

### Designing Work for Best Results

#### **Presentation to:**





### Designing Work...

# How Can Managers Design the Work Process in Their Organization to Take Advantage Of...

- Employee Skill and Knowledge
- Fast Moving Markets

### ... While Avoiding These

- Employee Frustration
- "Burn Out"

#### ... And Increasing These?

- Job Satisfaction
- Motivation
- **Productivity**



TE MT 0012 00 03.UN April 1, 2001 Contactel Confidential Page 2

### Job Characteristics Model

- Psychological States... A Search For...
  - Meaningfulness
    - The Worker Must Experience the Work As Important, Valuable and Worthwhile
  - Responsibility
    - The Worker Must Feel Personally Responsible and Accountable for the Results
  - Knowledge of Results
    - The Worker Must Have Regular Feedback on How Effectively He or She Is Performing
- Question: How Can Managers Design Work to Provide These?



### Core Job Dimensions

- There Are Five Core Job Dimensions That Provide These Psychological States...
  - Meaningfulness Comes From...
    - · Skill Variety
    - Task Identity
    - · Task Significance
  - Responsibility Comes From...
    - Autonomy
  - Knowledge of Results Comes From...
    - · Feedback
- Is This a Valid Model? Let's Take a Look...



TEMT 0012 00 03.UN April 1, 2001 Contactel Confidential Page 4

### Validity of the Job Characteristics Model

- Studies Show (\*) People Whose Work Has High Levels of These Core Job Characteristics Are More
  - Motivated
  - Satisfied
  - Productive
- With a Correlation to
  - Lower Absenteeism
  - Less Turnover

\* (Hackman & Oldham, "Development of the Job Diagnostic Survey", Journal of Applied Psychology, 1975, 60)



### **Job Diagnostic Survey**

## Step 1

"Are Motivation and Satisfaction Really Problems?"

- If Motivation and Satisfaction Are Problems and Are Seen With Absenteeism, Poor Work Performance and High Turnover, Go to Step 2.
- If None of These Are a Problem, Look at Other Aspects of the Work Situation (for Example, the Level of Technology or the Workflow).



### **Job Diagnostic Survey**

### Step 2

"Is the Job Low in Motivating Potential?"

- If There Are Low Levels of Autonomy or Feedback, or If It Offers Neither Skill Variety, Task Identity nor Task Significance, Go to Step 3.
- If None of These Are a Problem, Look for Other De-motivating Factors (Below Average Pay Scale, Type of Supervision).

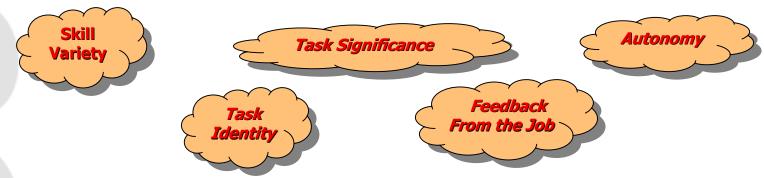


### **Job Diagnostic Survey**

### Step 3

"What Specific Aspects of the Job Are Causing the Difficulty?"

Write a Checklist of Each of the Five Core Job Dimensions. Where Is the Job in Good Shape? Where Does the Job Need Improvement?





TE MT 0012 00 03.UN April 1, 2001 Contactel Confidential Page 8

### **Principles For Enriching Jobs**

### 1. Form Natural Work Groups

- ID and Group Work Items Into Natural, Meaningful Categories
  - By Skill Set
  - By Assigning Projects From the Same Source to One Worker
- Benefit: This Will Strengthen

Task Identity
Task Significance



### **Principles For Enriching Jobs**

### 2. Establish Relationships With Clients

- Identify Who the Client Really Is (Internal or External)
- Establish the Most Direct Contact Possible
- Set Procedures for Client to Judge Quality and Give Feedback Directly to Worker
- Benefit: This Will Strengthen

Feedback Autonomy Skill Variety



### **Principles For Enriching Jobs**

### 3. Vertical Loading

- Pushing Responsibility Down From Manager to Worker
- Give Worker Some Authority Over Work Methods
  - Increased Freedom of Time Management
  - Encouragement to Do Their Own Trouble Shooting
- Provide Workers With Increased Knowledge of the Financial Aspects of the Job and the Organization
- Benefit: This Will Strengthen

**Autonomy** 



### Summary

- Evaluate the work to be done: How does it rate for
  - Meaningfulness
  - Responsibility
  - Knowledge of Results
- Dig Deeper: Does the work provide these core dimensions
  - Skill Variety
  - Task Identity
  - Task Significance
  - Autonomy
  - Feedback
- Enrich the Job: Help your workers
  - Form Natural Work Groups
  - Establish Relationships With Clients
  - Through Vertical Loading



### Benefits to Your Organization

- Increased Productivity
  - Work Is More Effective When Organized Efficiently
- Increased Identification With Your Business
  - Your Employees Start to See the "Big Picture"
- Increased Skill Sets
  - Particularly the "Soft Skills" That They Didn't Learn in University
- Decreased Absenteeism
  - Inverse Relation to Employee Motivation
- Decreased Employee Turnover
  - Never More Important Than in a Tight Labor Market



### Designing Work for Best Results

Thank you for your attention...

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