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…"

Job Design

- Job design is a key component of effectively managing employees because it is one of the major ways to translate company goals into the specific actions that employees perform in their jobs.

- What is the impact on the organisation for properly designed job design?

Job Design

- Properly designed jobs lead to;

  - Positive impact on motivation
  - Better performance
  - Increase job satisfaction
  - Optimize employees potential contribution for competitive advantage

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

Scientific Management by Frederick Taylor

- Proposed to minimize waste by identifying the best method to perform the job.

- Identified **job specialization**: the breaking down of tasks to their simplest components and assigning them to employees so that each person would perform one or a few tasks in a repetitive manner.
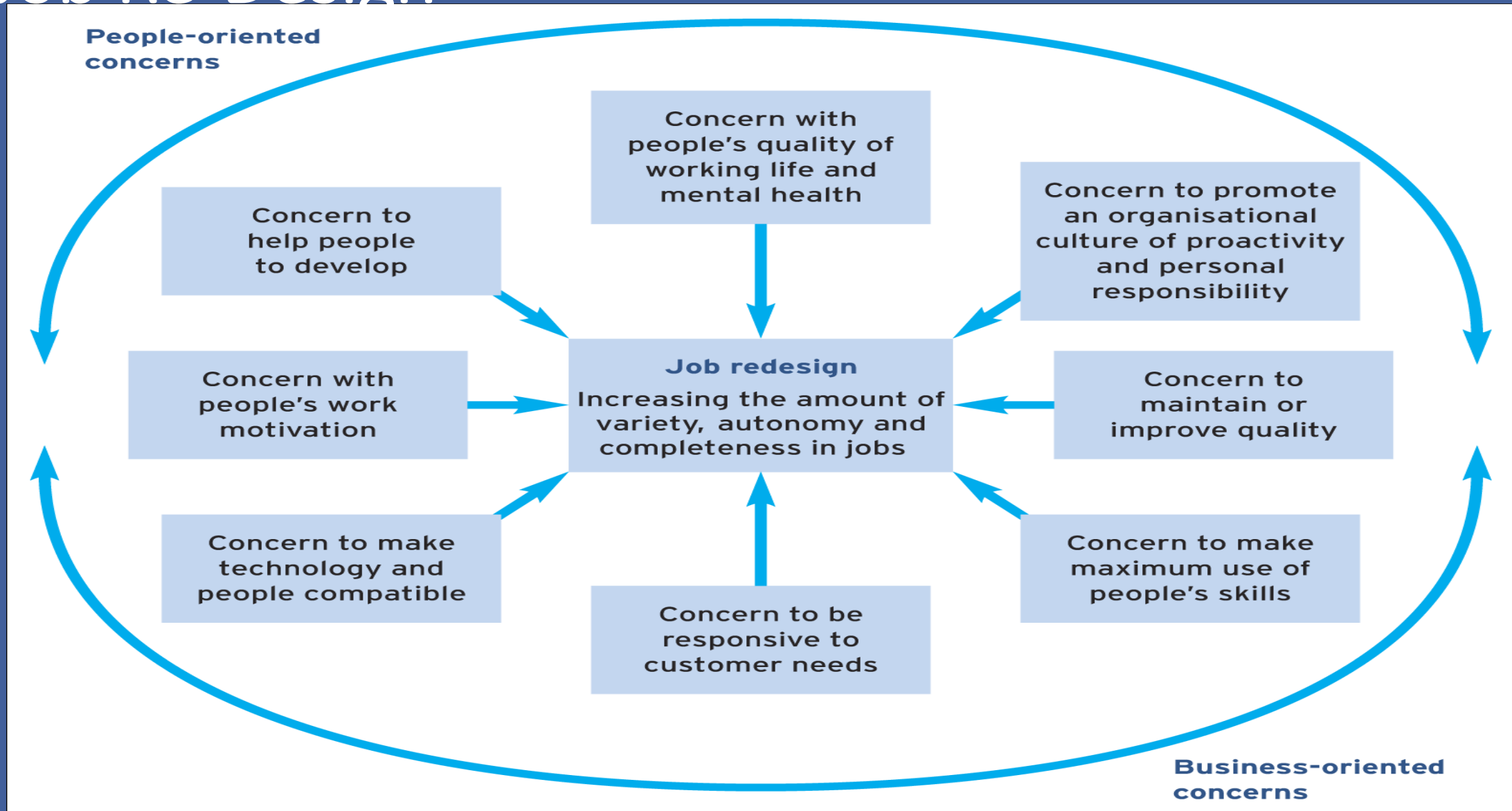
Scientific Management by Frederick Taylor

- <u>Negative Outcomes?</u>

- Poor motivation
- Boring and Repetitive
- Increased absenteeism

Ford Panel Assembly Line in Berlin, Germany

www.21Academy.education

Job Re-Design

People-oriented concerns

Concern to help people to develop

Concern with people's quality of working life and mental health

Concern to promote an organisational culture of proactivity and personal responsibility

Concern with people's work motivation

Job redesign
Increasing the amount of variety, autonomy and completeness in jobs

Concern to maintain or improve quality

Concern to make technology and people compatible

Concern to be responsive to customer needs

Concern to make maximum use of people's skills

Business-oriented concerns

Advantages

Advantages of Job Redesigning

- Enhances the Quality of Work Life
- Increases Organizational Productivity
- Increases Employees On-job Productivity
- Creates Right Person-Job Fit
- Brings Sense of Belongingness in Employees

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

Motivational Job Design
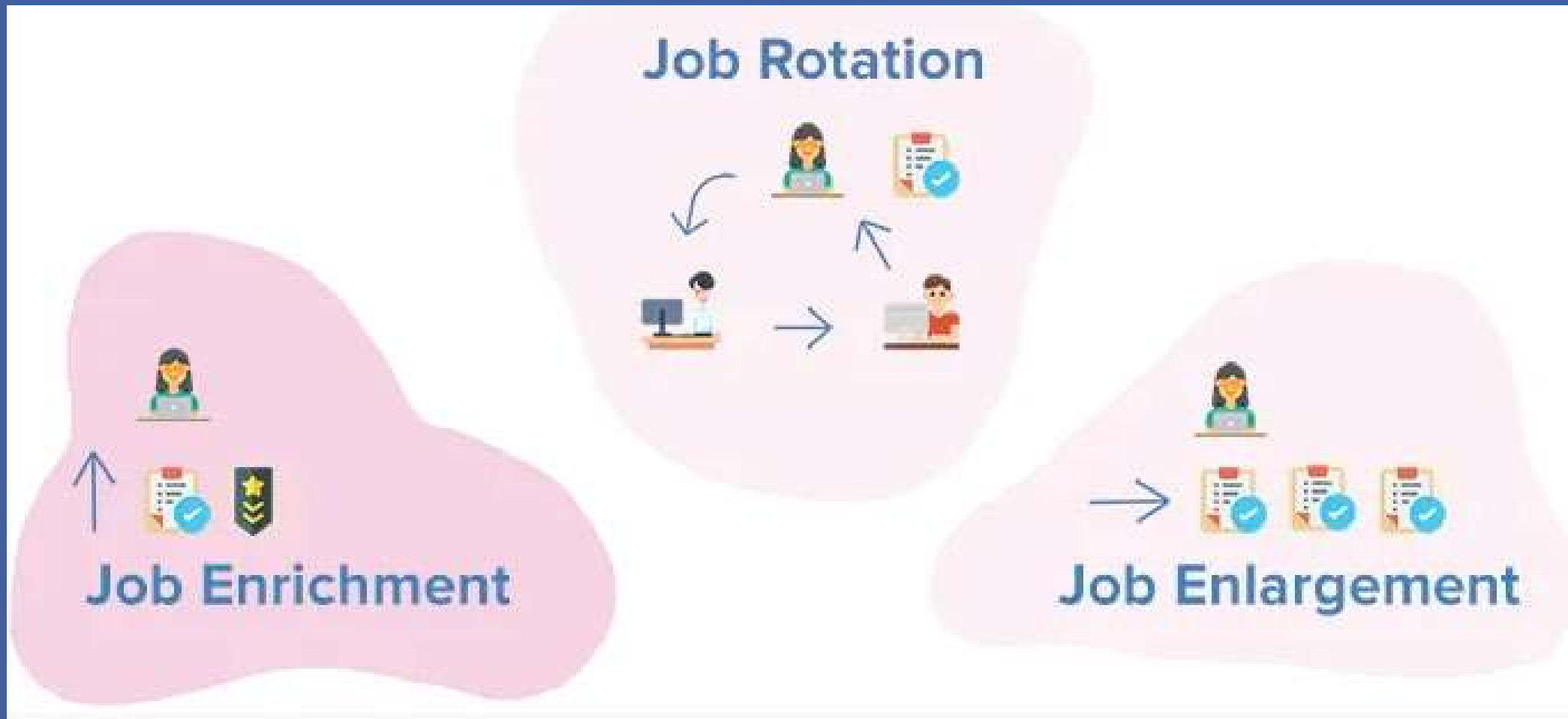
Employee/Organisational Commitment

- 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

Motivation Factors (Linder, 1998)

1. Having interesting work
2. Having a good level of pay
3. Being appreciated for work done well
4. Having job security
5. Having good working conditions
6. Having loyalty between employers and employees
7. Having fair discipline
8. Being sympathetic with employees' personal problems
9. Opportunities for promotion
10. Feelings of inclusivity

Motivator-Hygiene Theory Herzberg (1966)
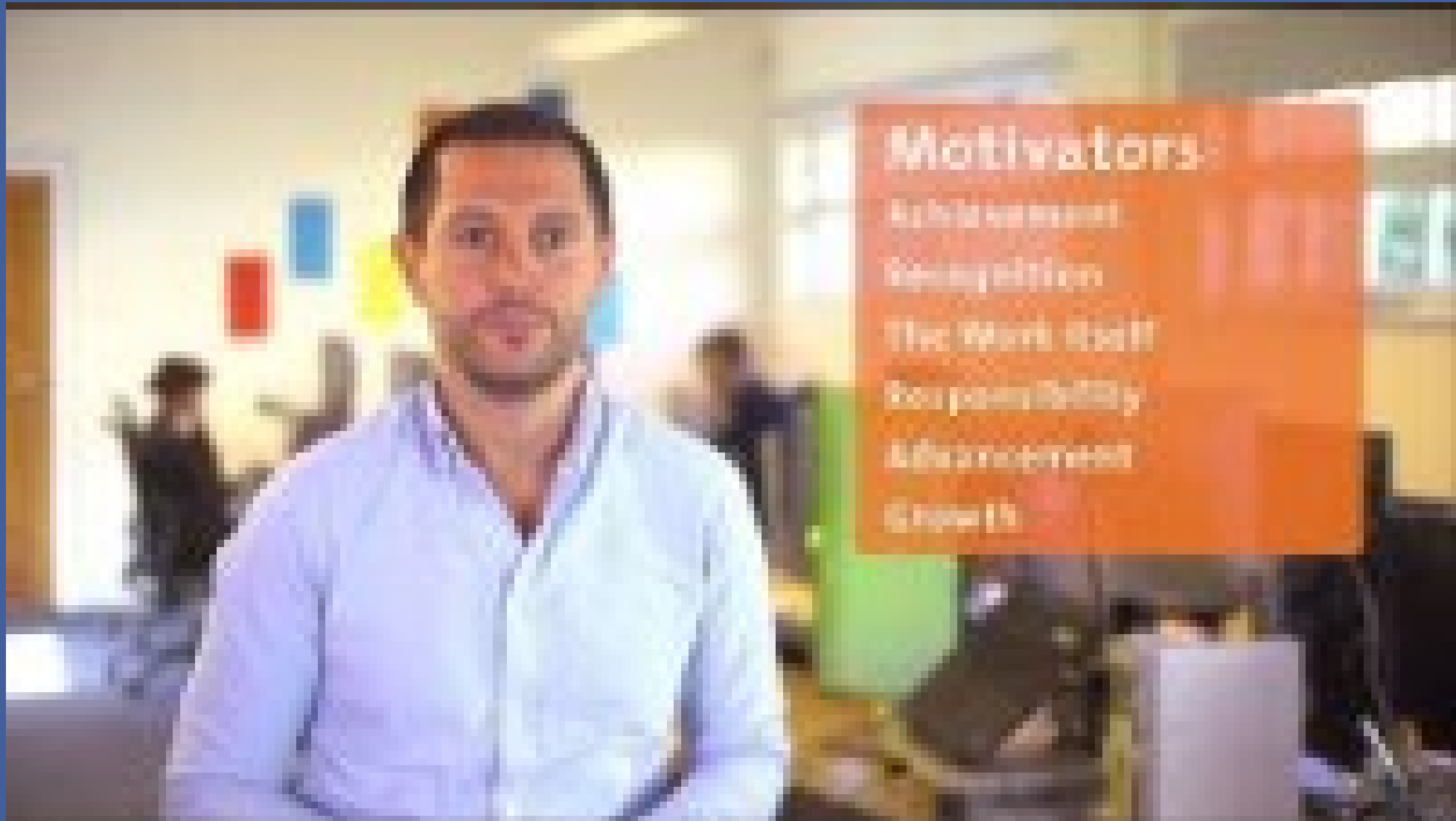
Motivator-Hygiene Theory - (Herzberg, 1966)

Satisfiers (Motivators)

- Performance and achievement
- Recognition
- Job status
- Responsibility
- Opportunities for advancement
- Personal growth
- The work itself

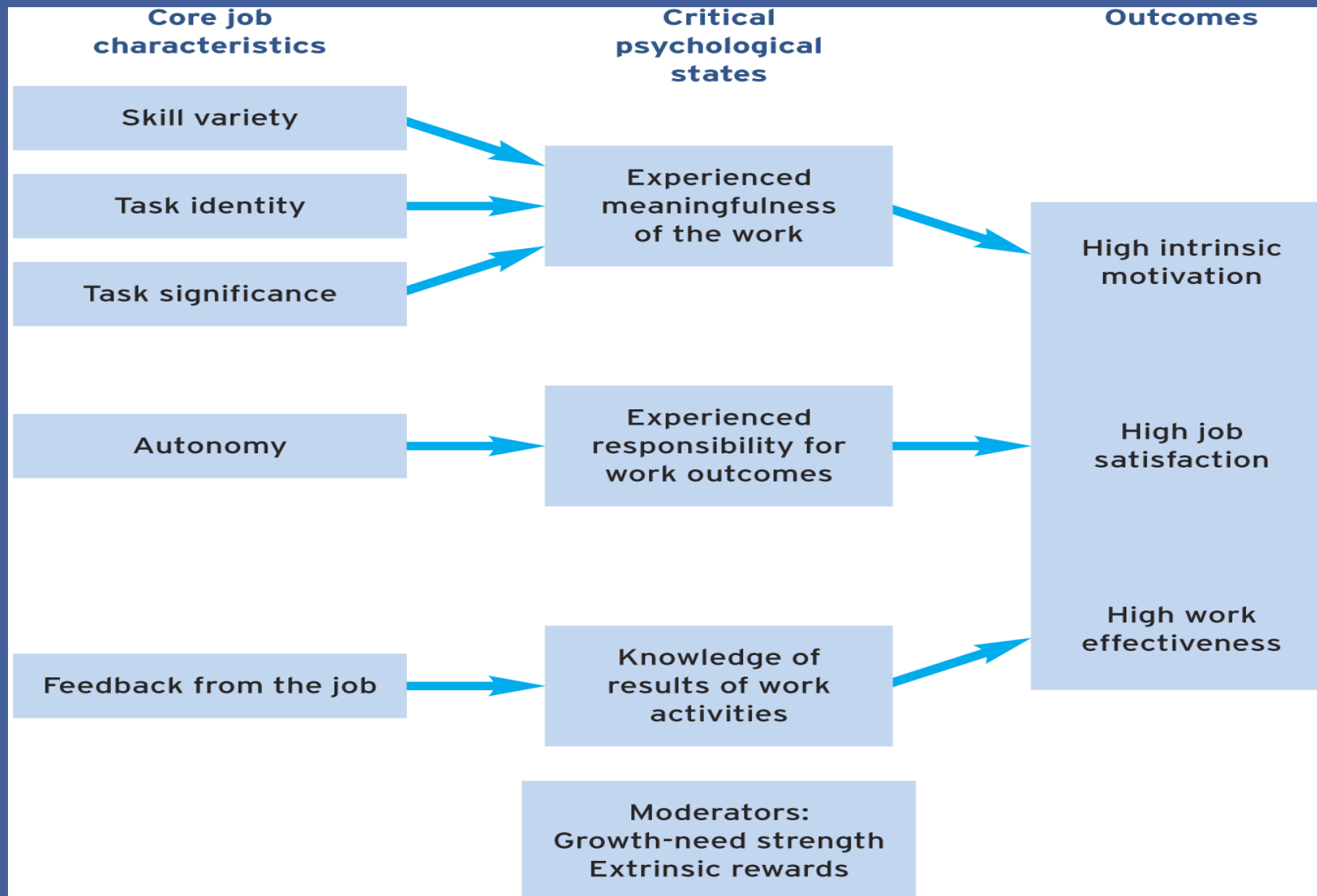*Improving these factors helps to increase job satisfaction.*

Dissatisfiers (Hygiene Factors)

- Salary
- Working conditions
- The physical workspace
- Relationship with colleagues
- Relationship with supervisor
- Quality of supervisor
- Policies and rules

Improving these factors helps to decrease job dissatisfaction.

Two factor theory (Herzberg)

Hackman and Oldham's Job Characteristics model

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>
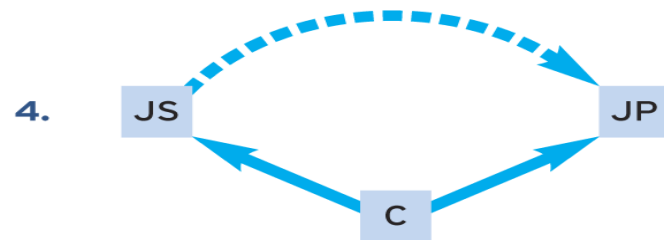
Job Satisfaction and Performance

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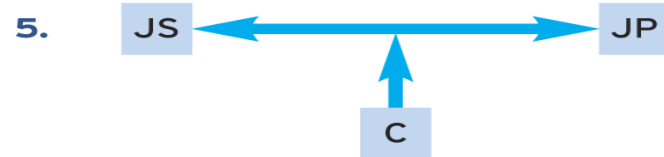   Job satisfaction causes job performance, i.e. people tend to work harder and/or better because they like their job

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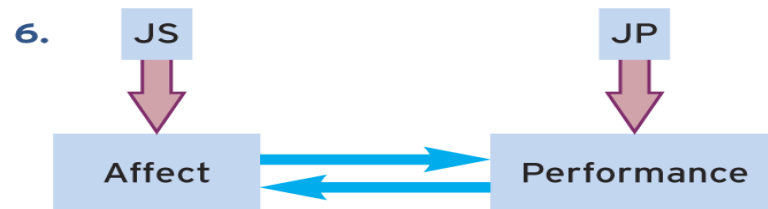   Job performance causes job satisfaction, i.e. people tend to like their job because they are successful at it

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

4. JS — JP (with C affecting both)
   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

5. JS ↔ JP (with C)
   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

6. JS → Affect, JP → Performance
   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

MGMT

JOB DESIGN

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

- 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