

**Edward Bautista**

**Professor Hartl**

**BUS326: Organizational Behavior**

**Assignment: Chapter 14 Review Questions 2 & 3**

**Describe four traditional approaches to the design of work in America.**

1. Scientific management:

An approach to work design which refers to work simplification. It explicitly defines the task for workers. Jobs in this approach have a limited number of tasks so that workers do not need to think over it when performing them. As a result, workers tend to be more efficient and the organization has increased productivity. Jobs designed through S.M. only use a portion of a person's capabilities.

2. Job enlargement and job rotation

The job enlargement approach focuses on increasing the number of activities performed in a job in order to overcome the limitations of highly specialized work, such as boredom and the difficulty of coordinating work. Job rotation is a variation of job enlargement that allows workers to be exposed to a number of specialized job tasks over time. The reason behind these approaches to the problems with overspecialized work is to be lack of variety. Jobs designed through the scientific management approach are too limited in the number of tasks and activities assigned to each worker.

3. Job enrichment

Refers to increasing the responsibilities in a job through vertical loading. This method focuses on increasing the motivational factors in a job. Job enrichment recommends increasing the recognition, responsibility, and opportunity for achievement.

4. Job characteristics theory

It emphasizes the interaction between the individual and specific attributes of the job; therefore, it is a person-job fit model rather than a universal job design model. A study regarding the Job characteristics theory found four core job characteristics: job variety, autonomy, responsibility, and interpersonal interaction.

**Identify and define the five core job dimensions and the three critical psychological states in the Job Characteristics Model.**

The 5 core job dimensions are:

1. Skill variety: when a job combines different tasks and requires the employees to use several skills and talents.
2. Task identity: The extent to which a job requires to be completed from beginning to end with a tangible outcome.

3. Task significance: refers to the impact a job can have in the lives of work of other people, whether within the business or outside of it.
4. Autonomy: the extent to which workers enjoy standard freedom, independence and discretion in performing the task
5. Feedback from the job itself: refers to when the performance of the task results in the employee obtaining information about the effectiveness of the worker's performance.

The three critical psychological states are defined as follows:

1. Experienced meaningfulness of work: extent to which the employee's experience of a job is generally meaningful, valuable and worthwhile.
2. Experienced responsibility for work outcomes: when an employee feels personally accountable and responsible for the results for the work they have performed.
3. Knowledge of results: when the workers have knowledge and understand how well they have performed their work.