

# **METHODS OF JOB ANALYSIS**

1. Observation method.
2. Job performance.
3. Work sampling.
4. Individual interview.
5. Structured questionnaire.
6. Critical incident method.
7. Diary method.

## **Observation Method**

In this method, the observer actually observes a worker or a group of workers doing a job. He makes a list of all the duties performed by the worker and the qualities required to perform those duties.

It is a direct method. Direct exposure to jobs can provide a richer and deeper understanding of jobs requirements than works' description of what they do.

If the work in question is primarily mental, observations alone may reveal little useful information.

## **Job Performance**

With this approach, an analyst actually does the job under study to get firsthand exposure to what it demands.

With this method, there is an exposure to actual job tasks, as well as to the physical, environmental, and social demands of the jobs. It is suitable for jobs that can be learned in a relatively short period of time.

Its main limitation is that when the work of the employee is being observed, the employee becomes conscious. This method is inappropriate for jobs that require extensive training or are hazardous to perform.

## **Work Sampling**

Under this method, a manager can determine the content and pace of a typical workday through a statistical sampling of certain actions rather than through continuous observation and timing of all actions.

## **Individual Interview**

Here a manager or job analyst visits each job site and talks with employees performing each job. A standardized interview form is used most often to record the information.

Frequently, both the employee and the employee's supervisor must be interviewed to obtain a complete understanding of the job. In some cases, a group of experts conducts the interview. They ask questions about the job, skill levels, and difficulty levels.

They ask questions and collect information and based on this information job analysis is prepared.

This method can provide information about standard as well as non-standard activities and about physical as well as mental work.

In short, the worker can provide the analyst with information that might not be available from any other sources. Its main limitation is that workers may be suspicious of interviewers and their motives; interviewers may ask ambiguous questions; thus distortion of information is a real possibility.

## **Structured Questionnaire**

A survey instrument is developed and given to employees and managers to complete.

The main advantage of this method is that information on a large number of jobs can be collected inexpensively in a relatively short period of time. This method is usually cheaper and quicker to administer than other methods.

Questionnaires can be completed off the job, thus avoiding lost productive time. Its main limitation is that it is time-consuming and expensive to develop. The rapport between analyst and respondent is not possible unless the analyst is present to explain and clarify misunderstandings.

Such an impersonal approach may have adverse effects on respondent cooperation and motivation.

### **Critical Incident Method**

In this method, the employee is asked to write one or more critical incident that has taken place on the job. The incident will give an idea about the problem, how it is handled, qualities required and difficulty levels, etc. The critical incident method gives an idea about the job and its importance.

A critical means important and incident means anything which takes place on the job. This method focuses directly on what people do in their jobs and thus it provides insight into job dynamics.

But this method takes much time to gather, abstract and categorize the incidents. It may be difficult to develop a profile of average job behavior as this method describes particularly effective or ineffective behavior.

### **Diary Method**

Under this method, companies can ask employees to maintain log records or daily diary and job analysis can be done on the basis of information collected from the record.

A log record is a book in which employee records /writes all the activities performed by him on the job.

The records are extensive as well as exhausted in nature and provide a fair idea about the duties and responsibilities in any job. In this method worker actually does the work himself and the idea of the skill required, the difficulty level of the job and the efforts required can be known easily.