Chapter 2

Managing Work Flow and Conducting Job Analysis

Managing Human Resources

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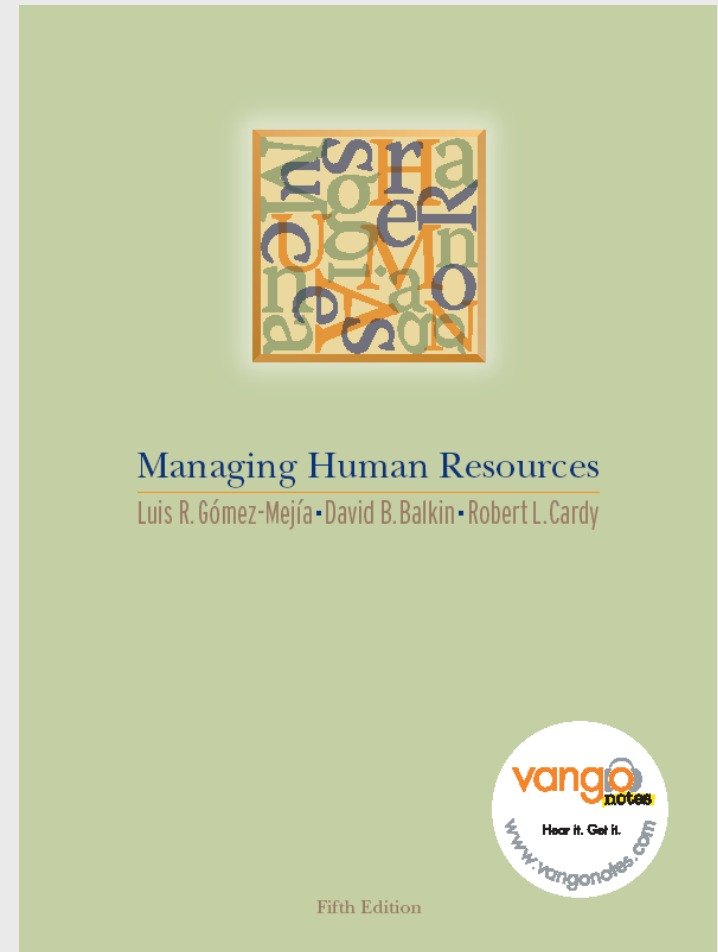
Chapter 2 Overview

- Describe the different organizational structures and when each is appropriate

- List factors influencing worker motivation that are under managers' control

- Conduct job analysis and prepare job descriptions/specifications

- Apply flexible work designs which aid in reducing work-family conflicts

- Develop policies to maintain employee privacy rights

Work: The Organizational Perspective

__Strategy and Organizational Structure__

- General Electric (GE) signed a 10-year maintenance deal with British Airways to do engine maintenance and overhaul work. The maintenance agreement will help British Airways save costs by outsourcing this work to GE, which builds, designs, and maintains commercial aircraft engines as a core business.

- Abbey Life Insurance outsourced the claims-adjustment process for its 1.75 million policyholders to Unisys Corp. under a 10-year agreement. Abbey Life saves $80 million over the life of the agreement. Error rates on claims have fallen from 5 to 2 percent, and 95 percent of claims are handled within 6 days, down from 10 days.

Work: The Organizational Perspective
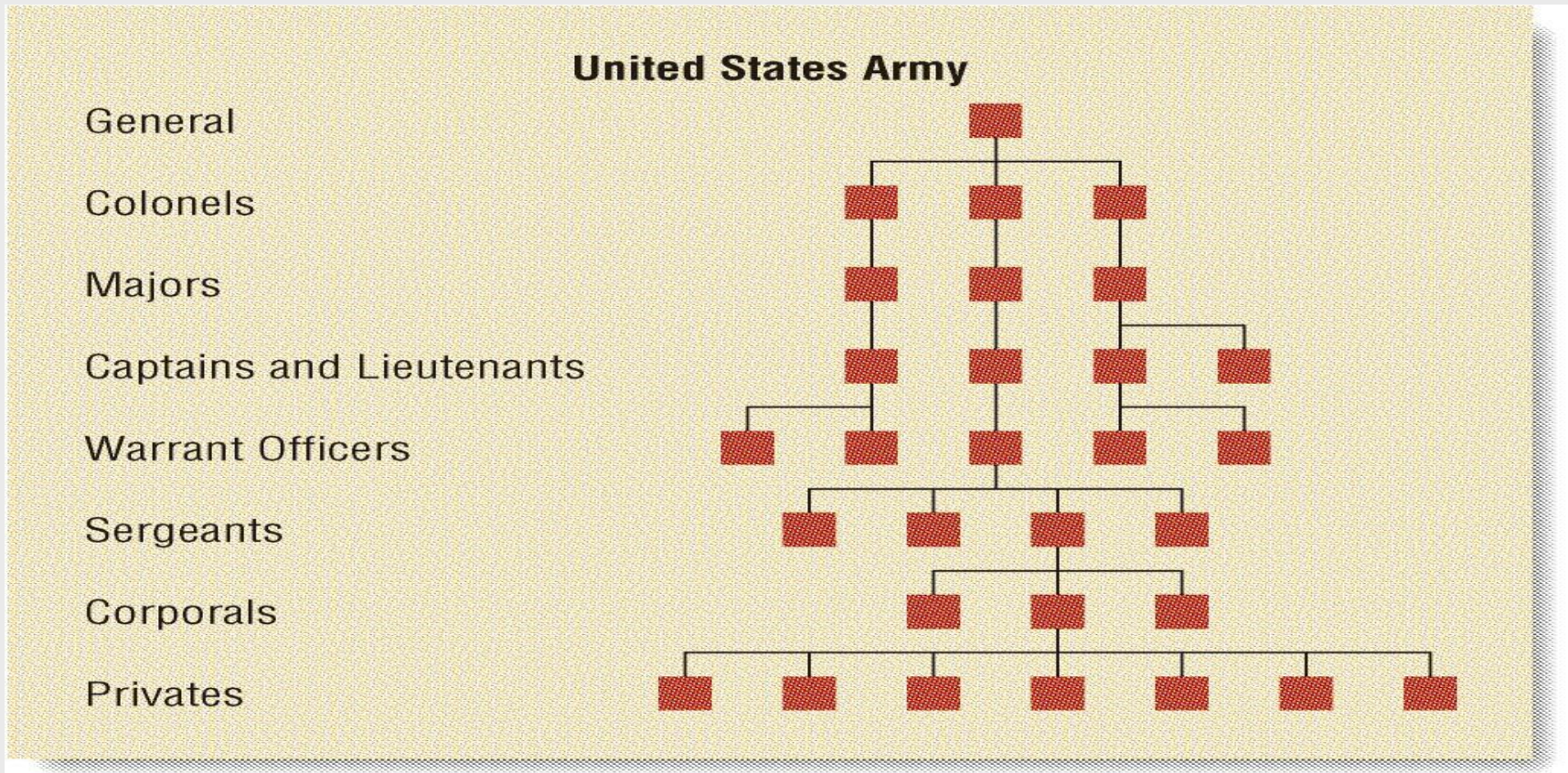
Designing the Organization

Bureaucratic Organization

Flat Organization

Boundaryless Organization

Bureaucratic Organization

Figure 2.1 – United States Army Org Chart

United States Army

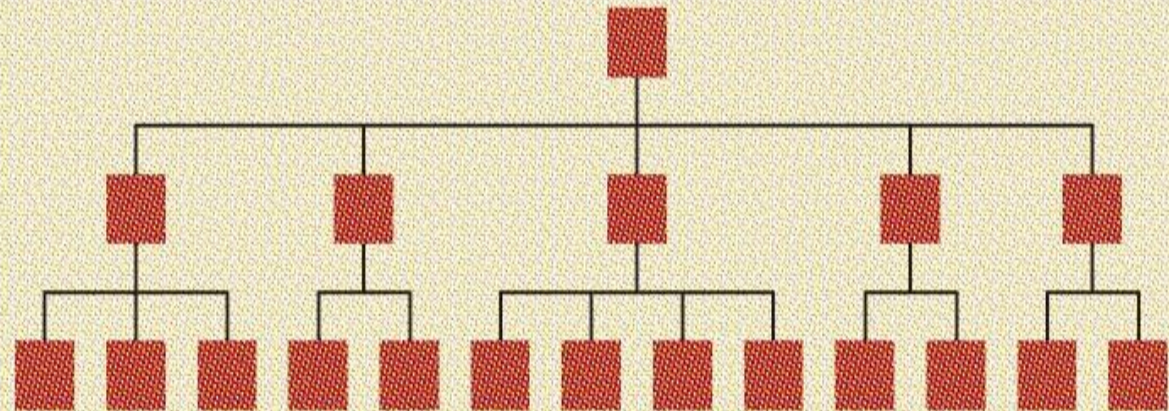|	
General	
Colonels	
Majors	
Captains and Lieutenants	
Warrant Officers	
Sergeants	
Corporals	
Privates	

Flat Organization
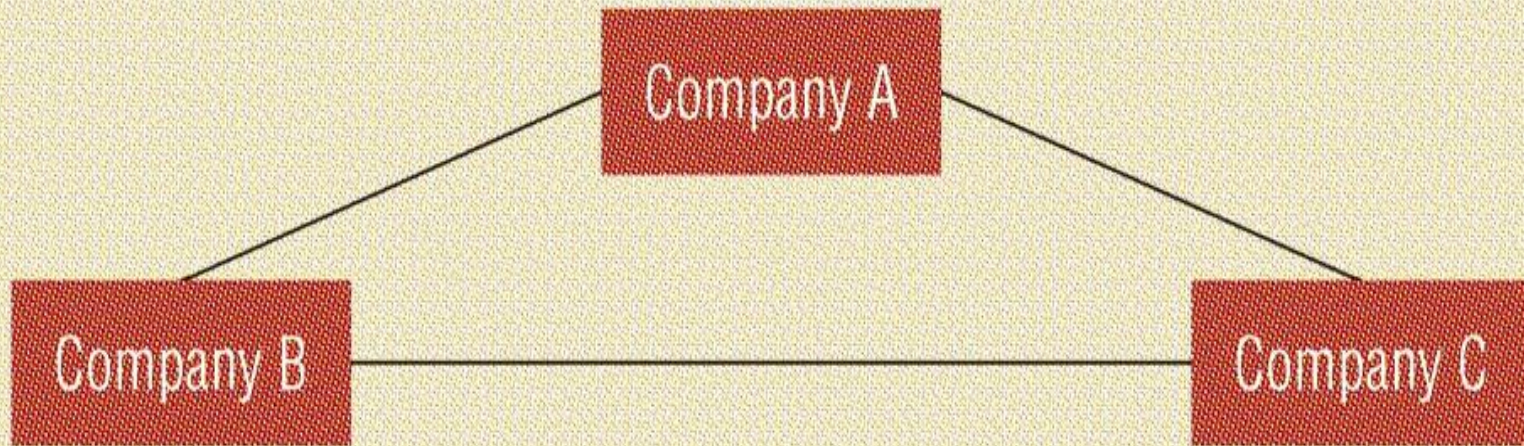

A Typical Law Firm

Chief Partner

Partners

Associates

Boundaryless Organization

Alliance of three companies that pool their resources to produce a new product, such as a computer chip.
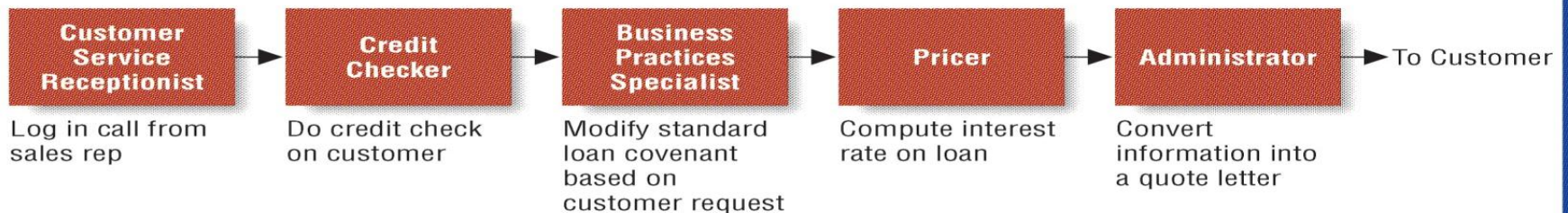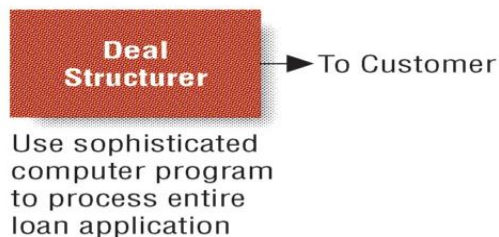
Company A

Company B

Company C

Work: The Organizational Perspective

Work-Flow Analysis – Business Process Reengineering

Figure 2.2

Work Flow Using Specialists

| Customer Service Receptionist | → | Credit Checker | → | Business Practices Specialist | → | Pricer | → | Administrator | → To Customer |

Log in call from sales rep — Do credit check on customer — Modify standard loan covenant based on customer request — Compute interest rate on loan — Convert information into a quote letter

Work Flow After Business Process Reengineering

Deal Structurer → To Customer

Use sophisticated computer program to process entire loan application

Work: The Group Perspective

Teams

- Self-Managed Teams
- Problem-Solving Teams
- Special-Purpose Teams
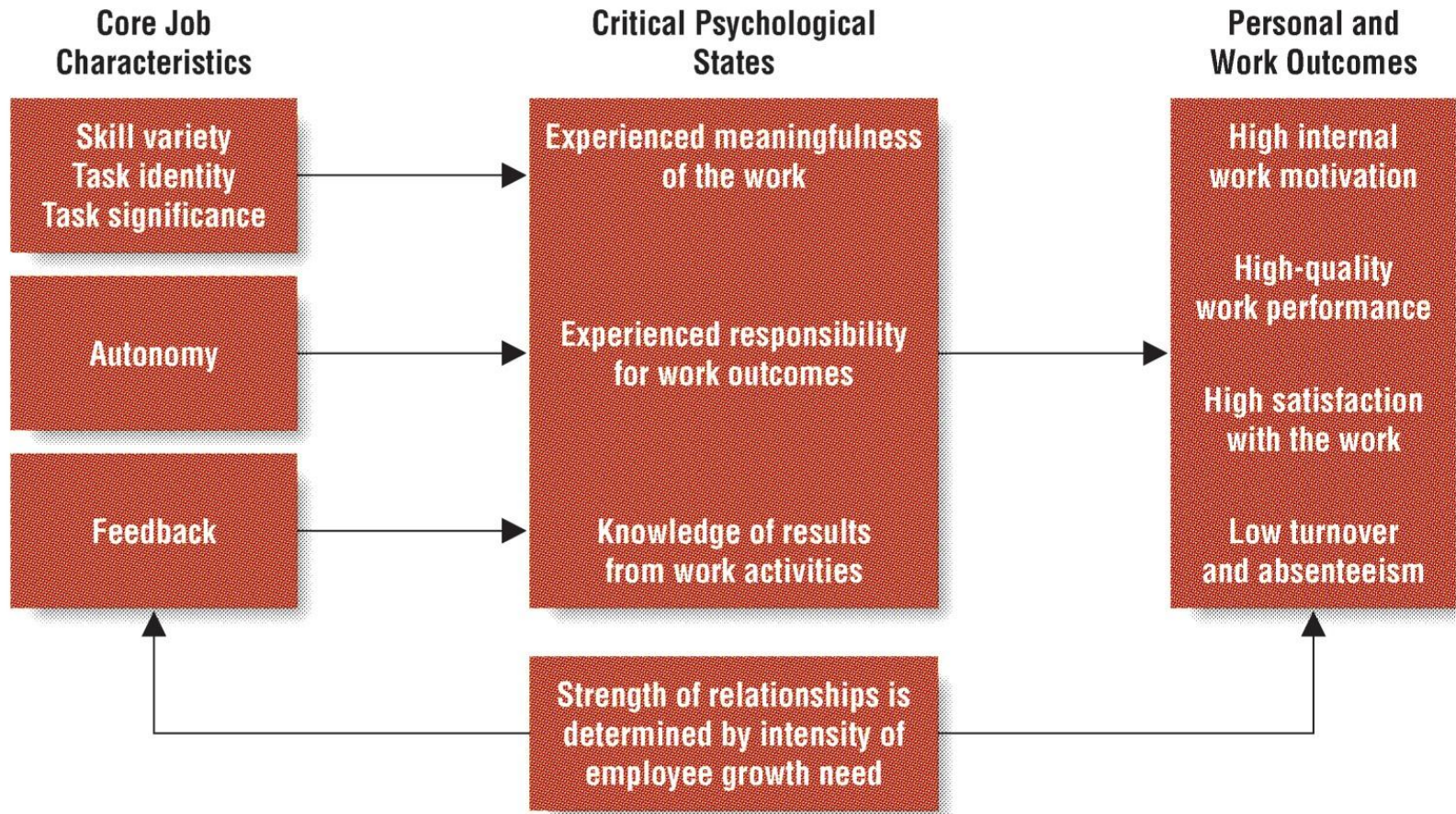- Virtual Teams

Work: The Individual Perspective

Motivating Employees

- Two-Factor Theory

- Work Adjustment Theory

- Goal-Setting Theory

- Job Characteristics Theory

Figure 2.3

Core Job Characteristics	Critical Psychological States	Personal and Work Outcomes
Skill variety, Task identity, Task significance	Experienced meaningfulness of the work	High internal work motivation
Autonomy	Experienced responsibility for work outcomes	High-quality work performance, High satisfaction with the work
Feedback	Knowledge of results from work activities	Low turnover and absenteeism

Strength of relationships is determined by intensity of employee growth need

Designing Jobs and Conducting Job Analysis

Job Design

- Work Simplification
- Job Enlargement and Job Rotation
- Job Enrichment
- Team-Based Job Design

Designing Jobs and Conducting Job Analysis

Job Analysis

- Who Performs Job Analysis?

- Methods of Gathering Job Information

- The Uses of Job Analysis

- The Techniques of Job Analysis

- Job Analysis and the Legal Environment

- Job Analysis and Organizational Flexibility

Designing Jobs and Conducting Job Analysis

Job Descriptions

Elements of a Job Description

1. **Identification Information**

2. **Job Summary**

3. **Job Duties and Responsibilities**

4. **Job Specifications and Minimum Qualifications**

The Flexible Workforce

Core Workers or Contingent Workers

Contingent Workers

1. Temporary Employees
2. Part-Time Employees
3. Outsourcing/Subcontracting
4. Contract Workers
5. College Interns

Emerging Trends

Advantages and Disadvantages of Outsourcing

Advantages

1. Provide better-quality people with most current skills

2. Cost savings with economies of scale

3. Preserve company culture
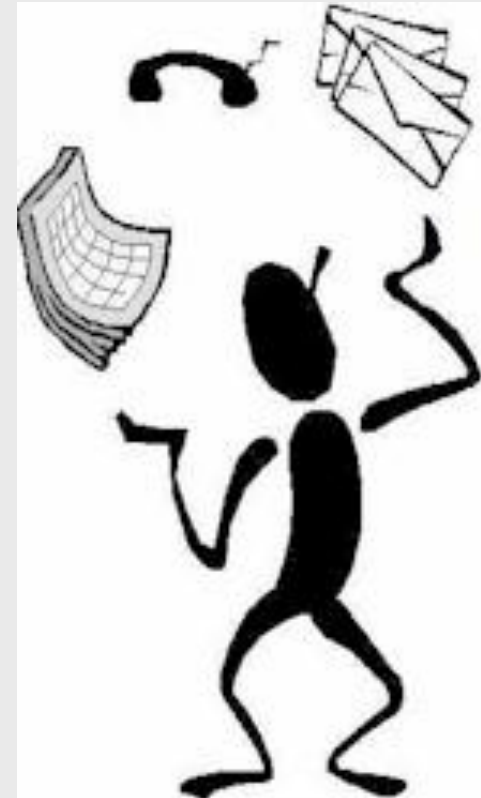
Disadvantages

1. Could lose control of important activities

2. May result in losing an opportunity to gain knowledge and information helpful to company processes

The Flexible Workforce

Flexible Work Schedules

- Flexible Work Hours

- Compressed Workweeks

- Telecommuting

Human Resource Information Systems (HRIS)

- HRIS Applications

- HRIS Security and Privacy

HRIS Applications

Figure 2.9

Applicant tracking	Health and safety	Pension and retirement
Basic employee information	Health insurance utilization	Performance management
Benefits administration	Hiring procedures	Short- and long-term
Bonus and incentive	HR planning and forecasting	disabilities
management	Job descriptions/analysis	Skills inventory
Career development/	Job evaluation	Succession planning
planning	Job posting	Time and attendance
Compensation budgeting	Labor relations planning	Travel costs
EEO/AA compliance	Payroll	Turnover analysis
Employment history		
Goal-setting system		

Source: Dzamba, A. (2001, January). What are your peers doing to boost HRIS performance? *HR Focus,* 5–6; Kavanagh, M., Gueutal, H., and Tannenbaum, S. (1990). *Human resource information systems: Development and application,* 50. Boston: PWS-Kent. Reproduced with the permission of South-Western College Publishing. Copyright 1990 by PWS-Kent. All rights reserved.

Summary and Conclusions

- Work: The Organizational Perspective
  - Work: The Group Perspective
  - Work: The Individual Perspective
  - Designing Jobs and Conducting Job Analysis
  - The Flexible Workforce
- Human Resource Information Systems