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Organizational Behavior

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02/16/23

Chapter 14 Review Questions

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

Four traditional approaches to work design in America are:

Scientific management aims to increase output and efficiency with process analysis and optimization. It entails segmenting labor into its component portions, each of which is subsequently improved via time and motion analyses. Standardizing work procedures is a goal of scientific management in order to boost productivity, cut waste, and boost profitability.

Job enlargement is a work design strategy that entails expanding an existing job's responsibilities or activities. The goal of job expansion is to increase employee engagement and challenge while lowering tedium and repetition. This strategy assumes that giving employees a range of jobs to do would increase their productivity and happiness.

Job rotation is the process of regularly switching personnel between various positions within a company. Job rotation is used to familiarize employees to various company functions and to enhance their knowledge and abilities. The idea of job rotation is to avoid monotony and fatigue.

The concept of "quality of work life" focuses on the happiness and quite well of employees while designing the workplace. The goal is to enhance the working environment, lessen tension, and offer chances for both professional and personal

development. The objective is to provide an office setting that fosters employees' social, psychological, and personal health.

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

To comprehend how job design influences job happiness, motivation, and performance, Richard Hackman and Greg Oldham created the Job Characteristics Model, a conceptual foundation. According to the JCM, in order to foster high levels of motivation, job satisfaction, and performance, there are three crucial psychological states that must exist as well as five basic aspects of work.

These are the five essential aspects of work:

Skill variety: The extent to which a work requires a diversity of talents and abilities to fulfill the duties involved in it is referred to as skill variety.

Task identity: Task identity is the extent to which a task necessitates finishing a complete, distinct work product as opposed to merely a section of a bigger project.

Task significance: The relevance of a task is how much it affects other people's life, either within or outside the company.

Autonomy: the extent to which a job enables a person to manage and direct their personal work, particularly choices over how to carry out duties.

Feedback: The extent to which a job offers the worker honest evaluations of his productivity, enabling him to assess his development and make necessary changes.

These are the three crucial psychological conditions:

Experiencing work meaning: The extent to which a person believes the job they perform is important, useful, and worthy is referred to as their experience of work purpose.

Experienced responsibility for work outcomes: The extent to which a person holds themselves accountable for the caliber of the work they do.

Knowledge of results: The extent to which a person is given precise and illuminating feedback on the outcomes of their job, enabling them to assess their effectiveness and adjust as necessary.

The JCM contends that users are more inclined to be extremely motivated, feel better job satisfaction, and execute at higher levels of performance when certain crucial psychological states and fundamental job characteristics are represented in a job.