# Job Analysis

Job analysis is the procedure through which you determine the duties of the company’s positions and the characteristics of the people to hire for them.

**Job analysis** is a procedure through which you determine the duties and responsibilities, nature of the **jobs** and finally to decide qualifications, skills, and knowledge to be required for an employee to perform particular **job**. **Job analysis** helps to understand what tasks are important and how they are carried on.

Job analysis produces information for writing job description and job specification.

**Work activities.** Information about the job’s actual work activities, such as cleaning, selling, teaching, or painting. This list may also include how, why, and when the worker performs each activity. Human behaviors. Information about human behaviors the job requires, like sensing, communicating, lifting weights, or walking long distances. Machines, tools, equipment, and work aids. Information regarding tools used, materials processed, knowledge dealt with or applied (such as finance or law), and services rendered (such as counseling or repairing).

**Performance standards.** Information about the job’s performance standards (in terms of quantity or quality levels for each job duty, for instance). Job context. Information about such matters as physical working conditions, work schedule, incentives, and, for instance, the number of people with whom the employee would normally interact.

**Human requirements.** Information such as knowledge or skills (education, training, work experience) and required personal attributes (aptitudes, personality, interests).

# Job Analysis Methods

There are many methods for collecting job information, the basic rule is to use those that fit the purpose.

## Interviews

With this job analysis method, job analysts conduct interviews with incumbents to collect information about their tasks and how they are coping with them. Interviews can be structured and unstructured depending on your corporate culture.

Structured interviews follow a systematic approach where employees are interviewed accurately and consistently, following a preset format. In a structured interview, you typically see that:

* All interviewees are asked the same questions in the same order.
* Interviewer’s record, compare and evaluate answers against standardized criteria.
* The interview process remains the same even if the interviewer changes.

Thanks to this consistency, structured interviews have a high level of reliability and validity.

Unstructured interviews, on the other hand, unravel without a preset structure. The interview process is carried out as a conversation with no specific questions predefined. Nevertheless, the interviewer should make the purpose and focus of the interview clear to the employees. Namely, that the purpose of the interview is to understand their job role better to improve or modify their role. In an unstructured interview, you typically see that:

* Interviewees may receive different questions, or the same questions may be asked in a different order.
* Interviewers do not always use standardized criteria for recording, comparing, and evaluating answers.
* The interview process varies depending on the interviewer.

Using interviews as the only job analysis method has several drawbacks, too. One disadvantage of using the interview job analysis method is that employees may exaggerate or omit vital details. To overcome this possible issue, HR professionals and job analysts should interview more than one employee in the same position (if applicable). This will provide more reliable results and data for the job analysts and HR professionals to work with.

Think of this as a scientific study where you need a larger pool of clients to make the results solid. You cannot determine how a role works with only one person's opinion - you need a larger sample size to see what is the same and different across the board.

## Questionnaire

As the name suggests, thequestionnaire job analysis method requires employees, supervisors, and managers to fill out forms, namely questionnaires. It’s one of the most widely used job analysis methods because it’s inexpensive to create and easy to distribute to numerous individuals at a faster rate. Questionnaires can have different question forms, such as open-ended questions, multiple choice, checklists, or a mix of all of them.

Although questionnaires help begin the job analysis process, they are not enough to collect data that is both reliable and useful. They merely scratch the surface of job analysis. In fact, questionnaires do have several disadvantages, such as question misinterpretation, high non-response rates and inaccurate information given by participants. And inaccurate data is the opposite of what job analysts aim for.

Going back to the scientific example. Questionnaires create that larger sample size but do so in a way that is less authentic and, therefore, less impactful.

It’s important that job analysis in HRM yields reliable information. Therefore, it’s best to combine questionnaires with other job analysis methods. This will help job analysts retain and improve work conditions for current incumbents, as well as create a job description that will attract the right talent for future openings.

## Observation

The observation method enables job analysts to observe employees in their daily routines. The information collected through observation is extremely useful and reliable since it’s via first-hand knowledge. Observation is the only job analysis method that allows the job analyst or HR professional to directly obtain the data, whereas other job analysis methods collect data indirectly and in an orchestrated environment.

When using this method, a job analyst observes an employee and records what they do and do not do. This helps job analysts and HR professionals reach a more reliable conclusion. However, even the observation method comes with flaws. Some of the disadvantages of using the observation job analysis method include:

* Distortion of information if an employee is aware of the observation.
* Awareness may affect the work output during the observation.
* Not all job duties and reactions can be observed in the set time frame.
* Higher managerial and executive roles may be difficult to observe fully.

# Difference b/w personnel and HRM

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| BASIS FOR COMPARISON | PERSONNEL MANAGEMENT | HUMAN RESOURCE MANAGEMENT |
| Meaning | The aspect of management that is concerned with the work force and their relationship with the entity is known as Personnel Management. | The branch of management that focuses on the most effective use of the manpower of an entity, to achieve the organizational goals is known as Human Resource Management. |
| Approach | Traditional | Modern |
| Treatment of manpower | Machines or Tools | Asset |
| Type of function | Routine function | Strategic function |
| Basis of Pay | Job Evaluation | Performance Evaluation |
| Management Role | Transactional | Transformational |
| Communication | Indirect | Direct |
| Labor Management | Collective Bargaining Contracts | Individual Contracts |
| Initiatives | Piecemeal | Integrated |
| Management Actions | Procedure | Business needs |
| Decision Making | Slow | Fast |
| Job Design | Division of Labor | Groups/Teams |
| Focus | Primarily on mundane activities like employee hiring, remunerating, training, and harmony. | Treat manpower of the organization as valued assets, to be valued, used, and preserved. |
| Job Categories | Many | Few |
| Communication | Indirect | Direct |

# Responsibilities of HRM Dept

1. **Recruit Candidates**  
   HR needs to understand the organization’s needs and make sure those needs are met when recruiting for new positions. It is not as simple as just throwing an ad up on Indeed: you will need to analyze the market, consult stakeholders, and manage budgets.
2. **Hire the right employees**

Human resources are in charge of arranging interviews, coordinating hiring efforts, and onboarding new employees. They are also in charge of making sure all paperwork involved with hiring someone is filled out and making sure that everything from the first day to each subsequent day is navigated successfully.

1. **Process Payrolls**

Payroll is its own beast. Every payday must have taxes calculated and hours collected. Expenses need to be reimbursed and raises and bonuses need to be added in as well.

1. **Update policies**

Policies need to be updated (or at least examined) every year as the organization changes. It’s HR’s job to make official updates to policies and to suggest changes to policies when they no longer serve the company or the employees.

1. **Maintain employee records**

Maintaining HR records is mandated by law. These records help employers identify skill gaps to help with the hiring process and to analyze demographic data and comply with regulations. They also contain personal details and emergency contacts for each employee.

# Strategic Management

# Strategic Human Resources and its Importance