

Job design & job satisfaction

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The main question is:
how to achieve high work
performance?

Work performance is affected by:

Job characteristics and (physical) work
environment

+

Abilities and skills

+

The willingness to perform

Jobs and Roles

JOB

A job consists of a related set of tasks that are carried out by a person to fulfil a purpose. It can be regarded as a unit in an organization structure that remains unchanged whoever is in the job.

A job in this sense is a fixed entity, part of a machine that can be 'designed' like any other part of a machine.

ROLE

A role is the part people play in carrying out their work. *Individual roles are those carried out by one person. Generic roles are those in which essentially similar activities are carried out by a number of people.*

Job design

‘The specification of the **contents, methods, and relationships** of jobs in order to satisfy **technological and organizational** requirements as well as the **social and personal** requirements of the job holder’.

Two aims:

1. to satisfy the requirements of the organization for productivity, operational efficiency and quality of product or service
2. to satisfy the needs of the individual for interest, challenge and accomplishment, thus providing for ‘job engagement’ – commitment to carrying out the job well.

Process of job design

1. Job design has to **start from work requirements** because that is why the job exists.
2. The process of job design is based on an analysis of the **way in which work needs to be organized** and what work therefore needs to be done – **the tasks** that have to be carried out.
3. It should then be the function of the job designer to consider how the jobs can be set up to provide the **maximum degree of intrinsic motivation** to improve performance and productivity.
4. Consideration has also to be given to fulfill the **social responsibilities** of the organization to the people who work in it by improving the **quality of working life**.

Factors Affecting Job Design

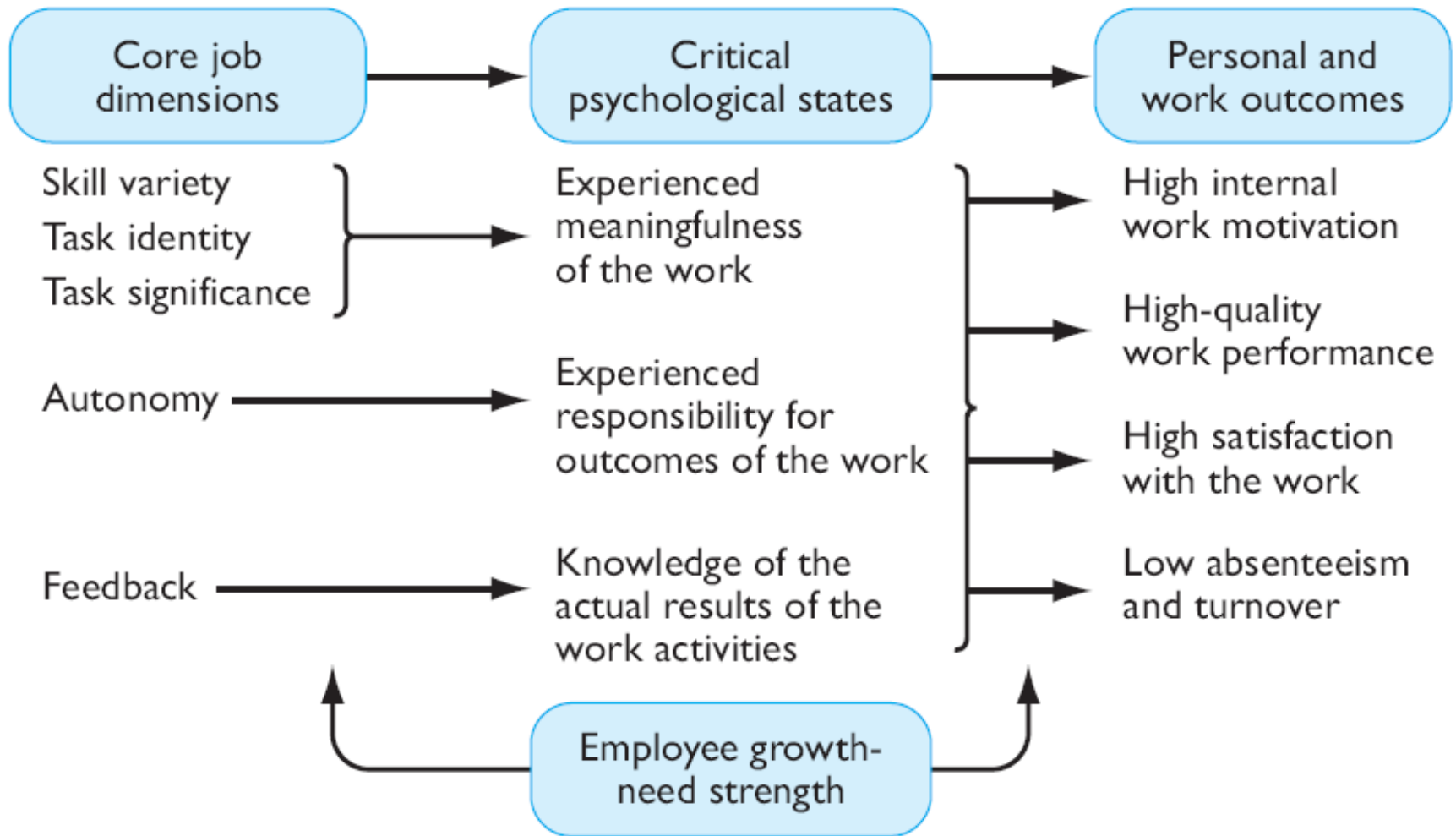
- The characteristics of jobs:
 - Job **range** – the number of operations a job holder performs to complete a task.
 - Job **depth** – the amount of discretion a job holder has to decide job activities and job outcomes.
 - Job **relationships** – the interpersonal relationships between job holders and their managers and co-workers.
- The characteristics of task structure:
 - **planning** (deciding on the course of action, its timing, the resources required),
 - **executing** (carrying out the plan), and
 - **controlling** (monitoring performance and progress and taking corrective action when required)
- The process of **intrinsic motivation**.
- The job characteristics model (see on the next slide).
- The implications of **group activities**.

The Job Characteristics Model

- Proposes that any job can be described in terms of five core job dimensions:
 - Skill variety
 - Task identity (completeness)
 - Task significance (impact)
 - Autonomy
 - Feedback



The Job Characteristics Model



Motivating Potential Score (MPS)

$$\text{MPS} = \frac{\text{Skill variety} + \text{Task identity} + \text{Task significance}}{3} \times \text{Autonomy} \times \text{Feedback}$$

- Questionnaires can be designed and spread among job holders to reveal the job's MPS.
- Based on these results, job could be redesigned.

How can jobs be REDESIGNED?

- **Job Rotation** – the periodic shifting of an employee from one task to another
- **Cross-training** – training an employee the skills required by another job
- **Job Enlargement** – increasing the number and variety of tasks
- **Job Enrichment** – increasing the degree to which the worker controls the planning, execution and evaluation of the work
- **Self-managing teams** (autonomous work groups)
- **High-performance work design**

Five principles of job design

Robertson and Smith (1985) suggest the following five principles of job design:

- To influence skill variety, provide opportunities for people **to do several tasks and combine tasks.**
- To influence task identity, **combine tasks** and form **natural work units** (a set of tasks with continuing responsibility).
- To influence task significance, form **natural work units** and **inform people of the importance of their work.**
- To influence autonomy, give people **responsibility for determining their own working systems.**
- To influence feedback, establish **good relationships** and **open feedback channels.**

Guidelines for Enriching a Job

Suggested action

Core job dimensions

Combine tasks

Skill variety

Form natural work units

Task identity

Establish client relationships

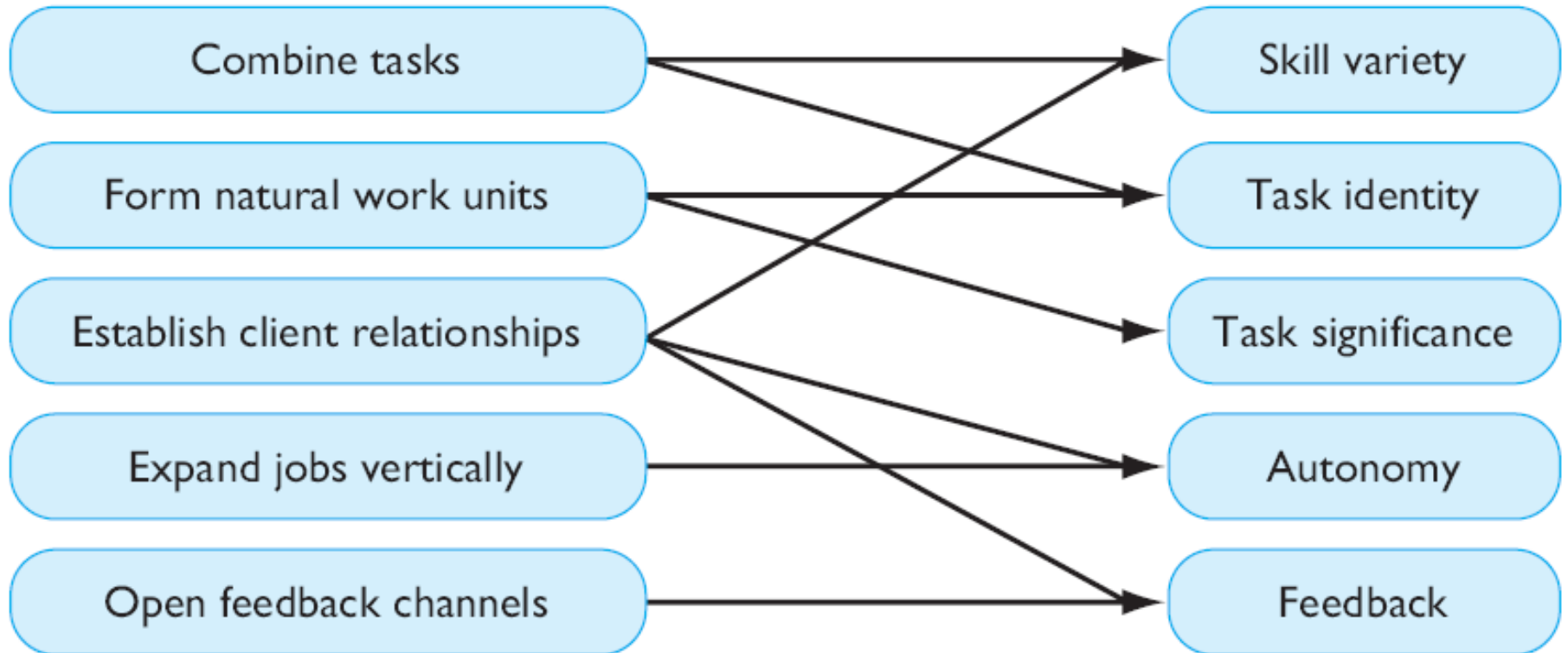
Task significance

Expand jobs vertically

Autonomy

Open feedback channels

Feedback




Implications for Managers

- Recognize individual differences
- Use goals and feedback to motivate
- Allow employees to participate in decisions that affect them
- Link rewards to performance
- Check the system for equity

Role Development

- Role development is a **continuous process** which takes place in the context of day to day work, and it is therefore a matter between managers and the members of their teams.
- It involves **agreeing definitions of key results areas** and **competency requirements** as they evolve. When these change – as they probably will in all except the most routine jobs – it is desirable **to achieve mutual understanding** of new expectations.
- **The focus should be on role flexibility** – giving people the **chance to develop their roles** by making better and extended use of their skills and capabilities.

Job satisfaction

- The (individual) attitudes and feelings people have about their work. Positive and favourable attitudes towards the job indicate job satisfaction.
 - Morale: a group variable related to the degree to which group members feel attracted to their group and desire to remain a member of it.
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Factors affecting job satisfaction

- Intrinsic and
- extrinsic motivating factors,
- Quality of supervision,
- Social relationships within the workgroup,
- Work performance.

Empirical findings

(Purcell et al.):

career opportunities,
job influence,
teamwork,
job challenge.

Job satisfaction and performance

- Common belief: positive correlation
- Empirical evidence: no or very little correlation
- High performance can produce job satisfaction, *but* job satisfaction is unlikely to produce high performance
- Satisfied workers are not necessarily productive workers and productive workers are not necessarily satisfied ones.
- BUT: performance improvement can be achieved by giving people the opportunity to perform, and rewarding them according to their goals (needs).

Why then job satisfaction is important?

- Motivation increases job performance,
- Job satisfaction does not.

BUT

- People want to be satisfied with their work, and if they are not satisfied,
- **they will leave the job or the firm**, even if they are motivated to high performance.

Modifiers of satisfaction-performance relation

(Alan Wilson, Jacob Frimpong 2004)

Table I Possible moderators of the job satisfaction-performance/behaviour relationship

Moderators	Nature of moderation or effect	Author(s)
Organisational factors	That corporate culture; group norms, work ethics, leadership style etc. could influence the behaviours of employees	Beatty (1988); Pradeep (1985); Wilson (1997)
Job characteristics	That the nature of job dimensions such as autonomy, job complexity, can also affect the level and quality of performance and behaviour	Walker <i>et al.</i> (1977); Pradeep (1985)
Personality traits	That conscientious employees would be less willing to respond to job dissatisfaction with reduced performance	Mount <i>et al.</i> (2000) cited in Judge <i>et al.</i> (2001)
Personal value systems and beliefs	That human behaviour is not simply the outcome of a single attitude, but also reflects the values systems and beliefs	Locke (1970)
Subjective/group norms	Where social norms of co-workers and managers favour high performance standards, dissatisfaction is less likely to result in reduced levels of performance	Ajzen and Fishbein (1977); George and Bettenhausen (1990); Robbins (2001); Judge <i>et al.</i> (2001)
Self-esteem	That individuals will be most satisfied and provide high performance when they engage in those behaviours that reflect their self-image	Korman (1970)
Demographic factors	That human characteristics such as gender, age, etc. may moderate the satisfaction performance link	Organ and Lingl (1995); O'Connor <i>et al.</i> (2000)

Source: Developed by authors

Thank you for your attention