Managing People & Performance
Managing individual performance
Job satisfaction & work performance (21)
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Job satisfaction & work performance
Mullins, L J (2006b) Essentials of Organisational Behaviour

job design plays a crucial role — Work environment important

Dimensions of job satisfaction
- Individual factors
- Social factors
- Cultural factors
- Organisational factors
- Environmental factors

Alienation needs to be avoided
- detachement from work
- 4 dimensions
  - Powerlessness — lack of control over processes etc.
  - Meaninglessness — through "standardisation"
  - Isolation — not belonging to group etc.
  - Self-estrangement — not seeing work as central point

Information technology important regarding job satisfaction
- virtual office
- greater expectation of answer & availability
- Potential information "Overload"

Stress
- source of tension and frustration
- Pressure is "positive" stress
- if lack of delegation & autonomy
- role incongruence & role conflict
  - Responsibility for others work
  - Innovative functions
  - Integrative functions
  - Relationship issues
  - Career uncertainty
- Coping with stress
  - job design
  - structure of organisation & resources
  - management style
  - **counselling**
  - helping individual to cope

  "Conversations are a defence against stress and other mental health problems. People with good social relationships at work are much less likely to be stressed or anxious."

Management of time
- 3 critical quetsions
  - Should it be done at all?
  - If so, when should it be done?
  - Should it be delegated?

Job design
- Job rotation
  - Moving from here to there
  - Not really a "design"
- Job enlargement
  - horizontal movement
  - Makes job bigger
  - Not necessarily accepted, as people don't want to do just more
- Job enrichment
  - vertical
  - Herzberg's motivators
    - autonomy
    - control
    - responsibility

Quality of working life
- leads to better work quality
- GOAL = improve organisational effectiveness
- PROCESS = Organisational change wich leads from control to involvement
- PHILOSOPHY = People are assets and not costs

INDIVIDUAL FACTORS
including personality, education and qualifications, intelligence, abilities, age, marital status, orientation to work

ORGANISATIONAL FACTORS
including nature and size, formal structure, personnel policies and guidelines, employee relations, nature of work, technology and work organisation, supervision, styles of leadership, working conditions

WIDE RANGE OF VARIABLES

SOCIAL FACTORS
including relationships with co-workers, group working and norms, opportunities for interaction, information organisation

ENVIRONMENTAL FACTORS
including economic, social, technical and governmental influences

CULTURAL FACTORS
including underlying beliefs, attitudes and values

JOB SATISFACTION AND WORK PERFORMANCE

PARTICULAR INFLUENCES
including
- Information communications technology
- Stress at work
- Work organisation and individual job design
- Comprehensive model of job enrichment
- Broader organisational approaches
- Work/life balance
- Flexible working arrangements
- Quality circles
- Contextual factors
- Happy/productive worker

CULTURE
Problems that can lead to stress
- lack of communication and consultation
- a culture of blame when things go wrong, denial of potential problems
- an expectation that people will regularly work excessively long hours or take work home with them

What management can do
- provide opportunities for staff to contribute ideas, especially in planning and organising their own jobs
- introduce clear business objectives, good communication, and close employee involvement, particularly during periods of change
- be honest with yourself, set a good example, and listen to and respect others
- be approachable – create an atmosphere where people feel it is OK to talk to you about any problems they are having
- avoid encouraging people to work excessively long hours

DEMANDS OF THE JOB
Problems that can lead to stress
- too much to do, too little time
- too little/too much training for the job
- boring or repetitive work, or too little to do
- the working environment

What management can do
- prioritise tasks, cut out unnecessary work, try to give warning of urgent or important jobs
- make sure individuals are matched to jobs, provide training for those who need more, increase the scope of jobs for those who are over-trained
- change the way jobs are done by moving people between jobs, giving individuals more responsibility, increasing the scope of the job, increasing the variety of tasks, giving a group of workers greater responsibility for effective performance of the group
- make sure other workplace hazards, such as noise, harmful substances and the threat of violence, are properly controlled

CONTROL
Problems that can lead to stress
- lack of control over work activities

What management can do
- give more control to staff by enabling them to plan their own work, make decisions about how that work should be completed and how problems should be tackled

ROLE
Problems that can lead to stress
- staff feeling that the job requires them to behave in conflicting ways at the same time
- confusion about how everyone fits in

What management can do
- talk to people regularly to make sure that everyone is clear about what their job requires them to do
- make sure that everyone has clearly defined objectives and responsibilities linked to business objectives, and training on how everyone fits in

RELATIONSHIPS
Problems that can lead to stress
- poor relationships with others
- bullying, racial or sexual harassment

What management can do
- provide training in interpersonal skills
- set up effective systems to prevent bullying and harassment (i.e. a policy, agreed grievance procedure and proper investigation of complaints)

SUPPORT AND THE INDIVIDUAL
Problems that can lead to stress
- lack of support from managers and co-workers
- not being able to balance the demands of work and life outside work

What management can do
- support and encourage staff, even when things go wrong
- encourage a healthy work-life balance
- see if there is scope for flexible work schedules (e.g. flexible working hours, working from home)
- take into account that everyone is different, and try to allocate work so that everyone is working in the way that helps them work best

CHANGE
Problems that can lead to stress
- uncertainty about what is happening
- fears about job security

What management can do
- ensure good communication with staff
- provide effective support for staff throughout the process

JOB DESIGN
- RESTRUCTURING OF INDIVIDUAL JOBS
  - Job rotation
  - Job enlargement
  - Job enrichment
- CONTEXTUAL FACTORS
  - The work/life debate
  - Comprehensive model of job enrichment
  - Quality of working life
  - Employee involvement and empowerment
- BROADER ORGANISATIONAL APPROACHES
  - Flexible working arrangements
  - Self-managed work groups