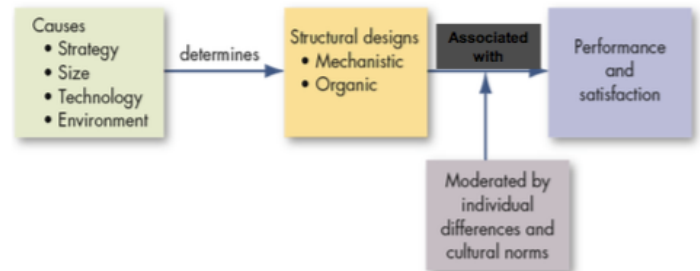# Week 4 – Work and Organisational Design

- Design: when managers develop or change the organization
- Structure: how job tasks are formally divided, grouped, and coordinated

Structural (decision authority, leadership style, structure, access to info & climate) vs. Felt empowerment (meaningful, confirm to perform, discretion/autonomy, influence on operations)

Describe common organizational structures as well as their advantages / disadvantages

Structure impacts attitudes/behaviors people

- Causes: strategy, size, tech & enviro
- Design/models: mechanistic vs organic

Structure Types	Characteristics	Benefits	Limitations	Example
Simple	1 boss & rest equal	Lack standardization		Small orgs
Bureaucratic: Functional Divisional Matrix	F: departments D: products/sectors M: project-based	F: specialization & EoS D: Coordinate + growth M: innovation, resource, expertise	F: subunit not org goals D: duplicating resources + silos M: conflict/ambiguous	Usyd Business School (F+D) General Motors IT structure (M)
Team	Collective goals/work	Reduce departmental barriers + decision making close to front line & efficient in acquiring / discarding resource (virtual	Expose core firm to market forces & less control over non-core work processes	Apple
Virtual Network	Online + across country boarders			BMW

Explain the 6 key elements that define an organisation's structure

1. Work Specialization: Division of Labor = efficiency – repetition, specific training / skills → downside: low motivation / absenteeism → low productivity past a certain threshold
2. Departmentalization: group jobs by function, product, geography, process & customer
3. Chain of Command: authority & unity command (1 superior) (long vs short chains)
4. Span of Control: number of subordinates to manager (wide: flatter & efficiency but reduced contact vs narrow: hierarchy & direct contact + increased complexity)
   - Employees like wider spans (motivation + satisfaction) but low opportunities for feedback + limited ability to move up the hierarchy (reduce job security)
5. Centralization/Decentralization: lower employee's role in making decisions/authority
   - Employees prefer decentralized for empowerment
6. Formalization: guided by rules / behaviours (high – rules/procedures low – discretion)

Describe the job characteristics model and identify differences b/w job design strategies

Job Design: the processes and outcomes of how work is structure, organized, experienced, and enacted (Parker & Wall, 1998) (move away from designated skills / responsibilities)

Organizational effectiveness; Hackman, 1990 2/3 focus on growth + future + well-being

JCM – Hackman & Oldham, 1975: enriching certain elements of jobs alters people's psychological states in a manner that enhances their work effectiveness

1. Skill variety: degree of multiple highly skilled tasks
2. Task identity: completion of whole/identifiable task
3. Task significance: impact on lives or work of others
4. Autonomy: freedom + discretion
5. Feedback: direct / clear info about performance

Job Characteristics Model
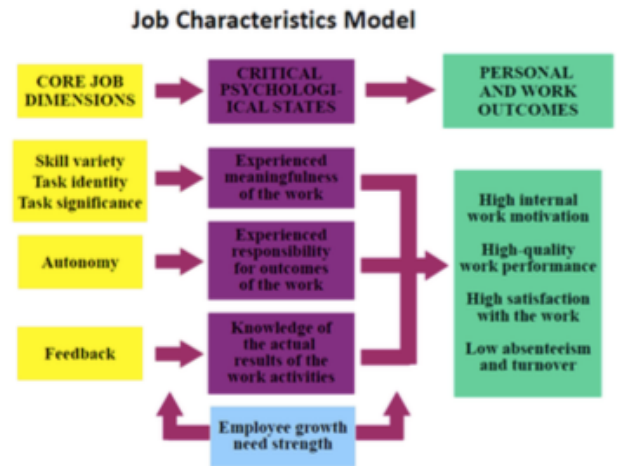
Critic: need more research on the full test of the model (linkages b/w all aspects + flow) & doesn't mention motivating factors like enviro, social, skills/desires) → alternative model:
Vitamin model (Warr, 1987) some vitamins have constant effect will others face additional decrement aka more is not always better

$$\text{Motivating Potential Score (MPS)} = \frac{\text{Skill variety} + \text{Task identity} + \text{Task significance}}{3} \times \text{Autonomy} \times \text{Feedback}$$

Motivating Potential Score: predictive index that suggest motivating potential of a job (jobs with high core dimensions = motivated/satisfied employees) – use questionnaire/survey tool

Understand the concept of job crafting and strategies for job crafting

Job crafting: what employees do to redesign their own jobs in ways that can foster job satisfaction, engagement and thriving at work

- Task crafting: alter boundaries of jobs by taking on more/fewer tasks, expanding/diminishing the scope of tasks or changing how they perform tasks
- Relational crafting: change their relationships at work by altering nature/extent of interactions
- Cognitive crafting: alter how they perceive tasks/thinking about the tasks as a collective whole i.e. parking officer sees it as revenue will other see it as safety based

Job enlargement: adding more tasks at the same level of responsibility

Job enrichment: vertical uploading → adding more responsibility to the same number of tasks (preferred as it suggests more actions/links to core JCM dimensions)