

Unit 3: Job Analysis and Design

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Readings:

Adhikari, D.R., (2010). *Fundamentals of Human Resource Management Third edition*
Budhha Academic Enterprises Pvt. Ltd.
Agrawal, G. R. (2007). *Foundation of Human Resource Management in Nepal* MK
Publisher and Distributors

Content

- Job analysis: concept and terminology (task, job, position and occupation)
- Purposes and methods of collecting job analysis information.
- Job description and job specification
- Job design: concept, approaches and techniques (scientific management, Herzberg, job characteristics, socio-technical, and team)

JOB ANALYSIS: CONCEPT AND TERMINOLOGY

Terminology: Job

- *"A **job** is a group of positions which are identical with respect to their major or significant tasks and sufficiently alike to justify their being covered by a single analysis. There may be one or more persons employed in a job".*

Terminology: Task, Position

- A Task is the collection of activities that are directed towards the achievement of specific job objectives
- *"A position consists of the tasks and duties for any individual. A position exists, whether occupied or vacant"*

Terminology: Occupation

"The term occupation usually refers to jobs of a general class, an across-the-board basis, without regard to organizational line"

Job Analysis: Concept



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Job Analysis: Concept



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Job Analysis: Concept

- Formal study of job
- Systematic process of discovery of the nature of a job
 - * By dividing it into smaller units
 - * Determine duties and nature of job and decide what kind of employees are required
- Thus, support on matching individuals with their jobs.
- Outcome of JA is JD and JS, which is useful to make decision on R&S, compensation, performance appraisal, training

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Job Analysis: Definition

- "The process of defining a job in terms of tasks or behaviours and specifying the education, training, and responsibilities needed to perform the job successfully" – The BIPP, 1973
- "JA is the process of describing and recording several job aspects including the purposes, task characteristics, task duties, behaviors, and requisite skills and abilities of jobs in a given organizational setting" – Schuler, 1984

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Job Analysis: Definition

- "JA is a systematic exploration of the activities within a job. It is a basic technical procedure, one that is used to define the duties, responsibilities, and accountabilities of a job" – DeCenzo and Robbins, 1993

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METHODS OF COLLECTION OF JOB ANALYSIS INFORMATION

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Methods: Collecting JA Information

- Need of reliable information
- Quality of collector and way of collection affect the reliability of information collected
 - * Who?
 - * Person involved in HR dept
 - * Sometime from outside expert
 - * How?
 - * With the help of supervisor of concerned job
 - * What type of job related information?

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Methods: Collecting JA Information

- * What type of job related information?
- * Work activities: job – and worker – oriented
- * Machine tools, equipment, and work aids used
- * Job-related tangible and intangibles
- * Work performance
- * Job context
- * Personnel requirements

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Methods: Collecting JA Information

Methods of obtaining

1. Observation method
2. Interview method
3. Conference with job analysts
4. Diaries kept by job incumbents
5. Questionnaire method
6. Combination of methods

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PURPOSES OF JOB ANALYSIS

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Purposes of Job Analysis

1. Writing job description and specification
2. Job Evaluation
3. R & S information
4. Performance Appraisal Development
5. Training and Development Needs
6. Worker Orientation
7. Human Resource Planning

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Writing job description and specification

JOB TITLE: Employment Assistant

Division: Southern Area

Department: Human Resource Management

Job Analyst: A. Pasnet

Date:

Wage Category:

Report to: HR Manager

Job Statement

Performs professional HR work in the areas of employee R&S, testing, orientation, transfers, and maintenance of employee HR files. May handle special assignments and projects in EEO/ Affirmative Action, employee grievances, training, or classification and compensation.

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Writing job description and specification

Essential Functions

1. Prepares recruitment literature and job advertisements for applicant placement.
2. Schedules and conducts personal interviews to determine applicant suitability and job fit. Reviews resumes and mailed applications for qualified personnel.
3. Supervises administration of testing program. Responsible for developing or improving testing instruments and procedures.
- 4.....
- 5.....
- 6.....

Essential Functions and Responsibilities

Writing job description and specification

Job Specifications

1. Four-year college or university degree with major course work in human resources management, business administration, or industrial psychology; OR a combination of experience, education, and training equivalent to a four-year college degree in human resource management
2. Considerable specialized knowledge of employee selection and training personnel.
3. Ability to express ideas clearly in both written and oral communications.
4. Ability to independently plan and organize one's own activities.
5. Knowledge of HR computer application desirable

Job specification and requirements

Job Evaluation

JD & JS

Evaluation of people & job

Fixing Salary

Evaluating the relative value of each job

Recruitment & Selection information

JD and JS provides information:

- for recruitment decisions
 - * No. of employees required in the job
 - * Methods of attracting attention of qualified candidates
 - * Sources of recruitment
 - * No. of candidates to be short-listed for final selection
 - * Interview and test methods

Performance Appraisal Development

- To design the systematic performance evaluation programme by developing job standard and criteria to evaluate the performance of employees

Training and Development Needs

- Able to know the gap of SKA between employee and required for the job (outcome of JA)
helpful to indentify the Training and development needs.

Worker Orientation

- JA helps to arrange orientation program to new employees in the organization

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HR Planning

- What sorts of and why SKA are required?
- Helpful to determine current and future HR requirements of an organization.

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JOB DESIGN

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Job Design: Concept

- *“Any activity that involves the alteration of specific jobs (or interdependent systems of jobs) with the intent of increasing both the quality of the employees’ work experience and their on-the-job productivity” – Hackman, 1977*

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Job Design: Concept

- *“Job design results in a set of purposes, task characteristics, and task duties in a given organizational setting based on a set of unique organizational and personnel qualities” – Schuler, 1984*

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Job Design: Concept

- *“An outgrowth of job analysis that improves jobs through technological and human considerations in order to enhance organization efficiency and employee job satisfaction.” – Snell and Bohlander, 2007*

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Basis of Job Design

Organizational objectives the job was created to fulfill

Industrial engineering considerations, including ways to make the job technologically efficient

Behavioral concerns that influence an employee's satisfaction

Ergonomic consideration, including workers' physical and mental capabilities

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Job Analysis and Job Design

- What is Job Analysis?
- What is Job Design?

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JOB DESIGN APPROACHES / METHODS

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Approaches / Methods

- Scientific Management Approach
- Herzberg's Motivation-Hygiene Theory
- Job rotation / enlargement / enrichment
- Job characteristic Approach
- Socio-Technical System Approach
- Team Approach

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Scientific Management Approach

- Time and motion study
- Could reveal the most efficient (one best) way to perform work by minimizing wasteful movements or unnecessary steps
- Workers should be selected on the basis for their ability to do the job.
- They should be trained in the standard way to perform the job, and they should be offered monetary incentives to motivate them to do their best.

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- Job Rotation
- Job Enlargement
- Job Enrichment

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Herzberg's Motivation-Hygiene Theory

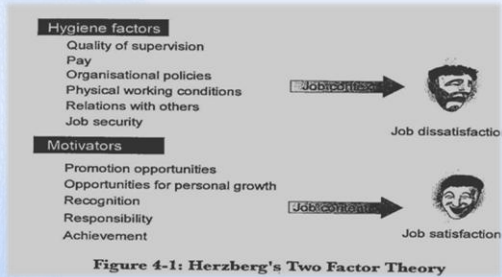
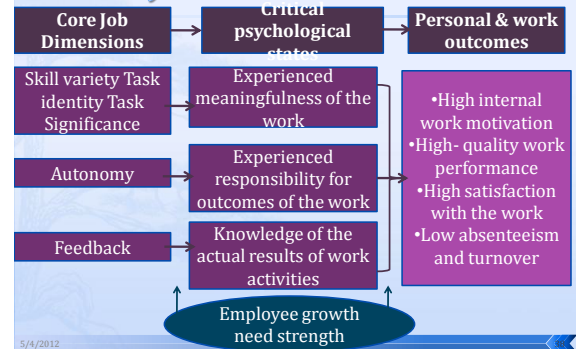


Figure 4-1: Herzberg's Two Factor Theory

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Job Characteristics



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Socio-Technical Systems Approach

- Designing jobs to satisfy team or group of employees rather than individual.
- Introduction of technical change without due regard to the social implications resulted in a failure to realize the expected improvements in organizational performance.

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Autonomous Work Group

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DISCUSSION SESSION

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Brief Answer Questions

- Specify any three techniques of job analysis (2008).
- State any three purposes of job analysis. (2008).
- Note down the components of job characteristics model (2009).
- Introduce any three techniques of job design (2010).

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Short Answer Questions

- Describe the various components of job analysis. Why is job analysis important in organization? Explain. (2010).