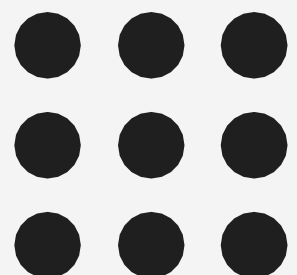# SNS COLLEGE OF ENGINEERING

Department of Information Technology

Course Name – IT8075 Software Project Management

IV Year / VII Semester

Unit 5 – Staffing in Software Project

Topic 3 – Oldham Hackman Job Characteristics

Oldham Hackman Characteristics Model

Three factors that make job "meaningful" and other two factors

- Skill variety - different skills that a job holder has the opportunity to exercise

- Task identity: degree to which your work and its results are identifiable as belonging to you

- Task significance: degree to which your job has influence on others

- Autonomy - discretion
- Feedback – information about result of your work

Oldham Hackman Characteristics Model

Methods of improving motivation
– Set specific goals

– Provide feedback

– Consider job design

Measures to enhance job design

– Job enlargement

– Job enrichment

Oldham Hackman Characteristics Model

Oldham Hackman Characteristics Model

$$MPS = \frac{\text{Skill Variety} + \text{Task Identity} + \text{Task Significance}}{3} \times \text{Autonomy} \times \text{Feedback}$$

Oldham Hackman Characteristics Model

Goal that motivates

| Specific Goals | Difficult Goals | Goal Acceptance | Goal Feedback |

Why Goals Motivate
- Mobilize energy in relation to goal

- Focus attention towards goals attainment

- Encourages setting of action plans or strategies for goal attainment

- Encourages persistence until goal is attained

Oldham Hackman Characteristics Model

Enhancing Goal Acceptance

Participation   Rewards   Supportiveness

Incentive for Individual
- For Executives
    – Compensation tied to achieving strategic goals

- For Lower Level Employees
    – Tied to performance: bonuses, commissions, piecework

Oldham Hackman Characteristics Model

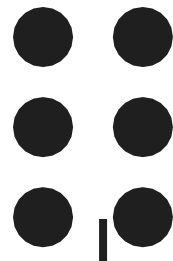|	
Team Incentives	Profit sharing
Incentives for Groups	
Gain sharing	Stock options
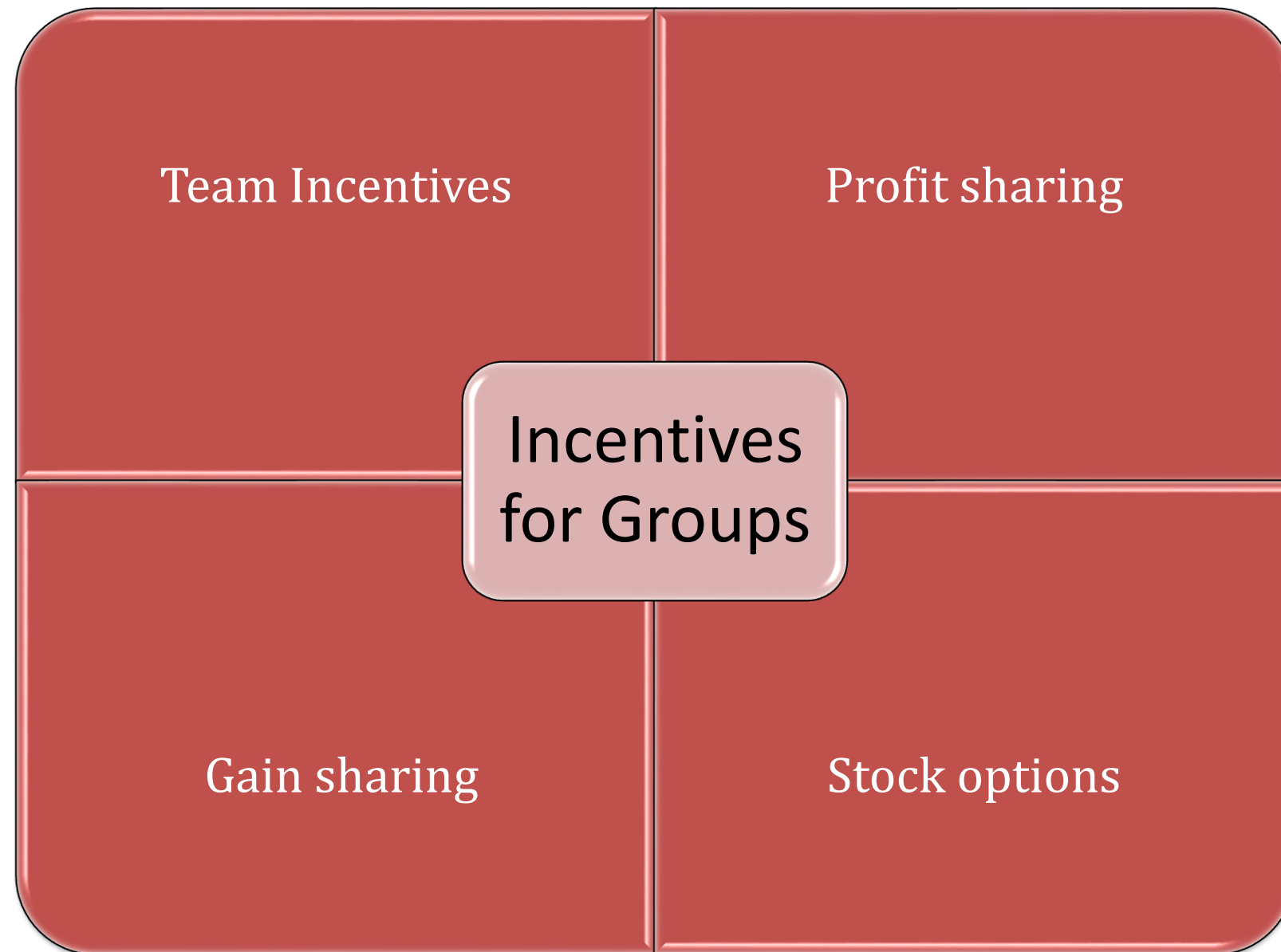
Oldham Hackman Characteristics Model

Where Pay Fails to Motivate

• Bonuses or merit pay is too small

• Non-existent link between pay and Performance

• Performance appraisal is done poorly

• Effect of unions

• Adaptation problems

Oldham Hackman Characteristics Model

Effective Reward Systems

• Set high goals for performance

• Develop accurate ways to measure performance

• Train supervisors in performance appraisal

• Link pay to performance

• Make increases noticeable and meaningful

THANK YOU