



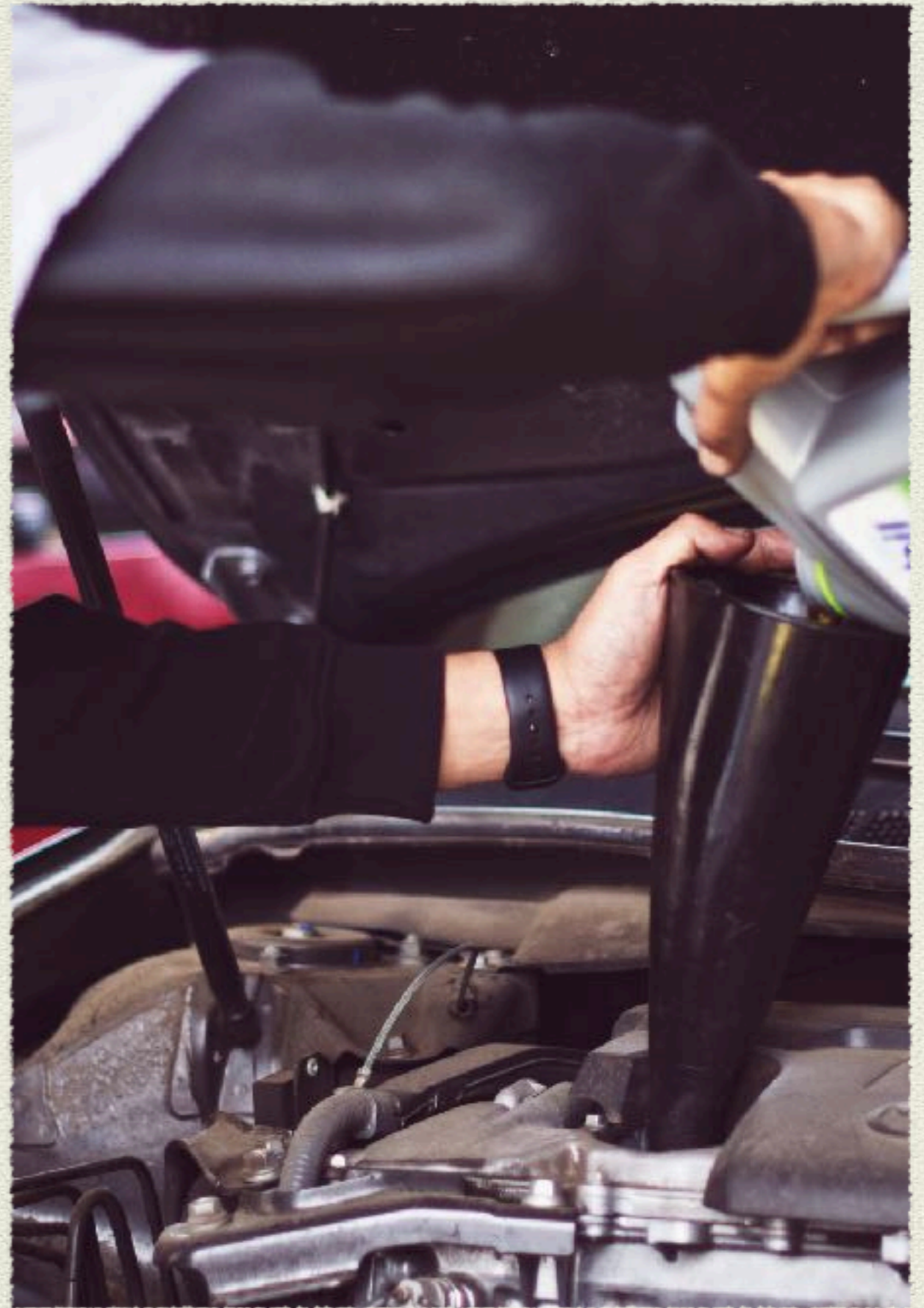
Job design in manufacturing process

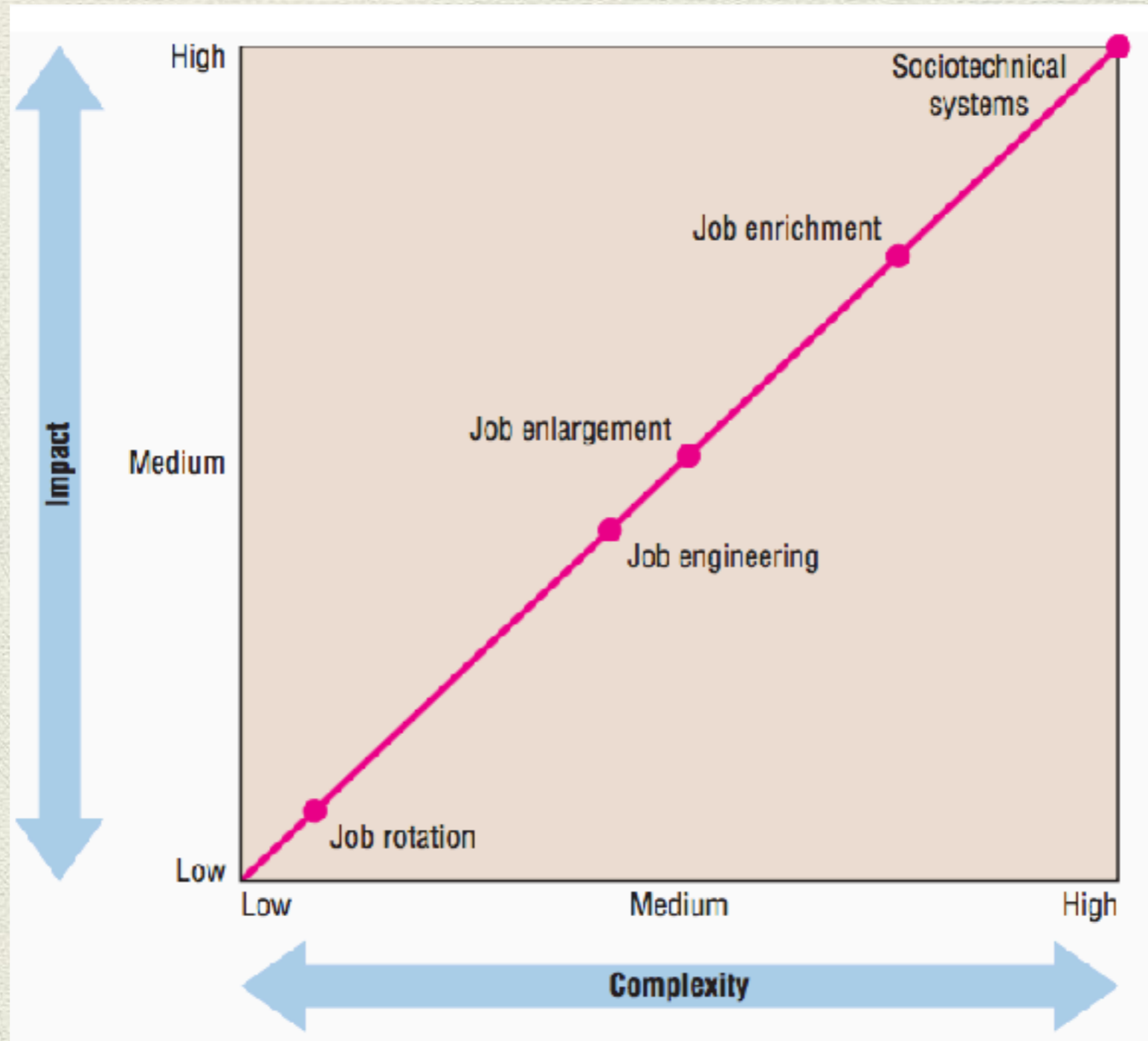
Learning objectives



- ◆ Describe and contrast the common approaches to job design.
- ◆ Discuss the linkages between job design and technology.
- ◆ Explain the job characteristics enrichment model and its relationship to work motivation.
- ◆ Describe the socio technical systems model and its relationship to organizational effectiveness

Job design refers to the goals and tasks to be accomplished by managers and employees, including expected interpersonal and task relationships





Comparison of five job design approaches

Source: Parker, S., and Wall, T. Job and Work Design: Organizing Work to Promote Well-Being and Effectiveness. Thousand Oaks, Calif.: Sage, 1998

Job rotation

- refers to moving employees from job to job to add variety and reduce boredom by allowing them to perform a variety of tasks



Job engineering

- ◆ focuses on the tasks to be performed, methods to be used, workflows among employees, layout of the workplace, performance standards, and interdependencies between people and machines



Job enlargement

- ◆ **Job enlargement** is expansion of the number of different tasks performed by an employee in a single job



Job enrichment

- ◆ refers to the empowerment of employees to assume more responsibility and accountability for planning, organizing, performing, controlling, and evaluating their own work



Socio technical systems

- ◆ focuses on organizations as made up of people with various competencies (the *social system*) who use tools, machines, and techniques (the *technical system*) to create goods or services valued by customers and other stake- holders





Job design and technology

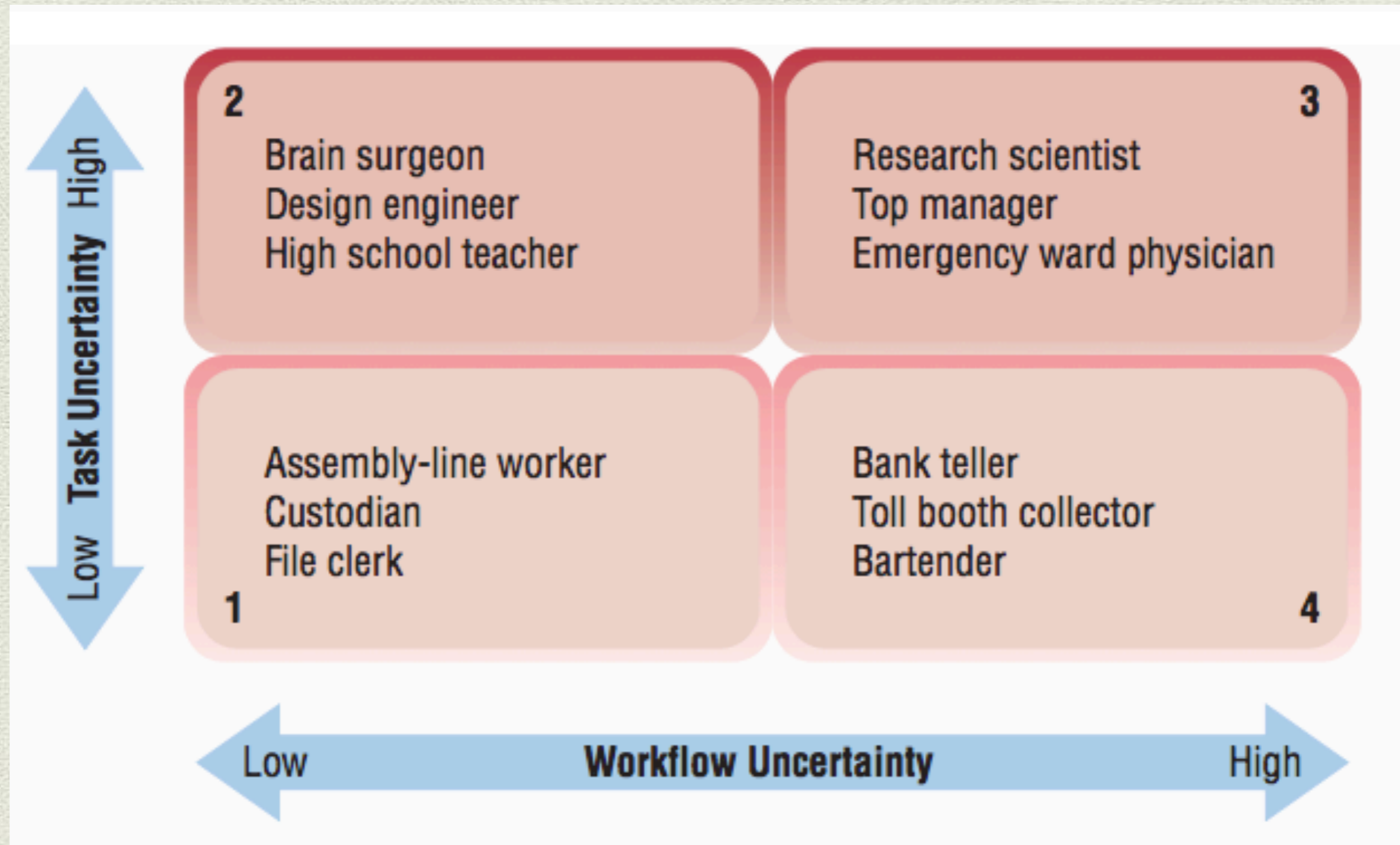
role of workflow uncertainty

- ◆ **Workflow uncertainty** is the degree of knowledge that an employee has about when inputs will be received and require processing

role of task uncertainty

- ◆ **Task uncertainty** is the degree of knowledge that an employee has about how to perform the job and when it needs to be done. When there is little task uncertainty, an employee knows how to produce the desired results

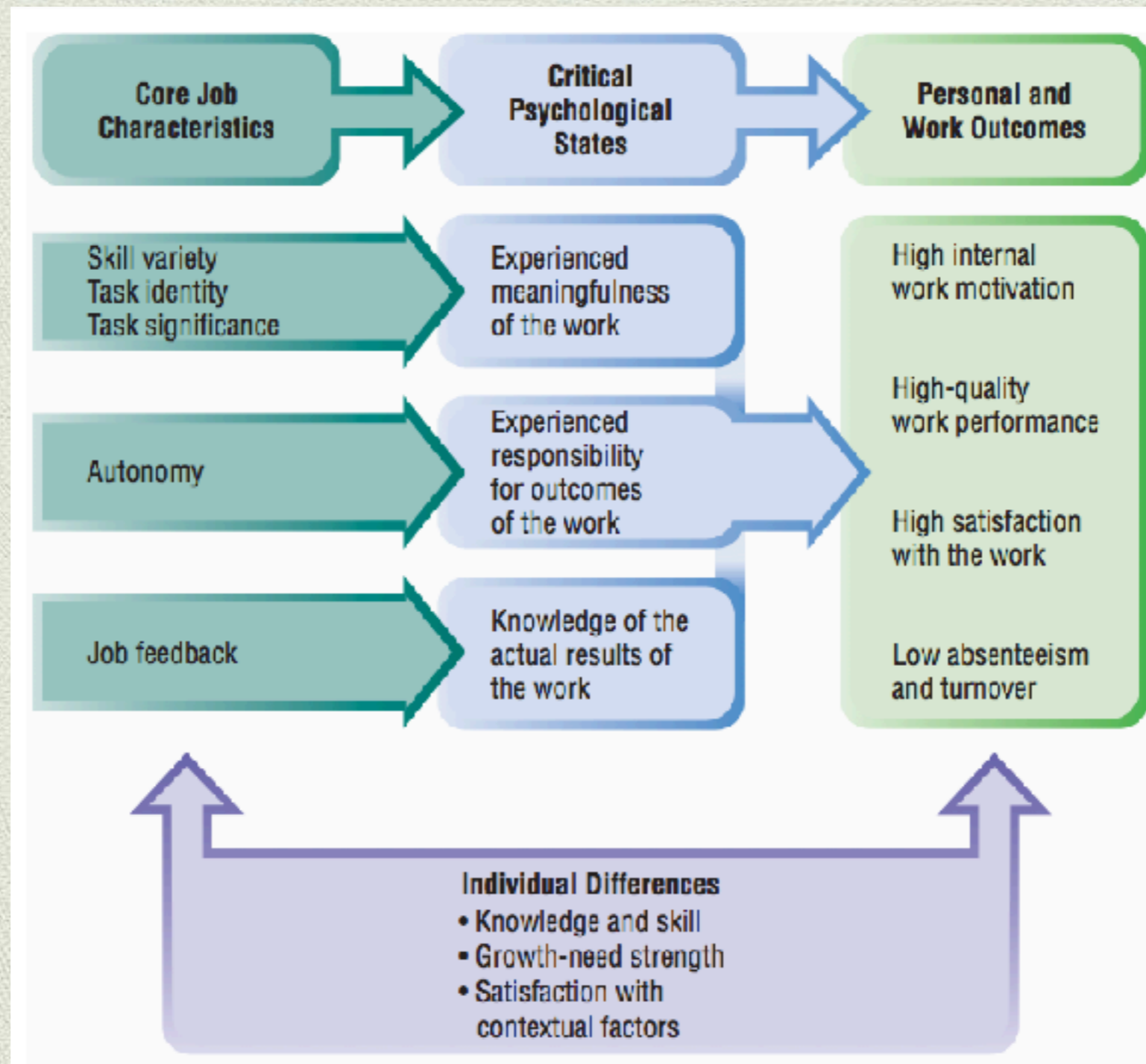
Technology framework and job design



Task interdependence is the degree to which decision making and cooperation between two or more employees is necessary for them to perform their jobs

- ◆ **Pooled**
- ◆ **Sequential**
- ◆ **Reciprocal**

Job characteristics enrichment model



Job characteristics

- ◆ skill variety
- ◆ task identity
- ◆ task significance
- ◆ autonomy
- ◆ job feedback



Job characteristics

1	2	3	4	5
Strongly Disagree	Disagree	Uncertain	Agree	Strongly Agree
This job . . .				
_____	1.	provides much variety.		
_____	2.	permits me to be left on my own to do my work.		
_____	3.	is arranged so that I often have the opportunity to see jobs or projects through to completion.		
_____	4.	provides feedback on how well I am doing as I am working.		
_____	5.	is relatively significant in my organization.		
_____	6.	gives me considerable opportunity for independence and freedom in how I do the work.		
_____	7.	provides different responsibilities.		
_____	8.	enables me to find out how well I am doing.		
_____	9.	is important in the broader scheme of things.		
_____	10.	provides an opportunity for independent thought and action.		
_____	11.	provides me with considerable variety of work.		
_____	12.	is arranged so that I have the opportunity to complete the work I start.		
_____	13.	provides me with the feeling that I know whether I am performing well or poorly.		
_____	14.	is arranged so that I have the chance to do a job from the beginning to the end (i.e., a chance to do the whole job).		
_____	15.	is one where a lot of other people can be affected by how well the work gets done.		

Job characteristics

	Score
<i>Skill variety:</i> Sum the points for items 1, 7, and 11.	_____
<i>Task identity:</i> Sum the points for items 3, 12, and 14.	_____
<i>Task significance:</i> Sum the points for items 5, 9, and 15.	_____
<i>Autonomy:</i> Sum the points for items 2, 6, and 10.	_____
<i>Job feedback:</i> Sum the points for items 4, 8, and 13.	_____
Total Score	_____

- ◆ A total score of 60–75 suggests that the core job characteristics contribute to an overall positive psychological state for you and, in turn, leads to desirable personal and work outcomes. A total score of 15–30 suggests the opposite

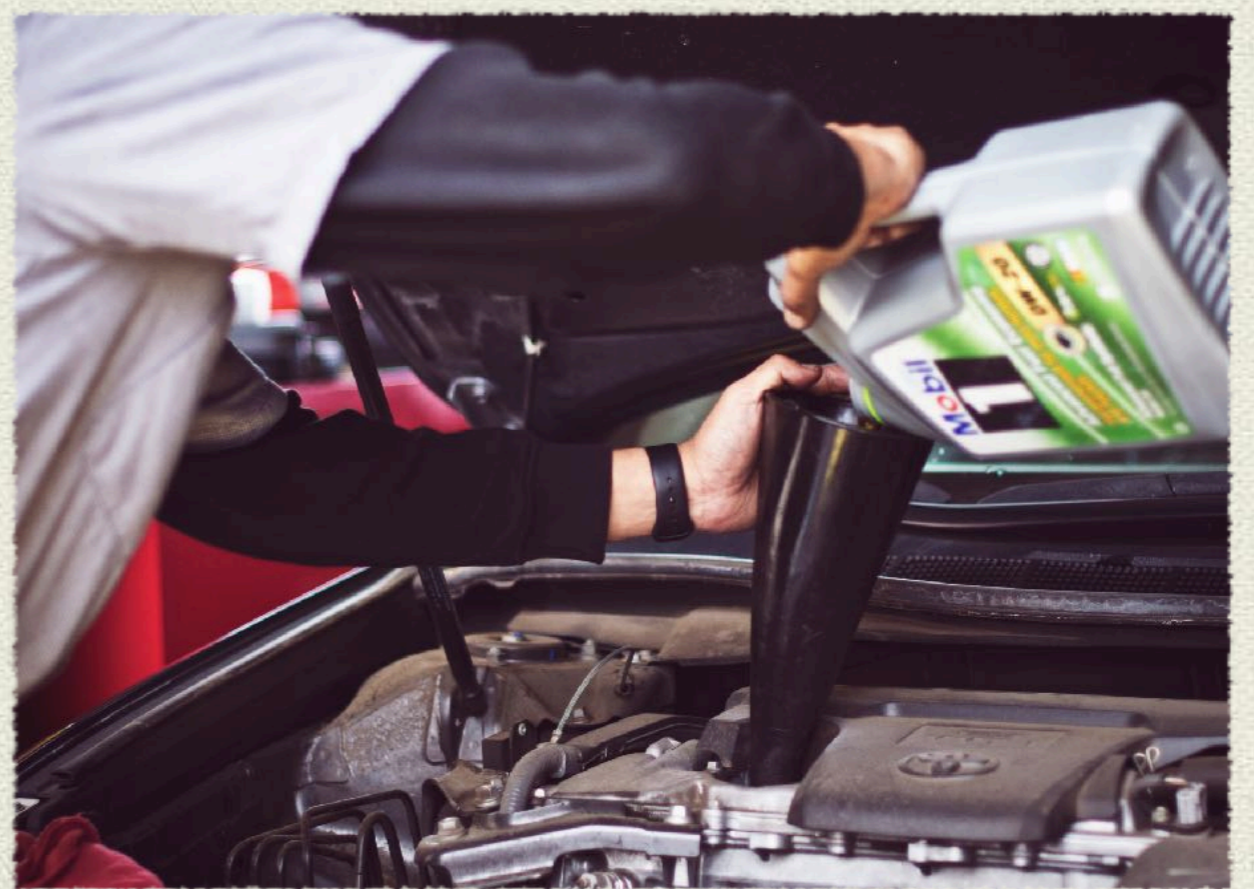
Individual differences

- ◆ **competencies**
- ◆ **growth-need strength**
- ◆ **satisfaction with contextual factors**

Job diagnosis

- ◆ **structural clues method**
- ◆ **survey method**

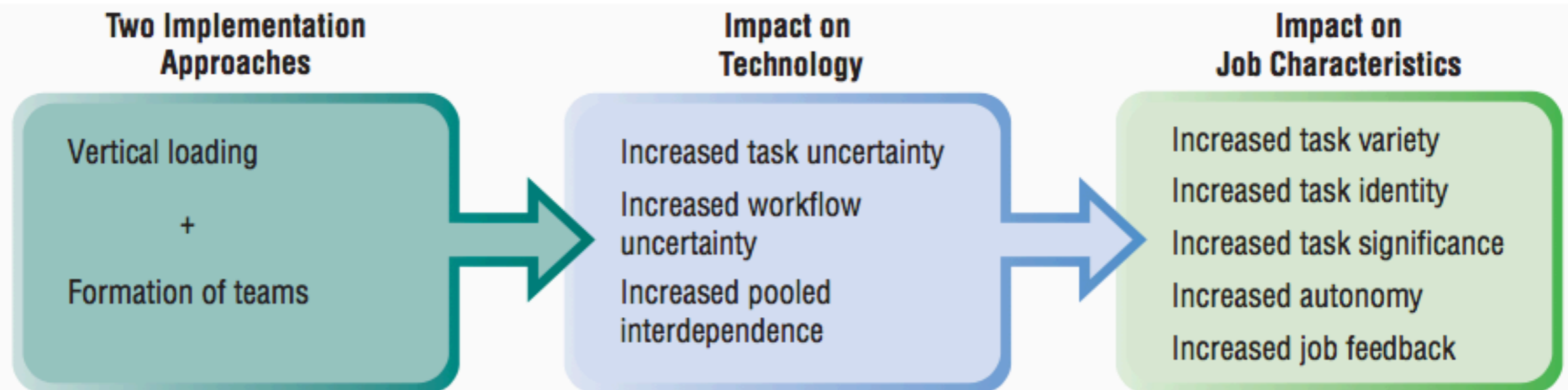




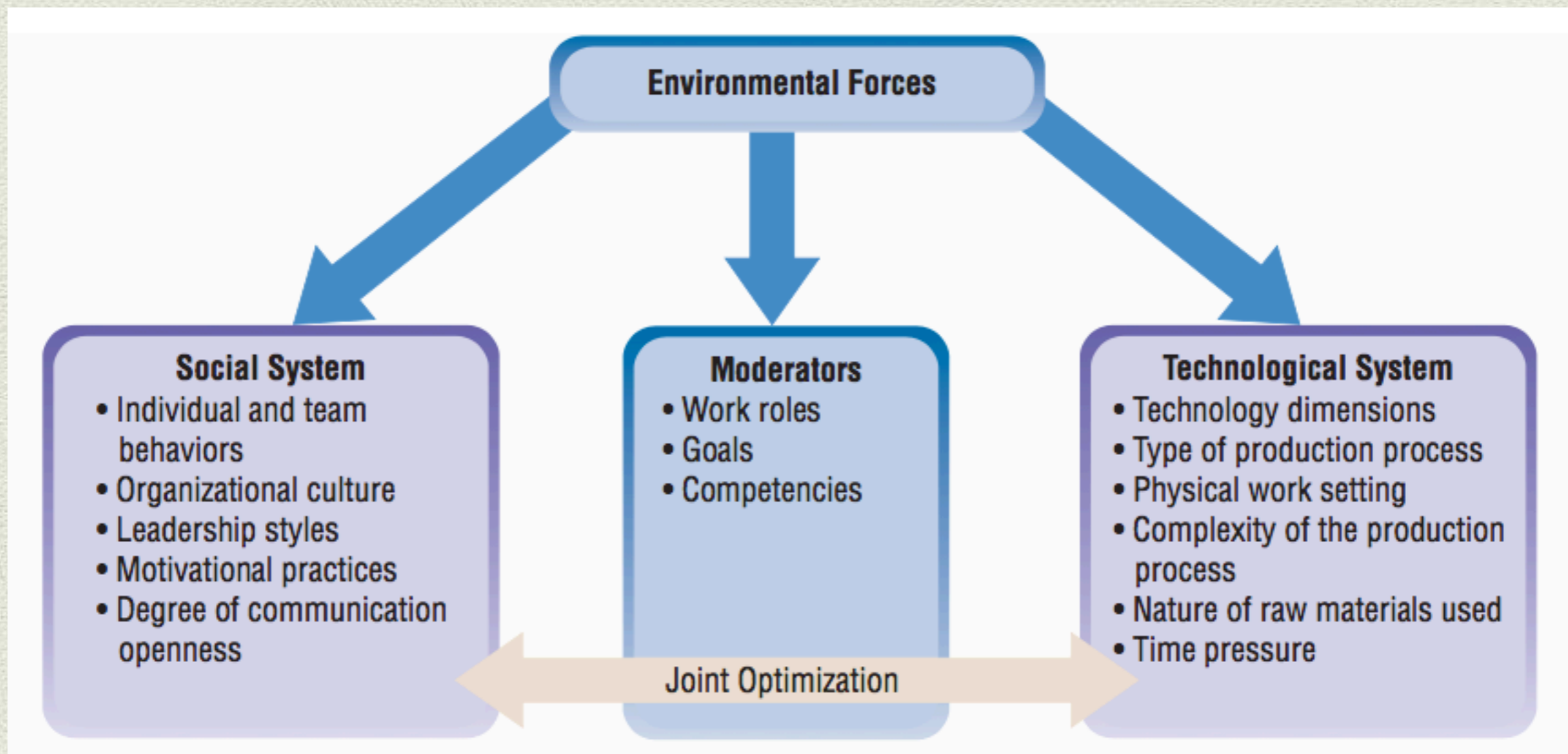
Implementation approaches

- ◆ **vertical loading**
- ◆ **natural teams**
- ◆ **customer relationship**
- ◆ **ownership of product**
- ◆ **direct feedback**

Job characteristics and technology



Socio technical systems model



Socio technical systems model

- ◆ **The social system of an organization comprises those aspects of its “human side” that can influence how individuals and teams perform tasks and their attitudes toward work and the organization**
- ◆ **Task uncertainty, workflow uncertainty, and task interdependence need to be diagnosed. These three technological dimensions are likely to vary with the type of production process being used or planned**

Core concepts

- ◆ **innovation**
- ◆ **human resource development**
- ◆ **environmental agility**
- ◆ **Cooperation**
- ◆ **commitment and energy**
- ◆ **joint optimization**

The end