

Table 2

Structural Factors of Jobs with Potential Positive and Negative Aspects

Structural Factor		Description	Potential Positive Aspect	Potential Negative Aspect
Type of task				
	Unit/custom	Small, custom, one-of-a-kind products (art)	Variety	Unpredictable
	Mass/batch	Large, standardized, assembly-line processes	Specialization and efficiency	Dehumanizing
	Process/routine	Large, capital-intensive plants with minimal human involvement	Humans monitor machines	Dehumanizing
Nature of job				
	Serial	Sequential tasks	Unskilled labor (cost-effective)	Rigidity of predetermined order, tedium, lack of control (dependent on employee "upstream")
	Parallel	Concurrent tasks	Variety	Few economies of scale, employee shortage
	Unit assembly	Nonsequential tasks	Autonomy for highly skilled professionals	Little structure
Characteristic				
	Control/autonomy	Control of scheduling, methods, and boundaries	Freedom	Lack of guidance
	Task identity	Visible product or identifiable piece of work	Certainty about achievement	Turfism
	Cognitive demand	Attention to task and requirements for problem solving	Interest and challenge	Qualitative work overload
	Responsibility	Scope of job and accountability	Belief that job matters	Qualitative work overload
	Social interaction	Social contact with colleagues	Collegiality	Isolation
	Variety	Range or diversity of tasks	Interest and challenge	Fragmentation
	Feedback	Measurement of extent	Certainty about	Defensive reaction

		to task provides information about employee's effectiveness	performance	if feedback negative
Demand of job and role				
	Quantitative work overload	Amount of work exceeds time to complete it	Short-lived challenge of "rising to the occasion"	Stress and burnout
	Qualitative work overload	Lack of training or ability or standards excessively high	Short-lived challenge of "rising to the occasion"	Stress and burnout
	Role ambiguity	Uncertainty about tasks included in job, scope of authority, and unit's goals	Persons with initiative can define role	Stress and burnout
	Role conflict	Incompatibility among multiple jobs or tasks	None	Stress and burnout