



Utilization of a Job Diagnostic Survey to Measure Employee Job Satisfaction, and How Task Rotation Can be a Valuable Solution

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Learning Objectives

- Purpose of the Job Characteristics Model.
- Understand the Components of the Model.
- How to Measure Job Satisfaction?
- Can Job-Design Strategy Involve Job Enrichment Factors?
- How does Job Satisfaction relate to Ergonomic Risk?
- Ergonomics Case Study Review



Job Characteristics Model

The work of J. Richard Hackman and Greg Oldham



Purpose of the Model

- Helps understand the psychological effects of work on humans.
- Find areas to improve and enrich jobs to produce desired business outcomes.
 - What could be examples?
- Create jobs that are:
 - Enjoyable
 - Meaningful
 - Valuable



Core Characteristics and Psychological States

Job Characteristics:

- Skill Variety
- Task Identity
- Task Significance
- Autonomy
- Job Feedback

Critical States:

- Experienced meaningfulness of the work.
- Experienced responsibility for outcomes of the work.
- Knowledge of the actual results of the work activities.



Personal and Work Outcomes

Critical Psychological State



Outcomes

- High internal work motivation
- High growth satisfaction
- High general job satisfaction
- High work effectiveness



Does this apply to EVERYONE?

Of Course
NOT!

Moderators

- Knowledge and skill
- Growth-need strength
- Context satisfaction



Measuring Job Satisfaction

Now What!!!



Use a Job Diagnostic Survey (JDS)!

- A series of questions on each core characteristics.
- Motivating Potential Score (MPS)

MPS= (skill variety + task identity + task significance) x autonomy x feedback

3



Motivating Potential Score

- Additives:
 - 1 or 2 could scores could be zero.

(skill variety + task identity + task significance)

3

- Multipliers: Autonomy and Feedback could not be zero.



Incorporating Job Enrichment into Job Design

Is There Benefit?



Benefit Outcomes

- Automobile companies report improved productivity and satisfaction
 - Not by changing the essential design of the task but with increased
 - “AUTONOMY AND FEEDBACK”
- Simple jobs responded favorably to
 - “Task Significance”
- Quality of Job Performance has increased vs. Quantity of Output.
- Job enrichment may work best in less complex organizations.



Relationship between Job Satisfaction and Ergonomic Risk

It's not all about POSTURE!



Ergonomic Risk Factors

- High repetition rate
- Awkward postures, static and dynamic
- High forces & weights handled
- Contact pressure on work surfaces
- Vibration
- Extreme Temperatures
- Lighting

What about Psychosocial factors?



Psychosocial (Work Organization)

- Included in the American National Standards Institutes Z365
 - Machine-Paced Tasks
 - Incentive Pay
 - Routine Overtime
 - Electronic Monitoring of Employees
 - Little Ability to Affect Daily Decisions
 - Monotonous Work



Psychosocial (Work Organization), cont.

Autonomy (Multipliers)

- Machine-Paced Work
- Monotonous Work
- Little Ability to Affect Daily Decisions
- Routine Overtime



Psychosocial (Work Organization), cont.

Job Feedback (Multipliers)

- Electronic Monitoring of Employees
- Incentive Pay



Psychosocial (Work Organization), cont.

What about Skill Variety, Task Identity, and Task Significance?



Psychosocial (Work Organization), cont.

Skill Variety

- Monotonous Work

Task Identity

- Does the employee have a sense of not only WHAT, but WHY their role is important?

Task Significance

- Does the employee have a sense of the importance of their task or work?



How can Task Rotation Help?

- Relieve monotonous work to provide an increase in Skill Variety.
- Increase pride in their work to see end product to increase Task Identity.
- Understanding of the responsibility at each phase of work to further increase Task Identity.



An Ergonomics Case Study



The Client!

- A global package moving company with a focus on their Material Handlers.
- Increase in volume of work due to online sales increase.
- Increase in size, shape, and weight of packages due to online sales increase.
- High volume seasons create the need for more part-time or temporary staff.
- Outdated conveyor and sorting system and little ability to change due to size of existing space.



Ergonomic Risks!

- High Force – Great than 50 lbs.
- High Repetition – Some have 1 touch every 4-5 secs.
- Long Duration Task – 3.5 to 6 hours before break.
- Moderately Awkward Posture – Design of conveyors, stacking of packages, or design of work dock.



Psychosocial (Work Organization)

- Inability to rotate tasks or positions during the “Sort” due to complexity of conveyor system and number of material handlers.
- Machine paced
- Electronic Monitoring of Employees - Task Feedback
- Little Ability to Affect Daily Decisions - Autonomy
- Monotonous Work



The Proposed Plan!

- Utilize a Job Diagnostic Survey
 - We may not be able to change Autonomy

To Change What? Because We Need a Multiplier!



The Proposed Plan!

Increase the Additives!!!!

- The cited research indicated that for simple tasks or jobs, improving the “Task Significance” helped to improve the MPS!
 - What could the client do?
- Help improve “Skill Variety” and “Task Identity”.
 - Continue training all new hire Material Handlers on each task position.
 - Continue to allow rotation between “Sorts” during the day for all material handlers.



Questions?



Sources:

- Lunenburg, Fred C. (2011). Motivating by Enriching Jobs to Make Them More Interesting and Challenging. *International Journal of Management, Business, and Admin*, Vol. 15, Number 1.
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