

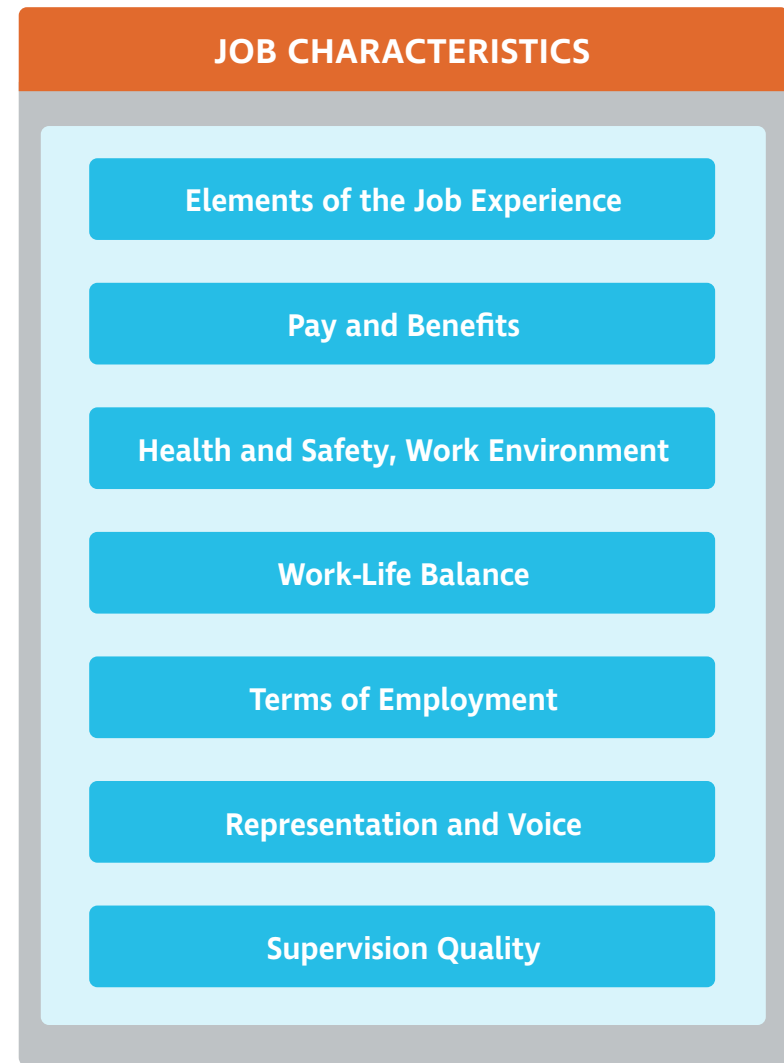
# WHAT BUSINESS RESULTS ARE POSSIBLE WHEN YOU REDESIGN JOBS?

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



Perceived Supervisor Support



Mutual Helping



Formalized HR Practices

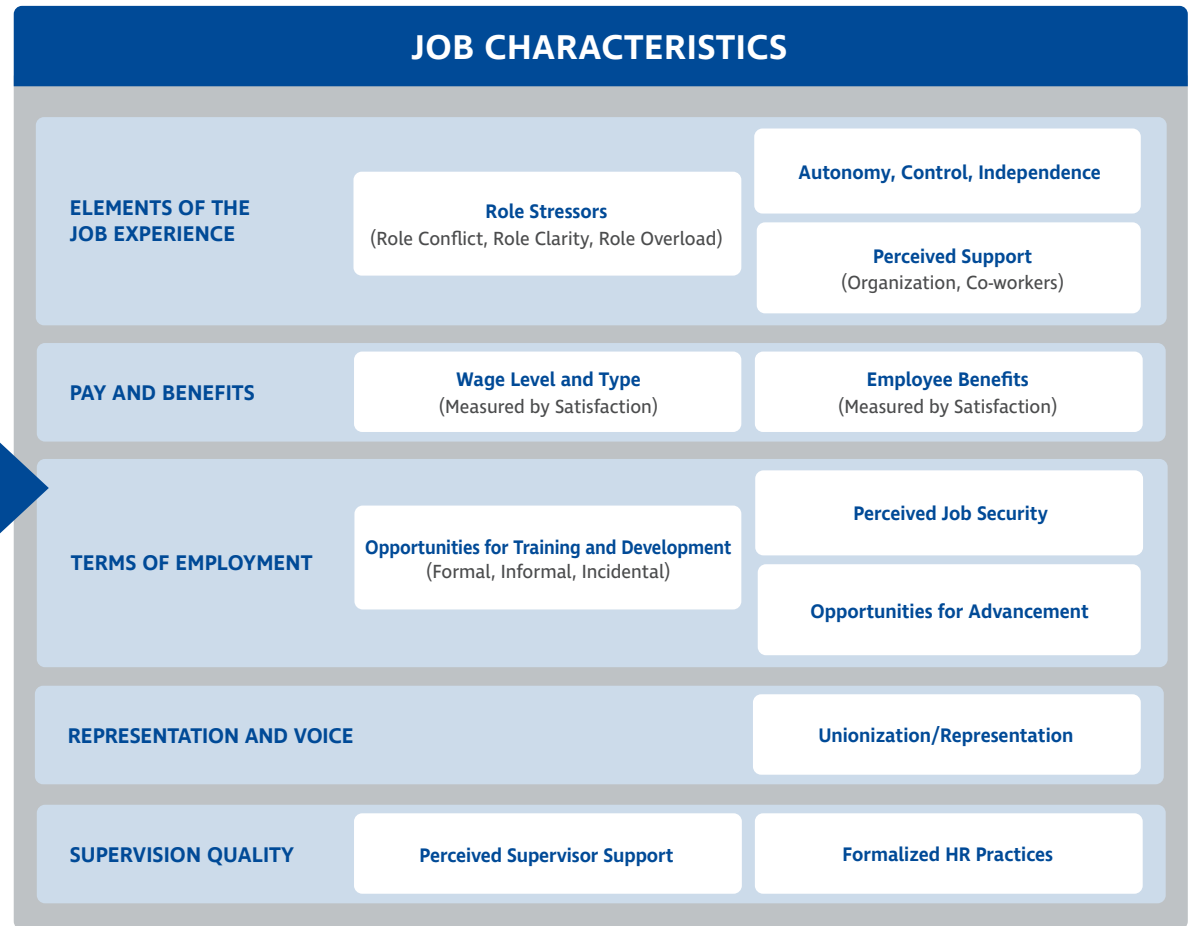


Total number of peer-reviewed studies represented: 3,000+

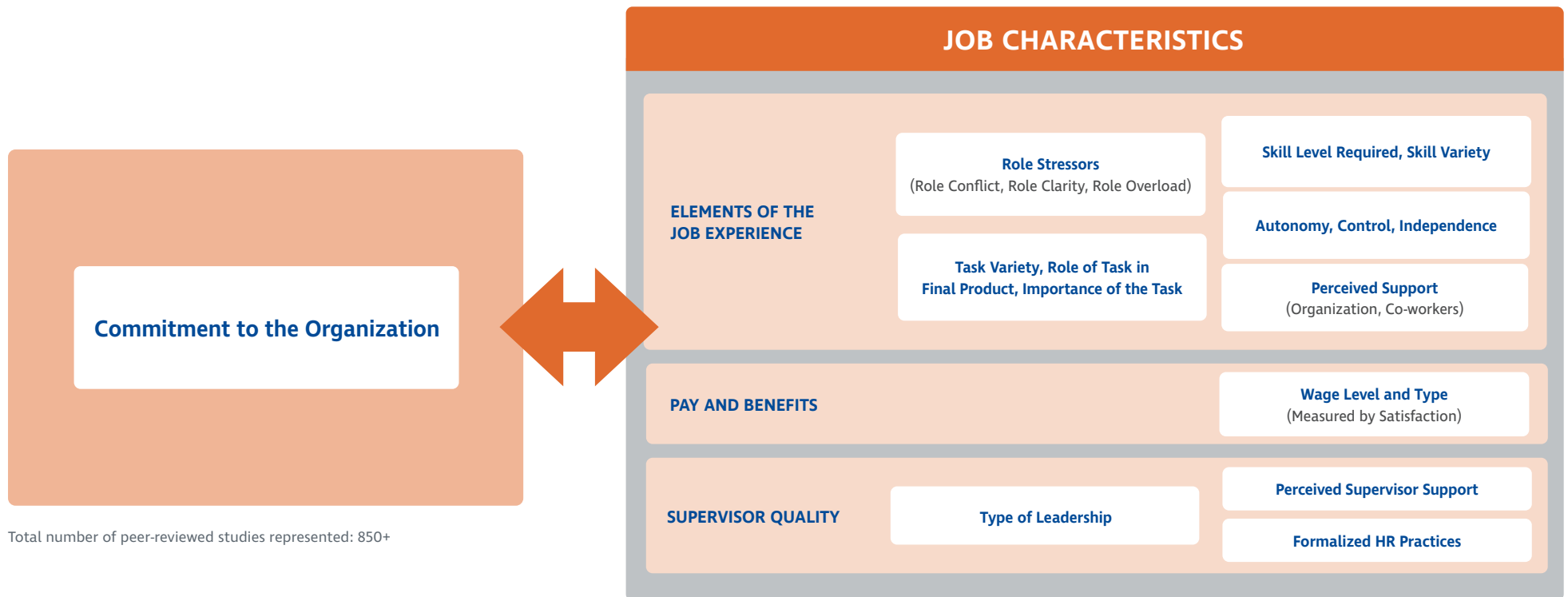
# JOB QUALITY OUTCOME MAP: *TURNOVER INTENTION*



Total number of peer-reviewed studies represented: 850+

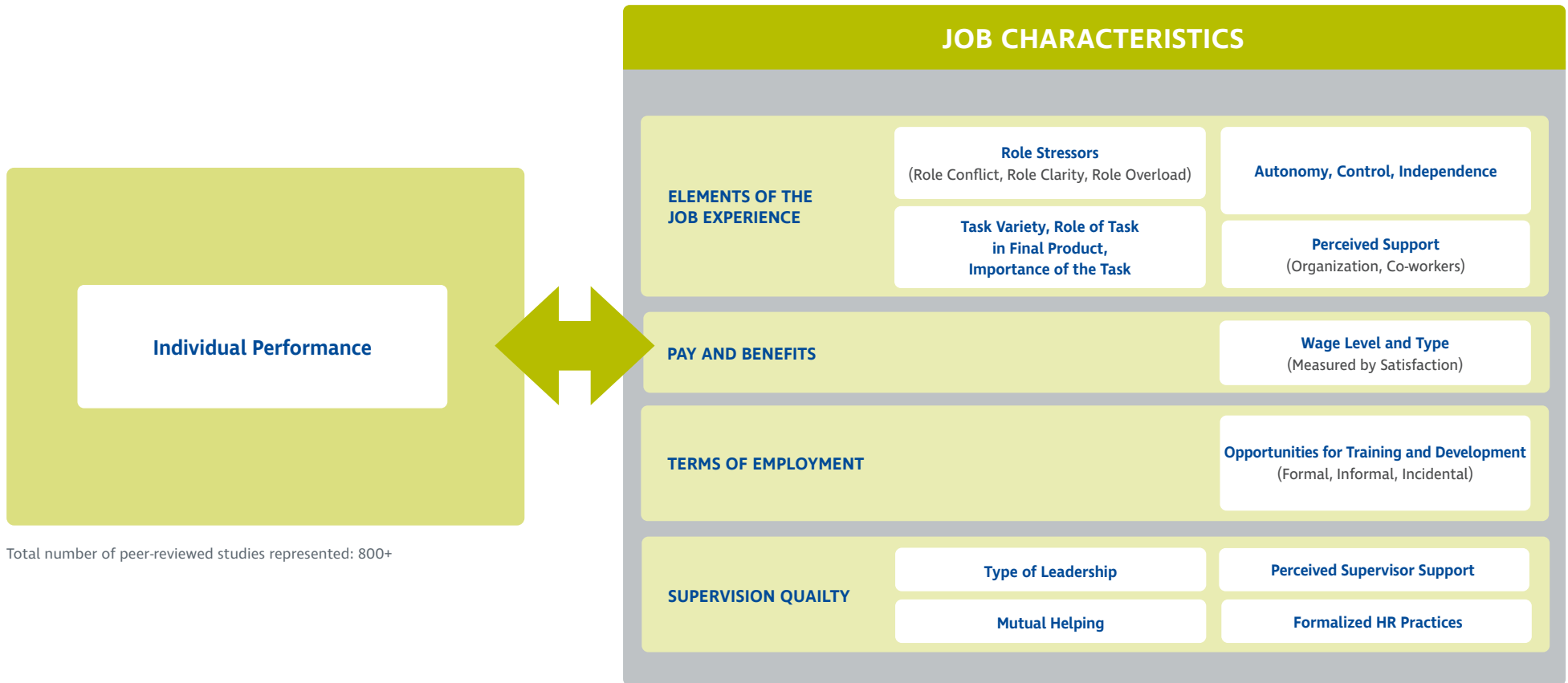


# JOB QUALITY OUTCOME MAP: *COMMITMENT TO THE ORGANIZATION*



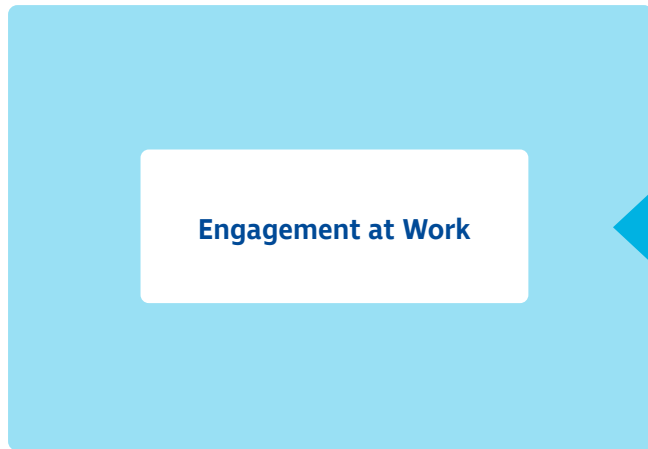
Total number of peer-reviewed studies represented: 850+

# JOB QUALITY OUTCOME MAP: *INDIVIDUAL PERFORMANCE*

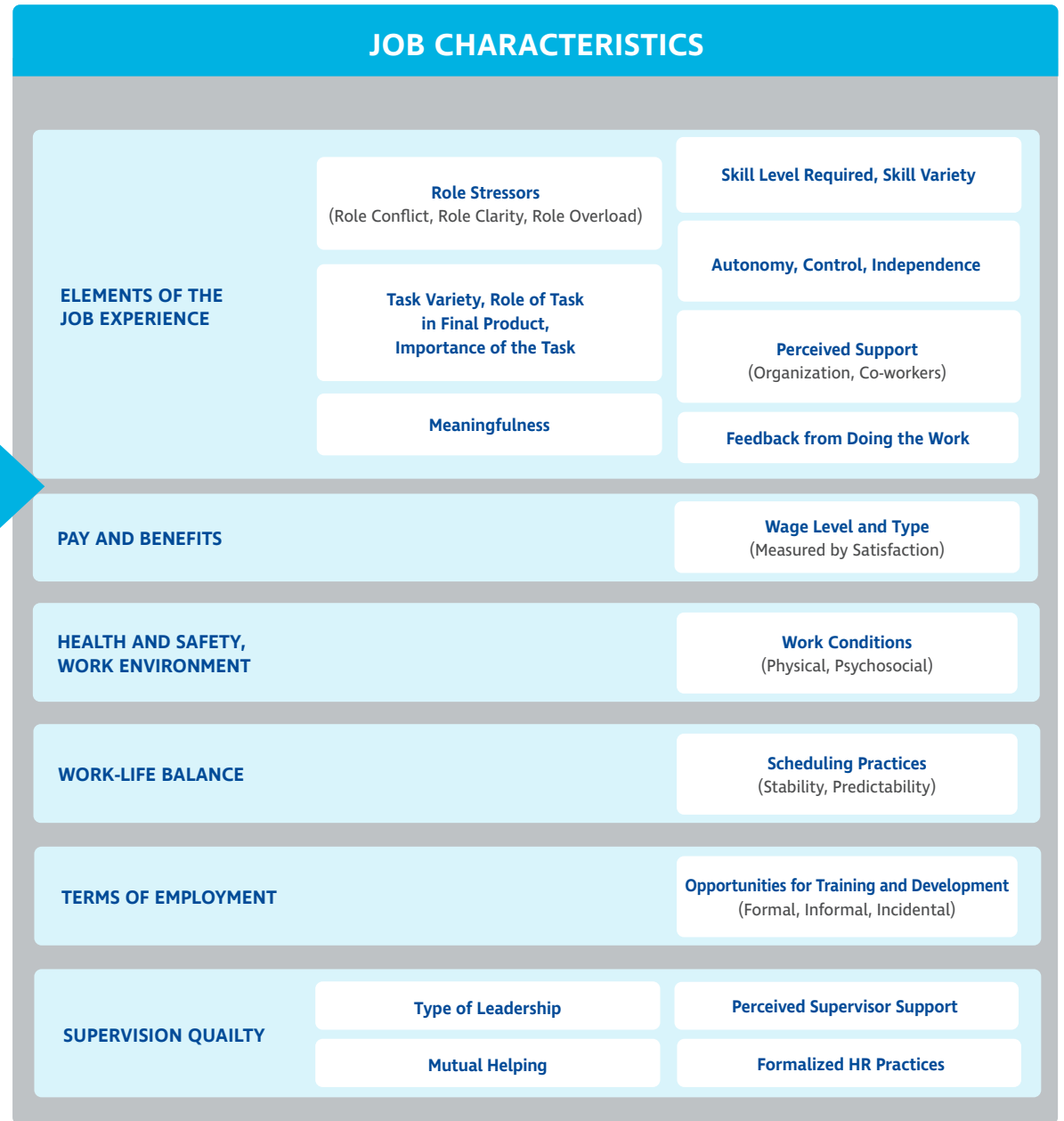


Total number of peer-reviewed studies represented: 800+

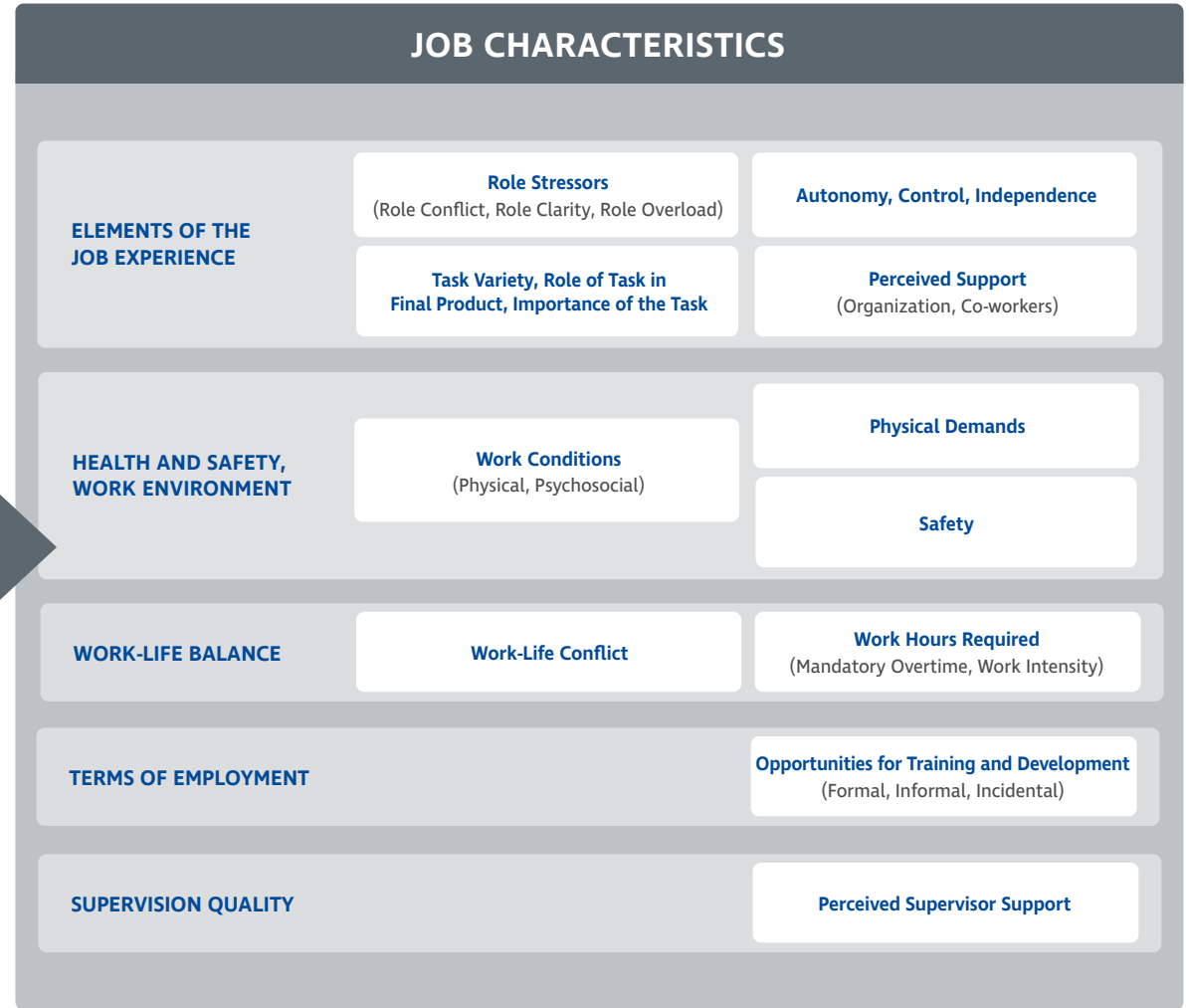
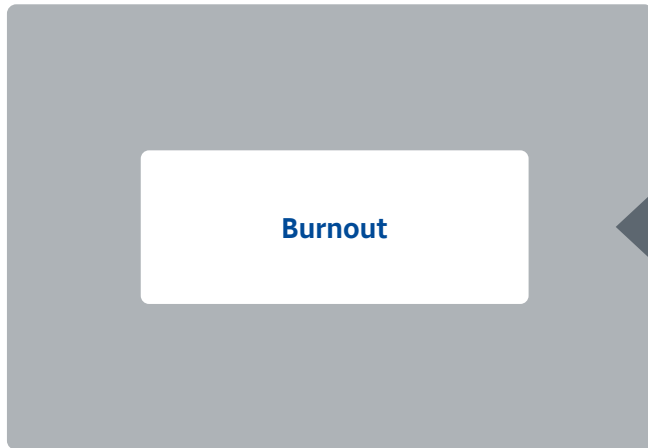
# JOB QUALITY OUTCOME MAP: *ENGAGEMENT AT WORK*



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
<b>Autonomy, Control, Independence</b>	The degree to which a job is designed to include decision making authority about the best way to get the work done
<b>Benefits</b>	Employee benefits offered, such as health insurance, retirement plans, tuition reimbursement programs; <i>measured by satisfaction with benefits</i>
<b>Burnout</b>	The degree to which employees become mentally, physically, and emotionally exhausted and drained by their work
<b>Commitment to the Organization</b>	The extent to which employees feel a sense of belonging and dedication to the organization
<b>Engagement at Work</b>	The extent to which employees dedicate their full attention and energy into their work
<b>Feedback from Doing the Work</b>	The degree to which employees receive feedback just from doing tasks involved in their jobs
<b>Formalized HR Practices</b>	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
<b>Importance of the Task</b>	The degree to which employees perceive a task for which they are responsible as being important to organizational success
<b>Individual Performance</b>	An employees' self-assessments of the quality of their work on the job
<b>Meaningfulness</b>	The extent to which employees find the work they do personally meaningful
<b>Mutual Helping</b>	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
<b>Opportunities for Advancement</b>	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)
<b>Opportunities for Training and Development – Formal</b>	The existence of opportunities to receive formal training (e.g., attending classes, participating in apprenticeship programs) at work
<b>Opportunities for Training and Development – Informal, Incidental</b>	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
<b>Perceived Job Security</b>	The degree to which employees perceive the risk of losing their job to be high or low
<b>Perceived Supervisor Support</b>	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
<b>Perceived Support – Co-workers</b>	The degree to which employees experience their co-workers as encouraging, willing to help them, and open to sharing expertise and knowledge
<b>Perceived Support – Organization</b>	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
<b>Physical Demands</b>	The amount of physical exertion required to complete job-related tasks
<b>Role Clarity</b>	The extent to which employees' jobs include clearly defined and specific responsibilities
<b>Role Conflict</b>	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
<b>Task Variety</b>	The range or number of different tasks employees routinely complete in their day-to-day work
<b>Turnover Intention</b>	Employees' plans to leave their job
<b>Type of Leadership</b>	The nature of senior management's leadership styles (e.g., laissez-faire, transactional, transformational, inspirational)
<b>Unionization/Representation</b>	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
<b>Wage Level and Type</b>	Wage/salary rates and compensation structure (e.g., hourly wages, salaries, commissions, bonuses); measured by satisfaction with wages
<b>Work Conditions – Physical</b>	The physical work environment (e.g., a patient's home, a warehouse, a truck)
<b>Work Conditions – Psychosocial</b>	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)

# GLOSSARY OF JOB CHARACTERISTICS

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

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### **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](http://workresearchcenter.org).



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