MANAGERIAL PERFORMANCE THROUGH WORK SYSTEM DESIGN

PERFORMANTA MANAGERIALĂ PRIN INTERMEDIUL SISTEMELOR DE LUCRU

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Purpose: to look at job design, motivation and teamwork. As the market gets more competitive, companies must change their plan of attack on almost a daily basis. They need to answer the question: what is the best way to do business? As employers look at job design they will find that it is not the only factor that indicates how productive employees are in the workplace. Motivation also determines how much energy employees will expend, as well as what tasks will be accomplished, and in what amount of time it will be completed.

Keywords: Job design, Team working, Performance management

Introduction

Motivation starts with a need, vision, dream, or desire to achieve the seemingly impossible. Employers want their employees to have the mindset that creates the idea that they can achieve anything. Once the employees have this, productivity will increase. More employees working together means more great ideas brought to the table and more solutions to current or forecasted problems. They provide individuals with the chance to solve problems, increase productivity, ensure customer satisfaction, and manage an entire operation.

Work system job design The “re-engineering” of jobs has been an important labor market phenomenon over the past 20 years. There have been substantial changes in the design of jobs regarding the extent of worker participation, job flexibility, and worker and work group autonomy. The past 20 years have seen a substantial increase in the use of many, newer human resource practices, including employee involvement programs such as quality circles, more use of job rotation and flexibility, job enrichment, job enlargement, and more work-team self-management. Accompanying this has been greater use of incentive pay systems such as gain sharing, piece rates, and profit sharing:

Job design, also referred to as job redesign, refers to any set of activities that involve the alteration of specific jobs or interdependent systems of jobs with the
intent of improving the quality of employee job experience and their on-the-job productivity.

**Materials and Methods**

Scientific management. As manufacturing firms became larger and more complex in the late nineteenth century, managers began to improve methods of production. Frederick Winslow Taylor, now known as the father of scientific management, began his work on scientific management.

He focused on applying the concepts of science to improve production: This relies upon the use of observation, measurement, analysis and improvement of work methods, and economic incentives; He studied work methods in great detail to identify the best method for doing each job; Taylor’s methods emphasized output; They were not always popular with workers, who sometimes thought the methods were used to unfairly increase output without a corresponding increase in compensation.

However, the boredom and the monotony of scientific management led to job dissatisfaction and created many disgruntled employees, which caused job design to be modified. Businesses, unlike in the past, needed to focus upon creating happy, satisfied employees. By having content employees, they will be more likely to be loyal, expend more effort, and increase their productivity. Job enlargement, job rotation, and job enrichment are methods used to help to create an environment where employees feel their job is meaningful and rewarding.

Job enlargement. Job enlargement involves putting more variety into a worker’s job by combining specialized tasks of comparable difficulty. This technique was first used in the late 1940s in response to complaints about tedious and overspecialized jobs.

This method is generally referred to as horizontal loading. The objective is to make the job more appealing and rewarding. Job enlargement allows employees to identify their contributions to the overall production of products and goods:

Proponents of job enlargement claim it can improve employee satisfaction, motivation, and quality of production. Unfortunately, research reveals that job enlargement, by itself, does not have a significant and lasting positive impact on job performance. Researchers recommend using job enlargement as part of a broader approach that uses multiple job design techniques.

Job rotation. Similarly, job rotation involves creating more variety for employees. Job rotation allows workers to periodically change jobs, by moving them from one specialty to another specialty. Typically, rotational programs assign newhires to work for specified periods in various departments, business units or geographic locations. The programs usually seek to achieve numerous goals. First, job rotation allows employers to assess their employees’ interests and skills to determine their final placement. New employees, in particular recent graduates, do not always have an inclination as to their likes and dislikes. Job rotation allows
employees to encompass many aspects of a business in a short period of time. Next, it allows deep immersion into the organizational business and culture.

Job rotation may be preparing future managers and executives. This allows the future managers to experience many aspects of the business.

This knowledge will be applicable in the future when they are in the managerial position. It is important to gain on-the-job experience before supervising others. Job rotations may last for any duration, but tend to last six to eight months.

In addition, this method helps to reduce stress among employees. However, many companies use job rotation to lower the stress and increase the productivity among employees.

The underlying benefits of job rotation increases motivation among employees, productivity, flexibility, work experiences, and increases the ability to handle change. It also reduces absenteeism, lowers turnover rates, and reduces stress. Although job rotation exhibits many positives, there are consequences associated with this technique as well.

Job enrichment. In addition to job enlargement and job rotation, job enrichment is critical to maintaining worker enthusiasm and productivity over the long-term. Workers seek jobs that require activities such as decision making, autonomy, variety, and challenge. The most effective job enrichment approaches either change the employee’s day-to-day job or increases the individual’s participation in decisions affecting his or her work. Many people assume that a good way to motivate employees is to increase their job satisfaction. Herzberg’s motivator-hygiene theory According to Frederick Herzberg, however, the relationship between job satisfaction and motivation is more complicated than it seems.

Motivator factors are aspects of job content that create positive feelings among employees. Challenge of the work itself, responsibility, recognition, achievement, advancement, and growth are all motivator factors. These factors determine whether a job is exciting and rewarding.

Additionally, Herzberg found job dissatisfaction to be associated primarily with factors in the work context or environment. These non-task characteristics that create job dissatisfaction are called hygiene factors:

Specifically, company policy and administration, technical supervision, salary, interpersonal relations with one’s supervisor, and working conditions were most frequently mentioned by employees expressing job dissatisfaction.

It is important for businesses to study the motivator factors and the hygiene factors in order to reach optimal motivation and productivity among employees.

Likewise, job enrichment relies upon the work of Herzberg and the motivator-hygiene theory. Rather than giving employees work of similar difficulty, job enrichment allows vertical expansion, which increases the depth of the organization. In addition, employees have a greater responsibility. They are performing tasks and duties that their managers and supervisors previously performed. This added responsibility increases the independence and the self-
assessment. These characteristics of job enrichment lead to benefits for the 
organization such as less absenteeism and less turnover. However, there can be 
serious problems if job enrichment is applied and employees are not prepared. 
This can be a disaster to the organization. Businesses need to study and train 
individuals very carefully before implementing this technique. 
Job characteristics model. The job characteristics model is a more recent 
approach to job design. It is a direct outgrowth of job enrichment and attempts to 
pinpoint those situations and those individuals for which job design is most 
effective.

Every job contains to some degree the five core job characteristics that 
include skill variety, task identity, task significance, autonomy, and job feedback. 
These core job dimensions determine whether the employee experiences 
meaningfulness of work completed, responsibility for the outcomes of the work, 
and knowledge of the results of the work activities.

Motivation. Many individuals have varying ideas as to what motivation 
actually is, and how people become motivated. In essence, motivation starts with a 
need, vision, dream, or desire to achieve the seemingly impossible.

Operation now. Employees need motivation in the workplace to complete 
their work efficiently and effectively. Motivational tips for preventing laziness are 
as follows:

Focus on what happens when you do, not on what happens when you don’t; 
put production ahead of perfection; break the task into bite-sized measurable 
pieces; adopt the “if you feel like it” rule; use distractions as rewards.

Current trends in motivation. Current trends in the workplace which will help 
managers meet a high level of economic performance involve these common sense 
strategies as described: care about them as people – not just a cog in the wheel of 
production; never miss an opportunity to tell people how they contributed to the 
goal; let people bask in their accomplishment; take the criticism but share the 
credit; first, you are a teacher; and engage people’s hearts and their minds. 

As managers apply these concepts in their workplaces, they will be insuring 
a proactive workforce and environment which will help to create employee loyalty, 
satisfaction and productivity. As the changes are applied, a review of the profit-cost 
relationship of the firm should illustrate a positive economic growth.

The motivation equation. The following are two examples of motivational 
theories.

(1) Seven rules of motivation: Set a major goal, but follow a path. Finish 
what you start. Socialize with others of similar. Learn how to learn. Harmonize 
natural talent with interest that motivates. Increase knowledge of subjects that 
inspires. Take risk. (from www.motivation-tools.com)

(2) The magic of motivation: M – making up your mind to be happy. A – 
attitude is everything. G – goal setting and “go getting” and gratitude. I – 
inspiration and perspiration. C – celebrating yourself and your successes. (from 
www.workplaceissues.com)

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Everyone needs different motivation. Different types of things motivate different kinds of people. Some may be attracted to only monetary rewards, like bonuses and monetary incentives. Others may only need appraisal from a co-worker or boss to feel good about themselves. Individuals may think of the outcome of an event before the event occurs in order to get motivated. They may seek the benefits they know they are entitled to, such as, rewards, like a promotion, at the end of a rigorous task.

To develop and improve the economic performance of the firm, managers, need to use marketing survey tools in order to learn more about the cultural diversity within their geographical region, their employees and their clientele. Management can also learn more by developing focus groups and individuals who may interview and actively listen to the concerns of employees and clients. The information acquire by managers may help the firm foresee the direction of the consumers and respond to their needs appropriately. Being proactive and aware of a variety of sources for information and data will help in steering the company towards an upward economic climb.

Women motivate better than men. Not only should the issue of ethnicity be addressed, but the issue of gender should also be addressed toward motivational concerns. A study unveiled that female executives do a better job than their male counterparts. Women did not only score better on the “softer” skills: communication feedback and empowerment, but they also scored higher in the area of “decisiveness,” planning, and facilitating change. The outcome was that women rated higher no matter who did the evaluating – bosses or employees.

Motivated employees: what customers want. In general, customers like to associate with motivated employees; it brings them back to the store. Keeping a positive attitude toward work and satisfying the customer is a key to success.

Self-managed work teams (SMWT). Work teams are becoming increasingly popular in the American workplace. Teams are being used to solve problems, increase productivity, ensure customer satisfaction, and manage an entire operation. There are also a wide variety of teams in which their structure and purpose differ. Two examples of teams used in the workplace are self-managed teams and cross-functional teams.

These work teams are given more freedom in the decisions they can make because they function without direct supervision from management. Self-managed teams are used mostly for manufacturing work or process production. The organization determines the amount of authority each team is to have which varies considerably from organization to organization. Self-managing teams are given authority for operating decisions such as setting performance goals and quality standards, determining work schedules and procedures, purchasing supplies and materials, dealing with customers, and evaluating team member performance and handling performance problems.

Potential advantages of self-managed teams include stronger commitment of team members to the work, improved quality and efficiency, greater job
satisfaction, and less turnover and absenteeism among employees. Self-managed teams are changing managers’ roles in the workplace.

We can define a self-managing team as a: stable, multiskilled, multifunctional group with responsibility for the completion of a relatively whole piece of work and the control of all input, output, and supporting variables and conditions that influence team performance.

Despite the many advantages associated with self-managed teams, the teams still face some potential challenges which include: how to resolve conflict between group members, how to come to closure on topics, how to assure fair distribution of work, and how to make sure that everyone is contributing equally with the same amount of dedication and effort.

Self-managed teams require new work processes, attitudes, and behaviors. To effectively implement self-managed teams into the workplace, organizations should realize that they might face opposition from employees. By preparing employees with the correct information, taking plenty of time to introduce the idea, and providing adequate training sessions, organizations will see less resistance from their employees.

Cross-functional teams. Another type of team structure is the cross-functional team. It is estimated that of all the employees who are members of teams, 30 percent are assigned to temporary project teams and 18 percent are members of long-term, cross-functional teams.

Unlike self-managed teams whose members usually have similar backgrounds, cross-functional teams take members from each department that will be involved in the task, which may even include workers from outside the organization. Cross-functional teams may be formed for many reasons, such as, to make complex decisions in an organization, to develop new products, re-engineer organizational processes, and to improve customer relationships and organizational performance. Most cross-functional teams are temporary; they only exist until their task is complete.

Cross-functional teams improve coordination of group members along with the fact that many problems are avoided because of the different backgrounds of the individuals participating in the teams. This diversity promotes creativity of ideas and solutions to problems. Certain factors contribute to the successfulness of these teams. Five themes are often cited in management readings as the factors for success: the membership of the team is critical; a skilled team leader is essential; the team must have both the authority and accountability to accomplish its task; there must be management support and adequate resources for the team; and adequate internal and external communications systems must exist.

**Results and Discussion**

Some elements for managers to ensure that their teams have to improve cooperation are: Team effectiveness starts with the selection of the right team members. The team should have a clear direction or purpose. Teams should have
achievable results; these results need to be defined ahead of time. Team members should have ground rules everyone agrees to follow. Intensive team building up front is necessary for cross-functional teams. This works best when all members receive training at the same time.

By having these elements management will be able to promote more effective cross functional teamwork. Teams have their many problems, such as, fighting with each other, siding with workers from their own department, unequal contributions among all members of a team, and the list goes on. But, the fact is that satisfied customers and commercially successful new products do not result from excellence in isolation.

Conclusions

Teams are helpful in performing work that is more complicated and complex than one person can handle. The possible advantages to teams over individuals are: greater employee satisfaction and commitment, enhanced quality of products and services, improved efficiency and productivity, and greater potential to achieve success. Therefore, a group decision is potentially superior to a decision made by a single individual.

In conclusion, organizations are increasingly relying on teams to handle work once taken on by one person. Self-managed teams are given the authority to make decisions that were once reserved for managers. Cross-functional teams are used to improve coordination among different departments involved in carrying out a joint project.

Many organizations are implementing these teams successfully into their structure. The result is that they are finding them to be more productive and prosperous than the work of single individuals. Overall, management can improve an employee’s work environment by taking simple steps to properly implement job design, motivational encouragement, and exploring work teams. Employees can become more productive in the workplace through improvement in processes which are sometimes thought of as commonplace. Job design, motivation, and teamwork will truly determine the amount of productivity employees expend.

References