

Job Analysis

Unit 1

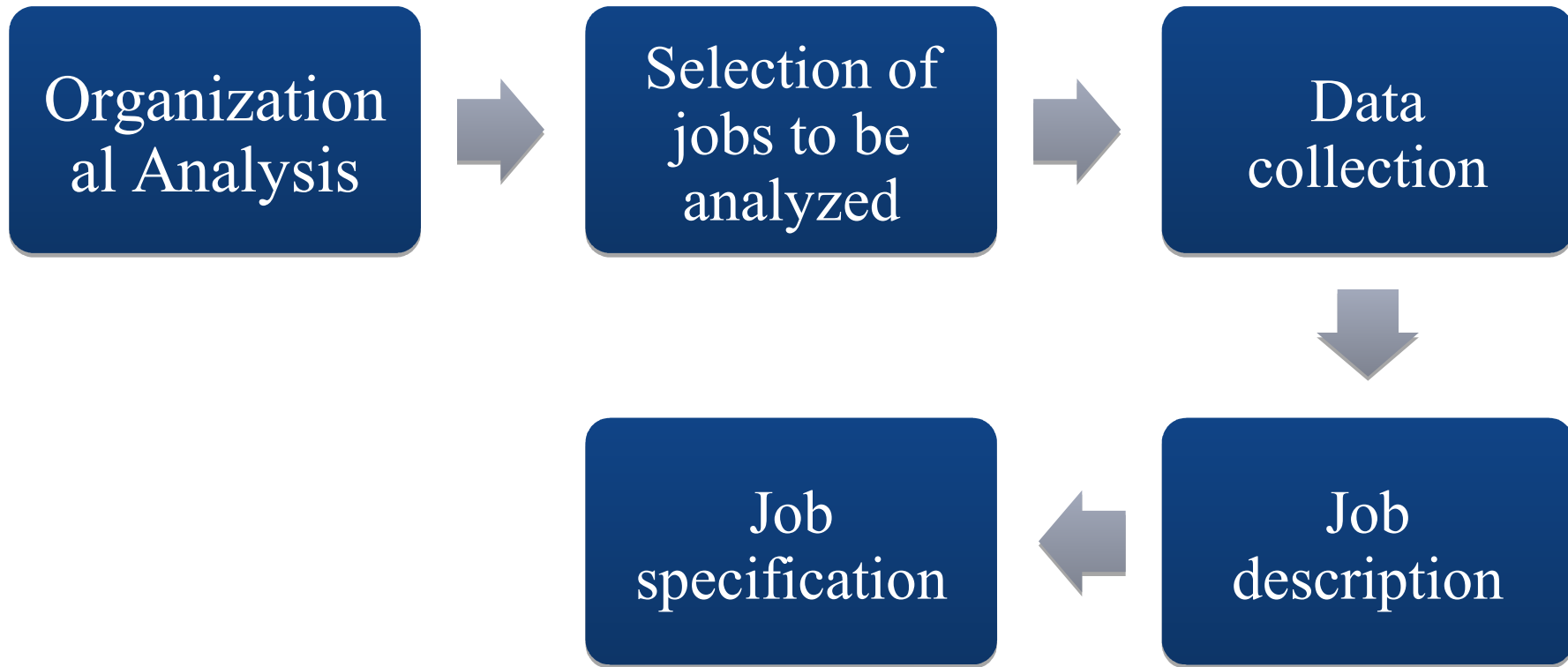
What is Job Analysis

- Job Analysis is a systematic exploration, study and recording the responsibilities, duties, skills, accountabilities, work environment and ability requirements of a specific job.
- It also involves determining the relative importance of the duties, responsibilities and physical and emotional skills for a given job.

When Job Analysis is carried out

1. When an organization is started
2. When changes occur which require new methods and procedures in performing the job e.g. introduction of new technology
3. When a new job is created

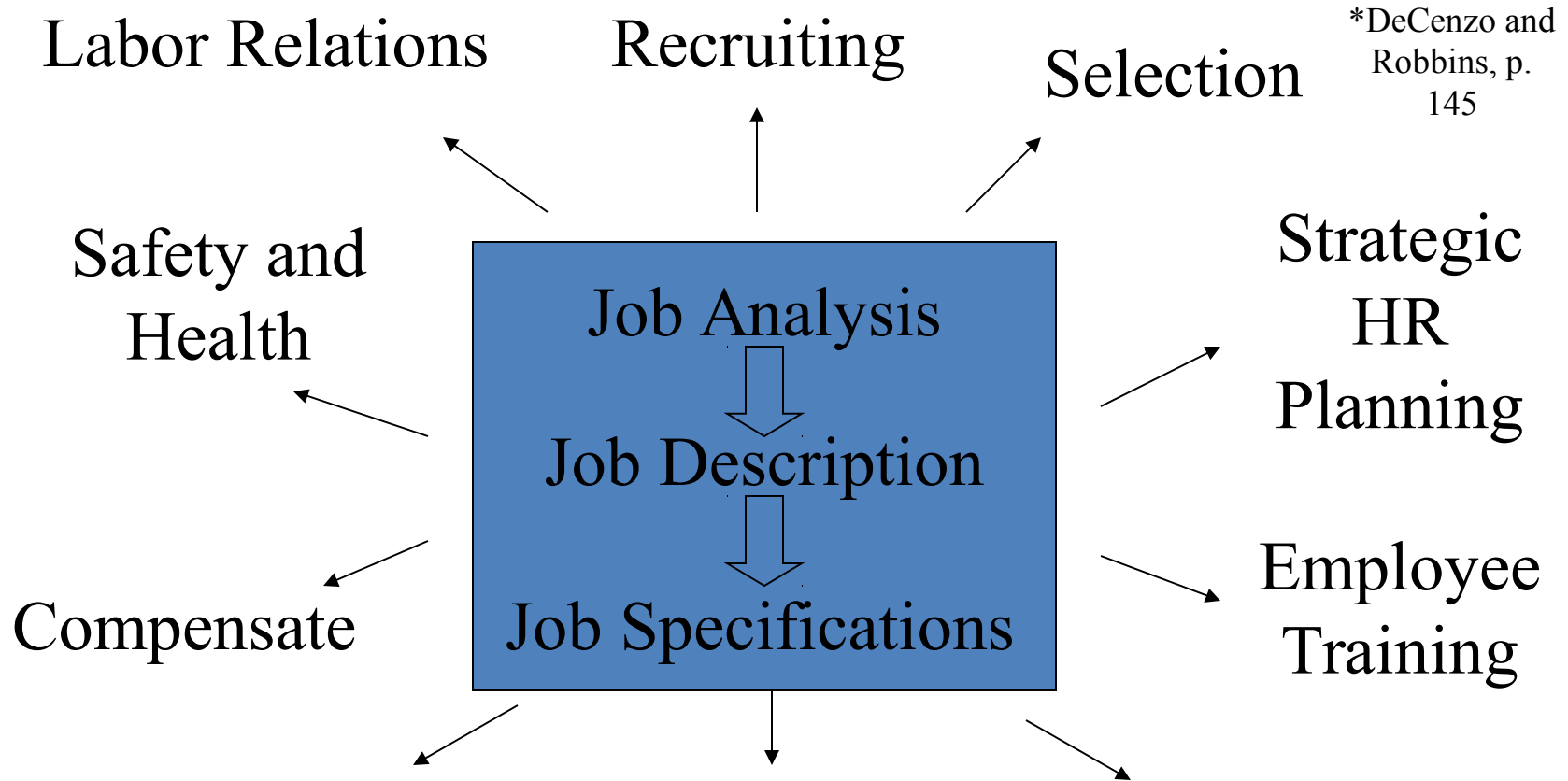
Process of Job Analysis



Objectives

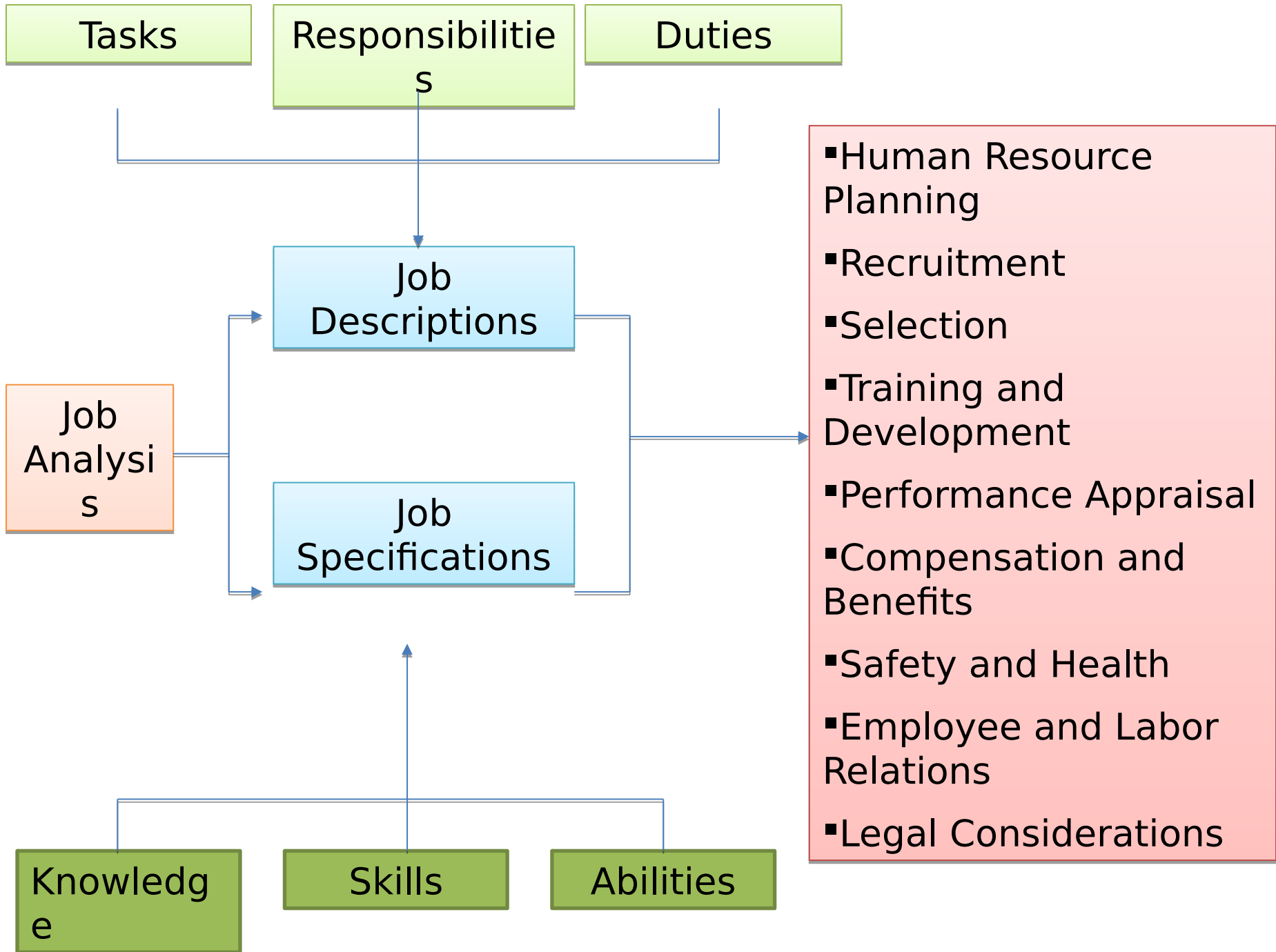
- Work simplification
- Setting up of standards
- Safety and Health
- Support to personnel activities
- Safety and Health
- Employee and Labor Relations
- Legal Considerations

The Multifaceted Nature of the Job Analysis

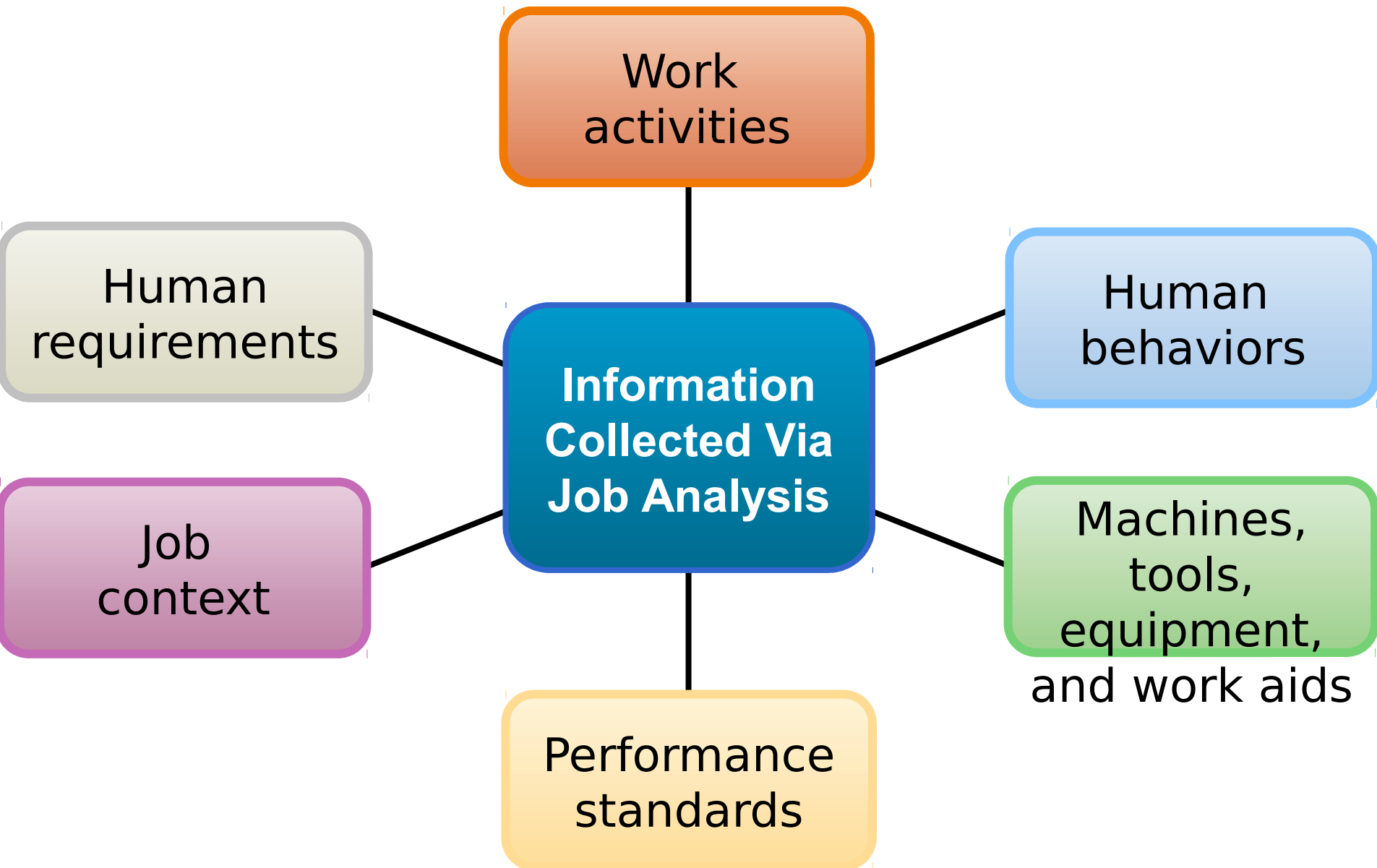


Job Analysis

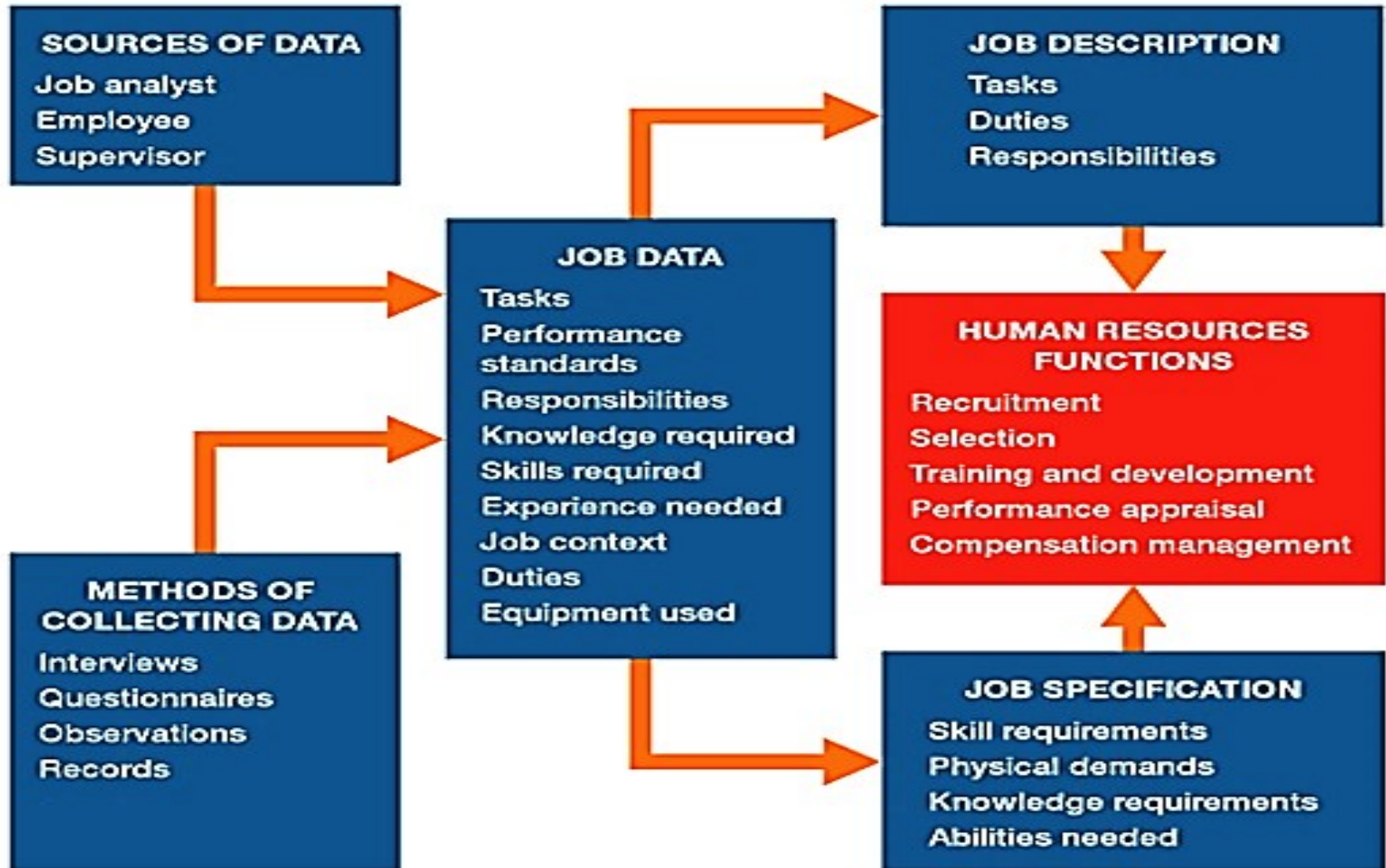
- Job analysis is nothing but an accurate recording of the activities involved. For these recording we are simply gathering information to specific job attributes. These attributes are as follows:



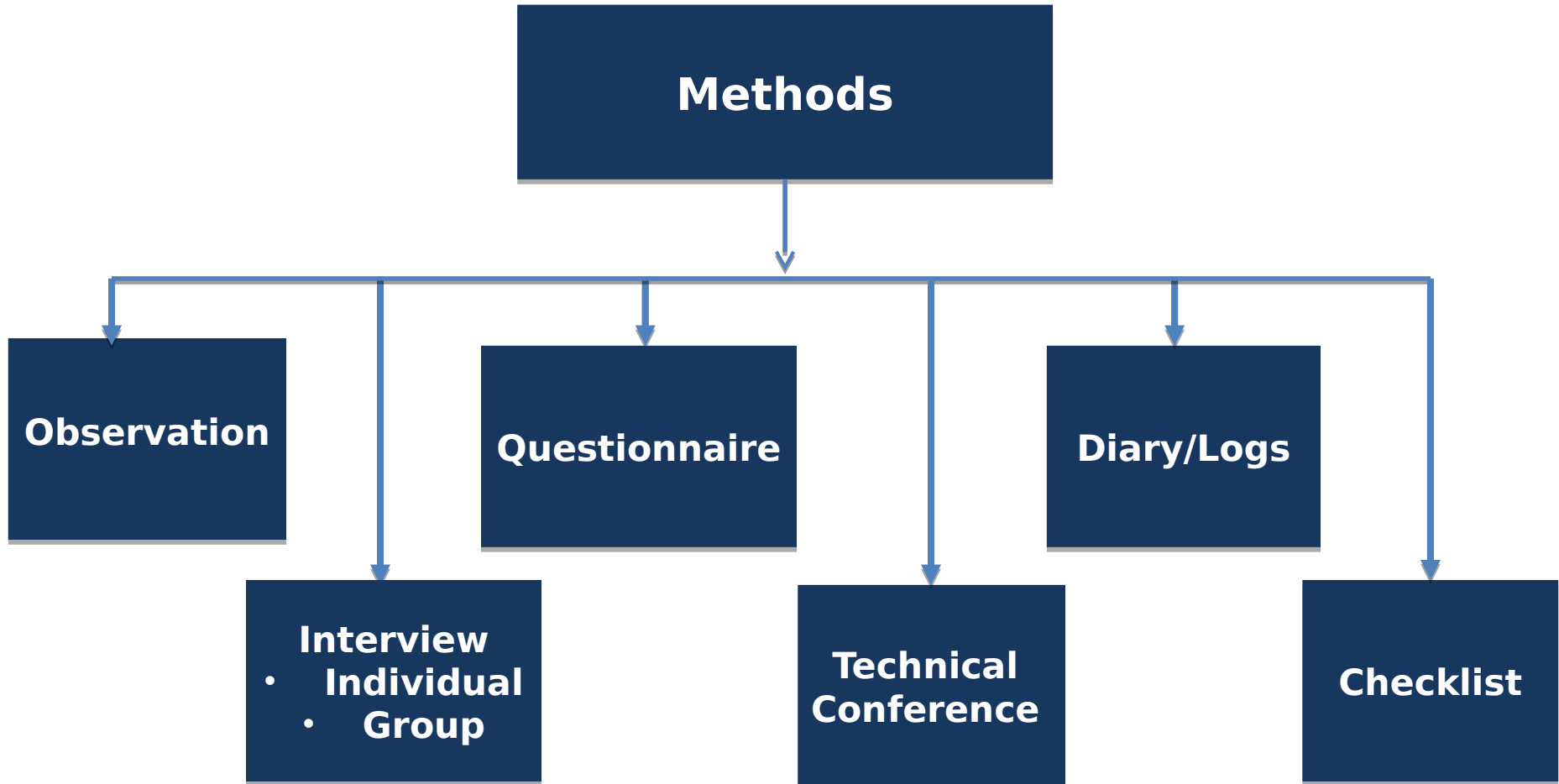
Types of Information Collected



Steps in job analysis



Methods Of Data Collection



- **Job Descriptions**

- ☛ Job description is a very useful document that describes a list of a job's duties, functions, roles, tasks, reporting relationships, working conditions and supervisory responsibilities etc. – one product of job analysis.

- **Job Specifications**

- ☛ Job specification is also a very useful document that describes a list of job's "human requirements" that is, the requisite education, skills, knowledge, personal qualities, attributes and traits etc. – another product of job analysis.

The Job Description

- **Job Identification**

- Job title
- Preparation date
- Preparer

- **Job Summary**

- General nature of the job
- Major functions/activities

- **Relationships**

- Reports to:
- Supervises:
- Works with:
- Outside the company:

- **Responsibilities and Duties**

- Major responsibilities and duties (essential functions)
- Decision-making authority
- Direct supervision
- Budgetary limitations
- Machines, tools and equipment
- Materials and forms used

- **Standards of Performance and Working Conditions**

- What it takes to do the job successfully

Job Specification

- It is a statement of employees characteristics and qualification required for satisfactory performance of defined duties and tasks comprising a specific job or function.

JOB DESIGN



JOB DESIGN

- According to Michael Armstrong, "Job Design is the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job, in terms of techniques, systems and procedures, and on the relationships that should exist between the job holder and his superior subordinates and colleagues.

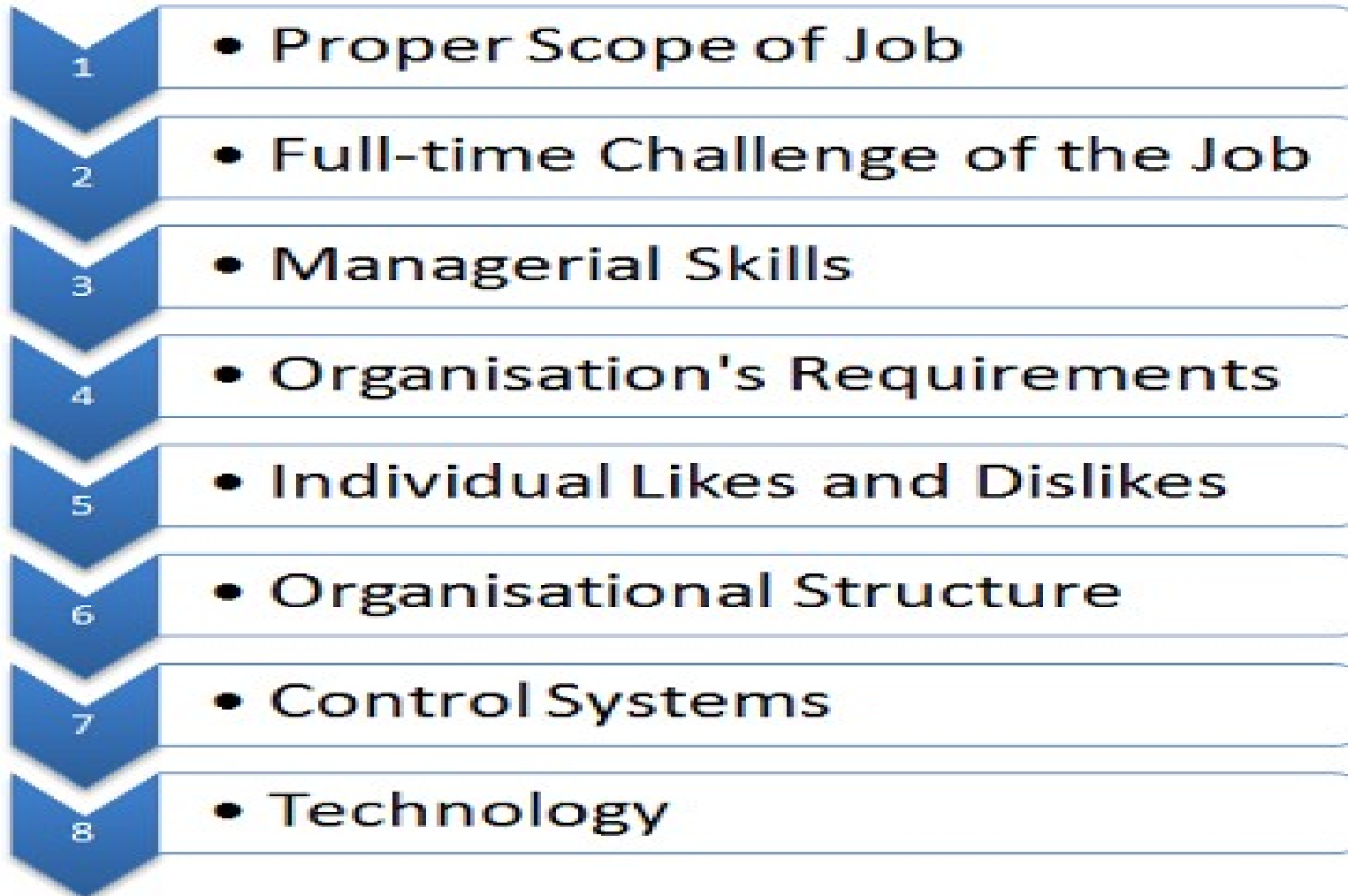
Job Design

- Job enlargement, job enrichment, job rotation, and job simplification are the various techniques used in a job design exercise.

Objectives of Job Design

- To achieve improved quality of work life
- Increase level of safety, job satisfaction and motivate employee
- Satisfy the requirement of the organization and the technology adopted
- Make employee aware of responsibility and authority assigned with the job.

Steps in Job Designing



Areas of Concern

- Checking the work overload.
- Checking upon the work under load.
- Ensuring tasks are not repetitive in nature.
- Ensuring that employees don not remain isolated.
- Defining working hours clearly.
- Defining the work processes clearly.

Factors Affecting Job Design

1. Organizational Factors

- Characteristics of task
- Work flow
- Ergonomics
- Work practices

2. Environmental Factors

- Employee abilities and Availabilities
- Social and Cultural Expectations

3. Behavioral Factors

- Feedback
- Autonomy
- Use of abilities
- Variety

Job Rotation

- A job design technique in which employees are moved between two or more jobs in a planned manner. The objective is to expose the employees to different experiences and wider variety of skills to enhance job satisfaction and to cross-train them.
- **Advantages**
- Avoids monopoly
- Provides an opportunity to broaden one's knowledge
- Avoiding fraudulent practice

Job Rotation

- **Disadvantage**
- Frequent interruption
- Reduces uniformity in quality
- Misunderstanding with the union member-Sometimes job rotation may lead to misunderstanding with members of the union. The union might think that employees are being harassed and more work is assigned to employee.
- **Drawbacks of Job Rotation -**
- Rigid employees not ready for it quits.
- Adjustment problem in new job scenario with increased challenges and difficulties.
- Adjustment problem with the timings if the company works in shifts.
- Increased stress and peer pressure.

Job Enrichment

- Job Enrichment is the addition to a job of tasks that increase the amount of employee control or responsibility. It is a vertical expansion of the job as opposed to the horizontal expansion of a job, which is called job enlargement.
- **Rotate Jobs**
- **Combine Tasks**
- **Identify Project**
- **Create Autonomous Work Teams**
- **Implement Participative Management**
- **Redistribute Power and Authority**
- **Increase Employee-Directed Feedback**

Job Enrichment

- **Advantages**

- Makes job interesting and challenging job
- Improves decision making
- Satisfy Higher order need e.g. Ego and esteemed needs, self-actualization etc.
- Reduces work load of superiors

- **Disadvantages**

- May create dissatisfaction among the employees
- Problem related to decision making
- Superior may feel that power is taken away from them

Job Engineering

- The approach is based on the application of scientific principles to job design.
- Work, according to this approach should be scientifically analyzed and fragmented into logical tasks.
- Due emphasis is then laid on organizing the tasks so that a certain logical sequence is followed for efficient execution of the same.
- The approach also lays due emphasis on compensating employees appropriately and training them continuously for work efficiency.

Socio -Technical System

- This approach focus on organization as being made up of people with various competencies who use tool, machines and techniques to create goods or services valued by the customer and other stakeholders.
- **Ergonomics**
- Ergonomics focuses on the interactions between work demands and worker capabilities.
- Aim at achieving a balance between work tasks and the worker that will optimize productivity and, at the same time, preserve the safety and health of the employee.

Reference

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