

Empowerment is giving employees responsibility and authority to make decisions. For TQM programs to work, it is generally conceded that employees must be empowered so that they are willing to innovate and act on their own in an atmosphere of trust and respect. Five of W. E. Deming's 14 points for quality improvement relate to employee empowerment.

8. List 5 of the attributes of good job design identified by Frederick Herzberg. Student answers will vary but should include 5 of the following attributes identified by Frederick Herzberg.

- An appropriate degree of repetitiveness**
- An appropriate degree of attention and mental absorption**
- Some employee responsibility for decisions and discretion**
- Employee control over their own job**
- Goals and achievement feedback**
- A perceived contribution to a useful product or service**
- Opportunities for personal relationships and friendships**
- Some influence over the way work is carried out in groups**
- Use of skills**

9. Define the three categories of the elements of job design.

Task analysis determines how to do each task and how all the tasks fit together to form a job. It includes defining the individual tasks, and determining their most efficient sequence, their duration, their relationship with other tasks, and their frequency. Worker analysis determines the characteristics the worker must possess to do the job requirements, the responsibilities the worker will have in the job and how the worker will be rewarded. Environmental analysis refers to the physical location of the job in the production or service facility and the environmental conditions that must exist. These conditions include things such as proper temperature, lighting, ventilation and noise.

10. List the three categories of the principles of motion study and give 2 rules for each category.

Student answers will vary but the three categories and the rules of each are as follows:

- a. Efficient use of the human body**
 - i. Work should be simplified, rhythmic, and symmetric**
 - ii. Hand/arm motions should be coordinated and simultaneous**
 - iii. The full extent of physical capabilities should be employed; all part of the body should perform; the hand should never be idle**
 - iv. Energy should be conserved by letting machines perform tasks when possible, minimizing the distance of movements, and physical momentum should be in favor of the worker**
 - v. Tasks should be simple, requiring minimal eye contact and minimal muscular effort, with no unnecessary motions, delays, or idleness**
- b. Efficient Arrangement of the Workplace**