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### Chapter 14 Review Questions

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

The design of work in America has four traditional approaches. The first one is the Scientific Management Approach, also known as Taylorism, is based on the idea that work can be analyzed and optimized for efficiency. The approach involves breaking down complex tasks into smaller, more manageable components and then standardizing those components to create a more efficient work process. It often involves time and motion studies to determine the most efficient way to perform a task. The second one would be the Job Enrichment Approach, which seeks to make work more meaningful and satisfying for employees by increasing the level of responsibility, autonomy, and challenge in their jobs. It involves expanding the range of tasks and responsibilities associated with a job to provide employees with a greater sense of ownership and control over their work. The third one is the Job Rotation Approach. This involves rotating employees through different jobs or tasks within an organization to provide them with a variety of experiences and skills. The goal is to increase employee engagement, motivation, and satisfaction by providing them with new challenges and opportunities to learn and grow. The last one would be the Job Simplification Approach and it involves breaking down complex tasks into simpler, more routine tasks to make them more manageable for employees. The goal is to increase efficiency and productivity by reducing the amount of time and effort required to perform a task.

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

The Job Characteristics Model (JCM) is a framework developed by Hackman and Oldham to help organizations design jobs that are more motivating and satisfying for employees. The model proposes that there are five core job dimensions that can be manipulated to create jobs that are more meaningful and engaging for employees. These dimensions include the degree to which a job requires a variety of skills and abilities to perform (skill variety), the degree to which a job involves a whole, identifiable piece of work that contributes to a larger outcome (task identity), the degree to which a job has a significant impact on the lives or work of others (task significance), the degree to which a job provides employees with freedom, independence, and discretion in how

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they perform their work (autonomy), and the degree to which a job provides employees with clear and direct information about the effectiveness of their performance (feedback).

The JCM also proposes that there are three critical psychological states that must be present for employees to experience meaningful work. These psychological states include the degree to which employees experience their work as meaningful and worthwhile (experienced meaningfulness of work), the degree to which employees feel a sense of ownership and accountability for the outcomes of their work (experienced responsibility for work outcomes), and the degree to which employees receive clear and direct feedback about the effectiveness of their work (knowledge of results). By designing jobs that incorporate these core dimensions and critical psychological states, organizations can create a more engaging and motivating work environment for their employees.