

Job Design

Business & Management

The five features that make work motivating, and the states they produce.

The Job Characteristics Model.

1

Skill variety

Does the job use a range of abilities?

2

Task identity

Does the person complete a whole, identifiable piece of work?

3

Task significance

Does it visibly affect others?

4

Autonomy

Freedom over how and when the work is done.

5

Feedback

Does the work itself tell you how you are doing?

THE THREE STATES

Variety, identity and significance → meaningfulness

Autonomy → responsibility for outcomes

Feedback → knowledge of results

Job enlargement adds tasks at the same level; job enrichment adds autonomy and responsibility. Only the second motivates.