

Chapter 14 Review Questions

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

Good job design is crucial in today's business world, as it helps avoiding problems such as a lack of differentiation or integration. Furthermore, good job design also helps employee well-being and improves overall productivity. There are different approaches towards job design, they include job enlargement, job rotation, job enrichment, and the job characteristics theory.

Job enlargement is an approach in which the number of activities in a job is increased, in order to prevent boredom that might come from overspecializing in one specific area.

Job rotation is a different variation of job enlargement, in which an employee rotates through different more specialized jobs over a period of time. This approach also helps increase the variety of tasks of an employee and decreases the chances of boredom, keeping the employee productive.

Job enrichment is the approach of designing a job by adding motivational factors and increasing job responsibility. In contrast to the horizontal loading of job enlargement, job enrichment includes vertical loading.

The job characteristics theory is a very different approach compared to the other three, as it does not concentrate on the job and design of it but on the fit of the person to the job. The theory says that people from different backgrounds and overall different personalities react to job characteristics differently. The goal here is to modify the job in a way that benefits the specific person the most and makes him the most productive.

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

The five core job dimensions are skill variety, task identity, task significance, autonomy, and feedback. Skill variety describes the range of skills that are needed to perform a job. Task identity describes to what extent a job involves finishing a task from start to finish, in contrast to doing a piece of the whole task. Task significance describes the amount to which a job is important to people within or outside the company. Autonomy defines the level of freedom of an employee to schedule tasks and make decisions on their own. Lastly, feedback involves the extent to which an employee received direct feedback to a performed task.

The three critical psychological states in the Job Characteristics Model are the following. "Experienced meaningfulness of the work", which describes the extent to which the employee perceives his job as meaningful and valuable.

"Experienced responsibility for work outcomes" describes the amount to which the employee feels responsible for the results and outcomes of his work.

"Knowledge of results" is described as the degree to which an employee understands how effectively he is performing his job, over a period of time.