

Designing Jobs & Work Environments



What is Job/Work Design?

Parker (2014) defines work design as:

“the content and organization of one’s work tasks, activities, relationships, and responsibilities...”

“Work design...has been linked to almost every end goal that is of concern in an organization...”



Parker (2014) adds:

“to reflect that the topic is concerned not only with employees’ prescribed technical tasks within a fixed job but also with employees engagement in emergent, social, and self-initiated activities within flexible roles...”



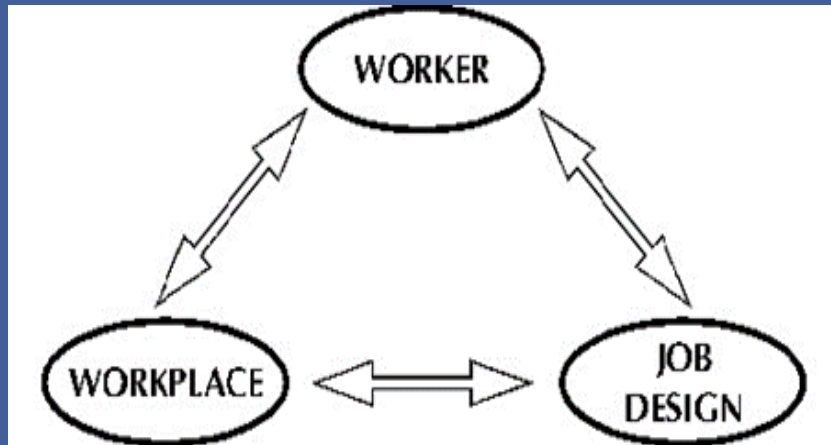
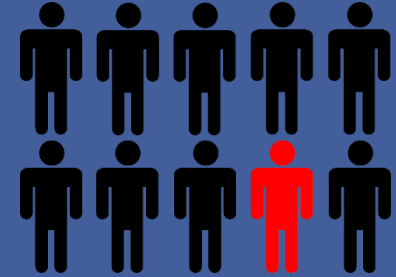
Historical background to Work Design

- Industrial Revolution
- Taylorism and scientific management
Hawthorne studies
Production lines
World War II
- Quality of working life and job enrichment
- Digital Age

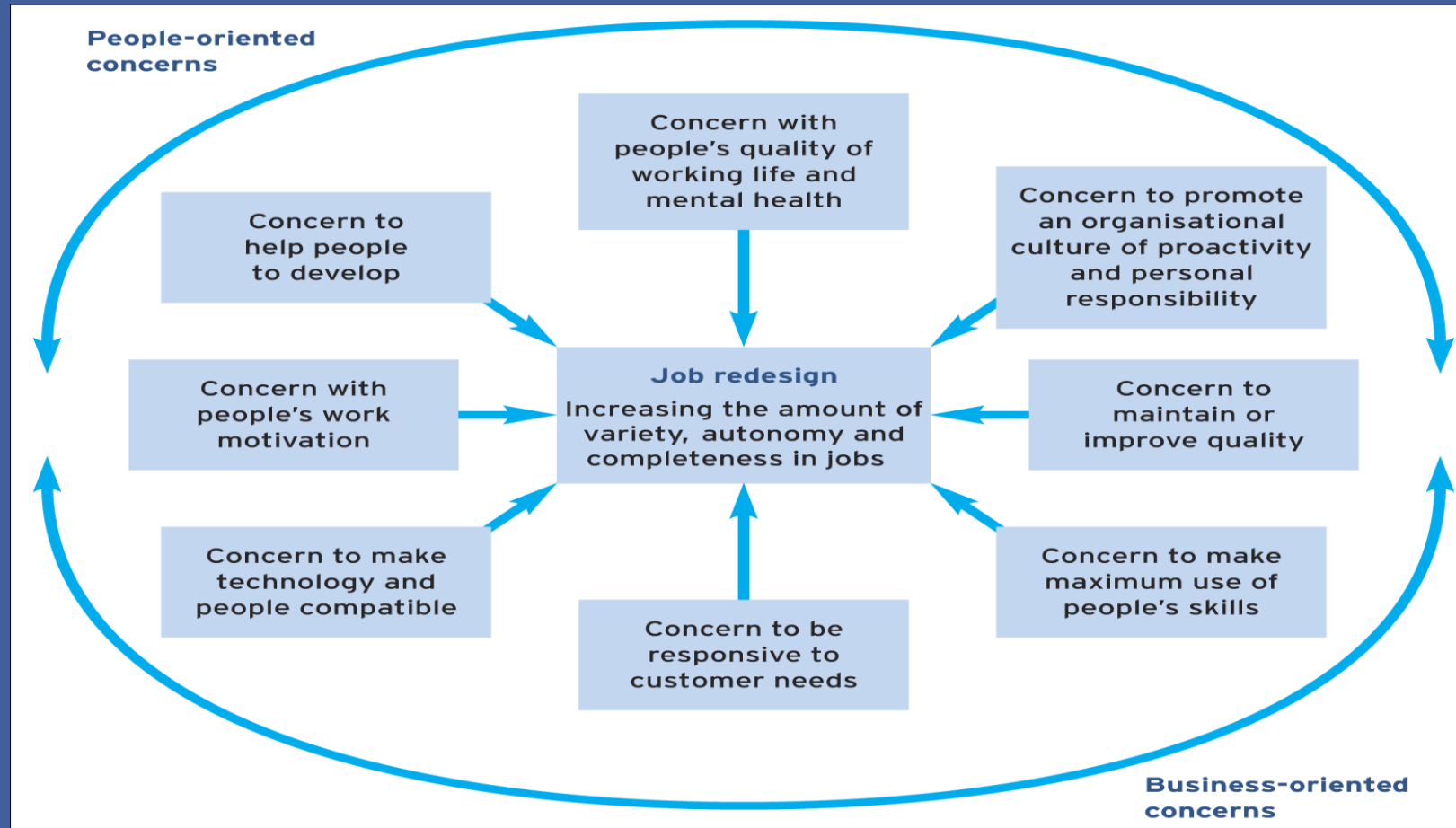


- To try to maximise performance, health and well-being and to respond to changes in the environments, it takes in consideration issues at different levels

- Individual
- Group and organisational



Job Re-Design



Activity

- Think about your own experience of:

Your best ever job

Your worst ever job

- What work design factors made them so?



- Appreciation
- Communication
- Coworkers
- Fringe benefits
- Job conditions
- Nature of the work itself
- The organization itself
- Policies & procedures
- Pay
- Personal growth
- Promotion Opportunities
- Recognition
- Security
- Supervision

Motivation

- Motivation is **the desire to do something** and **continue to work toward its accomplishment**
- Motivation is dependent upon the answers to the following questions:
 - What do you want to do? (**direction**)
 - How important is it to you? (**intensity**)
 - Will you continue despite obstacles? (**persistence**)



Job Satisfaction

“Pleasurable or **positive emotional state** resulting from the **appraisal of one’s jobs or job experiences**”
(Locke, 1976).

- Approaches
 - Global approach
 - Facet approach



Employee/Organisational Commitment

- The degree to which people are involved with and interested in remaining a part of their organisations
 - Continuance Commitment – Fear of loss
 - Affective Commitment – affection towards job
 - Normative Commitment – Sense of obligation to stay



Staying because you **want** to

A green rounded rectangle containing a cartoon character on the left holding a green pencil and drawing a smiley face on a board. In the center, the text 'Affective Commitment' is written in a dark green font. On the right, another cartoon character is running towards an open doorway.

Affective Commitment

PSYNERGY
My job is rewarding and I enjoy coming to work each day

Staying because you **need** to

A blue rounded rectangle containing a cartoon character on the left running towards a green dollar bill. In the center, the text 'Continuance Commitment' is written in a dark blue font. On the right, another cartoon character is standing with a sad expression, surrounded by floating dollar bills.

Continuance Commitment

My salary and benefits get me a nice house in a nice area

Staying because you **ought** to

An orange rounded rectangle containing a cartoon character on the left holding up several green squares. In the center, the text 'Normative Commitment' is written in a dark orange font. On the right, three cartoon characters are standing together on a white oval platform.

Normative Commitment

My boss has invested so much time in training and mentoring me

Managing motivation within organisations

Linder (1998) conducted a survey to assess motivational factors and their level of importance. The participants were asked to rank motivating factors from most motivating to least motivating. Ten factors were rated from most to least motivating, which allows for strategies to be developed by managers to increase motivation in the workplace.

- Having interesting work
Strategy: develop specific goals for individuals and teams.
- Having a good level of pay
Strategy: provide incentive pay where pay is linked to performance.
- Being appreciated for work done well
Strategy: provide feedback, recognition, reward and promotion.
- Having job security
Strategy: provide levels of job security relevant to the current economic climate
- Having good working conditions
Strategy: provide appropriate resources to carry out work and a safe working environment.
- Having loyalty between employers and employees
Strategy: share information between employees and employers.
- Having fair discipline
Strategy: be clear and consistent on appropriate behaviour and relevant disciplinary action.
- Being sympathetic with employees' personal problems
Strategy: show interest in employees and develop positive relationships.
- Opportunities for promotion and growth within the organisation
Strategy: provide training and development opportunities for staff.
- Feelings of inclusivity
Strategy: involve employees in decision-making.

From Steptoe-Warren
(2013, p. 175)



Motivator-Hygiene Theory Herzberg (1966)

The goals of job enrichment are to **increase personal growth, fulfill needs for achievement and responsibility**, and provide **recognition**.

Solutions:

- Remove some management controls and make people accountable and responsible for their work
- Create complete work units where possible
- Provide regular and continuous feedback
- Encourage employees to take on new tasks or become experts in old ones



Motivator-Hygiene Theory - (Herzberg, 1966)

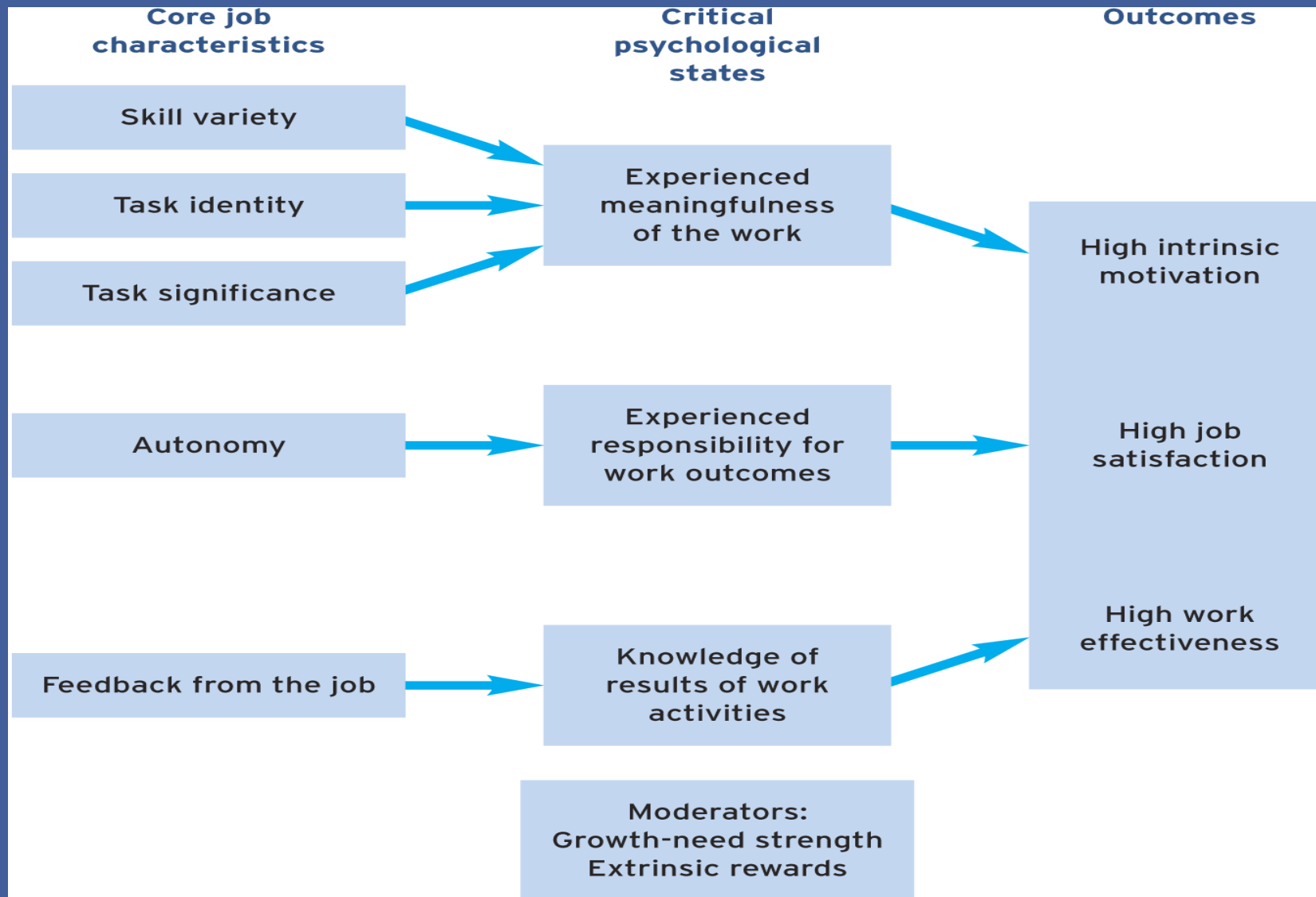
Factors leading to dissatisfaction (hygiene)

- Company policy
- Supervision
- Relationship with boss
- Work conditions
- Salary
- Relationship with peers

Factors leading to satisfaction (motivation)

- Achievement
- Recognition
- Work itself
- Responsibility
- Advancement
- Growth

Two factor theory (Herzberg)



Hackman and Oldham's Job Characteristics model

Source: Adapted from J.R. Hackman and G.R. Oldham (1980), *Work Redesign* © 1980. Reprinted by permission of Pearson Education, Inc., Upper Saddle River, NJ.

Job Characteristics Model (Hackman & Oldham, 1976)

- **Skill variety**
 - Extent to which job requires range of skills
- **Task identity**
 - Extent to which job produces a whole identifiable outcome
- **Task significance**
 - Extent to which job has an impact on others
- **Autonomy**
 - Extent to which job allows choice and discretion
- **Feedback from the job**
 - Extent to which job itself provides info on how well the job holder is doing

Types of Jobs and Satisfaction

TABLE 8-1

Ten Most Satisfying and Ten Least Satisfying Jobs

Most Satisfying Jobs	Least Satisfying Jobs
Clergy	Laborer (excluding construction)
Firefighter	Clothing salesperson
Physical therapist	Hand packer or packager
Author	Food preparer
Special education teacher	Roofer
Teacher	Cashier
Educational administrator	Furniture/home furnishings salesperson
Painter or sculptor	Bartender
Psychologist	Freight or materials handler
Power plant engineer	Food server

J. Bryner, 2007, "Survey reveals most satisfying jobs," www.livescience.com/health/070417_job_satisfaction.html
<http://www.livescience.com/health/070417_job_satisfaction.html>

Job Satisfaction and Performance



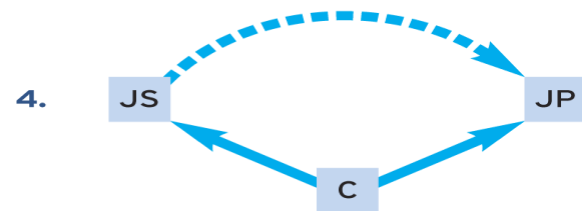
Job satisfaction causes job performance, i.e. people tend to work harder and/or better because they like their job



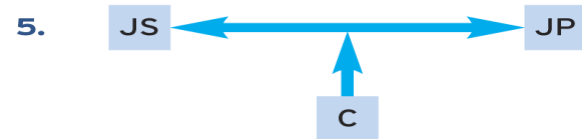
Job performance causes job satisfaction, i.e. people tend to like their job because they are successful at it



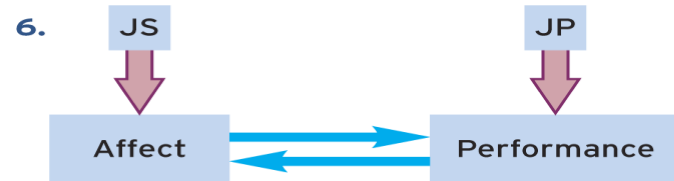
Job satisfaction and job performance cause each other, i.e. both 1 and 2 apply



Job satisfaction and job performance are correlated, but only because of another variable (C) that affects them both. For example, the clarity of the job's requirements may help both satisfaction and performance



Job satisfaction and job performance may be causally linked, but the strength of this link depends on some other variable (C), for example, the extent to which successful performance is rewarded

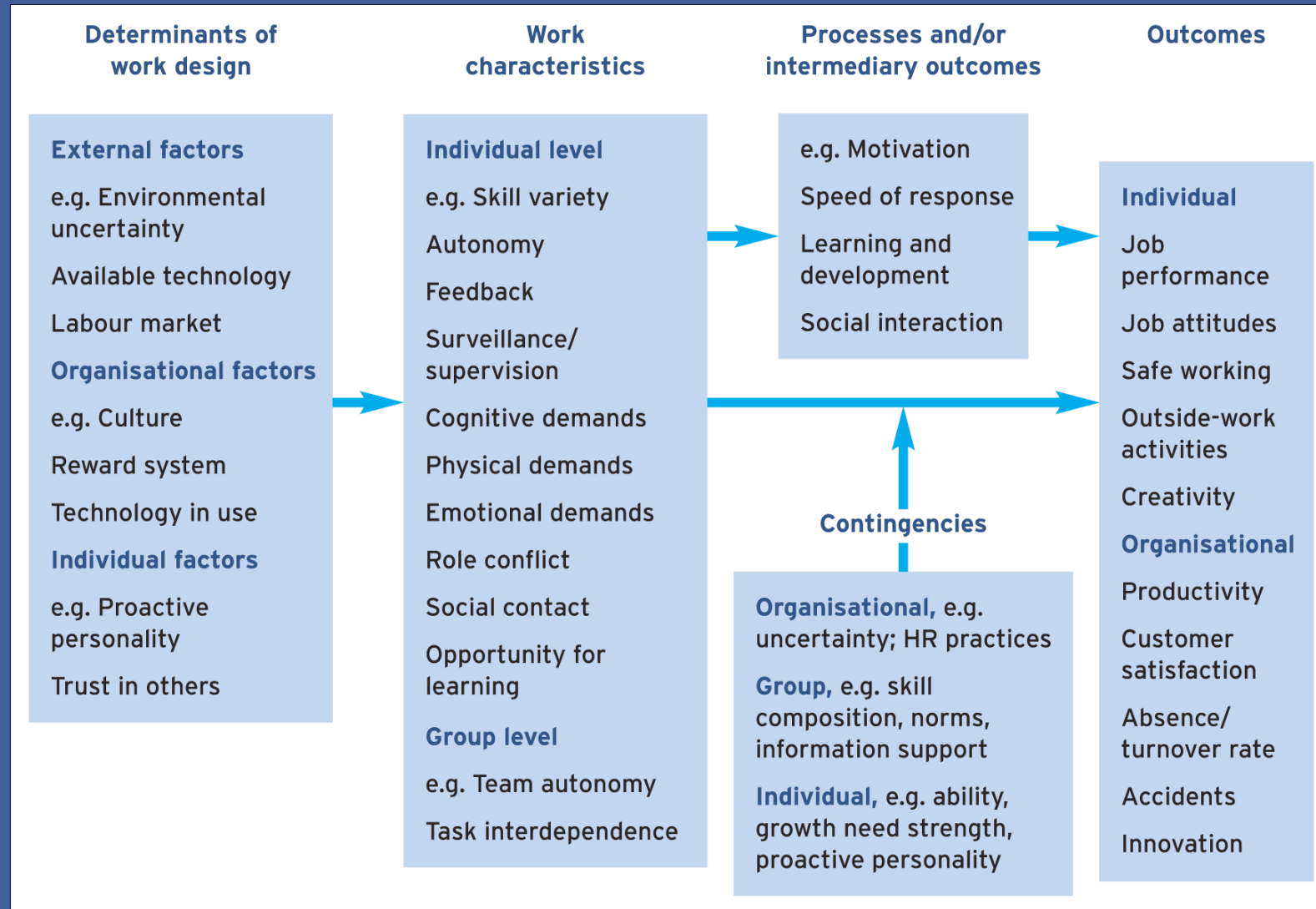


Job satisfaction and job performance are specific instances of more general constructs of positive feelings and personal effectiveness, and these have a causal impact on each other

Additional Variables

- Organizational commitment
- Learning and development
- Physical and mental health
- Absenteeism and turnover
- Safety and accidents
- Customer satisfaction
- Innovation and creativity
- Control and flexibility





An elaborated model of work design

Source: Adapted, with permission, from Parker *et al.* (2001)

Reading List

Here are a couple of recommended journal articles:

- Parker, S. K. (2014). Beyond motivation: Job and work design for development, health, ambidexterity, and more. *Annual Review of Psychology*, 65, 661-691.
- Humphrey, S. E., Nahrgang, J. D., & Morgeson, F. P. (2007). Integrating motivational, social, and contextual work design features: A meta-analytic summary and theoretical extension of the work design literature. *Journal of Applied Psychology*, 92, 1332-1356. Special issue of *Journal of Organizational Behavior*, 2010, 31(2-3)



Reading List

- Hackman, J. R. (2009). The perils of positivity. *Journal of Organizational Behavior*, 2, 309-319.
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16, 250-279.
- Kelly, J. E. (1993). Does job redesign theory explain job re-design outcomes? *Human Relations*, 47, 753-774.
- Kopelman, R. E. (1985). Job redesign and productivity: A review of the evidence. *National Productivity Review*, 4, 237-255.
- Morgeson, F. P., & Campion, M. A. (2003). Work design. In, W. C. Borman, D. R. Ilgen, R. J. Klimoski, & I. B. Weiner (Eds.), *Handbook of Psychology, Vol. 12: Industrial and Organizational Psychology* (pp. 423-452). Hoboken, NJ: Wiley





Learning Outcomes

- What is job/work design?
What outcomes is it associated with?
- Some historical background to job/work design
- Job Characteristics Model (Hackman & Oldham, 1976)
- Motivator-Hygiene theory (Herzberg, 1966)
- Evaluation of Job Characteristics Model
and consideration of future developments



for
Lecture 7
Workplace Safety,
Error Prevention
&
Risk Management