

Part Two

The Basic Concept of Job Design

We are taking some basic concepts as given. These are:

- 1) Many people are under-utilized and under-challenged at work. Departmental employees are no exception.
- 2) People are extremely adaptable.
- 3) Motivation can only come from inside an employee, but many of the factors that foster and feed that motivation are management controlled.
- 4) A motivated employee is a more satisfied and more productive employee.
- 5) The most desirable workplaces are those where motivated and productive employees work together co-operatively.

Yet despite this we also take as a given that:

- 6) People will often resist changes in the workplace, even when these seem to be ideas that make sense.

There are a great many theories regarding what makes people "tick" in the workplace. In the course of your career you may have been exposed to the thinking of management gurus such as McGregor or Herzberg, or read the views of Maslow. We do not want to argue the rights and wrongs of these various theories, nor do we want to flood you with buzzwords. However, we feel you may find the following conceptual framework interesting. It reflects the work of Hackman and Oldham, two of the best-known researchers and writers on job redesign.

Put into its most basic schematic form, and presuming that the goal is a Departmental workforce composed of individuals with high internal motivation, Hackman and Oldham see the properties of motivating jobs this way: (see over)