

Designing Work for Best Results

Presentation to:



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Contactel Confidential

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***

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...**

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)*

How Can We Use This Model In Our Businesses?

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).***

How Can We Use This Model In Our Businesses?

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).***

How Can We Use This Model In Our Businesses?

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?

***Skill
Variety***

Task Significance

Autonomy

***Task
Identity***

***Feedback
From the Job***

How Can We Use This Model In Our Businesses?

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

How Can We Use This Model In Our Businesses?

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***

How Can We Use This Model In Our Businesses?

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...***

- **David Palmer**
- **Transit Services Manager**
 - **Contactel s.r.o.**
 - **Vinohradská 174**
 - **130 19 Praha 3**
 - **Czech Republic**
- **Office: +42 02 3301 1127**
- **Mobile: +42 06 04 210 145**
- **Fax: +42 02 3301 1112**
- **Email: david.palmer@contactel.cz**
 - **Web: www.contactel.cz**