Chapter 4

The Analysis and Design of Work
Learning Objectives

1. Analyze an organization’s structure and work flow process, identifying output, activities and inputs in production of a product or service.

2. Understand importance of job analysis in strategic HRM.

3. Identify tasks performed and skills required in a given job.

4. Understand different approaches to job design.

5. Comprehend trade-offs among various approaches to designing jobs.
Work-flow Design

- **Work-flow design** - process of analyzing tasks necessary for production of a product or service, prior to assigning tasks to a particular job category or person.

- **Organization structure** - relatively stable and formal network of vertical and horizontal interconnections among jobs that constitute the organization.
Work-flow Analysis

- **Work-flow analysis** is useful in providing a means for managers to understand all tasks required to produce a high-quality product and the skills necessary to perform those tasks.

- **Work-flow analysis** includes analyzing:
  - work outputs
  - work processes
  - work inputs
Developing a Work-Unit Activity Analysis

Figure 4.1
Developing a Work-Unit Activity Analysis

- **Raw Inputs**: What materials, data, and information are needed?
- **Equipment**: What special equipment, facilities, and systems are needed?
- **Human Resources**: What knowledge, skills, and abilities are needed by those performing the tasks?
- **Activity**: What tasks are required in the production of the output?
- **Output**: What product, information, or service is provided? How is the output measured?
Organization Structure

- **Organization structure** provides an overview of the relationship between individuals and units that create outputs.

- **Two dimensions of structure are:**
  1. Centralization
  2. Departmentalization
Structural Configuration

**Functional**
- functional departmentalization
- high level of centralization
- high efficiency
- inflexible
- insensitive to subtle differences across products, regions and clients

**Divisional**
- workflow departmentalization
- low level of centralization
- semi-autonomous
- flexible and innovative
- sensitive to subtle differences across products, regions and clients
Functional Structure

- President
  - VP Marketing
    - Marketing Dept
  - VP Human Resources
    - HR Dept
  - VP Manufacturing
    - Manufacturing Dept
  - VP Engineering
    - Engineering Dept
Job Analysis Information

**Job Description** - list of tasks, duties, and responsibilities

(TDRs) tasks, duties and responsibilities

**Job Specification** - list of skills, knowledge, abilities, and other characteristics

(KSAOs) knowledge, skills, abilities and other characteristics
Sample Job Description

Job Title: Maintenance Mechanic

General Job Description: General maintenance and repair of all equipment used in operations of a particular district. Includes servicing company used vehicles, shop equipment and machinery used on job sites.

1. Essential duty (40%) Maintenance of Equipment
2. Essential duty (40%) Repair of Equipment
3. Essential duty (10%) Testing and Approval
4. Essential duty (10%) Maintain Stock

Nonessential functions: Other duties assigned
Job design is the process of defining how work will be performed and the tasks that will be required in a given job.

Job redesign refers to changing the tasks or the way work is performed in an existing job.
Four Approaches Used in Job Design

- Mechanistic
- Motivational
- Biological
- Perceptual-motor
Mechanistic Approach

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<thead>
<tr>
<th>Specialization</th>
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<tbody>
<tr>
<td>Skill Variety</td>
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<tr>
<td>Work Methods Autonomy</td>
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## Motivational Approach

<table>
<thead>
<tr>
<th>Category</th>
<th>Description</th>
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<tr>
<td>Decision-making autonomy</td>
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<td>Task significance</td>
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<td>Interdependence</td>
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<td>Biological Approach</td>
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<td>◆ Physical demand</td>
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<td>◆ Ergonomics</td>
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<td>◆ Work Conditions</td>
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## Perceptual-Motor Approach

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<tbody>
<tr>
<td><strong>Job complexity</strong></td>
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<td><strong>Information processing</strong></td>
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<td><strong>Equipment use</strong></td>
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Importance of Job Analysis to Managers

1. Managers must have detailed information about all the jobs in their work group to understand work-flow process.

2. Managers need to understand job requirements to make intelligent hiring decisions.

3. Managers must clearly understand tasks required in every job.
Summary

岗前分析与设计是竞争性优势和战略的关键组成部分。

经理需要理解整个工作流程过程，以确保效率和效果，并拥有明确、详细的职位信息。

经理可以重新设计工作，使工作单元能够实现其目标，同时个人可以从积极性、满足感、安全、健康和成就中受益。

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