

Organizational Behavior

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Traditional approaches to the design of work in America

a) Scientific Management: This approach focuses on analyzing and optimizing work processes in order to increase efficiency and productivity. The emphasis was on breaking tasks down into smaller components and determining the most efficient way to complete them.

b) Job Simplification: The goal of this approach was to simplify work tasks and reduce the amount of specialized training needed for employees to perform them. This frequently entailed breaking down complex tasks into simpler ones and focusing on the job's repetitive aspects.

c) Job Enlargement: This strategy aimed to broaden the range of tasks performed by employees in order to make their jobs more interesting and challenging. This frequently entailed adding tasks to the existing job description in order to create a more diverse set of duties.

d) Job Rotation: This approach involves rotating employees through different jobs or tasks in order to increase their knowledge and experience while also providing them with a broader understanding of the organization as a whole.

The Job Characteristics Model (JCM) is a theory of job design that identifies five core job dimensions and three critical psychological states that affect job performance and job satisfaction.

The five core job dimensions are:

a) skill variety: the extent to which a job requires a variety of different skills and abilities to perform.

b) Task Identity: The extent to which a job necessitates the completion of a complete and identifiable piece of work.

c) Task Significance: The extent to which a job has a significant impact on the lives or work of others.

d) Autonomy: The degree to which a job gives the employee freedom and independence in scheduling and carrying out the work.

e) Feedback: The degree to which an employee receives clear and direct information about the effectiveness of his or her performance.

The following are the three critical psychological states:

a) Work experience meaningfulness: The degree to which an employee perceives his or her job to be meaningful and worthwhile

b) Experienced responsibility for work outcomes: The extent to which an employee feels personally accountable for the work's outcomes

c) Knowledge of outcomes: The extent to which an employee is aware of the results of work activities

Jobs that score highly on these five core job dimensions and provide the three critical psychological states, according to the JCM, are more likely to lead to higher job satisfaction, motivation, and performance.