisation in the employee's job.

# Review Questions

**8 of 10**

**Which of the following is the core job dimension in the job characteristics model linked to experienced responsibility for work outcomes?**

- **A Autonomy.**
- B. Feedback.**
- C. Skill variety.**
- D. Task significance.**

# Review Questions

**9 of 10**

**Horizontally loading a job is most closely related to which of the core job dimensions shown below?**

- **A. Autonomy.**
- B Skill variety.**
- C. Feedback.**
- D. Task significance.**

# Review Questions

**10 of 10**

**Which of the following is the individual difference that moderates the relationship between job dimensions and work outcomes?**

- **A Growth need strength.**
- B. Need for power.**
- C. Lower order need satisfaction.**
- D. Self esteem.**