

Questions 3 & 4 Chapter 14

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

The first traditional approach to work design in America is scientific management. This approach is designed to simplify work by having management define and present tasks in a narrow and specific way to workers. Tasks are designed in such a way that a limited number of tasks exist and can be performed by the worker without much thought. Time and motion studies, differentiated piece rate systems as well as the scientific selection of workers ensure efficient use of labor, an economic benefit, and are elements of economic management. Another traditional approach is job enlargement/job rotation. In Job Enlargement, the number of activities performed by an employee is increased so as not to bore him. Job Rotation is used to expand the workplace by adding a variety of specialized work tasks. This traditional approach is used to counteract the lack of variety and prevent the employee from being under challenged. The next traditional approach is job enrichment. In this approach, job redesign occurs by incorporating the motivational factors of the employee. The adaptation of the workplace to motivational factors of the employee leads to the fact that the job satisfaction of the employee increases. The fourth traditional approach is the theory of job characteristics. This approach involves an interaction between the individual and the characteristics of the job. Here, the core job characteristics of work variety, autonomy, responsibility, and interpersonal interaction are observed and classified as the main characteristics. Based on this classification and subsequent actions, the employee and his or her work are positively influenced.

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 use of employees' skills in different areas of work. This avoids a monotonous daily routine and the employees do not get bored. Task identity describes the feeling of the employee, in which he identifies himself with a clearly defined task. Through identification with the task, the employee is motivated to complete it and to see the result of it. The importance of the task describes the feeling of the employee, depending on the extent of the task. If an employee has the feeling that his work has a great benefit, he works more productively and more motivated than if he has the feeling that his work has no real benefit. Autonomy describes the feeling of the employee, in which he strives for freedom of decision. If an employee can make his own decisions, he stands up for his activities and therefore works meticulously on them. Furthermore, certain self-determination provides more motivation and identification. Feedback is an important means, which describes the direct feedback of a leader to the exercise and the achievement of his coworker. The exchange between both parties ensures that a long-term productive working atmosphere prevails in which problems and situations can be discussed and solved. The exchange also ensures that employees are motivated at work because they know that their work is being evaluated.

The three critical psychological states are experienced meaningfulness of the work, experienced responsibility for outcomes of the work, and knowledge of the actual results of the work activities. Experienced meaningfulness of the work describes the feeling of the employee in which he sees the work he does as meaningful, valuable, and rewarding.

BUS326: Organizational Behavior

02/20/2023

Magnus Mesters

Experienced responsibility for outcomes of the work is defined in the book as the employee feeling personally responsible for the outcomes of his or her work. Knowledge of the actual result of the work activities describes the extent to which the employee understands how effectively he or she is performing his or her work. This extent is continuous.