

# 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

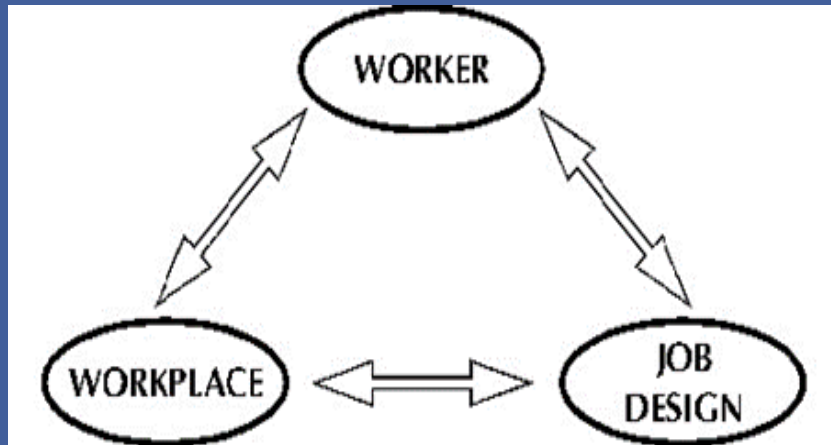
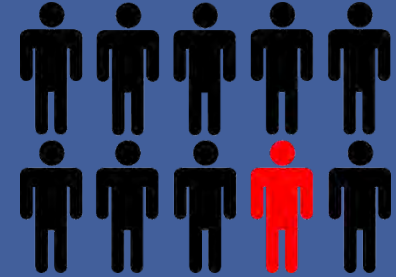
- **Pre-Industrial Revolution (craftsmanship and guilds)**
- **Industrial Revolution (18th-19th centuries)**
- **Scientific Management (late 19th-early 20th centuries)**
- **Human Relations Movement (1920s-1930s)**
- **Job Enrichment (1960s-1970s)**
- **Quality of Work Life (1970s-1980s)**
- **Contemporary Approaches (Late 20th Century to Present)**





- 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

Job redesign, particularly with a focus on people-oriented concerns, aims to create work environments that prioritize employee well-being, satisfaction, and engagement. The goal is to enhance the quality of work life and create a positive workplace culture. Here are key aspects related to job redesign in relation to people-oriented concerns.



# Job Re-Design (people oriented concerns)

1. Job Enrichment
2. Flexible Work Arrangements
3. Team-based Work Design
4. Work-Life Balance
5. Skill Development Opportunities
6. Recognition and Feedback

Job redesign with a focus on people-oriented concerns recognizes that employees are a crucial asset to an organization and aims to create a work environment that promotes their well-being, growth, and satisfaction. It aligns with the understanding that a positive workplace culture contributes to increased productivity and organizational success.



# Job Re-Design (people oriented concerns)

## 1. Job Enrichment:

- Definition: Job enrichment involves redesigning jobs to incorporate elements that contribute to employee satisfaction and motivation.
- Key Components: This includes increasing the complexity of tasks, providing opportunities for skill development, and offering more autonomy in decision-making.
- Benefits: Job enrichment can lead to a greater sense of achievement, increased job satisfaction, and higher motivation among employees.

# Job Re-Design (people oriented concerns)

## 2. Flexible Work Arrangements:

- Definition: Redesigning jobs to allow for flexible work arrangements, such as remote work, flexible hours, or compressed workweeks.
- Key Components: Offering flexibility in when and where employees work to accommodate diverse needs and preferences.
- Benefits: Increased work-life balance, reduced stress, and improved job satisfaction. It can also enhance employee retention and attract a more diverse workforce.

# Job Re-Design (people oriented concerns)

## 3. Team-based Work Design:

- Definition: Redesigning jobs to encourage collaboration and teamwork.
- Key Components: Creating cross-functional teams, promoting open communication, and fostering a collaborative culture.
- Benefits: Improved employee relationships, enhanced creativity, and a sense of belonging. Team-based work design can also lead to better problem-solving and increased job satisfaction.

# Job Re-Design (people oriented concerns)

## 4. Work-Life Balance:

- Definition: Redesigning jobs to support a healthy balance between work and personal life.
- Key Components: Implementing policies that promote reasonable working hours, providing family-friendly benefits, and encouraging time-off.
- Benefits: Improved well-being, reduced burnout, and increased employee loyalty. Work-life balance initiatives contribute to a positive organizational culture.

# Job Re-Design (people oriented concerns)

## 5. Skill Development Opportunities:

- Definition: Redesigning jobs to incorporate continuous learning and skill development.
- Key Components: Offering training programs, mentorship opportunities, and career development paths.
- Benefits: Increased employee engagement, a sense of career progression, and a more skilled and adaptable workforce. It also supports the organization in staying competitive in a rapidly changing business environment.



# Job Re-Design (people oriented concerns)

## 6. Recognition and Feedback:

- Definition: Redesigning jobs to include regular feedback and recognition mechanisms.
- Key Components: Implementing performance feedback systems, recognizing achievements, and fostering a culture of appreciation.
- Benefits: Enhanced motivation, improved job satisfaction, and a positive work environment. Recognition and feedback contribute to a sense of value and accomplishment among employees.

# Job Re-Design (business oriented concerns)

Job redesign in relation to business-oriented concerns involves restructuring tasks, roles, and processes to improve organizational efficiency, productivity, and overall performance.

- Workflow Optimization –

Definition: Job redesign aims to streamline workflows and processes to eliminate inefficiencies and bottlenecks.

Key Components: Analyzing and reorganizing tasks to ensure a smoother and more efficient flow of work.

Benefits: Improved productivity, reduced operational costs, and faster response times to business demands.



# Job Re-Design (business oriented concerns)

- Task Specialization

Definition: Redesigning jobs to ensure that tasks are assigned to individuals with the most relevant skills and expertise.

Key Components: Identifying and allocating tasks based on employees' strengths and competencies.

Benefits: Increased efficiency, higher quality output, and better utilization of workforce skills.





# Job Re-Design (business oriented concerns)

- Technology Integration

Definition: Job redesign involves incorporating technology to automate routine tasks and enhance overall productivity.

Key Components: Implementing tools and systems to streamline processes and reduce manual work.

Benefits: Increased efficiency, reduced error rates, and the ability to adapt to technological advancements.



# Job Re-Design (business oriented concerns)

- Cost Reduction

Definition: Redesigning jobs to achieve cost savings without compromising performance.

Key Components: Identifying and eliminating non-essential tasks, optimizing resource allocation, and implementing cost-effective solutions.

Benefits: Improved financial performance, increased competitiveness, and resource optimization.



# Job Re-Design (business oriented concerns)

- Agile Work Practices

Definition: Redesigning jobs to embrace agile methodologies and practices, allowing for quicker adaptation to changing business requirements.

Key Components: Implementing agile frameworks, cross-functional teams, and iterative project management.

Benefits: Enhanced flexibility, faster response to market changes, and improved innovation.





# Job Re-Design (business oriented concerns)

- Performance Metrics and Measurement

Definition: Redesigning jobs to include clear performance metrics and measurement systems.

Key Components: Establishing key performance indicators (KPIs), regular performance assessments, and feedback mechanisms.

Benefits: Improved accountability, better alignment with organizational goals, and the ability to identify areas for improvement.



# Job Re-Design (business oriented concerns)

- Strategic Alignment

Definition: Job redesign ensures that individual roles and tasks align with the organization's strategic objectives.

Key Components: Regularly reviewing and realigning job responsibilities to match evolving business goals.

Benefits: Increased organizational agility, improved strategic execution, and better overall performance.



# Job Re-Design (business oriented concerns)

- Customer-Centric Design

Definition: Redesigning jobs with a focus on delivering value to customers.

Key Components: Ensuring that roles and processes are designed to meet customer needs and expectations.

Benefits: Enhanced customer satisfaction, increased customer loyalty, and improved market competitiveness.



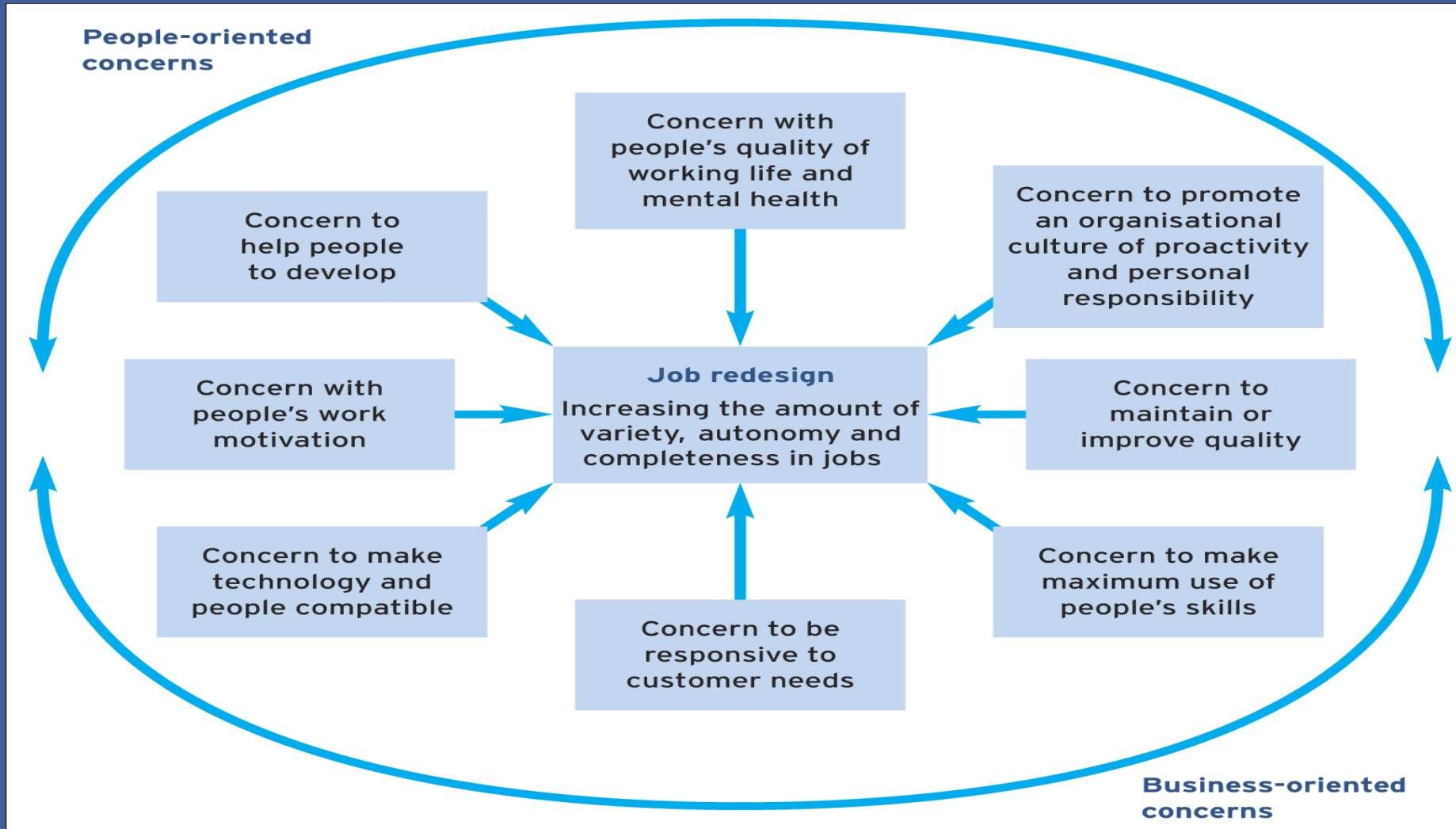
# Job Re-Design (business oriented concerns)

Job redesign with a business-oriented perspective seeks to create a workforce and organizational structure that is responsive to the challenges and opportunities within the business environment. It aims to align individual roles and tasks with broader business objectives, leading to increased efficiency, competitiveness, and overall success.





# 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 - overall, broad judgment about the aspects and components of one’s job and can be influenced by life outside work
  - Facet approach - refers to different dimensions that impact the overall job satisfaction



# 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



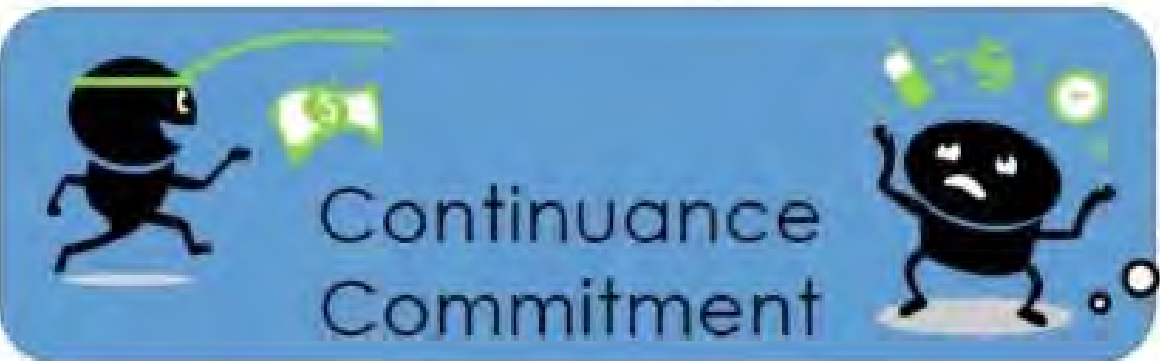
Staying because you **want** to

A green rounded rectangle containing a cartoon character pointing to a smiley face icon, the text 'Affective Commitment', and another cartoon character walking through a 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 running towards a dollar sign icon, the text 'Continuance Commitment', and another cartoon character with money falling around them.

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 holding up a stack of money, the text 'Normative Commitment', and three cartoon characters standing together.

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.*

# Motivator-Hygiene Theory Herzberg (1966)

This theory dictates job enrichment.

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

This can be achieved:

- 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)

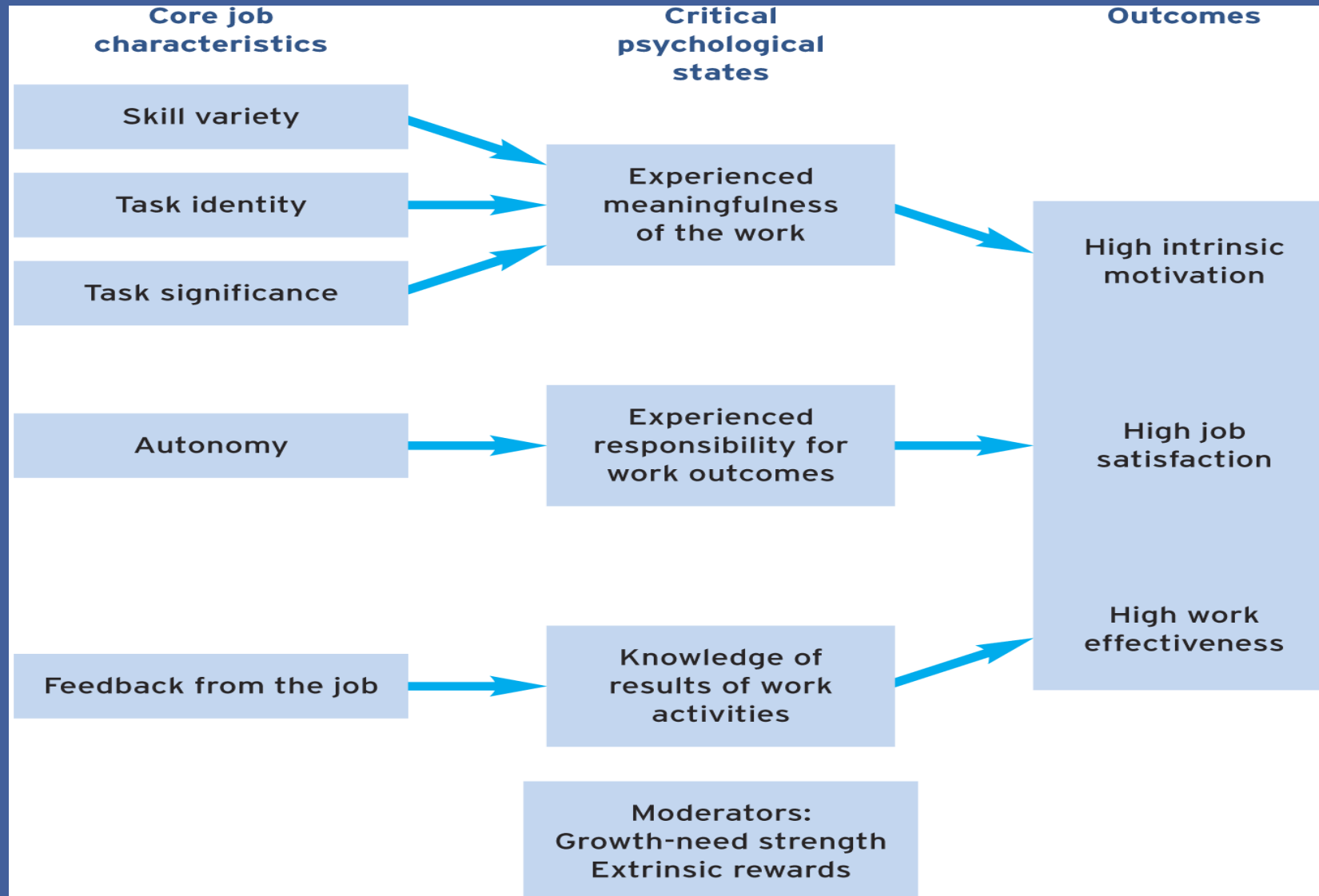
- Company policy
- Supervision
- Relationship with boss
- Work conditions
- Salary
- Relationship with peers

## Factors leading to satisfaction (motivation)

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

Two factor theory (Herzberg)

# Hackman and Oldham's Job Characteristics model



# 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

# Job Satisfaction and Performance



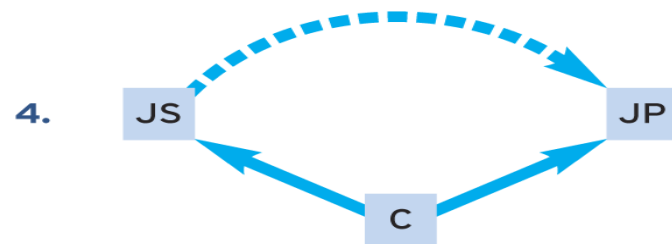
Job satisfaction causes job performance, i.e. people tend to work harder and/or better because they like their job



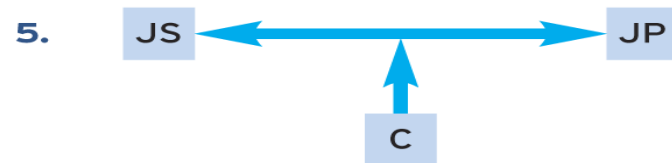
Job performance causes job satisfaction, i.e. people tend to like their job because they are successful at it



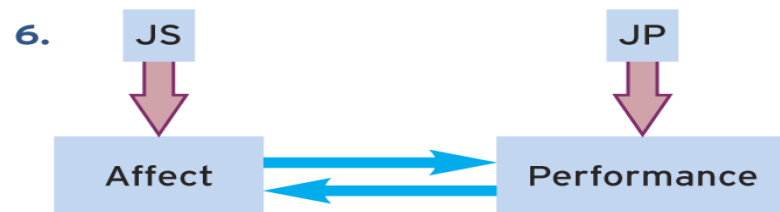
Job satisfaction and job performance cause each other, i.e. both 1 and 2 apply



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





# 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

