

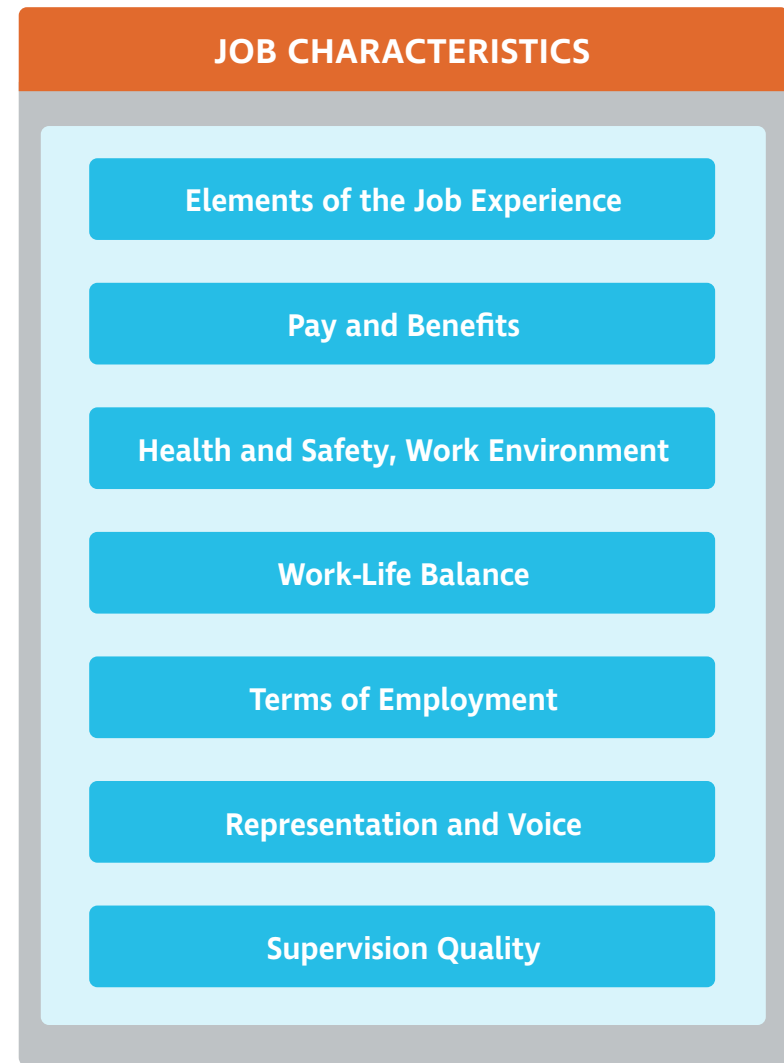
WHAT BUSINESS RESULTS ARE POSSIBLE WHEN YOU REDESIGN JOBS?

By Ellen G. Frank-Miller, PhD, and Sophia R. Fox-Dichter, MSW

These job quality outcome maps help answer that question. Based on decades of scientific management research, the maps illustrate the relationships between five universal and validated business metrics and 26 job design choices. They help demonstrate that good jobs are not just good for workers — they are good for business.

JOB QUALITY OUTCOME MAPS

CONNECTING JOB CHARACTERISTICS AND EMPLOYER OUTCOMES



GOOD JOBS MEAN GOOD BUSINESS

EMPLOYER OUTCOMES

Turnover Intent



Commitment to the Organization



Individual Performance
(In-role, Extra-role)



Engagement at Work



Burnout



Organizational
Performance



JOB CHARACTERISTICS

ELEMENTS OF THE JOB EXPERIENCE

Role Stressors
(Role Conflict, Role Clarity, Role Overload)



Task Variety, Role of Task in
Final Product, Importance of the Task



Meaningfulness



Feedback from Doing the Work



Skill Level Required, Skill Variety



Autonomy/Control/Independence



Perceived Support
(Organization, Co-workers)



PAY AND BENEFITS

Wage Level and Type
(Measured by Satisfaction)



Benefits
(Measured by Satisfaction)



HEALTH AND SAFETY, WORK ENVIRONMENT

Work Conditions
(Physical, Psychosocial)



Physical Demands

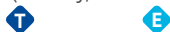


Safety



WORK-LIFE BALANCE

Scheduling Practices
(Stability, Predictability)



Work-Life Conflict



Work Hours Required
(Mandatory Overtime, Work Intensity)



TERMS OF EMPLOYMENT

Opportunities for Training and Development
(Formal, Informal, Incidental)



Perceived Job Security



Opportunities for Advancement



REPRESENTATION AND VOICE

Unionization/Representation



SUPERVISION QUALITY

Type of Leadership



Mutual Helping



Perceived Supervisor Support



Formalized HR Practices

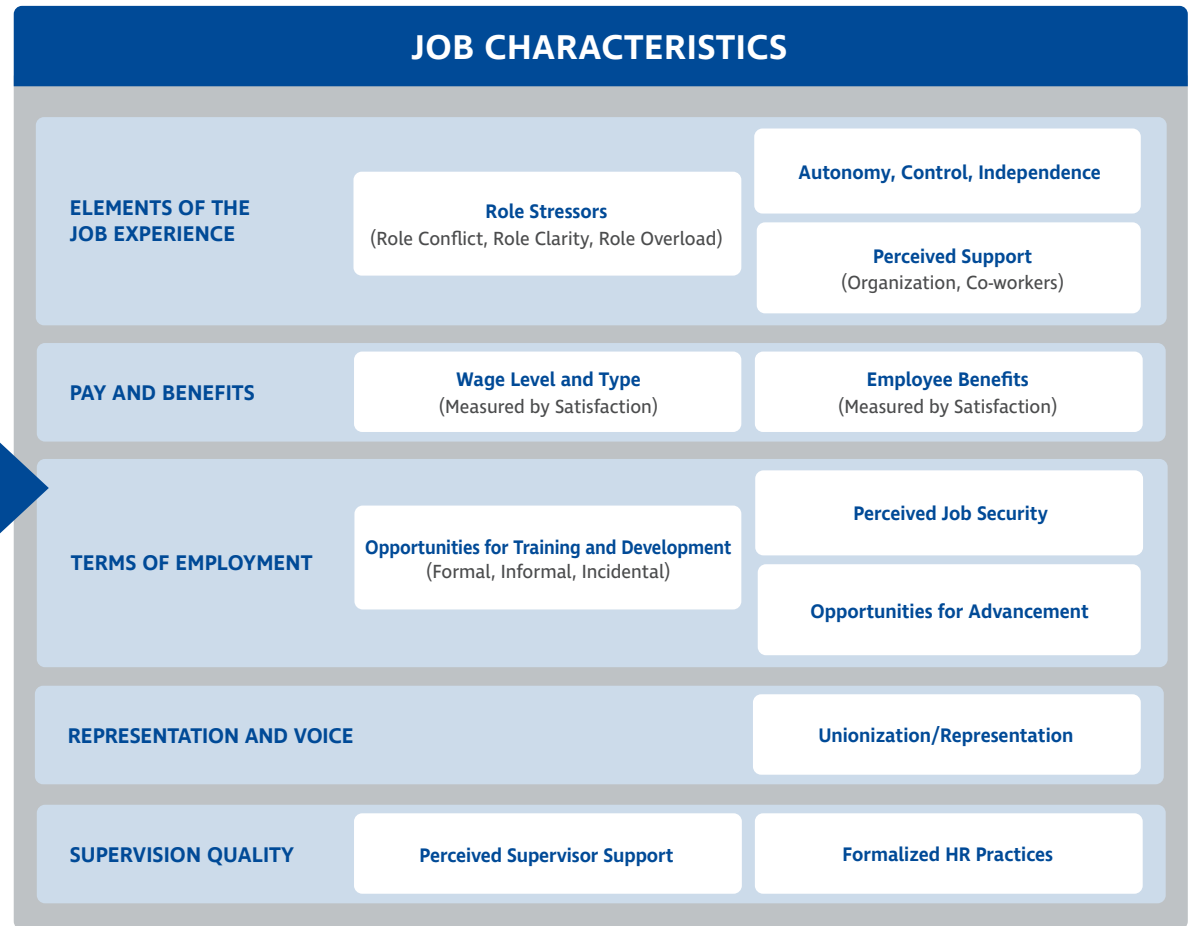


Total number of peer-reviewed studies represented: 3,000+

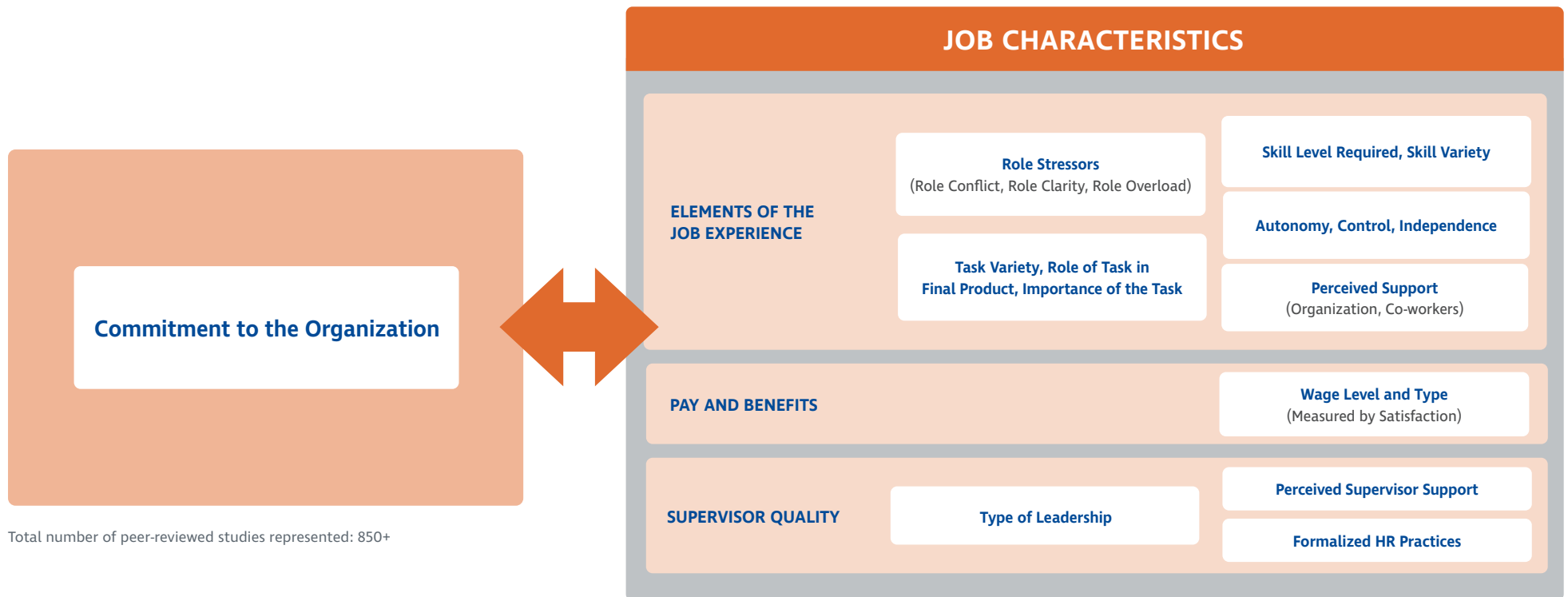
JOB QUALITY OUTCOME MAP: *TURNOVER INTENTION*



Total number of peer-reviewed studies represented: 850+

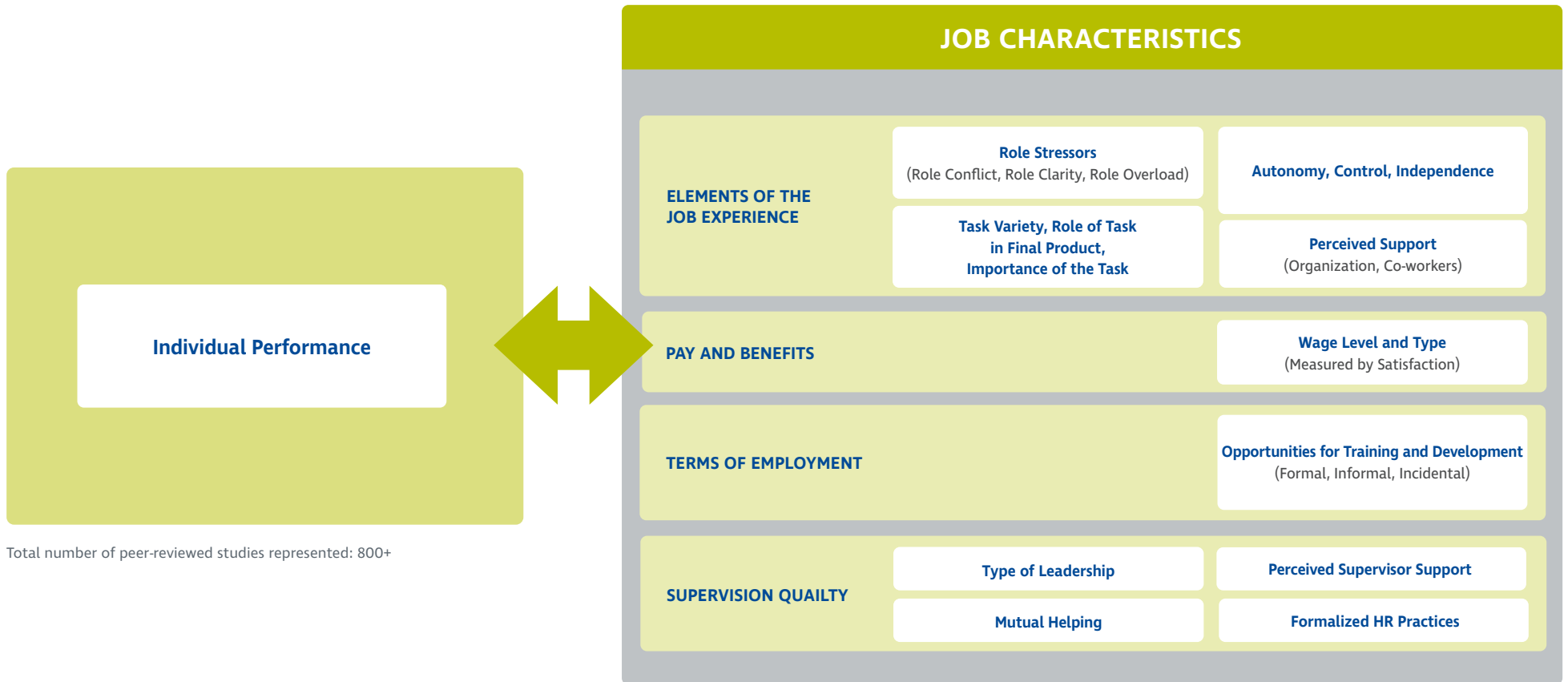


JOB QUALITY OUTCOME MAP: *COMMITMENT TO THE ORGANIZATION*



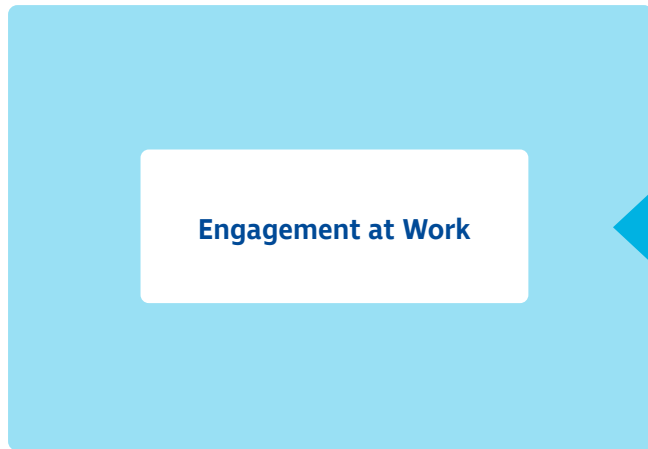
Total number of peer-reviewed studies represented: 850+

JOB QUALITY OUTCOME MAP: *INDIVIDUAL PERFORMANCE*

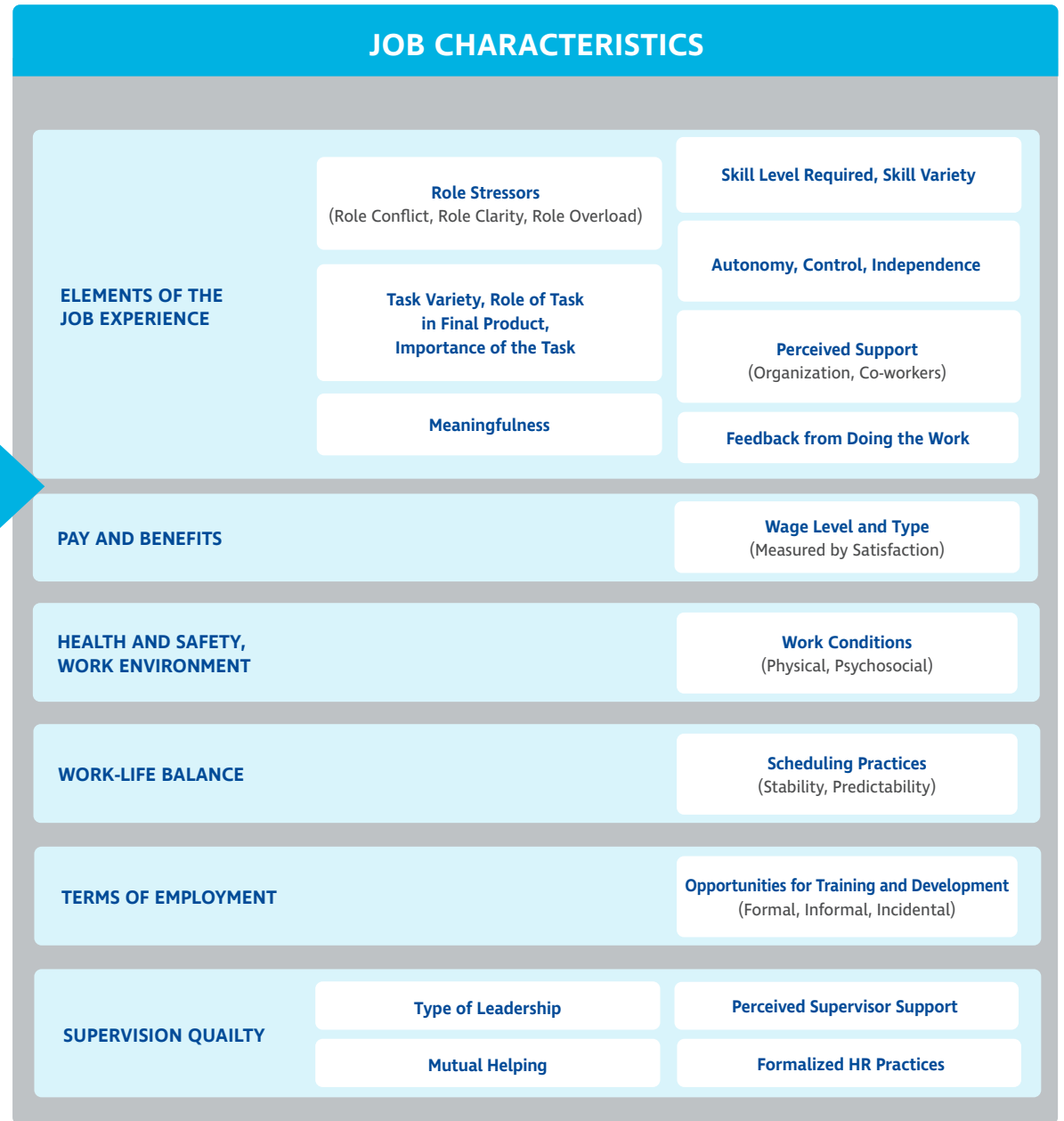


Total number of peer-reviewed studies represented: 800+

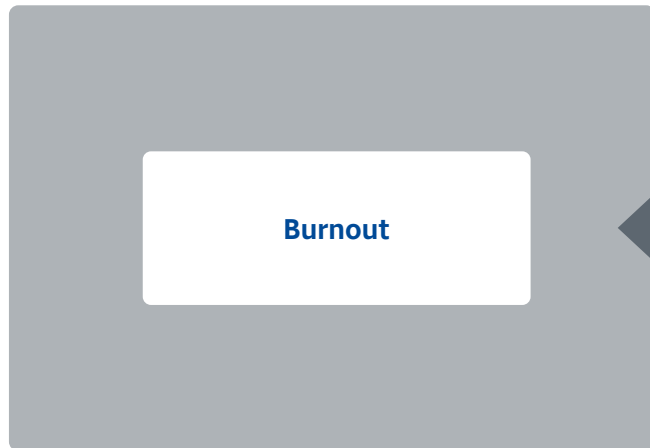
JOB QUALITY OUTCOME MAP: *ENGAGEMENT AT WORK*



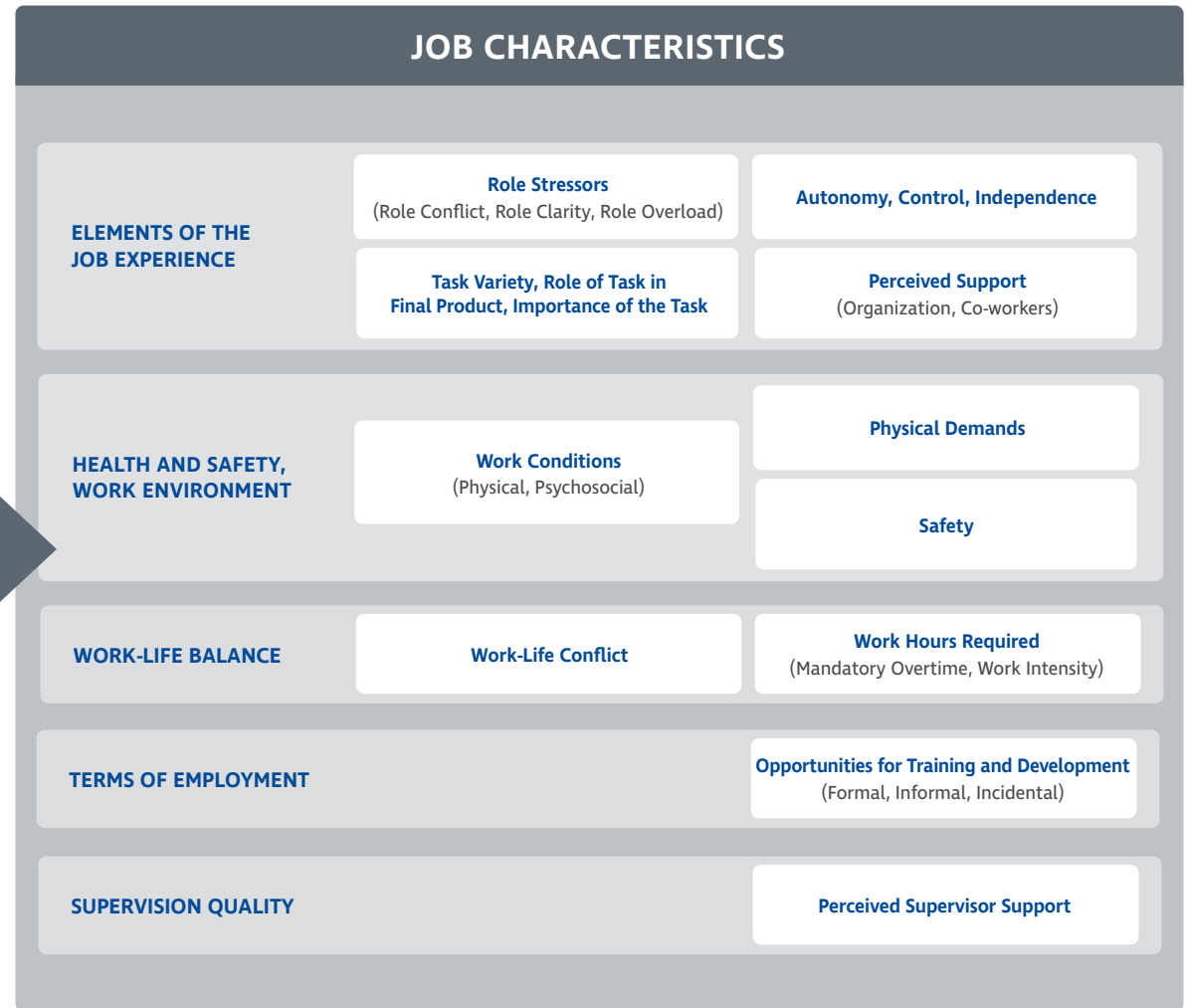
Total number of peer-reviewed studies represented: 600+



JOB QUALITY OUTCOME MAP: *BURNOUT*



Total number of peer-reviewed studies represented: 800+



GLOSSARY OF JOB CHARACTERISTICS

Term	Definition
Autonomy, Control, Independence	The degree to which a job is designed to include decision making authority about the best way to get the work done
Benefits	Employee benefits offered, such as health insurance, retirement plans, tuition reimbursement programs; <i>measured by satisfaction with benefits</i>
Burnout	The degree to which employees become mentally, physically, and emotionally exhausted and drained by their work
Commitment to the Organization	The extent to which employees feel a sense of belonging and dedication to the organization
Engagement at Work	The extent to which employees dedicate their full attention and energy into their work
Feedback from Doing the Work	The degree to which employees receive feedback just from doing tasks involved in their jobs
Formalized HR Practices	The extent to which human resource practices, such as hiring, performance reviews, promotions, or disciplinary action, are standardized processes that are clearly stated in organizational policies

GLOSSARY OF JOB CHARACTERISTICS

Term	Definition
Importance of the Task	The degree to which employees perceive a task for which they are responsible as being important to organizational success
Individual Performance	An employees' self-assessments of the quality of their work on the job
Meaningfulness	The extent to which employees find the work they do personally meaningful
Mutual Helping	The nature of the relationship between an employee and their supervisor and the degree to which each person makes an effort to meet the needs of the other
Opportunities for Advancement	The extent to which employees see the availability of opportunities to move up within the organization or to move into better jobs (e.g., better pay or working hours, more enjoyable tasks)
Opportunities for Training and Development – Formal	The existence of opportunities to receive formal training (e.g., attending classes, participating in apprenticeship programs) at work
Opportunities for Training and Development – Informal, Incidental	The existence of opportunities to receive informal coaching or training from more experienced peers or supervisors; can be an explicit goal in the workplace (e.g., learning culture)

GLOSSARY OF JOB CHARACTERISTICS

Term	Definition
Perceived Job Security	The degree to which employees perceive the risk of losing their job to be high or low
Perceived Supervisor Support	The extent to which employees perceive that their supervisors value them and the work they do; the degree to which employees experience their supervisors as being supportive and able to meet their needs in the workplace
Perceived Support – Co-workers	The degree to which employees experience their co-workers as encouraging, willing to help them, and open to sharing expertise and knowledge
Perceived Support – Organization	The extent to which employees feel that their organization cares about them, values their contributions, and gives them what they need to be successful on the job
Physical Demands	The amount of physical exertion required to complete job-related tasks
Role Clarity	The extent to which employees' jobs include clearly defined and specific responsibilities
Role Conflict	The degree to which employees' jobs include responsibilities or tasks that in some way negate each other; the extent to which successfully completing one task interferes with successfully completing another task for which they are also responsible

GLOSSARY OF JOB CHARACTERISTICS

Term	Definition
Task Variety	The range or number of different tasks employees routinely complete in their day-to-day work
Turnover Intention	Employees' plans to leave their job
Type of Leadership	The nature of senior management's leadership styles (e.g., laissez-faire, transactional, transformational, inspirational)
Unionization/Representation	The presence or absence of formal collective bargaining within an organization and/or the presence of organizational structures that facilitate direct employee input into organizational decision-making
Wage Level and Type	Wage/salary rates and compensation structure (e.g., hourly wages, salaries, commissions, bonuses); measured by satisfaction with wages
Work Conditions – Physical	The physical work environment (e.g., a patient's home, a warehouse, a truck)
Work Conditions – Psychosocial	The degree and nature of the psychosocial stressors present in the workplace (e.g., frequent interactions with irate customers, screening/viewing of disturbing images on the internet)

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GLOSSARY OF JOB CHARACTERISTICS

Term	Definition
Work Hours Required – Mandatory Overtime	The extent to which employees are compelled to work more than a standard workweek
Work Hours Required – Work Intensity	The energy, speed, and effort employees must expend to complete their tasks
Work-Life Conflict	A situation in which employees' responsibilities at work and in their personal lives interfere with one another, causing stress

Acknowledgement:

The job quality outcome maps were developed for the National Fund for Workforce Solutions by Ellen G. Frank-Miller, PhD, and Sophia R. Fox-Dichter, MSW, at the Social Policy Institute of Washington University in St. Louis, with support from the Bill & Melinda Gates Foundation. The findings and conclusions are those of the authors and do not necessarily reflect positions or policies of the Bill & Melinda Gates Foundation. The authors are now affiliated with the Workforce and Organizational Research Center, workresearchcenter.org.



TEL 202-223-8994 | info@nationalfund.org
1250 Connecticut Ave NW # 200, Washington, DC 20036
WWW.NATIONALFUND.ORG

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The National Fund for Workforce Solutions invests in a dynamic national network of 30+ communities taking a demand-driven, evidence-based approach to workforce development. At the local level, the National Fund's partner organizations contribute resources, test ideas, collect data, and improve public policies and business practices that help all workers succeed and employers have the talent they need to compete. Learn more at www.NationalFund.org.



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