

Job analysis & Design

Unit-2

What is job analysis

- Job analysis is the process of determining and recording all the pertinent information about a specific job, including
 - *the tasks involved,*
 - *the knowledge and skill set required to perform the job,*
 - *the responsibilities attached to the job and*
 - *abilities required to perform the job successfully.*

Process of job analysis

- Information gathering.
- Job –Specific Competency Determination.
- Developing a Job Description (duties and responsibilities)
- Developing a Job Specification (competencies and qualifications)

Job Analysis Methods

- Observation method
 - Individuals performing the jobs are observed and relevant points are noted
- Individual Interview Method
 - Structured and unstructured interviews can be conducted
- Group Interview Method
 - Employees performing same job are interviewed
- Questionnaire method
- Technical Conference method
 - Gathering information from experts

- Diary method
 - Employees make immediate note of activities they perform
- Functional job analysis method
 - Job analyst conducts background research, interviews job incumbents and supervisors, make site observations and then prepares a detailed document
 - Work functions and levels of difficulty

■ Position Analysis Questionnaire (PAQ)

- Describes jobs in terms of worker activities
- 194 job elements fall into 6 major categories
 - Information input-35
 - Mental process-14
 - Work output-49
 - Relationship with other person-36
 - Job context-19
 - Others-41

■ Critical incident Techniques

- Behaviors in specific situations contribute to the success or failure of individuals or organization.

Job analysis information

- Job identification
- Significant characteristic of a job
- What a typical worker does
- What material and equipment he uses
- How is job performed
- Required personal attributes
- Job relationship
- Job description
- Job specification

Uses of Job analysis

- Employment
- Organization Audit
- Training & Development
- Performance Appraisal
- Promotion & Transfer
- Preventing dissatisfaction
- Compensation Management
- Health & Safety
- Induction
- Industrial Relations
- Career Planning
- Succession Planning

CONCEPT OF JOB DESIGN

- Job Design is the process of structuring work and designating the specific activities at individual or group levels.
- Job design determines the responsibility of an employee, the authority he enjoys over his work, his scope of decision-making, and eventually, his level of satisfaction and his productivity.
- Job design also has an effect on the relationship in a group and the productivity of the group.

Different Approaches to Job Design

- Engineering Approach
 - Scientific management leads to this approach
 - Task idea leads to job specifications
 - One best way to perform
 - Leads to specialization
 - Demerits of over specialization
 - Repetition
 - Mechanical pacing
 - No end product
 - Little social interaction
 - No personal input

- Human Relations Approach
 - Human-touch to deal with over-specilization
 - Redesigned to be satisfying and rewarding
 - Importance to human behavior
 - Hrezberg two factor motivation theory
 - Hygiene factors
 - Motivators

■ Job Characteristics Approach

- Skill variety- use of various skills
- Task Identity- identify the end product
- Task Significance- importance of the task
- Autonomy- freedom to employee
- Feedback- timely information

Motivating Potential Score (MPS)

$MPS = ((SV + TI + TS) / 3) \times \text{Autonomy} \times \text{Feedback}$

- Socio technical approach
 - Combination of social system and technical system
 - Challenging and demanding
 - Variety and novelty
 - Social support and recognition
 - Desirable future
 - Decision making authority
 - Correlation with social lives

MODERN MANAGEMENT TECHNIQUES

- Job Rotation
 - Shifting to other departments to gain insights and avoid monotony
- Job Enlargement
 - Increasing the task
- Job Enrichment
 - Increasing the responsibility

SOME MORE MODERN MANAGEMENT TECHNIQUES

- Flextime
 - Allows employees to choose their own time
- Telecommuting
 - Working from home using PC
- Job sharing
- Condensed work
 - Compressing the work week by increasing the number of working hours per day