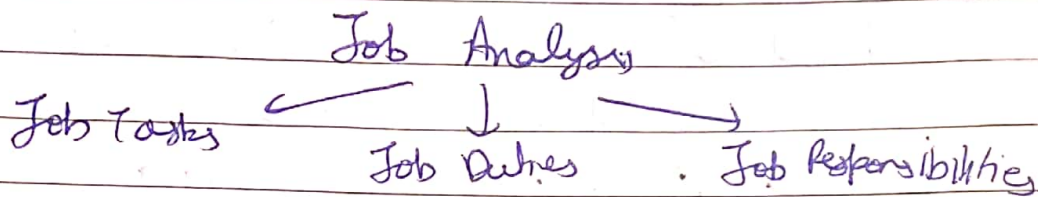


# Job Analysis

- Job analysis is the process of studying a job to determine which activities and responsibilities it includes its relative
- importance to other jobs,
- the qualification necessary for performance of job
- Conditions under which job was performed



- Conducted by
- (i) Supervisors
- (ii) External analyst.
- (iii) Job holder themselves

## Advantages of Job Analysis

- (i) Provides with first hand Job-Related information
- (ii) Helps in creating Right Job-Employee fit
- (iii) Helps in establishing effective hiring strategies
- (iv) Guides through performance evaluation & appraisal process.

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- (v) helps in analysing Training & development needs
  - (vi) helps in deciding Compensation & benefits.

## Disadvantages

- (i) Time Consuming
- (ii) Personal biasness can be involved
- (iii) Involves lot of human effort
- (iv) Mental abilities cannot be directly observed
- (v) Source of data is small
- (vi)

## Methods to collect Job Analysis data

- (i) Job performance: Analyst performs the jobs in form of question & collects the needed information
- (ii) Personal observation: Analyst observes others doing the job & make a summary out of it.
- (iii) Critical incidents: Employee working in a particular job describes above all past experience & incidents related to work, which is collected & analysed & classified by the analyst.



(iv) Interview: Employee & supervisor are interviewed to get most essential information about the job.

(v) Panel of Experts: Experienced people in the job such as supervisor or the experienced employee are asked to provide the information ~~about the job~~ for the job, they have good knowledge.

(vi) Diary Method: Employee are asked to maintain diaries / logs of their daily job activities, with proper record of time spent & nature of job done which is analysed by analyst further.

(vii) Questionnaire Method: Employees are asked to provide details in a properly designed form containing questions ~~regarding~~ related to their jobs.

For instance :

(i) Managerial Position Description Questionnaire: It is a standardised form designed to analyse managerial jobs.

(ii) Position Analysis Questionnaire: Standardised form used to collect specific information about job tasks & workers' traits.

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## Conducting Job Analysis Interview

- (i) Conduct interview in plain & easy language
- (ii) Ask relevant question & only one questions a time
- (iii) Make worker comfortable & encourage worker to speak whole heartedly & provide correct information
- (iv) Make a friendly relationship between worker & interviewer so that he could provide <sup>correct</sup> answers without any worry.

## Use of Job Analysis by Company:

- (i) Selection, Recruitment & placement
- (ii) Human Resource Planning
- (iii) Job Evaluation
- (iv) Performance Appraisal
- (v) Job Design & Redesign
- (vi) Employee Safety
- (vii) Training & Counselling

## Process Involved in Job Analysis

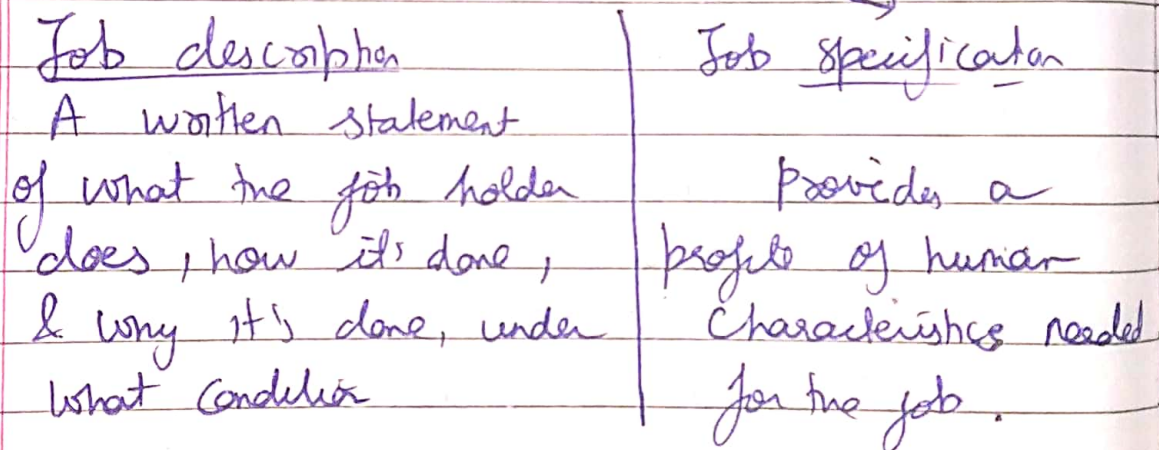
- (i) Organisational Analysis
- (ii) Selection of representative position to be analysed
- (iii) Collection of job analysis data
- (iv) Preparation of job description
- (v) Preparation of job specification



## Behavioural factors impacts job Analysis by

- (i) Exaggerating of facts by employees
- (ii) Employee <sup>resist</sup> ~~not~~ is open to talk freely,
- (iii) ~~Not~~ Overemphasis on current efforts
- (iv) Resistance to change also leads to bad job analysis

## End products of Job Analysis



## Role Analysis

To get a clear picture that a person actually does on a job, ~~its~~ job analysis is supplemented with role analysis.  
that contains

- analysis
- o
- ad
- (i) Employee are asked about their knowledge regarding the key performance & their role in job
  - (ii) Other role partners of the job are asked about their expectation from specific job
  - (iii) Identifying objectives of the department & functions to be carried

After all this the employee is provided with written information containing diverse viewpoints expressed by various role partners & their expectation from job.

## ~~Impact of~~ Job Analysis

- needed
- (i) Flatter Organisation: An organizational structure that has few levels between workforce & highest level manager  
→ Usually found in small companies due to lack of man power

### Advantages:

- (i) Greater Communication between employees & high ~~level~~ level managers
- (ii) Company can make quicker decisions



## Disadvantages

- (i) Much workload on single employee
- (ii) One employee report to more than one boss impacting his own decision making rights
- (iii) Employee possesses multiple roles

2) Work Teams: A group of employee that work together on a task.

## Advantages:

- (i) Efficient when job content changes & expert advice are need to complete a set of work with different skills
- (ii) Brainstorm more solutions
- (iii) Detect problem quicker
- (iv) Build trust among employee

## Disadvantages

- (i) Can raise conflicts among employee leading to impact on work
- (ii) Underperforming employee hide behind the team.

- (iii) Unequal division of work
- (iv) Increases Competition in workplace between employee

3) Boundary less Organization : Organization where there aren't any major structures & the main approach to business is to allow information to flow freely &

⇒ ~~Employer~~ are empowered to make ~~decisions~~ <sup>de</sup>

⇒ Employer are empowered to make decision

⇒

### Advantages

⇒ Able to achieve greater integration & Coordination

⇒ Adapt to environmental & technological Changes faster.

⇒ highly flexible

⇒ ~~Use~~ use skills efficiently

⇒ Promotes innovation

### Disadvantages

⇒ Limited control as everyone is left to handle task uniquely

⇒ Chain of management is confusing.



→ More complex organisational structure with less of accountability.

4) Reengineering Exercise: fundamental rethinking & redesign of work processes to ensure improvements.

Advantages:

- \* Eliminates unnecessary activities & help in reducing organizational complexity
- \* Company can ~~save~~ get an appropriate focus & can revolve around customer needs.

Disadvantages

- (i) Doesn't suit every business (usually benefits large organizations)
- (ii) Requires investment in money to carry out ~~reng~~ reengineering process ~~at~~
- (iii) Can lower worker morale in long run as reengineering process may lead to change in their job requirements  
\* led to lower motivation in employees.