

1. Record Nr.	UNINA9910786885103321
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Titolo	Managing organizational change : human factors and automation // Fred Fallik
Pubbl/distr/stampa	Abingdon, Oxon : , : Routledge, , 2013
ISBN	1-135-93721-4 1-135-93714-1 0-203-54488-9
Descrizione fisica	1 online resource (349 p.)
Collana	Routledge Library Editions: Organizations: Theory & Behaviour ; ; Volume 14
Disciplina	352.44
Soggetti	Automation - Human factors Organizational change - Management Psychology, Industrial
Lingua di pubblicazione	Inglese
Formato	Materiale a stampa
Livello bibliografico	Monografia
Note generali	First published in 1988 by Taylor & Francis.
Nota di bibliografia	Includes bibliographical references and index.
Nota di contenuto	Cover; Half Title; Title Page; Copyright Page; Title Page; Original Copyright Page; Table of Contents; Dedication; Preface; Disclaimer; Acknowledgements; Section I. Background; Chapter 1. Automation, Beliefs and Values; 1.Management Beliefs and Values; 2.Employee Beliefs and Values; 3.Behavioral Science as a Tool of Management; 4. Models of Technology and Human Factors; 5.Patterns in the Implementation of Automation; Chapter 2. Background to Automation; 1.The Internal Revenue Service; 2.The Collection Division; 3.The Impetus for Automation; Chapter 3. The Politics of Automation Chapter 4. The Human Resources Technology Staff1.History and Functions; 2.Measuring the Impact of Automation; Section II. Automation Implementation; Chapter 5. The Automated Collection System; 1.Introduction; 2.The Technology of Automation; 3.The Organization of the ACS; 4.The Management Structure of the ACS; 5. The Work Structure of the ACS; 6.The Transition from COF to ACS; Chapter 6. Personnel Recruitment and Retention; 1.Background; 2. Research Methodology; 3.Data Analysis Procedures; 4.Results: Summary Statistics; 5.Results: Relationships Among Items; 6.Study Summary

7.Recommendations on Recruitment and Staff TurnoverChapter 7. Human Factors; 1.Ergonomie Considerations; 2.The Workstation Environment; 3.Changes in Job Satisfaction; Chapter 8. Training; 1. Background; 2.The ACS Training Plan; 3.Training Functions and Objectives; Chapter 9. Team Building and Resources; 1.Background to the Focused Group Interview; 2.Focused Group Interview Procedures; 3. Applying the Focused Group Interview Technique; Chapter 10. Organization and Management; Section III. Lessons Learned; Chapter 11. Automation and Leadership; 1.The Role of the Supervisor 2.General Considerations for Managing3.Managing in an Automated Environment; 4.Performance Characteristics; 5.Organizational Culture and Management; 6.Conclusions; Chapter 12. Motivation and Productivity; 1.Background; 2.The Structure of Employee Participation; 3.The Degree of Participation; 4.The Process of Participation: Why it Works; 5.Some Organizational Programs to Improve Motivation and Satisfaction; 6.Summary and Conclusions; Chapter 13. Looking Back: Summary and Recommendations; 1.Success Factors in Retrospect; 2. Lessons Learned in Retrospect; Appendix 1 Human Factors in Automation: Recommendations By the Human Resources Technology StaffAppendix 2; "What's Your Opinion?" Attitude Survey; Appendix 3; Recruitment/Retention Instruments; References; Additional Resources; Index

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Sommario/riassunto

The United States Internal Revenue Service introduced a multi-million dollar program to automate its operations in the early 1980s. This book describes a multidisciplinary study of the experiences of several thousand users in this program, based primarily on questionnaires, observation and interviews. The case study gives valuable guidance to managers and their consultants involved in planning introduction of new office technology, as well as providing more academic insights into aspects of human behaviour under changing working conditions.

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