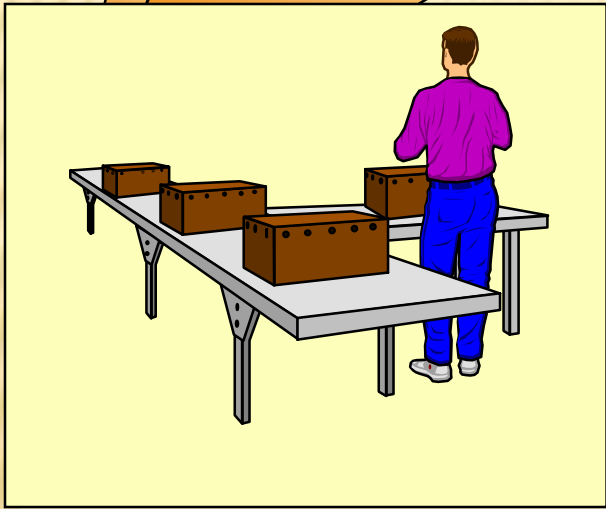

Job Analysis

Job



Position

Job Specification

Job Description

DEFINITIONS

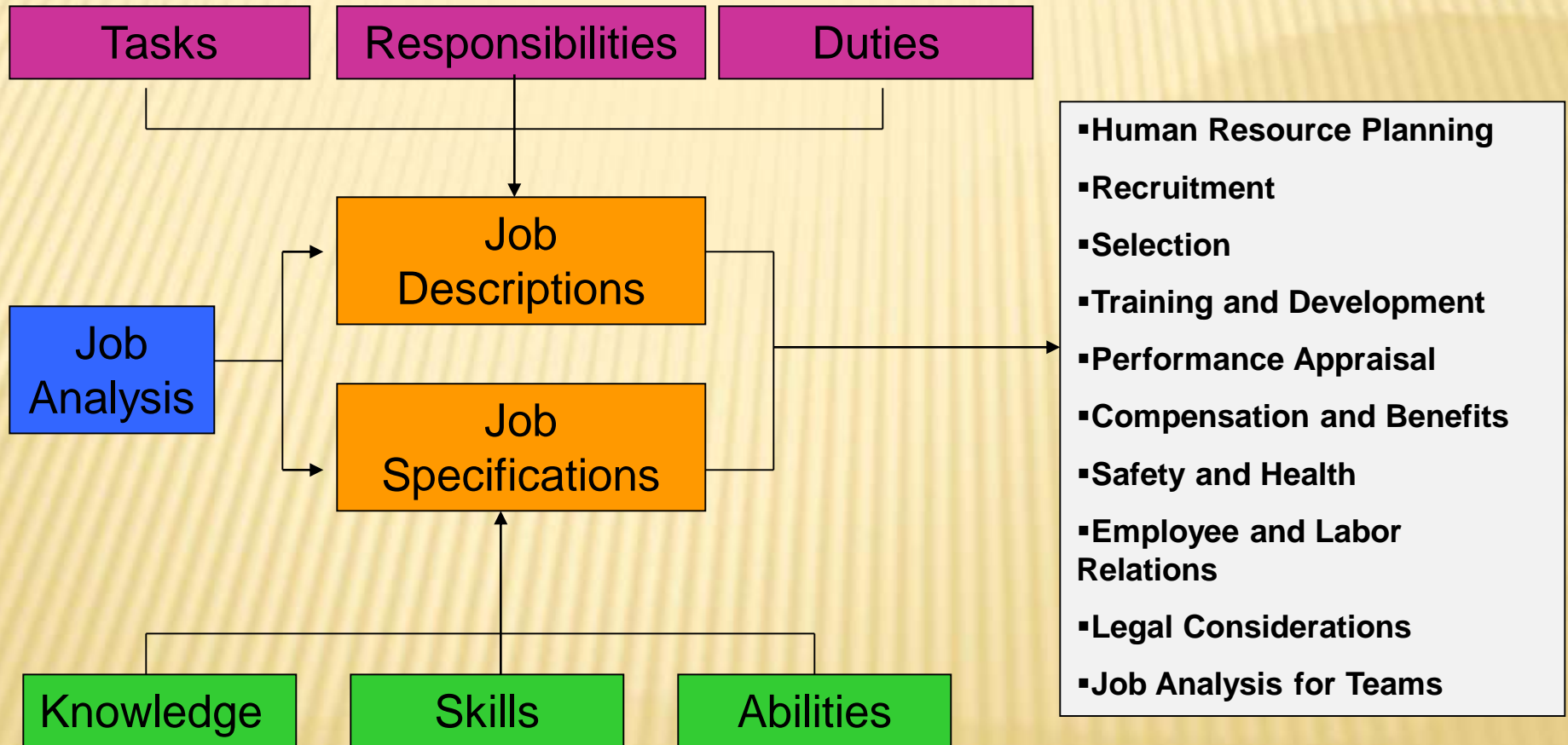
- **Job** - Consists of a group of tasks that must be performed for an organization to achieve its goals.
- **Position** - Collection of tasks and responsibilities performed by one person; there is a position for every individual in an organization.
- **Job Specification:** Statement of the needed knowledge, skills, and abilities (KSAs) of the person who is to perform the job.
- ✘ **Job Description:** Statement of the tasks, duties, and responsibilities (TDRs) of a job to be performed.

JOB ANALYSIS

➤ Job Analysis:

- + Systematic process of obtaining information about the skills, duties, and knowledge required for performing jobs in an organization.
- *HR managers use the information to develop **job descriptions** and **job specifications** that are the basis for recruitment, training, employee performance appraisal and career development.*
- *The ultimate purpose of job analysis is to improve organizational performance and productivity.*

JOB ANALYSIS: A BASIC HUMAN RESOURCE MANAGEMENT TOOL



REASONS FOR CONDUCTING JOB ANALYSIS

- **Staffing** : would be disorganized if recruiter did not know qualifications needed for job.
- **Training and Development** : if specification lists a particular knowledge, skill, or ability, and the person filling the position does not possess all the necessary qualifications, training and/or development is needed.
- **Compensation and Benefits**: value of job must be known before dollar value can be placed on it.
- **Safety and Health** : helps identify safety and health considerations.

SUMMARY OF TYPES OF DATA COLLECTED THROUGH JOB ANALYSIS

- **Work Activities** – work activities and processes; activity records ; procedures used; personal responsibility.
- **Personal requirements for the job** – personal characteristics such as personality and interests; education and training required; work experience.
- **Machines, tools, equipment, and work aids used.**

CONDUCTING JOB ANALYSIS

➤ **The people who participate in job analysis should include, at a minimum:**

1. The employee.
2. The employee's immediate supervisor.

PERFORMING JOB ANALYSIS

Step 1 : Select jobs to study.

Step 2 : Determine information to collect: Tasks, responsibilities, skill requirements, etc.

Step 3 : Identify sources of data: Employees, supervisors/managers.

Step 4: Methods of data collection:

- ✘ Interviews
- ✘ Questionnaires
- ✘ Observation
- ✘ Diaries and Records

PERFORMING JOB ANALYSIS

Step 5: Evaluate and validate data collection:

- ✘ Other employees
- ✘ Supervisors/managers

Step 6: Write job analysis report.

POPULAR APPROACHES TO JOB ANALYSIS

**Functional Job
Analysis**

**Position
Analysis
Questionnaire**

**Computerized Job
Analysis**

**Critical Incident
Method**

POPULAR APPROACHES TO JOB ANALYSIS

1. Position Analysis Questionnaire (PAQ model) :

- ❑ is a structured questionnaire of job analysis to measure job characteristics and relate them to human characteristics.
- ❑ it consists of **195** job elements that describe common human work behaviors.

POPULAR APPROACHES TO JOB ANALYSIS

2. Critical Incident Method:

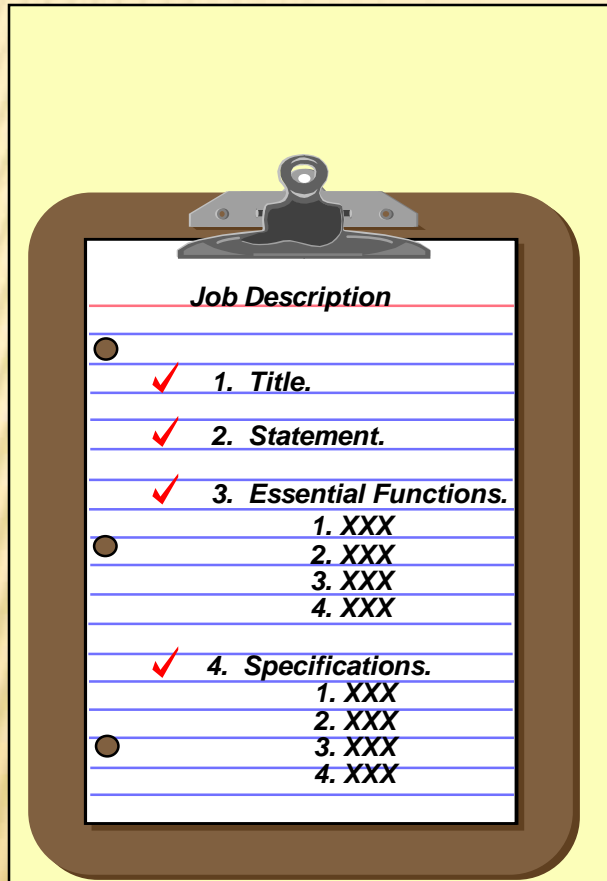
- ✘ Situation analysis technique in which actions or behavior of an employee (during, for example, a customer service event) is recorded and examined to ascertain the actual requirements of a successful operation.
- ✘ a method for improving an employee's performance by writing down and examining examples of what they did particularly well or badly and how it affected their work.

POPULAR APPROACHES TO JOB ANALYSIS

3. Functional Job Analysis (FJA):

- + Quantitative approach to job analysis that uses a collected list of the various functions or work activities that can make up any job.
- + **FJA** breaks down job roles into seven areas: things, data, worker instructions, reasoning, people, maths and language.
- + Analysis of worker actions within these areas plays a key part of the Functional Job Analysis process.

JOB DESCRIPTIONS



Job Title

Job Identification

**Essential
Functions**

Job Specifications

KEY ELEMENTS OF A JOB DESCRIPTION

1. Job Title:

- + Indicates job duties and organizational level.

2. Job Identification:

- + Distinguishes job from all other jobs.

3. Essential Functions (Job Duties):

- + Indicate responsibilities entailed and results to be accomplished

4. Job Specifications:

- + Basic skills required to perform the job and physical demands of the job.

PROBLEMS WITH JOB DESCRIPTIONS

1. If poorly written, they provide little guidance to the jobholder.
2. They are not always updated as job duties or specifications change.
3. They may break up the law by containing specifications not related to job success.
4. They can limit the scope of activities of the jobholder, reducing organizational flexibility.

JOB DESIGN

➤ **Job Design:**

- + An result of job analysis that improves jobs through technological and human considerations in order to enhance organization efficiency and employee job satisfaction.

➤ **Job Enrichment:**

- + Enhancing a job by adding more meaningful tasks and duties to make the work more rewarding or satisfying.
- + Providing opportunities for achievement, recognition, growth, responsibility, and performance.

JOB ENRICHMENT FACTORS

1. Increasing the level of difficulty and responsibility of the job.
2. Allowing employees to retain more authority and control over work outcomes.
3. Providing unit or individual job performance reports directly to employees.
4. Adding new tasks to the job that require training and growth.
5. Assigning individuals specific tasks, thus enabling them to become experts.