

Chapter 4 - Job Analysis and Work Design

1. What is a key expected benefit of reengineering and less bureaucracy in organizations?
 - a. improved access to government programs
 - b. accelerated decision-making
 - c. better access to markets
 - d. better leadership

ANSWER: b

2. What is a position?
 - a. a group of related activities and duties
 - b. the different duties and responsibilities performed by one employee
 - c. a statement of the knowledge, skills, and abilities required to perform work
 - d. a statement of the tasks, duties, and responsibilities associated with work

ANSWER: b

3. What is a job specification?
 - a. a statement of the knowledge, skills, and abilities required to perform the job
 - b. a statement of the tasks, duties, and responsibilities associated with the job
 - c. a group of related activities and duties
 - d. the different duties and responsibilities performed by one employee

ANSWER: a

4. Which of the following is an example of a job specification?
 - a. To be a grocery store cashier, you need to know how to work a cash register, know the rules of the store, and know basic math.
 - b. To be a grocery store cashier, you have to deal with the public and be able to stand on your feet for long hours.
 - c. A grocery store cashier assists customers in paying for their grocery items and answering questions about products.
 - d. A grocery store cashier is responsible for making sure items are bagged or tagged, and that all customers pay for their items.

ANSWER: a

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5. In a newspaper ad, Company A stated that for the HRIS Supervisor's job, the following are required: an appropriate university degree, five years of corporate experience, and working knowledge of statistical analysis and software." What are these requirements an example of?
- a job requirement
 - a job description
 - a position
 - a job specification

ANSWER: d

6. "The IT specialist is responsible for the smooth running of all staff computers" is most likely an excerpt from which of the following?
- a job description
 - a job specification
 - a job analysis
 - a job position

ANSWER: a

7. Which of the following would be a useful approach for organizations to use in addressing discrepancies between the knowledge, skills, and abilities of the jobholder and the KSAs required for the job?
- rewards
 - corporate reorganization
 - cooperation
 - training

ANSWER: d

8. If the criteria used to evaluate employee performance are vague and not job related, what is the most likely result?
- The organization can be charged with unfair discrimination.
 - The organization can suffer productivity losses.
 - The organization can suffer from bad publicity.
 - The organization can suffer from lack of trust and commitment from employees.

ANSWER: a

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9. There could be legal challenges if specific performance requirements of a job are not based on which of the following?
- a. best practices in industry
 - b. peer evaluations
 - c. interview data
 - d. valid job-related criteria

ANSWER: d

10. Why is job analysis considered the cornerstone of HRM?
- a. because the information collected serves many HRM functions
 - b. because it is done in a scientifically sound and valid way
 - c. because the information comes from job incumbents who know the job the best
 - d. because it is required by law

ANSWER: a

11. What is a key advantage of division of labour in organizations?
- a. improved efficiency
 - b. less need for managers
 - c. greater creativity
 - d. increased employee autonomy

ANSWER: a

12. What is the ultimate purpose of job analysis?
- a. to make sure that societal decisions are fair
 - b. to increase performance and productivity of the organization
 - c. to have a sense of what employees should be or are doing in their jobs
 - d. to organize work in a meaningful way

ANSWER: b

13. Which of the following is most correct when it comes to job analysis?
- a. Artificial inflation of job duties must always be double-checked against the NOC.
 - b. A job analyst must weigh information obtained from the NOC above incumbent data.
 - c. A job analyst must weigh manager information more heavily than job incumbent data.
 - d. More information about the job is always better.

ANSWER: d

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14. What is a key objective of the National Occupational Classification compiled by the federal government?
- It helps to speed up audits by the government.
 - It allows for greater uniformity of job titles and job descriptions across the country.
 - It serves as the base for the Job Classification Guide.
 - It transforms career planning.

ANSWER: b

15. Which of the following is NOT a method to conduct job analysis?
- task inventory development
 - the critical incident method
 - the position analysis questionnaire
 - divisional job analysis

ANSWER: d

16. In doing its job analyses, ABC Company, interviews its accountants on the factors that contribute to their success as accountants in the firm. Which job analytic technique is being used by the company?
- competency-based analysis
 - task inventory analysis
 - critical incident method
 - the position analysis questionnaire

ANSWER: c

17. Sally is interviewing an employee, asking him to describe his job, how it is performed, what work is done, and what tools and equipment are used. What style of job analysis is Sally performing?
- the critical incidents style of job analysis
 - the task analysis style of job analysis
 - the PAQ style of job analysis
 - the occupation classification style of job analysis

ANSWER: a

18. Which of the following job analysis methods utilize “interviews”?
- critical incidents, PAQ, and competency-based analysis
 - critical incidents and competency based analysis
 - task analysis and competency-based analysis
 - PAQ, task analysis, and critical incidents

ANSWER: b

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19. What do we call an analysis in which the emphasis is placed on characteristics of successful performers rather than standard duties?
- a. a person-based job analysis
 - b. a competency-based analysis
 - c. a performance-based job analysis
 - d. a team-based analysis

ANSWER: b

20. What is the most important difference between competency-based analysis and all other forms of job analysis discussed in the textbook?
- a. Competency-based analysis is better at keeping pace with the quickly changing nature of work.
 - b. Competency-based analysis relies solely on information obtained from job incumbents.
 - c. Competency-based analysis focuses on how the job is currently done.
 - d. Competency-based analysis requires a very high degree of training on the part of the analyst.

ANSWER: a

21. What can result from generically written job descriptions?
- a. restructuring
 - b. openness to change
 - c. role ambiguity
 - d. role precision

ANSWER: c

22. Kirk is learning a new job by watching his co-workers and asking questions. He notices that some of his co-workers stress the importance of certain tasks, while others don't do these tasks at all. This has left Kirk somewhat stressed by what he should and should not be doing in his new role. What does Kirk need?
- a. a job description
 - b. a job analysis
 - c. information from the NOC
 - d. job specifications

ANSWER: a

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23. As part of its restructuring efforts, XYZ Company is redesigning its jobs. What should be a basic consideration in this process?
- the impact on the environment
 - the costs to restructure
 - the costs to restructure and the benefits of redesigned jobs
 - the organizational objectives the job was created to fulfill

ANSWER: d

24. What is the main difference between job analysis and job design?
- Job analysis looks at jobs as they currently are; job design is about reorganizing work.
 - Job analysis is required to ensure that HR functions are based on sound and valid data; job design is focused on compensation and the financial worth of the work.
 - Job analysis is a process; job design is a function.
 - Job analysis is the study of jobs as currently performed; job design is concerned with changing job structures to improve efficiency.

ANSWER: d

25. In which situation would a job design be recommended?
- New technology has drastically changed the way that work is done in a manufacturing plant shop floor and employees are finding there is a lot more spare time.
 - Due to a recent change in upper management and benefit policies, several hundred highly skilled employees have recently left the organization and moved to a competitor.
 - The culture of the organization is deemed by an external consultant to be “stagnant” and in need of a change.
 - Members of the organization are trying to form a union.

ANSWER: a

26. In discussing how jobs can be enriched, Frederick Herzberg suggested several factors that can help in this process. Which of the following is NOT one such factor?
- increasing the level of difficulty of the job
 - allowing employees to retain more authority over work outcomes
 - adding new tasks to the job that require employee growth
 - increasing the pay for work done

ANSWER: d

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27. An owner of a mall-based retail shop chain has asked front-line sales associates to attend a twice-yearly all-day meeting where they share ideas about possible new products, innovations, and ideas about improving work flow. What is the owner most likely attempting to implement?
- a. job involvement
 - b. job enrichment
 - c. brainstorming
 - d. a culture audit

ANSWER: b

28. Which of the following is an accurate description of the five core job dimensions of Hackman and Oldham's job characteristics model?
- a. skill variety, task identity, task significance, autonomy, and feedback
 - b. feedback, task identity, job identity, skill variety, and autonomy
 - c. autonomy, feedback, job security, task identity, and skill variety
 - d. skill variety, task identity, job security, autonomy, and feedback

ANSWER: a

29. What factors does Herzberg describe as key to enriching jobs?
- a. pay, promotion, pension, purpose, and perks
 - b. achievement, recognition, growth, responsibility, and performance of the whole job
 - c. safety needs, social needs, self-esteem needs, and self-actualization
 - d. skill variety, task identity, task significance, autonomy, and feedback

ANSWER: b

30. According to the work of Herzberg, which of the following methods can managers use to enrich the jobs of employees?
- a. improving pay
 - b. increasing benefits
 - c. adding more responsibility to jobs
 - d. improving leadership

ANSWER: c

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31. ABC Inc. wants to enrich its jobs vertically. Which of the following can this be accomplished through?
- forming teams that have greater authority for self-management
 - providing performance results to employees
 - assigning less work to each employee
 - increasing salaries and benefits for employees

ANSWER: a

32. According to the job characteristics model, what three psychological states of a jobholder result in motivated, satisfied, and productive employees?
- meaningfulness of work, responsibility for completion of a whole identifiable piece of work, and knowledge of work results
 - meaningfulness of work, task significance, and autonomy
 - meaningfulness of work, responsibility for outcomes, and fair compensation
 - meaningfulness of work, responsibility for outcomes, and knowledge of work results

ANSWER: d

33. Behavioural-based job design studies focus on two key simultaneous outcomes. What are these?
- organizational efficiency and employee job satisfaction
 - organizational efficiency and effectiveness
 - organizational restructuring and job design
 - employee autonomy and job design

ANSWER: a

34. What is often cited as the most important factor contributing to the success of employee involvement groups?
- team pay and benefits
 - appropriate job design
 - organizational design
 - comprehensive training of employees

ANSWER: d

35. Employee empowerment is a technique of involving employees in their work through which of the following processes?
- development
 - inclusion
 - team building
 - banding

ANSWER: b

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36. Which organizational situation is most likely to result in employees who feel most empowered?
- a. The employees are allowed to set their own work schedules so they can have better work–life balance.
 - b. The employees are allowed to spend a few minutes every day coming up with creative ideas for the suggestion box.
 - c. The employees have access to sensitive information so they can make more informed decisions about their work.
 - d. The employees have a large training budget and they are allowed to spend their training dollars on courses they choose and as they see fit.

ANSWER: c

37. What is the concept called when “the interaction and outcome of team members are greater than the sum of their individual efforts”?
- a. optimal performance
 - b. positive culture
 - c. energy
 - d. synergy

ANSWER: d

38. What two characteristics do group/team techniques have in common?
- a. enhancing collaboration and increasing synergy
 - b. enhancing collaboration and improving morale
 - c. improving morale and increasing synergy
 - d. enhancing communication and increasing synergy

ANSWER: a

39. Which of the following is an example of an employee involvement group?
- a. a group of employees who come together once a year to brainstorm new workflow ideas
 - b. a group of employees who meet after work hours to discuss their interest in hiking and other outdoor activities
 - c. a group of employees who are allowed to take specialized training courses in statistical analysis
 - d. a group of employees who meet weekly to brainstorm a sequel to a popular product line

ANSWER: d

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40. What are the four phases in team development?
- a. forming, storming, norming, and performing
 - b. forming, norming, performing and dying
 - c. forming, storming, norming and dying
 - d. forming, norming, storming and dying

ANSWER: a

41. Which of the following is NOT a synergistic team characteristic?
- a. support
 - b. consensus
 - c. acceptance
 - d. agreement

ANSWER: d

42. XYZ Corporation recently formed a team comprising a mix of specialists tasked with the specific objective of developing a new product. What is this type of team called?
- a. a self-directed team
 - b. a specialist team
 - c. a cross-functional team
 - d. a process improvement team

ANSWER: c

43. Team synergy is heightened when team members engage in behaviours such as support, active listening, consensus decision making, and which of the following?
- a. disagreement
 - b. prioritizing options
 - c. charismatic leadership
 - d. unanimity

ANSWER: a

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44. Company A is planning to set up a “virtual team” for a project. Which of the following is the best advice for this team to be successful?
- a. Team members should be selected based on certain personal characteristics such as a collaborative mindset.
 - b. All team members should understand advanced computer and telecommunications technology so that breakdowns in communication do not occur frequently.
 - c. Team members should all have Skype accounts.
 - d. Team members should NOT meet in person.

ANSWER: a

45. What is the typical method used by organizations to design compressed work weeks?
- a. giving employees the work to do at home
 - b. giving a free day off
 - c. increasing the number of hours worked per day
 - d. giving a week off every month

ANSWER: c

46. Which of the following is a benefit of job sharing?
- a. reduced employee layoffs
 - b. less turnover
 - c. less absenteeism
 - d. less conflict

ANSWER: a

47. What do we call the type of work schedule in which employees can adjust their daily starting and quitting times, provided that they work a certain number of hours per day or week?
- a. a compressed workweek
 - b. a shorter workweek
 - c. a flextime arrangement
 - d. an adaptable schedule

ANSWER: c

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48. Which of the following is a downside of job sharing?

- a. increased compensation
- b. less innovation
- c. potential distrust among employees
- d. reduced employee appraisals

ANSWER: c

49. What is an important drawback of allowing employees to telecommute?

- a. difficulty in developing appropriate performance standards
- b. less work-life balance
- c. increased work conflict
- d. increased absenteeism

ANSWER: a

50. Which of the following is most likely to result in a successful telecommuting situation?

- a. The telecommuters have to check in frequently throughout the day to let their managers know exactly what they are working on and how it is going.
- b. The managers who are trained in formalized telecommuting procedures make random calls to the telecommuters at home to ensure all is going well and work is getting done.
- c. The telecommuters are expected to attend regular on-site meetings and are trained in technical aspects of telecommuting.
- d. Telecommuting is only allowed when the work at hand does not involve interaction of any kind.

ANSWER: c

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Scenario 4.1

Mike Brassington is the CEO of Canada Steel, a firm that produces steel products for a global market. To improve on one of its products that has received some criticisms on its quality, Canada Steel wants to put together a team that will involve different people in the organization, across different departments, so as to utilize their skills in a manner that would be more productive than if they worked separately. Mike has two ideas on how to design these teams. First, he can put together a group of experienced people from different departments (e.g., marketing, engineering, etc.) to solve the problem (Team 1). Second, he can allow interested employees to have online discussions voluntarily (Team 2). He also has to decide on how to measure the success of the team's efforts.

51. Refer to Scenario 4.1. Which of the following occurs when the interaction and outcome of team members is greater than the sum of their individual parts?
- a. job sharing
 - b. cooperation
 - c. synergy
 - d. team enrichment

ANSWER: c

52. Refer to Scenario 4.1. What is the term for the first type of team Mike is considering, where he will put together different people from different units (Team 1)?
- a. a self-directed team
 - b. a process improvement team
 - c. a virtual team
 - d. a quality improvement team

ANSWER: b

53. Refer to Scenario 4.1. According to the textbook, what is a potential challenge for Team 1?
- a. different cultures among group members
 - b. leadership support
 - c. Web/Internet support
 - d. determining compensation for team accomplishments

ANSWER: d

54. Refer to Scenario 4.1. What does research demonstrate as key to ensuring the success of the team?
- a. ensuring a common workplace "language" for team members
 - b. establishing ground rules to guide the team's work
 - c. ensuring cultural cohesion among team members
 - d. establishing a fair pay system

ANSWER: a

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55. Refer to Scenario 4.1. Which of the following is NOT a way for Mike to measure the success of the team?
- a. through the level of cooperation and trust of team members
 - b. through whether the goals of the team are achieved
 - c. through the pay increases of the team
 - d. through the way in which conflicts are resolved

ANSWER: c

Scenario 4.2

CanBank is a new financial institution with a workforce that values work–life balance. The CEO, Aren Ami, wants to experiment with different work schedules so as to address the needs of the employees. He is considering several options: a four-day, 40-hour workweek; allowing employees to choose start and end times for the workday provided they work a certain number of hours per week; allowing two or more employees to perform a job normally done by one person; and allowing some employees to do work from home that is normally done in the office. The CEO knows that there are pros and cons of each option that he has to weigh.

56. Refer to Scenario 4.2. What is the term for the option where employees choose start and end times for their workdays provided they work a specified number of hours in the week?
- a. job sharing
 - b. telecommuting
 - c. shortened workweek
 - d. flextime

ANSWER: d

57. Refer to Scenario 4.2. What is the term for the option where employees work four-day, 40-hour workweeks?
- a. flextime
 - b. telecommuting
 - c. job sharing
 - d. compressed workweek

ANSWER: d

58. Refer to Scenario 4.2. Which of the following is NOT a reason cited for flextime?
- a. improving organizational culture
 - b. meeting the challenges of age diversity
 - c. improving customer service by extending operating hours
 - d. improving quality of employees' work

ANSWER: a

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59. A job consists of different duties and responsibilities performed by one person.
- a. True
 - b. False

ANSWER: False

60. A statement of the different duties, tasks, and responsibilities of a job is known as a job description.
- a. True
 - b. False

ANSWER: True

61. An example of a job-related specification might be to require three to five years' experience for a job as senior compensation analyst.
- a. True
 - b. False

ANSWER: True

62. Discrepancies between knowledge, skills, and abilities (KSAs) and job requirements provide clues to training needs.
- a. True
 - b. False

ANSWER: True

63. Job analysis is the process of obtaining information about jobs by determining what the duties, tasks, or activities of those jobs are.
- a. True
 - b. False

ANSWER: True

64. Ultimately, the purpose of job analysis is to value a job and establish its pay rate.
- a. True
 - b. False

ANSWER: False

65. Job analysis is now considered outdated because it can't keep up with the current state of change in today's fast-paced work world.
- a. True
 - b. False

ANSWER: False

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66. Job analysis is an important step toward ensuring an organization's HR practices are valid and job-related.
- a. True
 - b. False

ANSWER: True

67. To promote uniformity across organizations, the National Occupational Classification should be used as the sole source for classifying jobs.
- a. True
 - b. False

ANSWER: False

68. The critical incident method focuses on employee behaviours critical to job success.
- a. True
 - b. False

ANSWER: True

69. The critical incidents method of job analysis is based on interviewing the job incumbent/employee.
- a. True
 - b. False

ANSWER: True

70. Common methods of analyzing jobs include interviews, questionnaires, observation, and diaries.
- a. True
 - b. False

ANSWER: True

71. There are many methods of job analysis and many different ways of compiling the data, but all of the methods rely on some form of employee/job incumbent interview.
- a. True
 - b. False

ANSWER: False

72. Employee interviewing is the most accurate method of job analysis because the employee is least likely to exaggerate essential job functions.
- a. True
 - b. False

ANSWER: False

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73. The competency-based approach to job analysis focuses on standard job duties, tasks, and the like.
- a. True
 - b. False

ANSWER: False

74. Human resource information systems have limited potential to impact the job analysis process.
- a. True
 - b. False

ANSWER: False

75. The job title is of psychological importance as well as descriptive.
- a. True
 - b. False

ANSWER: True

76. The standard format for job descriptions is contained in the *Dictionary of Occupational Titles*.
- a. True
 - b. False

ANSWER: False

77. Relying on generic job descriptions tends to reduce role ambiguity.
- a. True
 - b. False

ANSWER: False

78. Most job descriptions include a job title, a job identification section, and a job duties section.
- a. True
 - b. False

ANSWER: True

79. Job specifications usually cover two areas: (1) the skill required to perform the job and (2) the level of autonomy inherent in the position.
- a. True
 - b. False

ANSWER: False

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80. A problem with job descriptions is that they tend to broaden the scope of activities performed by a jobholder.
- a. True
 - b. False

ANSWER: False

81. When writing a job description, it is essential to use statements that are terse, direct, and simply worded.
- a. True
 - b. False

ANSWER: True

82. Job specifications describe the duties, tasks, and responsibilities performed on the job and therefore play a key role in performance appraisal.
- a. True
 - b. False

ANSWER: False

83. Job design is concerned with changing, modifying, and enriching jobs in order to capture the talents of employees while improving performance.
- a. True
 - b. False

ANSWER: True

84. Job design should facilitate the achievement of organizational goals while recognizing the capabilities and needs of those who are to perform it.
- a. True
 - b. False

ANSWER: True

85. Job design considers organizational objectives, industrial engineering considerations, ergonomic concerns, and job descriptions.
- a. True
 - b. False

ANSWER: False

86. Job design is concerned with changing, modifying, and enriching jobs in order to capture the talents of employees while improving performance.
- a. True
 - b. False

ANSWER: True

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87. Job enrichment is a way of increasing employee empowerment.

- a. True
- b. False

ANSWER: True

88. Job enrichment can improve employee performance in cases of dissatisfaction with pay and benefits.

- a. True
- b. False

ANSWER: False

89. Job enrichment incorporates the behavioural needs of employees into their jobs.

- a. True
- b. False

ANSWER: True

90. The real advantage of job enrichment is that it applies to all employees.

- a. True
- b. False

ANSWER: False

91. The job characteristics model suggests that the motivated, satisfied, and productive employee is one who (1) experiences meaningful work; (2) experiences responsibility for work outcomes; and (3) has knowledge of the results of his or her work activities.

- a. True
- b. False

ANSWER: True

92. In the job characteristics model, skill variety refers to the amount of freedom held by the employee to schedule work and perform activities.

- a. True
- b. False

ANSWER: False

93. As a manager, if you designed a job so that an employee could perform the job from beginning to end according to the job characteristics model, you would be creating task identity.

- a. True
- b. False

ANSWER: True

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94. Adding more meaningful tasks to an employee's job in an effort to make it more rewarding is an example of job enrichment.

- a. True
- b. False

ANSWER: True

95. Empowerment encourages employees to become innovators and managers of their own work.

- a. True
- b. False

ANSWER: True

96. Employee empowerment grows in an organizational culture that promotes satisfaction, support, and recognition.

- a. True
- b. False

ANSWER: True

97. Industrial engineering is a technique of job design that is concerned with efficiency and behavioural considerations of a job.

- a. True
- b. False

ANSWER: False

98. All group-based work techniques have two things in common: enhancing communication and increasing synergy.

- a. True
- b. False

ANSWER: False

99. Employee involvement groups (EIGs) are groups of highly trained individuals using consensus decision making to perform independent job tasks and solve problems.

- a. True
- b. False

ANSWER: False

100. Inherent in the concept of work teams is that employees, not managers, are in the best position to contribute to work performance.

- a. True
- b. False

ANSWER: True

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101. At Eastman Kodak Company, teams are responsible for manufacturing entire product lines. This type of team is referred to as a “task force.”

- a. True
- b. False

ANSWER: False

102. Adjustments in work schedules are considered to be a part of job analysis and job design.

- a. True
- b. False

ANSWER: False

103. Managers cite one of the reasons for implementing compressed workweek schedules as that it can improve employee job satisfaction and morale.

- a. True
- b. False

ANSWER: True

104. Employees participate in flextime when they do entirely different jobs on a rotating schedule.

- a. True
- b. False

ANSWER: False

105. Job sharing is effective for employees who desire to phase in to retirement.

- a. True
- b. False

ANSWER: True

106. Telecommuting is the use of personal computers, networks, and other communications technology to do work in the home that is traditionally done in the workplace.

- a. True
- b. False

ANSWER: True

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107. What is the role of job analysis in HRM, and how does it relate to other HRM functions?

ANSWER: Job analysis involves a systematic process of obtaining information about jobs to determine the duties, tasks, and activities involved in the job. This information is useful in a variety of HRM functions including recruitment, selection, training, development, performance appraisal, compensation, and labour relations.

Job analysis permits HR managers to identify job specifications or qualifications required by the job. This information enables recruiters to target sources that are most likely to generate qualified candidates. It also allows HR managers to design appropriate selection programs.

Information provided by job analysis may identify discrepancies between the knowledge, skills, and abilities of the jobholder and the requirements contained in the specifications for the job. This can provide clues about training and development needs.

Job analysis reveals the requirements of a job and can serve as a basis for developing criteria to be used in performance evaluation and determining the relative worth of a job. Job descriptions generated by job analysis also allow the organization to identify those jobs subject to union jurisdiction.

108. What factors should be considered in designing a job?

ANSWER: Job design is concerned with structuring jobs to improve organizational efficiency and employee job satisfaction. Considerations should include (1) the organizational objectives the job was created to fulfill; (2) industrial engineering considerations, including ways to make the job technologically efficient; (3) ergonomic concerns, including workers' physical and mental capabilities; and (4) employee contributions reflected in the participation of employees in making job improvements or enhanced operational decisions.

109. Discuss the job characteristics that motivate employees.

ANSWER: The job characteristics model proposes that three psychological states—(1) meaningfulness of work, (2) responsibility for work outcomes, and (3) knowledge of results—result in improved performance and motivation of workers. The five characteristics that produce these states are:

- Skill Variety: The degree to which a job entails a variety of activities and the use of different skills or talents by the jobholder.
- Task Identity: The degree to which the job requires the completion of a whole, identifiable piece of work.
- Task Significance: The degree to which the job has an impact on the lives or work of other people.
- Autonomy: The degree to which the job provides freedom, independence, and discretion to the jobholder in scheduling and completing the work.
- Feedback: the degree to which the jobholder is given clear information about the effectiveness of his or her performance.

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110. What are the advantages and disadvantages of flextime or flexible working hours?

ANSWER: Advantages of flextime or flexible working hours include:

- Employers reduce some of the traditional causes of tardiness and absenteeism.
- Employees gain greater job satisfaction through the ability to adjust their work to accommodate their lifestyle.
- Employees can schedule their working hours for the time of day they are most productive.
- Traffic congestion may be reduced by variations in arrival and departure times.
- Flexible schedules can be helpful in recruiting and retaining personnel.
- They are invaluable to organizations that wish to improve service to customers or clients by extending operating hours.

Disadvantages of flextime or flexible working hours include:

- Flexible schedules are not suited to some jobs, such as those where specific workstations must be staffed at all times.
- They can create problems for managers in communicating with and instructing employees.
- They can force managers to extend their workweek to work directly with employees.