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# **Designing Productive and Satisfying Work**

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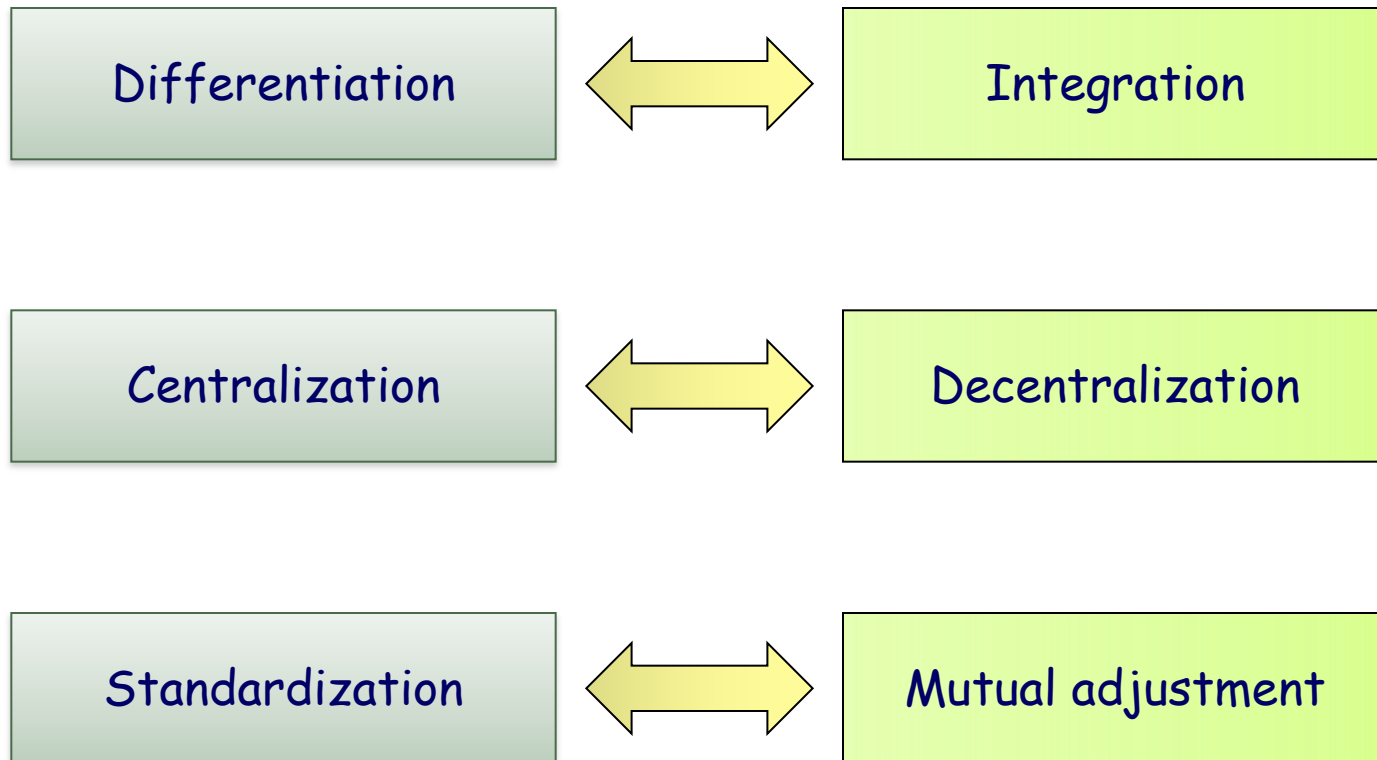
## **Lesson 3**

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# Learning objectives

- After this lecture you should be able to:
    - Describe how the design of work tasks and roles can align with overall HR strategy.
    - Explain the steps in the process of job analysis.
    - Explain how to translate job analysis results into knowledge, skill, and ability lists.
    - Describe various approaches to job design.
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# How can strategic design of work tasks improve an organization?



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# How can strategic design of work tasks improve an organization?

- Through the process of assigning and coordinating work tasks called **Work Design**.
  - Two key principles of work design are:
    - **Differentiation**: the assignment of different tasks so that they can specialize in doing things well.
    - **Integration**: the coordination of the efforts of the employees.
  - **When differentiation and integration are aligned, they help organizations to increase productivity and to improve customer satisfaction.**
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# Two Elements of Work Design

- **Autonomy** is the extent to which individual workers are given the freedom and independence to plan and perform assigned tasks.
- **Interdependence** is the extent to which an individual's work actions and outcomes are influenced by other people (**accumulation, serial, and reciprocal interdependence**).

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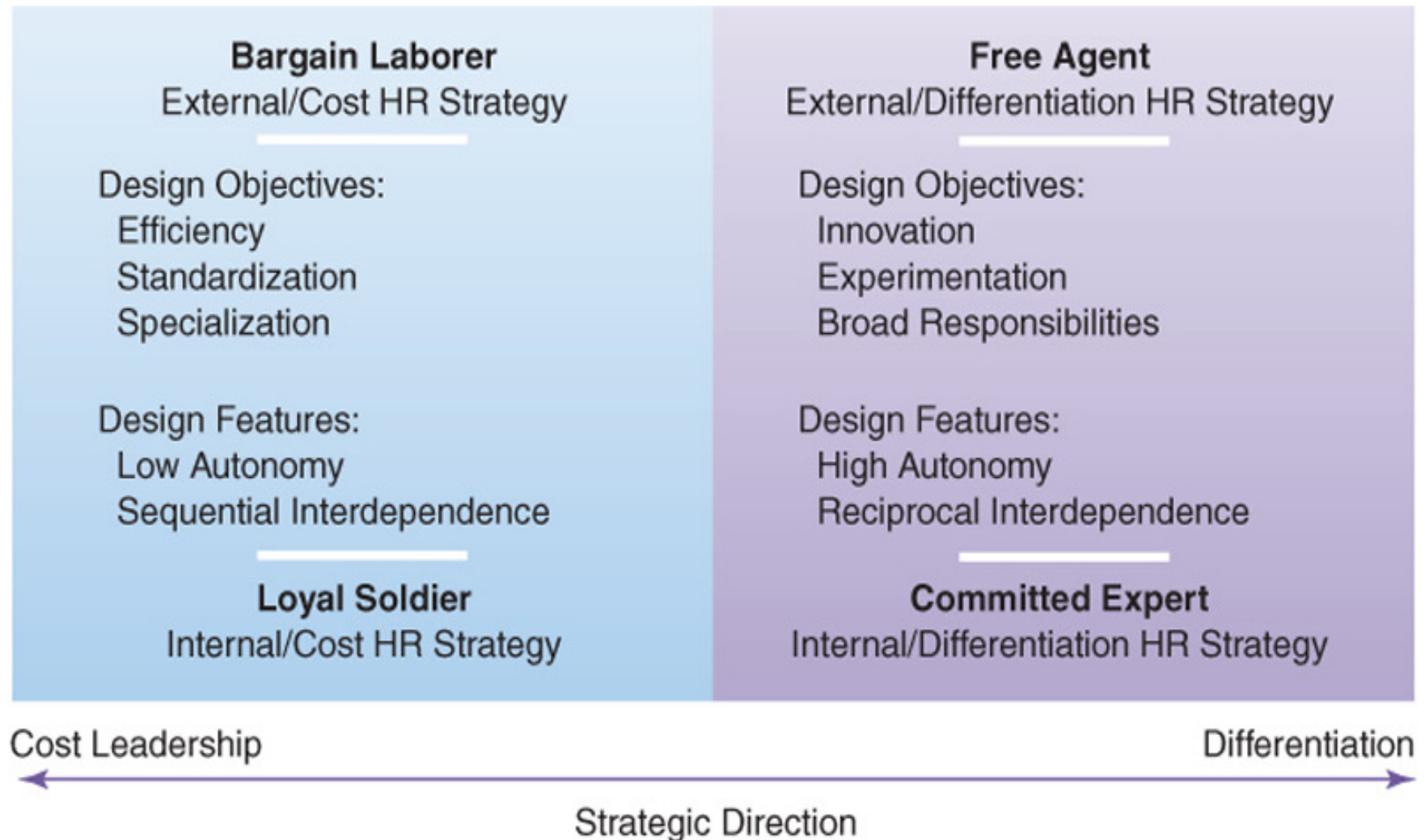
## Linking Autonomy and Interdependence to HR Strategy focused on Cost leadership

- Organizations using cost HR strategies—either Bargain Laborer or Loyal Soldier—focus on **efficiency**.
  - With cost strategies, one objective is to **standardize jobs** so that employees can quickly learn a set of relatively **easy tasks**.
- ➔ **Efficiency is created by combining low autonomy and sequential processing.**
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# Linking Autonomy and Interdependence to HR Strategy focused on Differentiation

- Organizations that use differentiation HR strategies—either Committed Expert or Free Agent—focus on **innovation**.
  - With differentiation, the goal is to create **new products and services** that are better than those offered by competitors.
- ➔ **High autonomy and reciprocal processes encourage innovation.**

# Strategic Framework for Work Design





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# How do employees know what they are supposed to do?

- Employees are hired into a **Job**.
  - Job = a collection of tasks that a person is required to perform at work.
- Job are identified through a process known as **Job Analysis**.



# Job Analysis (1/2)

- Steps in the Job Analysis Process
  1. **Determine who** will do the analysis and get top management buy in the process.
  2. **Choose jobs** that are critical to the success of the company and have a sufficient number of employees in them.
  3. **Review** what has already been written about the job.

# Job Analysis (2/2)

4. **Select job agents**, people who will provide job information, such as incumbents (people currently doing the job), supervisors or job analysts (experts).
  5. **Collect job information** through interviews, questionnaires and observations
  6. **Create a job description** that identifies tasks, responsibilities, and working conditions of the job:
    - a) **Task Analysis Inventory**
    - b) **Critical-incidents technique**
    - c) **Position Analysis Questionnaire**
  7. **Add a job specification** to the job description, that identifies the knowledge and skills, experiences, and abilities that workers need to perform the tasks listed in the job description.
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# Comparing Job Descriptions and Job Specifications.

Job Descriptions	Job Specifications
<p data-bbox="218 425 672 515">Describes <i>what</i> is to be done</p>  <p data-bbox="357 1125 739 1162">Focus is on duties</p>	<p data-bbox="1039 425 1398 729">Describes the</p> <ul data-bbox="1039 476 1398 625" style="list-style-type: none"><li>• Knowledge</li><li>• Skills</li><li>• Abilities</li></ul> <p data-bbox="1039 639 1398 729">needed to perform the duties</p>  <p data-bbox="977 1125 1746 1162">Focus is on characteristics of people</p>

# Job Analysis - Methods 1/3

## ■ Task Analysis Inventory

- The job agents provide **ratings** concerning a large number of tasks.
  - Most analyses require responses for at least 100 different **task statements**.
  - These task statements usually begin with an action verb that describes a specific activity—for example, “explains company policies to newly hired workers” and “analyzes data to determine the cost of hiring each new employee.”
- One rating is for frequency or time spent, and the other is for importance.
  - Ratings for **frequency of performing the task** range from “never performed” to “performed most of the time.” Ratings might also be made for **time spent on the task**. However, ratings of frequency and time spent essentially measure the same thing.
  - Ratings for **task importance** usually range from “not important” to “extremely important.”

# Job Analysis – Methods 2/3

- **Critical-incidents technique** identifies good and bad on-the-job behaviors.
  - Job agents are asked to generate a number of **statements** that describe behaviors they consider particularly helpful or harmful for accomplishing work.
  - Each statement includes **a description of the situation and the actions that determined whether the outcome was desirable or undesirable.**

# Job Analysis – Methods 3/3

- **Position Analysis Questionnaire (PAQ)** is a structured questionnaire that assesses the work behaviors required for a job. Such as:
  - ❑ **Information input**—where and how a worker obtains needed information such as education and/or experience.
  - ❑ **Mental processes**—reasoning and decision-making activities.
  - ❑ **Work output**—physical actions required for the job, as well as tools or devices used.
  - ❑ **Relationships with other persons**—the interactions and social connections that a worker forms with others.
  - ❑ **Job context**—the physical and social surroundings where work activities are performed.
  - ❑ **Other job characteristics**—activities, conditions, or characteristics that are important, but not contained in the other five dimensions.

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# Job Descriptions and Job Specifications

- The PAQ, which consists of multiple pages is then transcribed into smaller document called a **Job Description** by the job analysts.
  - The Job Description consist of two parts:
    - The description of the of the tasks and responsibilities related with a organizational position.
    - The **Job Specification**
  - The Job Description is used in multiple human resources processes such as recruiting, compensation and training.
  - The Job Specification focus attention on knowledge and skills, experiences, and abilities needed to do the job.
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# Competency Modeling

- As work activities have become more knowledge based **Competency Modeling (CM)** has emerged as a new method.
  - CM describes the work activities in terms of competencies needed to perform the job.
  - **Competencies** include knowledge and skills, experiences, and abilities, but CM also seek to capture such things as **motivation, values, and interests**.
  - Factors thus that add at the “can-do” characteristics of people also the “will-do” ones.

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# Job Design

- The process of **job design** focuses on determining what tasks will be grouped together to form employee jobs
  - There are four general approaches to grouping work tasks: **mechanistic**, **motivational**, **perceptual**, and **biological**.
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# Mechanistic Approach

- Job design is viewed from the perspective of creating an **efficient machine** that transforms labor inputs into goods and services.
- **Industrial engineers** often use analyses designed to find the work methods that take the least time. Such as **Time and Motion studies**.

# Motivational Approach

- The motivational approach is aimed at increasing employees' enjoyment of their work and thus increasing their effort.
- Jobs are designed not simply to get work done as quickly as possible, but also to provide workers with tasks they find meaningful and enjoyable.
- A model of motivational job design is the **job characteristics model**, which focuses on building intrinsic motivation.
  - **Intrinsic motivation** exists when employees do work because they enjoy it, not necessarily because they receive pay and other rewards.

# Perceptual Approach

- The basic objective of the perceptual approach is **to simplify mental demands on workers** and thereby decrease errors.
- Safety and prevention of accidents are critical.
- The perceptual approach to job design usually results in work characterized by sequential processing and low autonomy.

# Biological Approach

- This approach is associated with **ergonomics**, which concerns methods of designing work **to prevent discomfort and physical injury**.
- Job tasks are assessed in terms of strength, endurance, and stress put on joints.
- Work processes are then designed to eliminate movements that can lead to physical injury or excessive fatigue.