Job Design: A Human Approach through Catholic Social Teaching and Job Design Theories

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**Job Design Theories**

**Industrialization of Work**
- Fredrick Taylor (1911) published *The Principles of Scientific Management* where he pioneered standardizing tasks for increasing efficiency
- The new system brought Management and Labor together in a new relationship of interdependency

**Designing with Applied Psychology**
- Hackman and Oldham (1975) developed the Job Characteristic Model to measure “how the characteristics of jobs and people interact”
- 3 psychological states linked job dimensions to job outcomes

**Contemporary Theories**
- High-Performance jobs require a balance of supply (resources of a company) and demand (laborer’s tools)
- Treville and Antonakis (2006) applied the JCM to Lean Production and separated autonomy into Choice and Responsibility autonomy

**Connections Between Job Design and CST**

**Taylor saw that**
- A mutual, healthy relationship generated more wealth for both capital owners and laborers

**CST focused on**
- The Person as the center of all activities and of society – the human is the subject of work

**Relationships are important in human nature – the logic of gift builds fraternity & authentic development**

**Catholic Social Teaching**

**Birth of Catholic Social Teaching**
- *Rerum Novarum* (1891) defined Rights & Responsibilities for capital owners and laborers
- *Quadragesimo Anno* (1931) instructed social justice and forming a common good

**CST in the Modern World**
- *Gaudium et Spes* (1965) pushed for respecting Human Dignity and the personal dimension of work
- *Laborem Exercens* (1981) identified the universal calling of work and the objective and subjective dimensions

**21st Century CST**
- *Caritas in Veritate* (2009) sought authentic human development through an interdisciplinary approach
- Pope Benedict XVI saw that work allows a person to live out reciprocity that is inherent in the nature of humanity and work unites humans into solidarity