Motivation: From Concepts to Applications
Job Design Theory

Job Characteristics Model (J. Richard Hackman and Greg Oldham)

Identifies five job characteristics and their relationship to personal and work outcomes.

Characteristics:
1. Skill variety
2. Task identity
3. Task significance
4. Autonomy
5. Feedback
Job Design Theory

• The best job design is always one that meets organizational requirements for high performance
• Offers a good fit with individual skills and needs
• Provides opportunities for job satisfaction
Job Design Theory (cont’d)

• Job Characteristics Model
  – Jobs with skill variety, task identity, task significance, autonomy, and for which feedback of results is given, directly affect three psychological states of employees:
    • Knowledge of results
    • Meaningfulness of work
    • Personal feelings of responsibility for results
  – Increases in these psychological states result in increased motivation, performance, and job satisfaction.
Job Design Theory (cont’d)

Skill Variety

The degree to which a job requires a variety of different activities (how many different skills are used in a given day, week, month?).

Task Identity

The degree to which the job requires completion of a whole and identifiable piece of work (from beginning to end).

Task Significance

The degree to which the job has a substantial impact on the lives or work of other people.
Job Design Theory (cont’d)

Autonomy

The degree to which the job provides substantial freedom and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out.

Feedback

The degree to which carrying out the work activities required by a job results in the individual obtaining direct and clear information about the effectiveness of his or her performance.
## Examples of High and Low Job Characteristics

<table>
<thead>
<tr>
<th>Characteristics</th>
<th>Examples</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>Skill Variety</strong></td>
<td><strong>High variety</strong> The owner-operator of a garage who does electrical repair, rebuilds engines, does body work, and interacts with customers</td>
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<tr>
<td></td>
<td><strong>Low variety</strong> A bodyshop worker who sprays paint eight hours a day</td>
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<tr>
<td><strong>Task Identity</strong></td>
<td><strong>High identity</strong> A cabinetmaker who designs a piece of furniture, selects the wood, builds the object, and finishes it to perfection</td>
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<td></td>
<td><strong>Low identity</strong> A worker in a furniture factory who operates a lathe to make table legs</td>
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<tr>
<td><strong>Task Significance</strong></td>
<td><strong>High significance</strong> Nursing the sick in a hospital intensive care unit</td>
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<tr>
<td></td>
<td><strong>Low significance</strong> Sweeping hospital floors</td>
</tr>
<tr>
<td><strong>Autonomy</strong></td>
<td><strong>High autonomy</strong> A telephone installer who schedules his or her own work for the day, and decides on the best techniques for a particular installation</td>
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<tr>
<td></td>
<td><strong>Low autonomy</strong> A telephone operator who must handle calls as they come according to a routine, highly specified procedure</td>
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<tr>
<td><strong>Feedback</strong></td>
<td><strong>High feedback</strong> An electronics factory worker who assembles a radio and then tests it to determine if it operates properly</td>
</tr>
<tr>
<td></td>
<td><strong>Low feedback</strong> An electronics factory worker who assembles a radio and then routes it to a quality control inspector who tests and adjusts it</td>
</tr>
</tbody>
</table>
The Job Characteristics Model

Core job dimensions
- Skill variety
- Task identity
- Task significance

Critical psychological states
- Experienced meaningfulness of the work
- Experienced responsibility for outcomes of the work
- Knowledge of the actual results of the work activities

Personal and work outcomes
- High internal work motivation
- High-quality work performance
- High satisfaction with the work
- Low absenteeism and turnover

Employee growth-need strength

Job Design Theory (cont’d)

• JCM says that internal rewards are obtained by individuals when they learn (knowledge of results) -that they personally (experienced responsibility)
- have performed well on a task that they care about (experienced meaningfulness) psychological states-leads to motivation , performance, satisfaction

• Model shows links between the job dimensions and the outcomes are moderated or adjusted by the strength of the individual’s growth need-desire of employee’s desire for self-esteem and self actualization
People who work on jobs with high core dimensions are generally more motivated, satisfied, and productive.

Job dimensions operate through the psychological states in influencing personal and work outcome variables rather than influencing them directly.
Job Design Theory (cont’d)

• A jobs MPS can be raised by combining tasks to create larger jobs, opening feedback channels to enable workers to know how well they are doing
  - establishing client relationships – customer feedback
  - employing vertical loading to create more planning and controlling responsibilities
Job Rotation
The periodic shifting of a worker from one task to another.

Job Enlargement
The horizontal expansion of jobs.

Job Enrichment
The vertical expansion of jobs.
Guidelines for Enriching a Job

**Suggested action**
- Combine tasks
- Create natural work units
- Establish client relationships
- Expand jobs vertically
- Open feedback channels

**Core job dimensions**
- Skill variety
- Task identity
- Task significance
- Autonomy
- Feedback

Alternative Work Arrangements

Flextime

Employees work during a common core time period each day but have discretion in forming their total workday from a flexible set of hours outside the core.

Job Sharing

The practice of having two or more people split a 40-hour-a-week job.
Example of a Flextime Schedule

Flexible hours  Common core  Lunch  Common core  Flexible hours

6 A.M.  9 A.M.  12 noon  1 P.M.  3 P.M.  6 P.M.

Time during the day
Telecommuting

Employees do their work at home on a computer that is linked to their office.

Categories of telecommuting jobs:
- Routine information handling tasks
- Mobile activities
- Professional and other knowledge-related tasks
Telecommuting

• Advantages
  – Larger labor pool
  – Higher productivity
  – Less turnover
  – Improved morale
  – Reduced office-space costs

• Disadvantages (Employer)
  – Less direct supervision of employees
  – Difficult to coordinate teamwork
  – Difficult to evaluate non-quantitative performance
Performance = f(A \times M \times O)

What is Employee Involvement?

Employee Involvement Program

A participative process that uses the entire capacity of employees and is designed to encourage increased commitment to the organization’s success.
Examples of Employee Involvement Programs

Participative Management

A process in which subordinates share a significant degree of decision-making power with their immediate superiors.
Examples of Employee Involvement Programs (cont’d)

Representative Participation
Workers participate in organizational decision making through a small group of representative employees.

Works Councils
Groups of nominated or elected employees who must be consulted when management makes decisions involving personnel.

Board Representative
A form of representative participation; employees sit on a company’s board of directors and represent the interests of the firm’s employees.
Quality Circle

A work group of employees who meet regularly to discuss their quality problems, investigate causes, recommend solutions, and take corrective actions.
Linking EI Programs and Motivation Theories

- **Theory Y** (Believing employees want to be involved)
- **ERG Theory** (Employee Needs)
- **Employee Involvement Programs**
- **Two-Factor Theory** (Intrinsic Motivation)
Rewarding Employees: Four Aspects

• What to Pay (Internal vs. external equity)
• How to Pay (e.g. Piece rate, merit based, bonuses, profit sharing, gain sharing, ESOPs, skill-based pay)
• What Benefits to Offer (e.g., Flexible benefits)
• How to Recognize Employees
Variable Pay Programs

A portion of an employee’s pay is based on some individual and/or organization measure of performance.

• Piece rate pay plans
• Profit sharing plans
• Gain sharing plans
Variable Pay Programs (cont’d)

Piece-rate Pay Plans
Workers are paid a fixed sum for each unit of production completed.

Profit-Sharing Plans
Organization wide programs that distribute compensation based on some established formula designed around a company’s profitability.

Gain Sharing
An incentive plan in which improvements in group productivity determine the total amount of money that is allocated.
Employee Stock Ownership Plans (ESOPs)

Company-established benefit plans in which employees acquire stock as part of their benefits.
Skill-Based Pay Plans

Pay levels are based on how many skills employees have or how many jobs they can do.

Benefits of Skill-based Pay Plans:
1. Provides staffing flexibility.
2. Facilitates communication across the organization.
3. Lessens “protection of territory” behaviors.
4. Meets the needs of employees for advancement (without promotion).
5. Leads to performance improvements.
Skill-Based Pay Plans (cont’d)

Drawbacks of Skill-based Pay Plans:
1. Lack of additional learning opportunities that will increase employee pay.
2. Continuing to pay employees for skills that have become obsolete.
3. Paying for skills which are of no immediate use to the organization.
4. Paying for a skill, not for the level of employee performance for the particular skill.
Linking Skill-based Plans and Motivation Theories

- Reinforcement Theory
- Skill Based Pay Plans
- Equity Theory
- ERG Theory (Growth)
- McClelland’s Need for Achievement

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Flexible Benefits

Employees tailor their benefit program to meet their personal need by picking and choosing from a menu of benefit options.

Core-Plus Plans: a core of essential benefits and a menu-like selection of other benefit options.

Modular Plans: predesigned benefits packages for specific groups of employees.

Flexible Spending Plans: allow employees to use their tax-free benefit dollars to purchase benefits and pay service premiums.

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Employee Recognition Programs

• Intrinsic rewards: stimulate intrinsic motivation
  – Personal attention given to employee
  – Approval & appreciation for a job well done
  – Growing in popularity and usage

• Benefits of programs
  – Fulfill employees’ desire for recognition
  – Inexpensive to implement
  – Encourages repetition of desired behaviors

• Drawbacks of programs
  – Susceptible to manipulation by management
Implications for Managers

• In Order to Motivate Employees
  – Recognize individual differences.
  – Use goals and feedback.
  – Allow employees to participate in decisions that affect them.
  – Link rewards to performance.
  – Check the system for equity.
Flexible benefits are recommended most strongly by __________ Theory.

*Expectancy theory* suggests that individuals should be rewarded with something they value.
According to Expectancy Theory, a student will not be motivated to attend class if s/he doesn’t care about grades. What other kind of application might be plausible for a professor to implement as a reward theory in class? Use models from this chapter to discuss with a classmate and arrive at a suggestion.