## Chapter 13 Work Design, Organizations

**True / False Questions**

1.*(p. 367)* Jobs can be a source of both mental and physical impairment.   
**TRUE**

2.*(p. 367)* The well-being of an organization is directly related to how well management designs jobs.   
**TRUE**

3.*(p. 368)* A job redesign effort can be as simple as requiring an employee to use a computer rather than pen and paper.   
**TRUE**

4.*(p. 368)* The contemporary trend in organizations is to redesign jobs so that individuals work alone, rather than in groups.   
**FALSE**

*Rationale: The trend is to redesign jobs so that individuals work in groups, rather than alone.*

5.*(p. 368)* It is a known fact that Americans work well in groups.   
**FALSE**

*Rationale: Whether Americans can work effectively in groups is a controversial issue.*

6.*(p. 368)* Job design is, as a rule, a one-time process.   
**FALSE**

*Rationale: Job design is an ongoing, dynamic process.*

7.*(p. 368)* The application of quality of work life programs (QWL) involves more than just job satisfaction.   
**TRUE**

8.*(p. 368)* The job-design tradeoffs between the gains in human terms (from improved quality of work life) and the gains in economic terms (from revitalization) have been proven and documented.   
**FALSE**

*Rationale: At present, the tradeoffs aren't fully known.*

9.*(p. 368)* Employees who participate in teams always get greater satisfaction from their jobs.   
**FALSE**

*Rationale: Although some studies show that employees get greater job satisfaction from working in teams, other studies have shown the opposite.*

10.*(p. 369)* Demographic trends indicate that organizations will be able to direct less attention and fewer resources toward helping employees balance their work and family demands as we move into the 21st century.   
**FALSE**

*Rationale: Directing resources toward QWL programs is expected to increase, as more women and single parents enter the workforce.*

11.*(p. 369)* During the 21st century, the number of women entering the workforce is expected to decrease.   
**FALSE**

*Rationale: During the 21st century, the number of women entering the workforce is expected to increase, as will the number of single parents.*

12.*(p. 369)* Job sharing is an example of a flexible work arrangement.   
**TRUE**

13.*(p. 370)* If only certain employees are offered flexible work arrangements, excluded employees may feel discriminated against.   
**TRUE**

14.*(p. 370)* No employees dislike the idea of flexible work arrangements and schedules.   
**FALSE**

*Rationale: Some employees prefer more traditional work arrangements and schedules.*

15.*(p. 371)* The technology of manufacturing sometimes dictates that management adopt assembly-line mass production methods and low-skilled jobs to achieve optimal efficiency.   
**TRUE**

16.*(p. 372)* Work-related stress has not yet been linked to occupation-related diseases.   
**FALSE**

*Rationale: Stress related to job performance can contribute to occupation-related diseases, as well as to physical and mental impairment and accidents.*

17.*(p. 372)* An *extrinsic outcome* is an object or event that follows from the worker's own efforts and doesn't require the involvement of any other person.   
**FALSE**

*Rationale: This is the description of an intrinsic outcome.*

18.*(p. 372)* All jobs, regardless of the pay scale or title, have opportunities for intrinsic outcomes.   
**TRUE**

19.*(p. 372)* Extrinsic outcomes are objects or events that follow from the worker's own efforts, in conjunction with other factors or persons not directly involved in the job itself.   
**TRUE**

20.*(p. 372)* Friendship interactions in the workplace can be a source of extrinsic outcomes.   
**TRUE**

21.*(p. 372)* Very few jobs provide opportunities for both intrinsic and extrinsic outcomes.   
**FALSE**

*Rationale: Most jobs provide opportunities for both intrinsic and extrinsic outcomes.*

22.*(p. 372)* For some people, responsible and challenging work may have negative value   
**TRUE**

23.*(p. 373)* Two workers with the same performance level will always have the same level of job satisfaction   
**FALSE**

*Rationale: Two workers with the same performance level can report different levels of job satisfaction*

24.*(p. 373)* If outcomes are perceived to be unfair in relation to those in similar jobs requiring similar effort, the jobholder will experience dissatisfaction.   
**TRUE**

25.*(p. 373)* A functional job analysis describes jobs in terms of what materials, products or services the worker produces.   
**TRUE**

26.*(p. 373)* Functional job analysis is the least widely used job analysis method.   
**FALSE**

*Rationale: Functional job analysis is the most widely used job analysis method.*

27.*(p. 374)* The position analysis questionnaire doesn't lend itself to all types of jobs.   
**FALSE**

*Rationale: The position analysis questionnaire can be adapted to jobs of all types, including managerial jobs.*

28.*(p. 374)* Job context refers to factors such as the physical demands and working conditions of the job.   
**TRUE**

29.*(p. 374)* Job context describes the environment within which a job is performed.   
**TRUE**

30.*(p. 374)* The major theme of scientific management is that objective analysis of facts and data collected in the workplace provides the bases for determining the one best way to design work.   
**TRUE**

31.*(p. 375)* Many organizations are gravitating toward the idea of one person doing one specialized job.   
**FALSE**

*Rationale: Many organizations are turning away from this idea.*

32.*(p. 376)* The tendency in job analysis is to place too much emphasis on human factors and too little emphasis on technology.   
**FALSE**

*Rationale: The tendency is to overemphasize the technological factors and analyze jobs only as extensions of the technology.*

33.*(p. 376)* Job depth refers to the number of tasks a jobholder performs.   
**FALSE**

*Rationale: The number of tasks a jobholder performs is job range.*

34.*(p. 376)* There is no correlation between how many tasks are performed and how long it takes to do the job.   
**FALSE**

*Rationale: In most instances, the greater the number of tasks performed, the longer it takes to complete the job.*

35.*(p. 376)* Job depth is related to both personal influence and delegated authority.   
**TRUE**

36.*(p. 378)* The degree of group cohesiveness depends on the quality and kind of interpersonal relationships jobholders have within the group.   
**TRUE**

37.*(p. 378)* It is easier for people in large groups to interact sufficiently to form interpersonal ties than it is for people in smaller groups.   
**FALSE**

*Rationale: The opposite is true; it is easier for people in small groups to form interpersonal ties.*

38.*(p. 378)* Individuals who work in homogeneous departments experience feelings of dissatisfaction and stress more intensely than those in heterogeneous departments.   
**FALSE**

*Rationale: Actually, the opposite is true; individuals who work in heterogeneous departments feel dissatisfaction and stress more intensely.*

39.*(p. 378)* Managers who wish to understand the causes of job performance should disregard the social setting in which the job is performed.   
**FALSE**

*Rationale: Managers must consider the social setting in which the job is performed in order to fully understand the causes of job performance.*

40.*(p. 379)* Variety, task identity and feedback are all perceptions of *job depth*.   
**FALSE**

*Rationale: Variety, task identity and feedback are perceptions of job range.*

41.*(p. 379)* Autonomy is the perception of job content.   
**FALSE**

*Rationale: Autonomy is the perception of job depth.*

42.*(p. 379)* Individual differences in need strength have been shown to influence the perception of task variety.   
**TRUE**

43.*(p. 379)* Employees with relatively weak higher order needs are less concerned with performing a variety of tasks than are employees with relatively strong growth needs.   
**TRUE**

44.*(p. 380)* How one perceives a job is greatly affected by what other people say about it.   
**TRUE**

45.*(p. 380)* Job rotation changes the basic characteristics of the assigned jobs.   
**FALSE**

*Rationale: During job rotation, the basic characteristics of the assigned job remains unchanged.*

46.*(p. 381)* Job enlargement increases both job range and job depth.   
**FALSE**

*Rationale: Job enlargement increases job range, but not job depth.*

47.*(p. 381)* In many cases, an enlarged job requires a longer training period.   
**TRUE**

48.*(p. 381)* Some employees can't cope with enlarged jobs because they can't comprehend complexity.   
**TRUE**

49.*(p. 381)* Employees are unlikely to demand larger salaries in exchange for performing enlarged jobs.   
**FALSE**

*Rationale: Employees are likely to demand larger salaries for performing enlarged jobs.*

50.*(p. 381)* Job enlargement is a necessary precondition for job enrichment.   
**TRUE**

51.*(p. 381)* The impetus for designing job depth was provided by Herzberg's two-factor theory of motivation.   
**TRUE**

52.*(p. 381)* Job enrichment is realized through direct changes in job range.   
**FALSE**

*Rationale: Job enrichment is realized through direct changes in job depth.*

53.*(p. 382)* As the jobs of non-managerial personnel are designed to include greater depth, the jobs of managers must to changed to re-emphasize control and direction.   
**FALSE**

*Rationale: As the jobs of non-managerial personnel are designed to include greater depth, the jobs of managers must de-emphasize control and direction.*

54.*(p. 382)* A supportive work environment is a prerequisite for a successful job enrichment effort.   
**TRUE**

55.*(p. 383)* Employees with a high need for self-esteem and self-actualization are the best candidates for job design.   
**TRUE**

56.*(p. 383)* Job design is time consuming, but relatively inexpensive.   
**FALSE**

*Rationale: Job design is both time consuming and expensive.*

57.*(p. 383)* Unless lower-level needs are satisfied, people will not respond to opportunities to satisfy upper-level needs.   
**TRUE**

58.*(p. 383)* A good job design effort will produce improved performance results as soon as the new design is implemented.   
**FALSE**

*Rationale: Job design efforts may not produce tangible performance results for some time.*

59.*(p. 386)* Job design strategy focuses on jobs in the context of individuals' needs for economic well-being and personal growth.   
**TRUE**

60.*(p. 386)* Sociotechnical theory is compatible with total quality management.   
**TRUE**

**Multiple Choice Questions**

61.*(p. 368)* What we do on the job plays a major role in our \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ statuses.   
A. Social  
B. Health  
C. Psychological  
**D.** All of the choices are correct

62.*(p. 368)* Indicators of quality of work life include all of the following *except*:   
**A.** Average age of new hires  
B. Accident rates  
C. Number of grievances filed  
D. Sick leave usage 

63.*(p. 368)* The quality of work life concept embodies theories and ideas of the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ movement of the 1950s through the 1970s.   
A. Humanitarian  
B. Civil rights  
**C.** Human relations  
D. Welfare

64.*(p. 368)* Job design attempts to identify the most important needs of employees and the organization and then remove the \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ that/who frustrate those needs.   
A. Managers  
**B.** Workplace obstacles  
C. Objectives  
D. Coworkers

65.*(p. 369)* Flexible workweek schedules have a positive influence on all of the following *except*:   
A. Employee performance  
B. Job satisfaction  
C. Absenteeism  
**D.** Payroll

66.*(p. 372)* Job satisfaction depends on the levels of intrinsic and extrinsic outcomes and how the jobholder \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ those outcomes.   
**A.** Perceives  
B. Experiences  
C. Deserves  
D. Requests

67.*(p. 373)* Individuals who perform job analysis gather information about all of the following job aspects *except*:   
A. Job content  
**B.** Job occupants  
C. Job context  
D. Job requirements

68.*(p. 373)* Which of the following aspects of a job is related to job performance?   
A. What the worker does in relation to data, people and jobs  
B. What methods and techniques the worker uses  
C. What machines, tools and equipment the worker uses  
**D.** What materials, products, subject matter or services the work produces

69.*(p. 374)* Job analysis first began \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
**A.** In factories  
B. On the farm  
C. In mining operations  
D. In home kitchens

70.*(p. 375-376)* The slowest growing (or declining) segment of jobs in the United States is \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
A. Secretarial  
**B.** Manufacturing  
C. Medical  
D. Information workers

71.*(p. 376)* Computer-aided manufacturing has \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ the need for industrial workers.   
A. Increased  
**B.** Decreased  
C. Had no effect on  
D. Eliminated

72.*(p. 376)* One employee, with the same job title and organizational level as another employee, may possess \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ job depth because of personal influence.   
A. More  
B. Less  
C. The same  
**D.** All of the choices are correct

73.*(p. 377)* Which of the following workers would likely have the highest job range?   
A. College instructor  
**B.** Chief of surgery  
C. Bookkeeper  
D. Assembly-line worker

74.*(p. 378)* Which of the following bases would place jobs with similar depth and range in the same group?   
A. Product basis  
B. Territory basis  
**C.** Functional basis  
D. Customer basis

75.*(p. 378)* Job designs describe the objective \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ of jobs.   
**A.** Characteristics  
B. Goals  
C. Environment  
D. Goals and environment

76.*(p. 378)* According to the text, the belief that job design can be based solely on technical data ignores the role played by \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
A. The external environment  
B. Corporate goals  
C. Monetary constraints  
**D.** The individual who performs the job

77.*(p. 378)* Managers can't understand the causes of job performance without considering individual differences, such as \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
A. Personality  
B. Needs  
C. Attention span  
**D.** All of the choices are correct

78.*(p. 379)* Employees sharing similar \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ should report similar job characteristics.   
A. Perceptions  
B. Job designs  
C. Social settings  
**D.** All of the choices are correct

79.*(p. 379)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the extent to which employees have a major say in scheduling their work, selecting the equipment they use and deciding the procedures to be followed.   
A. Variety  
**B.** Autonomy  
C. Task identity  
D. Satisfaction

80.*(p. 379)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ means that employees, as they work, receive information that reveals how well they are performing.   
A. Autonomy  
B. Control  
**C.** Feedback  
D. Direction

81.*(p. 380)* If an individual perceives a job as boring, job performance will likely \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
A. Improve  
B. Remain constant  
**C.** Suffer  
D. Be unaffected

82.*(p. 386)* Sociotechnical theory was developed from studies undertaken in English \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
A. Factories  
B. Villages  
**C.** Coal mines  
D. Sea ports

**Fill in the Blank Questions**

83.*(p. 367)* Job design is the process by which managers decide individual job tasks and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
**authority**

84.*(p. 369)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is a work arrangement in which two or more employees divide a job's responsibilities, hours and benefits among themselves.   
**Job sharing**

85.*(p. 369)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is a flexible work arrangement that allows employees to choose when they are at the office.   
**Flextime**

86.*(p. 369)* \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ refers to the work arrangement that allows employees to work from home, either part or full time.   
**Telecommuting**

87.*(p. 375)* Since the advent of scientific management, the American economy has shifted from factory-oriented to \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_-oriented work.   
**office**

88.*(p. 376)* The three characteristics of jobs are *range*, *depth* and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_.   
**relationships**

89.*(p. 376)* Job \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ is the amount of discretion an individual has to decide job activities and job outcomes.   
**depth**

90.*(p. 385)* Task \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ focuses on the degree to which a team completes a whole and separate piece of work and has control over most of the resources necessary to accomplish its objectives.   
**identity**

91.*(p. 385)* Total quality management combines technical knowledge and \_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_\_ knowledge.   
**human**

**Short Answer Questions**

92.*(p. 370)* Many career-minded employees do not take advantage of such things as job sharing, flextime or telecommuting. Why?

They fear being derailed from their career progression.

93.*(p. 372)* List three examples of objective outcomes that can be measured in quantitative terms.

Any three of the following: quantity, quality, absenteeism, tardiness, turnover. Other answers may also be correct, such as number of new subscribers.

94.*(p. 373)* What is the ultimate purpose of a job analysis?

To provide an objective description of the job.

95.*(p. 377)* Job relationships are determined by managers' decisions regarding two things. The first is departmentalization bases. What is the second thing?

Spans of control.

96.*(p. 378-379)* What three things can a manager change about the job design if he/she wants to increase job performance by changing perceived job content?

They can change job design, individual perceptions or social settings.

97.*(p. 380)* What happens to employees during a job rotation?

Managers and non-managers alike move from one job to another.

98.*(p. 383)* Job design may be resisted by labor unions. Why?

Labor unions see the effort as an attempt to get more work for the same pay.

**Essay Questions**

99.*(p. 367)* The trend toward organizations encouraging employees to strike a balance between their work and home lives and experimenting with work design and benefit offerings is driven by two major forces. What are they?

First, organizations want to attract, motivate and retain good employees. Second, many employees are working longer hours and traveling more, so they may need more flexible work arrangements in order to maintain and preserve their home life.

100.*(p. 369)* Many feel that companies that offer family-friendly work arrangements will reap benefits for the organization. Name three potential benefits.

Any three of the following: higher recruitment rates, higher retention rates, improved morale, lower absenteeism, less tardiness, high levels of employee productivity.

101.*(p. 374)* A position analysis questionnaire is used to analyze five job aspects. Name them.

1. Information sources critical to job performance.  
2. Information processing and decision making critical to job performance.  
3. Physical activity and dexterity required.  
4. Interpersonal relationships required by the job.  
5. Reactions of individuals to working conditions.

102.*(p. 378)* The wider the span of control, the harder it is to establish friendship and interest relationships. Why?

The wider the span of control, the larger the group. People in large groups are less likely to communicate and interact sufficiently to form interpersonal ties.

103.*(p. 379)* Six characteristics are listed on the Requisite Task Attribute Index (RTAI). The first is *variety*. What are the other five?

Autonomy, required interaction, optional interaction, knowledge and skill required and responsibility.

104.*(p. 381-382)* There are six changes that managers can make to provide employees with greater opportunities to exercise discretion. Identify three of them.

Any three of the following:  
1. Direct feedback: the evaluation of performance should be timely and direct.  
2. New learning: a good job enable people to feel that they are growing. All jobs should provide opportunities to learn.  
3. Scheduling: people should be able to schedule some part of their work.  
4. Uniqueness: each job should have some unique qualities or features.  
5. Control over resources: individuals should have some control over their job tasks.  
6. Personal accountability: people should be provided with an opportunity to be accountable for the job.