

# ORGANIZATIONAL BEHAVIOR

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T E N T H E D I T I O N

PART FOUR

THE  
ORGANIZATION  
SYSTEM

## Work Design and Technology

c h a p t e r

16

**AFTER STUDYING THIS CHAPTER,  
YOU SHOULD BE ABLE TO:**

- 1. Contrast process reengineering and continuous improvement processes.**
- 2. Describe an e-organization.**
- 3. Summarize the implications of e-organizations on individual behavior.**
- 4. Explain the job characteristics model.**
- 5. Contrast the social information processing model to the job characteristics model.**

**AFTER STUDYING THIS CHAPTER,  
YOU SHOULD BE ABLE TO:**

- 6. Explain how work space design might influence employee behavior.**
- 7. Describe how a job can be enriched.**
- 8. Contrast flextime and job sharing.**
- 9. Compare the benefits and drawbacks to telecommuting from the employee's point of view.**

# Technology in the Workplace

## ➤ Continuous Improvement Processes

- *Good isn't good enough*
- Focus is on constantly reducing the variability in the organizational processes to produce more uniform products and services.
  - **Lowers costs and raises quality.**
  - **Increases customer satisfaction.**
- Organizational impact
  - **Additional stress on employees to constantly excel.**
  - **Requires constant change in organization.**

# Technology in the Workplace (cont'd)

## **process reengineering**

Rethinking and redesigning the processes by which the organization creates value and does work, ridding itself of operations that have become antiquated.

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## **distinctive competencies**

What it is that an organization does better than its competition.

### **Key Elements:**

- 1. Identifying an organization's distinctive competencies.**
- 2. Assessing core processes.**
- 3. Reorganizing horizontally by process.**

# Technology in the Workplace (cont'd)

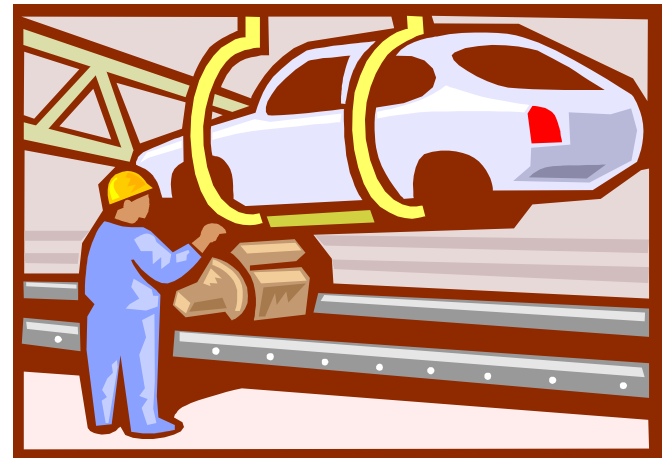
## **mass production**

Using division of labor, standardization, and automated processes to manufacture products in large quantities.

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## **mass customization**

Production processes that are flexible enough to create products and services that are individually tailored to individual customers.

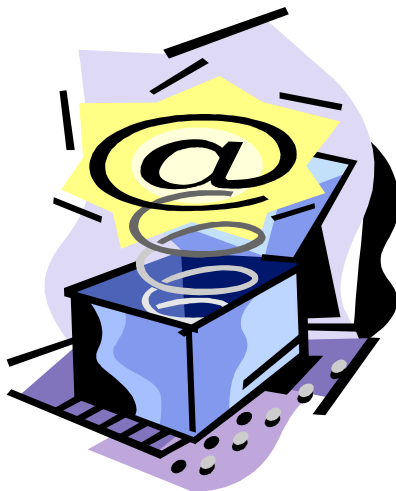


# What's an e-Organization?

## **e-organization**

A profit or nonprofit organization that uses the Internet and private network links to facilitate activities and communication.

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## **e-business**

The full breadth of activities included in a successful Internet-based enterprise.

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## **e-commerce**

The sales side of electronic business.

# What's an e-Organization? (cont'd)

## **internet**

A worldwide network of interconnected computers.

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## **intranet**

An organization's private Internet.

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## **extranet**

Extended intranets accessible only to selected employees and authorized outsiders.





# What Defines an E-Organization?

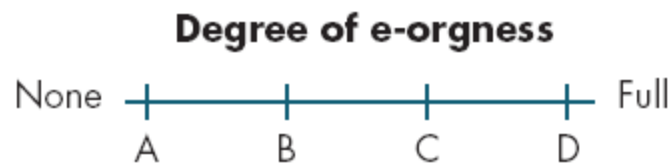
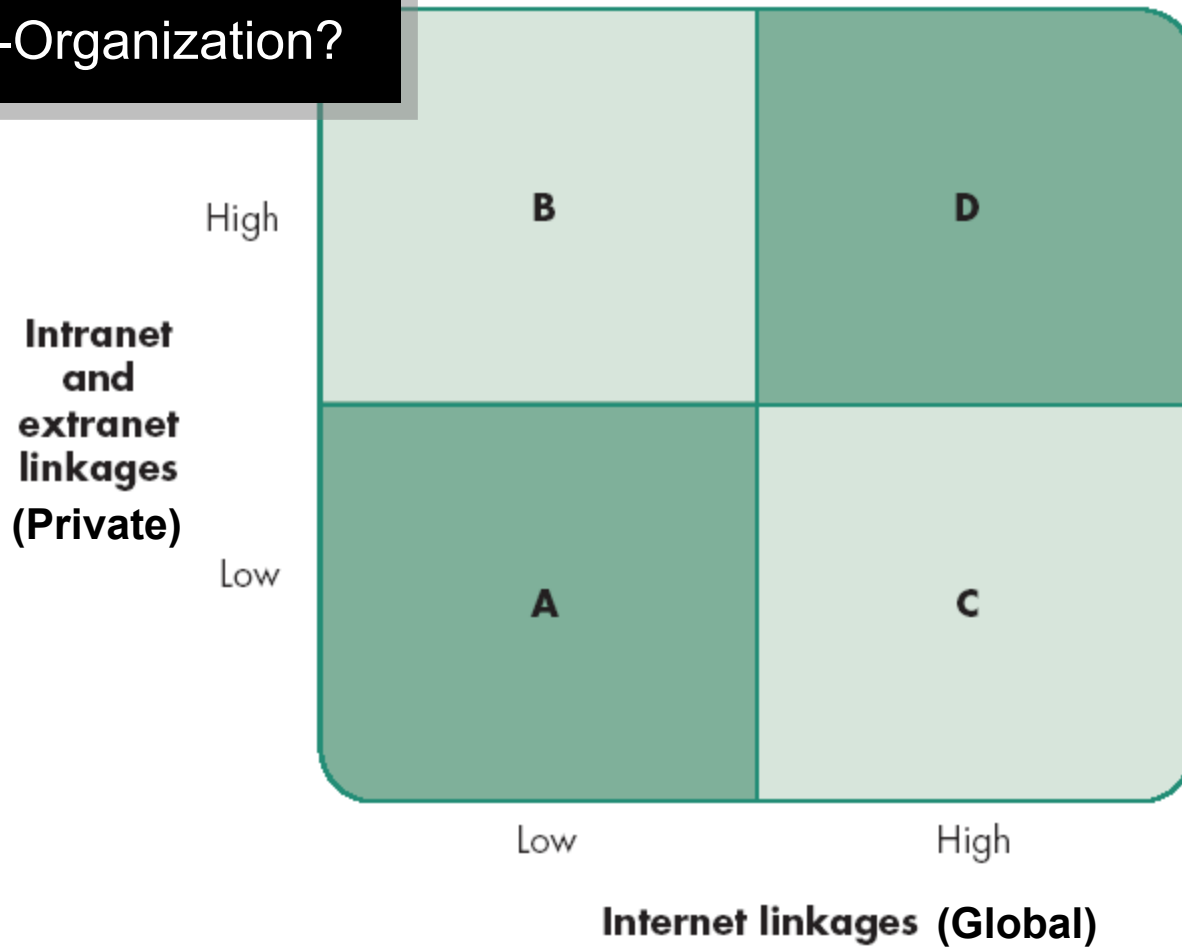


EXHIBIT **16-1**

# Selected Implications for Individual Behavior

## ➤ **Motivation**

- Cyberloafing: using the organization's Internet access for personal and nonjob-related surfing.

## ➤ **Ethics**

- The dilemma of electronic surveillance of employees and employee privacy rights is exacerbated by the increasingly blurring line between work and nonwork time for employees.

# Selected Implications for Group Behavior

## ➤ Decision Making

- Individual decision making models will become increasingly obsolete in team-based e-organizations.
- Group decision making models will have greater relevance in e-organizations.
- Success e-organizations will replace rational decision making models with action models that:
  - **Utilize trial and error.**
  - **Gather and assimilate data quickly.**
  - **Accept failure and learn from it.**

# Selected Implications for Group Behavior (cont'd)

## ➤ **Communication**

- Traditional hierarchical levels will no longer constrain communication to formal organization channels.
- Virtual meetings will allow widely dispersed employees to communicate more frequently.
- Open communications can create information overload.

## ➤ **Politics and Networking**

- The normal face-to-face activities of effective politicians (e.g., impression management) will be supplemented by cyber-schmoozing.

# Conceptual Frameworks for Analyzing Work Tasks

## **task characteristics theories**

Theories that seek to identify task characteristics in jobs, how these characteristics are combined to form different jobs, and their relationship to employee motivation, satisfaction, and performance.

- **Requisite Task Attributes Theory**
- **Job Characteristics Model**
- **Social Information Processing Model**

# Conceptual Frameworks for Analyzing Work Tasks (cont'd)

## **requisite task attributes theory**

Complex and challenging jobs increase employee satisfaction and reduce absenteeism, recognizing individual differences in job involvement.

### **Task Characteristics:**

1. **Variety**
2. **Autonomy**
3. **Responsibility**
4. **Knowledge and skill**
5. **Required social interaction**
6. **Optional social interaction**

# Conceptual Frameworks for Analyzing Work Tasks (cont'd)

## **job characteristics model**

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**

# Conceptual Frameworks for Analyzing Work Tasks (cont'd)

## **skill variety**

The degree to which the job requires a variety of different activities.

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## **task identity**

The degree to which the job requires completion of a whole and identifiable piece of work.





# Conceptual Frameworks for Analyzing Work Tasks (cont'd)

## **task significance**

The degree to which the job has a substantial impact on the lives or work of other people.

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## **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.

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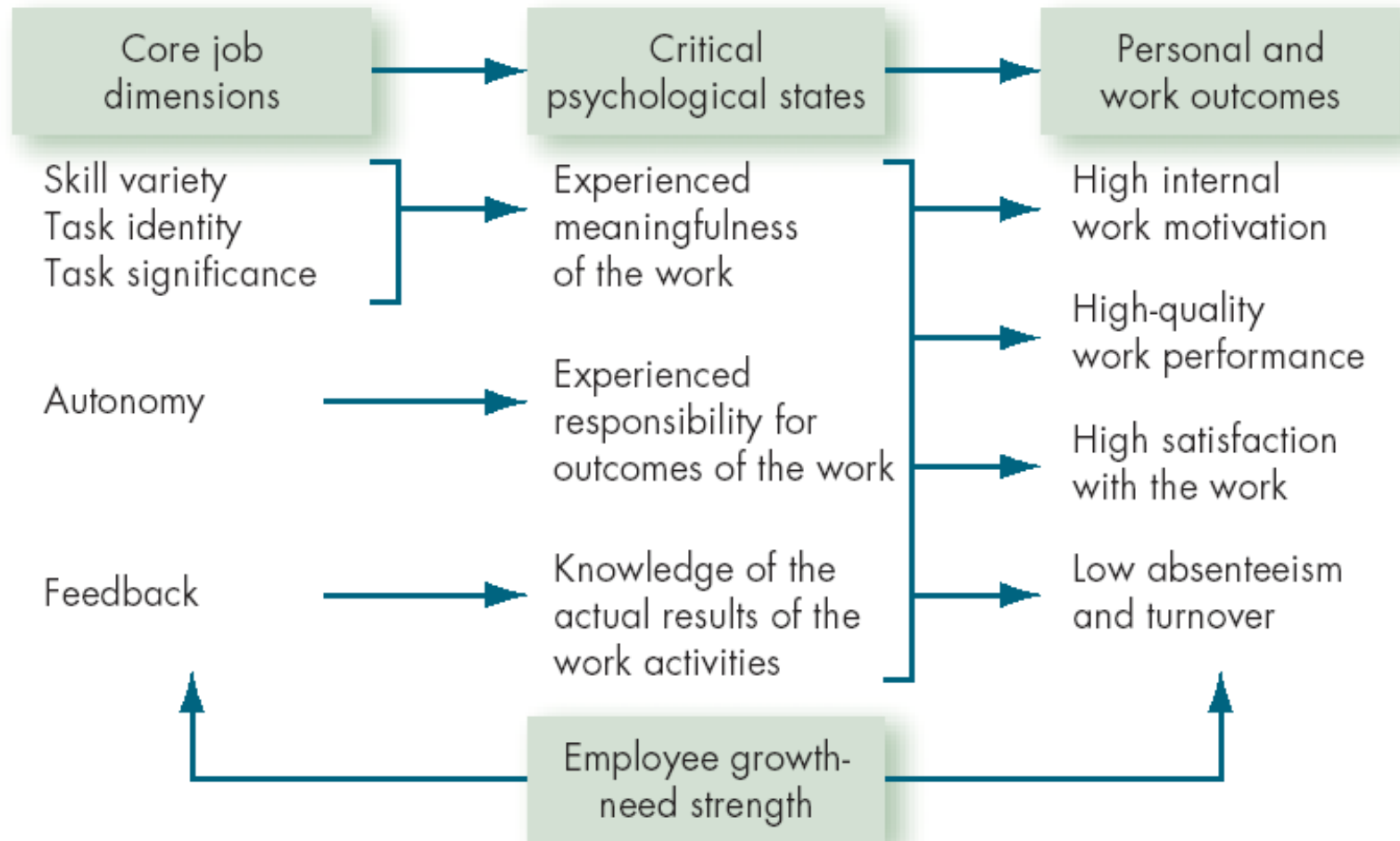
# Conceptual Frameworks for Analyzing Work Tasks (cont'd)

## **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.



# The Job Characteristics Model



Source: J. R. Hackman and G. R. Oldham, *Work Design* (excerpted from pages 78–80) © 1980 by Addison-Wesley Publishing Co., Inc. Reprinted by permission of Addison-Wesley Longman, Inc.

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EXHIBIT

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# Computing a Motivating Potential Score

$$\text{Motivating Potential Score (MPS)} = \left[ \frac{\text{Skill variety} + \text{Task identity} + \text{Task significance}}{3} \right] \times \text{Autonomy} \times \text{Feedback}$$

**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.**

# Conceptual Frameworks for Analyzing Work Tasks (cont'd)

## **social information processing (SIP) model**

The fact that people respond to their jobs as they perceive them rather than to the objective jobs themselves.

### **Concept:**

**Employee attitudes and behaviors are responses to social cues by others.**

# Work Space Design

## ➤ **Size**

- The trend is away from traditional allocation of space based on organizational status towards a flexible open space design that accommodates group and team activities.

## ➤ **Arrangement**

- Open arrangements foster social interaction and influence the formality of relationships

## ➤ **Privacy**

- Individual employee needs for workplace privacy are largely a function of the type of work that the employee does (e.g., programmers, HR managers, receptionists).

# Work Space Design (cont'd)

## ➤ **Feng Shui**

- Designing work surroundings so the “Chi” or life force of the space is in harmony and balance with nature.

## ➤ **Workspace Design and Productivity**

- Workspaces alone don't provide substantial motivation.
- Workspaces make it easier for employees to perform behaviors that make them more effective.
- “Cognitive ergonomics”: matching the office to the brain work.

# Work Redesign Options

## **job rotation**

The periodic shifting of a worker from one task to another.

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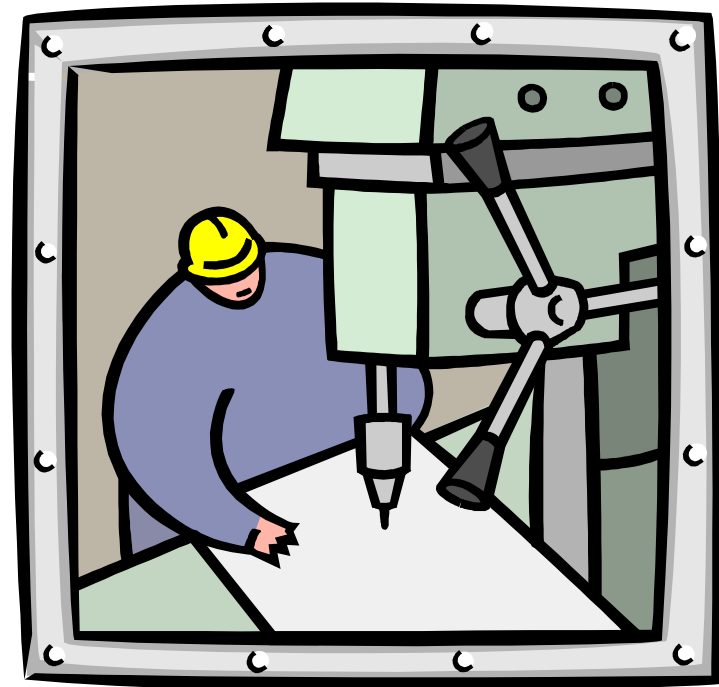
## **job enlargement**

The horizontal expansion of jobs.

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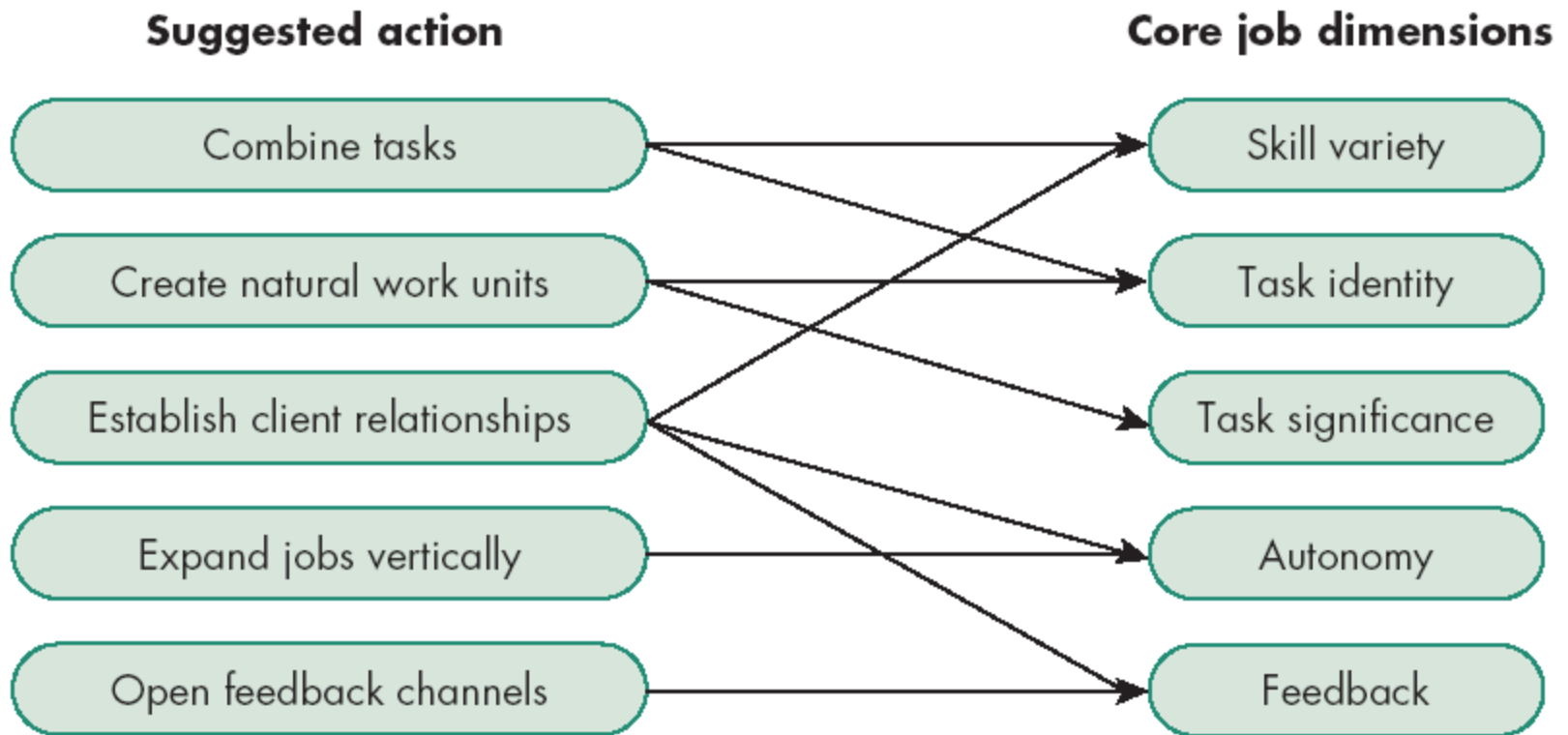
## **job enrichment**

The vertical expansion of jobs.





# Guidelines for Enriching a Job



EXHIBIT

16-7

Source: J. R. Hackman and J. L. Suttle, eds., *Improving Life at Work* (Glenview, IL: Scott, Foresman, 1977), p. 138.

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# Work Redesign Options (cont'd)

## ➤ **Team-Based Work Designs Revisited**

- The Job Characteristics Model (JCM) predicts high performance of groups when:
  - **Group members use a variety of high level skills.**
  - **The group task is a whole and meaningful piece of work.**
  - **Outcomes of the group's work has significant consequences for other people.**
  - **The group has substantial autonomy in deciding how they do the work.**
  - **Work on the task generates regular, trustworthy feedback.**

# Work Schedule Options

## **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.

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## **job sharing**

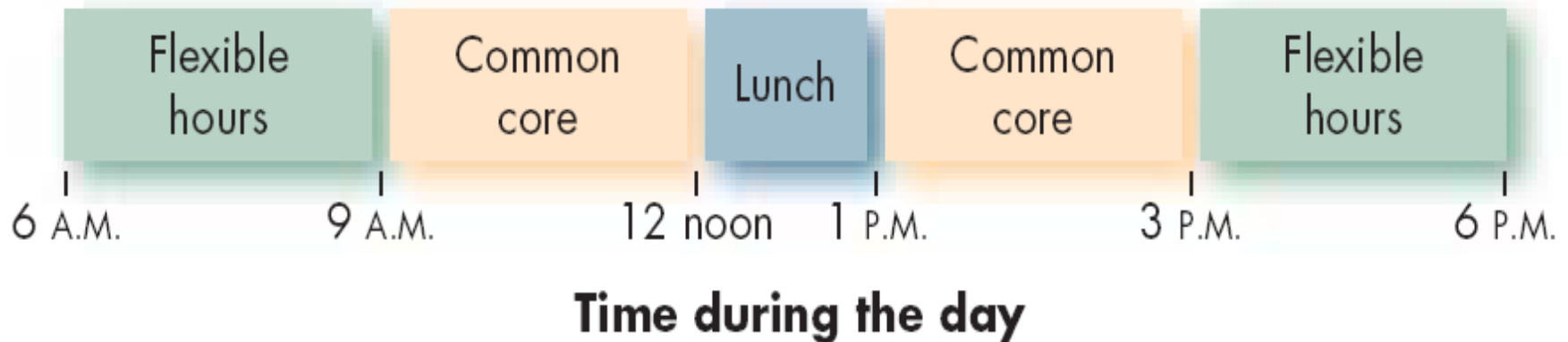
The practice of having two or more people split a 40-hour-a-week job.

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## **telecommuting**

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

# Example of a Flextime Schedule



# Work Schedule Options

## **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