

Unit-8

Job Analysis and Design

Meaning of Job, task, position and occupation (terminology)

Job: a level of work to be done, work that a person does regularly to earn money (it may be full-time or part time/temporary or permanent,)

- It involve the combination of similar nature of tasks. (set of closely related tasks is known as job.
- It is the basis of organizational functioning and source of employment.

- There are 3 types of jobs

1. Independent jobs: each person involve in separate job having no interrelation to each other. Eg. ~~Cashier~~, auditor, HR Manager

2. Sequential jobs: employees are involved in inter-depended jobs. One job of employee is ~~depended to other~~ job of employee in sequential order. Eg. Production process,

3. Pooled jobs: all employees are doing interdependent jobs. All employees contribute from ~~their~~ respective areas to find out expected output. Eg. car manufacturing. **Task**: it is a distinct work activity carried out for a distinct purpose. There are more tasks in a ~~job~~. It is the component of job.

- It involve some units of activities to be performed for accomplished of specified work. Eg. Typing a letter, preparing a schedule for class, preparation of journal vouchers.

Position: a position is a group of tasks assigned to one individual.

There are as many position in an organization as there are staffs.

- It represents a level where duty and responsibility to be fulfilled by an employee is specified. Each position is typically occupied by one

employee.

- It determines organizational structure eg. Production manager, CEO, supervisor, office assistant etc.

Occupation: an activity in which one engages.

- A group of similar nature of job. Eg. Teacher, accountant, army,
- On the basis of skill and efficiency different people involve in different types of occupation.

Job Analysis

- Concept: J. A. is a process of determining (by observation and study) the task involved in the job and personal qualities of the individual required to perform it. • It include the identification of the tasks to be performed, the machines and equipment utilized, ~~the materials~~ procedures of job performance and the training,

skills knowledge and personal traits required for the worker. • It provides information of job description and job specification. Which is supportive for taking important decisions.

- Conclusion: job analysis is a procedure for obtaining relevant job information. This information is recorded on two forms to make a permanent record, one is job description and the other is job specification.
- Job description: job title, job location, authority, job responsibilities, machine, materials, hazards, etc.
- Job specification: information about qualification and ability of employees necessary for accomplishment of assigned jobs. (education, training, experience, skill, ability, knowledge etc.)

Purpose/use/importance of job analysis

1. Human resource planning: [HRP activities] planning determine how many and

what types of workforce will be needed in future. JA provides information related with job and jobholders, job contents and job characteristics. It facilitates for determination of HRP.

2. Recruitment and selection: JA is the basis of recruitment and selection of employee to fulfill future need. It helps HR managers to find out the source of recruiting employees for future work. Likewise, HR manager can select right person ~~to the right job~~ only when job related information are available.

3. Training and development: JA involves providing all the information related with anticipated future jobs and necessity of ability, skill and knowledge for complete the jobs. HR manager can design training and development programs on the basis of job requirement.

4. Job evaluation: A job evaluation is a systematic way of determining the value/worth of a job in relation to other jobs in an organization. Like repetitive or creative job: repetitive job can accomplished by operative level employee and ~~creative job accomplished by~~ managerial level. Job description and job specification are the basis of determination of worth of job.

5. Remuneration to employees: employees need to be rewarded on the basis of their level of jobs and responsibility. Job analysis provides detail information of the value of each job.
6. Performance appraisal: it involve assessment of the actual job completed by an employee with that of expected from him. job analysis facilitate performance appraisal by fixing standard.
7. Job reengineering: it emphasizes that work is done should be radically changed to achieve high productivity and customer satisfaction. Job analysis provides information, which enable HR managers to change jobs.

Industrial reengineering and human reengineering

- Industrial- operational analysis, work simplification, improvement in work environment
- Human – human capabilities for better administration, development of efficiency and high productivity.

8. Human Resource Information: HRI in computer software. Job analysis emphasize for developing such information system. It is helpful to take rational decision by analyzing all related information of work related problems.
9. Safety and health: job analysis provides information, which help to identify unsafe condition and unhealthy environment. Job analysis facilitates HR manager to take corrective measures to minimize and avoid the possibility of accidents or hazards.

Outcomes of Job Analysis

1. Job Description (JD)

Concept: Job Design is an organized, factual statement of the duties and responsibilities of a specific job. It should tell what is to be done, how it is done, and why.

- It is a statement describing the job, which involves job title, location, duties, machine and equipment, material, supervision, working conditions (environmental condition)

Components of JD:

1. Job identification: job title, departments, division of work and code number of job.
2. Job summary: it gives additional identification information when job title become inadequate. Also it gives summary of information in capsule form for reader.
3. Job duties and responsibilities: it tells us what needs to be done? How it should be done? And why it should be done? And also describe responsibilities related to the requirement of money, the supervision of workers and the training of subordinates.
4. Relation with other jobs: it gives the information of vertical relationship of jobs from upper level to subordinate levels in hierarchy.
5. Machine, tools and materials: it provide guidelines for the using appropriate machines, tools and materials for effective performance and standard of job.
6. Supervision process: this section gives the number of person to be supervised along with their job title and the extent of supervision involved. It helps to

maintain span of control.

7. Working condition: it usually gives us information about the environment in which a job holder work. Like: heat, cold, dust, wetness, moisture, fumes (gases), odor, light, ventilation etc.
8. Occurrence of hazards: it occur due to lack of proper layout of machines, equipment and other physical assets. So job analysis facilitates HR manager to take corrective measures to minimize and avoid the possibility of accidents or hazards.

Benefits of Job Description

- It specify the tasks, duties and procedures for a particular job.
- It

determine the standard of performance for maintaining quality of job.

- It identifies the need of certain types of machines, equipment, tools and materials to maintain quality of job.
- It specifies the process of supervision to maintain efficiency and effectiveness of workforce.
- It emphasize to maintain good working environment in the organization.
- It facilitates human resource managers to take corrective measures to minimize possible of accident or hazards.

2. Job Specification (JS)

Concepts:

- It is a statement of the minimum acceptable human qualities necessary to perform a job

properly.

- It is a written record of the requirements sought in an individual worker for a given job.
- The Job Specification takes the Job Description and answer the questions “what human traits and experience are needed to do the job well?”
- JS translate the JD into the terms of Human qualification which are required for a successful performance.
- It involve detail information of jobholders such as education, experience, training, judgment, physical skill and effort, responsibilities, communication skills and emotional characteristics.
- JS are developed with cooperation of human resource department and supervisors of the organization.

Components of JS

1. Physical characteristics: it involve physical features like health, strength, age-range, height, weight, voice, poise (self confidence), hand and foot coordination etc.
2. Psychological characteristics: it emphasize on inner ability of employees like ingenuity

(creativity), judgment, resourcefulness, analytical ability, mental concentration and alertness .

3. Personal traits: they represent to personal qualities of workers like emotional ability, aggressiveness, extroversion(friendliness) or introversion (shyness), cooperative, adaptability, leadership skill, skill in dealing with others.
4. Ability to take responsibilities: it involve responsibilities of supervision to subordinate, responsibility for production, process and equipment, responsibility for creating the environment of confidence and trust to others
5. Other demographic features: it involve age, gender, level of education, experience, knowledge of various language, skill, efficiency

Benefit of JS

- It gives information about capabilities of jobholders to accomplish

assigned job effectively.

- It facilitates to make fit between job demand and ability of jobholder.
- It interprets the job description in terms of the human qualification so that right job can be assigned to right person.
- It facilitates for proper utilization of human and physical resources of the organization.
- It help to maximize productivity of the organization
- It helps human resource manager for preparation of human resource planning.

3. Job Evaluation

- Concept: it is the process of studying and judging the various jobs of the organization

- It is an orderly and systematic process of determining the wages (worth) for the job in relation to other jobs.
- It is the process of rewarding the job after it has been analyzed.
- Each job should be paid according to its real value.
- A high value job should receive higher wages and low value job should receive lower wages.
- So job evaluation aims at fixing fair and equitable wage structure so that a person gets wages according to the worth of the job.

Job Design

- Job design is the process of establishing employees' roles and responsibilities and the systems and procedures that they should follow.

- Job analysis is necessary to design the job systematically. The logical sequence of job analysis is job design.
- Job design means deciding the contents of a job. It fixes the duties and responsibilities of the job, the methods of doing the job and relationship between ~~the job holder~~ and his superiors, subordinates and colleagues:
- So, Job design is the process of creating a job that enables the organization to achieve its goals while motivating and rewarding the employee. This means that a well designed job leads to higher productivity and quality of work, while also leading to higher job satisfaction, lower absence and lower employees turnover intentions.
- Job design emphasize on proper utilization of human and physical resources by specifying task contents, procedures of completion of task and assignment of right job to the right person.
- Management needs to change job design on the basis of changing

environment so that it can be adaptable.

Benefits of Job Design

Benefits to the employees

1. New learning: a well designed job allows its employees to experience that they are learning new things. An enriched and autonomous job allows its employees to feel that they are learning so that they can earn more from their job.
2. Improve motivation and satisfaction: a well designed job allows the employee to communicate directly with people who use his/her output. All these things together promote the level of motivation and satisfaction of employees.
3. Proper use of employees' abilities and interest: job design tries to

bring match between job requirement and employees abilities and interest. Lack of variety helps to promote boredom and frustration. So, properly designed job allows employees to use their abilities and interest.

4. Better rewards and benefits: employees performance is partially dependent upon design of job. Properly design job helps to improve employee performance. This ultimately helps to get better rewards and benefits.

Benefits to the organization

1. Improved organizational productivity: productivity is the ratio between input (resources) and output. A well designed job emphasize for proper utilization of human skills. It facilitate for effective use of physical resource and improve productivity.

2. Healthy industrial relations: poorly designed job may lead to increased grievance, turnover, conflicts and indiscipline. A scientific based job design helps to improve healthy labor relations by reducing above undesirable events.
3. Offer basis for proper organization structure and design: properly designed job are the foundation stone for organization structure. For this, needs to develop structure of the organization with division of authority and responsibility among employees.
4. Better motivation and QWL: employee want to quality of work life. If QWL is better it will be easy for HR manager to recruit, motivate and retain the competent employees. A properly designed job help to offer better QWL for higher level of motivation.

Techniques (methods)/approaches of job design

1. Scientific Management Approach: F.W. Taylor propounded this. • It is the application of scientific methods of study and analysis to solve job related problems

- Each job should be divided into small tasks so that it becomes convenience to accomplish job simply and systematically.
- Time and motion study must be taken into consideration to save time and effort of workforce.
- **Principles:**
 - Replacement of old rule of thumb method. (past solution is not best for all time)
 - Scientific selection, training and development of workers
 - Close co-operation between management and workers
 - Equal division of work and responsibility between management and workers.
 - Maximum output in place of restricted output

- Mental revolution of both workers and management.

- **Contribution (merits) (pros/advantages):**

- Scientific task setting
- Mental revolution (change in thinking both on the part of mgmt. and workers) - Economy though reducing wastages
- Scientific recruitment and training
- Differential payment (piece rate system)
- Reorganization of supervision (Taylor suggests that the work should be planned only by the foremen and the worker should concentrate on doing the work as per the directions of the foremen)

- **Limitation (demerits) (cons/disadvantages):**

- Speeding up of workers (focus only on maximum performance but ignore physical and mental wellbeing of the workers)
- Boredom (specialization focus routine work)
- No scope for initiative (planning by foreman and worker only for doing work) -

Expensive process (necessary to spend huge money on standardization of methods of work, tools and equipment and working condition)

- Impracticable functional foremanship (workers can't receive commands from eight foremen at a time (no unity of command))

2. Job Rotation: it refers to shifting an employee from one job to another job having same level to achieve various human resources objectives such as orienting new employees, training employees, enhancing career development, and preventing job boredom or burnout.

- This system develop the adaptation ability of employees to work in changing environment.
- Enhance Knowledge of various nature of job. It is not a promotion •
Eg. Receptionist change her job in library, librarian change into public relation

- Merits: increased motivation, opportunity for learning new job skill, more chances for career development
- Demerits: increase training cost, decrease efficiency, if jobs are not challenging, if not properly implement it become replacing one zero for another zero

3. Job enlargement: Job enlargement is adding additional activities within the same level to an existing role. This means JE is the process of horizontal expansion of the number of different tasks performed by an employee in a single job.

- Job enlargement attempts to add similar tasks to the existing job having varied in nature.
- Employees will do more, different activities in their current job.
- It is not a promotion. And not adding extra payment.

- It allows opportunity to employees to make use of their minds and makes them able to perform verities of task independently.
- Eg. Receptionist job + public relation+ schedule meeting+ • Merits: reduce monotony and boredom, better utilization of employees' ability, more variety and be more interesting.
- Demerits: training cost may increase, employee may ask higher pay, need to provide close supervision so it can maximize supervision cost

4. Herzberg's model (job enrichment): Frederick Herzberg conduct an interview with 200 engineers and accountant.

- And he found that there are 2 sets of factors namely hygiene factors and motivated factors
- Motivating factors are job enrichment.
- JE refers to the empowerment of employees to assume more responsibility and accountability. It is a vertical expansion of the job, without necessarily

changing their job title or ~~position~~ within the organizational hierarchy.

- A job is called enrichment when nature of job is exciting, challenging and creative it gives the jobholder more decision making, planning and controlling powers
- It gives the job holders more power, autonomy and intrinsic reward. •

Merits: higher level motivation, increase in ability and productivity, higher ~~level of~~ job satisfaction, chances of career development

- Demerits: it is not appropriate for the employees having lack of ability to ~~take challenges~~, in short term it may have negative effect because employee can do error in planning, and decision making

5. Job characteristics model (JCM): developed by Hackman and Oldham in 1980 • This model explain in detail how managers can make job more interesting and motivating. • The model of Hackman and Oldham is broken into three components. These are the following: a.

Characteristics of the Job

b. Psychologically critical states and

c. Personal and professional outcomes

a. Characteristics of the job (core dimensions of this model):

- The provision of skill variety, job identification, job significance, autonomy and feedback make the job more practical and interesting.
 - Skill variety- different activities for different skill and talent
 - Task identification- identifiable piece of work (tangible outcomes)
 - Task significance- importance of task
 - Autonomy- freedom in scheduling and the procedure
 - Feedback-effectiveness of his/her performance.

b. Psychologically critical states:

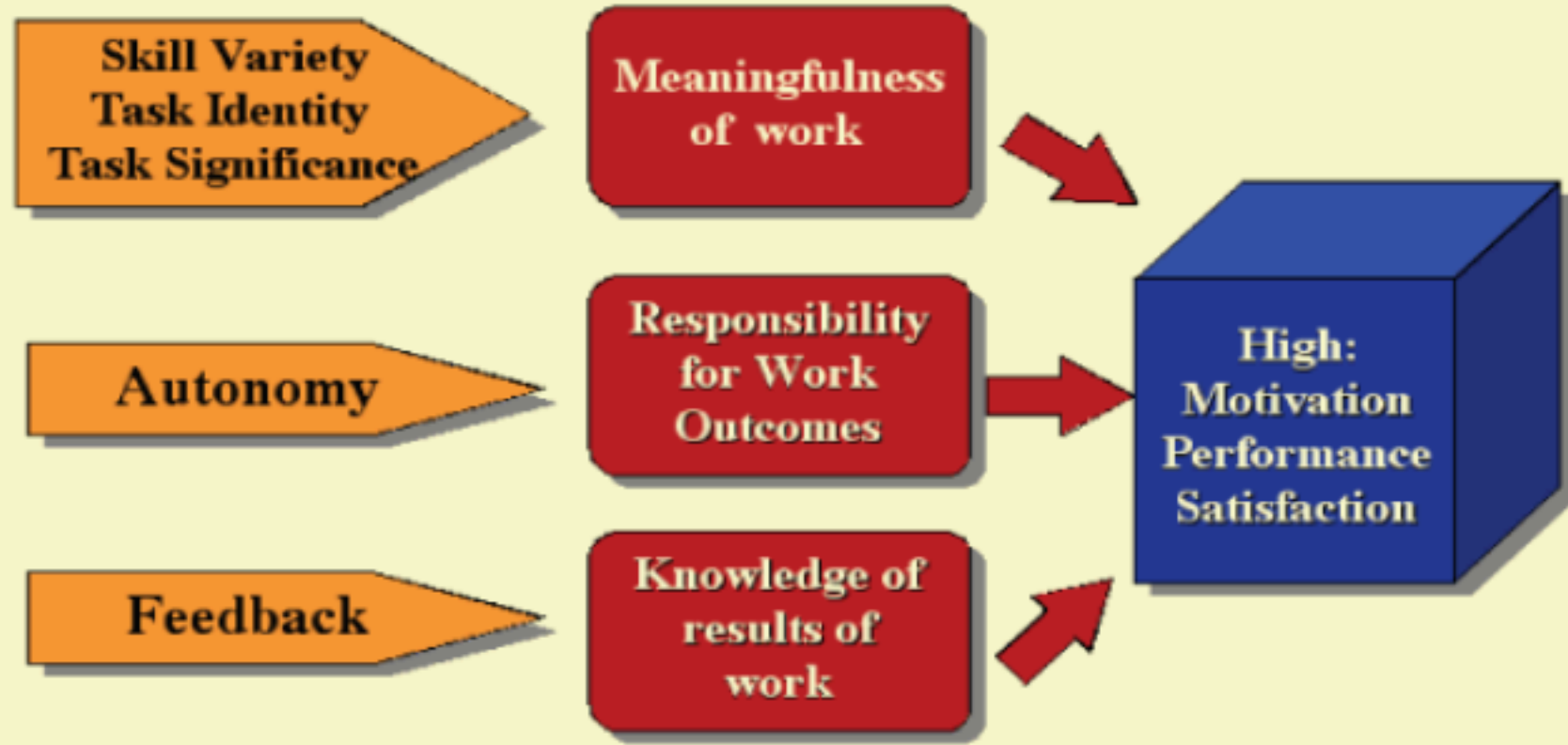
- Workplace meaningfulness: The degree to which employees believe their job is meaningful, useful, and worthwhile.
- Accountability: How accountable and responsible people feel for the outcomes of their labor.

- Knowledge of result: The degree to which employees continuously understand how effectively they are performing the job.

c. Personal and professional outcomes:

- Based on job features and psychological support, several forms of personal and work related outcomes can be accomplished. The following are some of them:
 - High internal motivation: Employees are more productive and like their work.
 - High job satisfaction: They are content with their jobs when their demands are met.
 - High-quality work.
- Merits: high intrinsic motivation, job satisfaction, skill development, increased productivity
- Demerits: complex method to apply, demand extra level of coordination due to freedom to employee, unsuitable for lower level and small scale organization.

Job Characteristics Model



6. **Self managed team:** (self directed team) : self managed teams are groups of employees

who perform highly related jobs.

- A self-managed work team is a small group of employees who take full responsibility for delivering a service or product through peer collaboration without a manager's guidance. • This team select their own members.
- They are free to set sub-budget heads as well as leadership.
- They are fully autonomous and less need for supervision.
- They take on many of the responsibilities of their former supervisors. Like
 - Planning and scheduling of work
 - Assigning tasks to members
 - Collective control over the speed of work
 - Making operating decision
 - Making action on problems
 - Working with suppliers and customers.
- Merits: enhanced job performance, increased employee benefits, reduce staff cost, A team generated positive synergy through coordinated efforts. $2+2=5$

- Demerits: increased training cost, difficult to convert simple job into self managed work team jobs