UNIT 4   JOB ANALYSIS AND JOB DESIGN

Structure

4.0   LEARNING OUTCOME

The study of this Unit will help you to:

- Understand the meaning and process of job analysis;

- Explicate Job description, specification and design process; and

- Understand methodologies with respect to previously mentioned processes.

4.1   INTRODUCTION

A *job* is a collection of tasks, duties, responsibilities, which as a whole comprise the established assignment to an individual employee. Job analysis is the determination *through observation and study* of comprehensive information regarding a job, with a view to specifying tasks and necessary abilities, knowledge, and skills required to perform it.

Job analysis is the procedure by which *facts* with respect to each job are discovered and systematically noted down. (Yoder. 1969) Job analysis is sometimes called *Job Study*, suggesting the care with which, tasks, processes, responsibilities and personnel requirements are inquired into (Yoder, 1969). It is essential to understand the nature and all requirements; *content related* and *behavioral,* of a job, for writing job descriptions and preparing job design. Wendell French (1997) defines job analysis as the systematic investigation and delineation of job content, including the *physical circumstances* in which a particular job is carried out and the qualifications needed to carry out job responsibilities. Categories of information usually obtained for job analysis are;

- What activities are performed and the requirements of performing them, viz. the necessary skills, machines, tools and equipment used;

- Pattern of interaction (formal or informal) prescribed; physical and social working environment provided; and

- The training, skills, and abilities required for a job.

Although, the terminology and specifics employed for job analysis vary for each job, most include comparable categories, so that methods of job analysis have been possible to develop. The information is used to establish what is required of a worker at a particular level. Job analysis may also be called *task analysis* or s*kills analysis.*

4.1.1 Purpose of Job Analysis

For optimum organisational performance, it is essential to have suitable persons operating a job, which makes it necessary to understand the job in all its aspects to develop work standards and prescriptions. All physical, mental and behavioural requirements need to be stipulated to achieve desired excellence at the job. Job analysis helps promote individual excellence along with organisational, in that targets for accomplishments are known by employees in advance and performance can be measured up in accordance. Job analysis is a process, which details the criteria for successful job performance, not just the basic minimum required. The worker knows what is expected in terms of quantity and quality and makes adjustments needed.

The process entails detailed study of a job by which 'work- related' information is processed as well as documented and the required method and procedures of doing a particular task *and related activities* are developed and laid down. It is a *process of arriving at* a description of all *'performance elements'* (task) constituting a job. Analysis is done with the aid of research tools such as questionnaires, direct observation of performance, and interviews with incumbents and supervisors.

Job analysis is intended to reveal *what is actually done* as opposed to *what should* be done on a job. Therefore, if a worker is found covering activities not specified in a job, it would still form part of his job analysis, except where immediate removal of that activity is possible.

Various points on which information is procured in a job analysis programme are as follows:

1. Job titles

2. Alternate titles

3. Activities undertaken

4. Material equipment and tools employed

5. Time used for each activity

6. Rest and recreation time

7. Reports and records work

8. Relation of job to other jobs

9. Educational (general, technical and on-the-job) stipulations

10. Experience (type and duration) required

11. Physical competence requirements

12. Mental effort required

13. Visual attention required

14. Responsibility (in forms of typical damage, money value and normal consequences) for equipment, tolls, materials and records.

15. Discomforts

16. Hazards (in terms of typical injury and preventive measures taken)

17. Supervision (close or general) received

18. Supervision (close or general) applied

19. Any other details (e.g. number of persons employed)

20. Reporting

21. Contacts with clients

4.1.2 Outcome of Job Analysis

Although a well-formulated job analysis programme does not guarantee trouble-free personnel operation, it goes a long way in preventing many problems. Should problems arise, a high-quality job analysis programme is useful in providing necessary solutions.

Dale Yoder (1969) summarises the uses of job analysis as follows:

1. Organisation and integration of the whole workforce in organisational planning

2.   Recruitment, selection and placement

3.   Transfer and promotions

4.   Training programmes

5.   Wage and salary administration

6.   Settlement of grievances

7.   Improvement of working conditions

8.   Setting product standards

9.   Improvement of employee productivity through work simplification and methods improvement

10.   Optimising utility of personnel. It also helps identify job relationships for smooth functioning

Job analysis ensures '*job relatedness*' of employment procedures, *viz*. recruitment, training, performance appraisal, compensation administration, placement and promotion. Job descriptions and specifications are used in advertisements issued and as guidelines in interviews, to ensure right selections. Written tests are designed on the basis of requirements brought out in job study judge, the suitability of an aspirant.

Job analysis is useful in formulating training modules. Training content is devised on the basis of 'needs assessment' done through job analysis. Duration of a training programme and choice of methodology are also devised, as per requirements articulated in job analysis (whether group or individualised, generalised or specialised); treating each level or sub group or individual (depending on the organisation) as a specific case in view.

Job analysis is used for 'measuring' the effectiveness of training programmes by evaluating tangible outcome by a comparison of *pre* and *post* training situations. This is particularly relevant to judge the cost effectiveness (in the sense of cost-benefit analysis or CBA) of a training programme and time investment on a module against output or benefit procured, specific requirements, such as determining equipment to be used to deliver training (as per requirements specified in job analysis), developing suitable methodology (formal, on- the-job, lectures, T-group, simulation depending on the particular case).

For better understanding of the concept, it would be in order to clarify important *related terms:*

Job analysis is usually the term used for the complete set of duties that a person performs on the job, whereas *task* and *skills analysis* are subsets of the complete job.

A job is a collection of tasks, duties, responsibilities, which as a whole form the established assignment to an individual employee at a specific position.

Job description is a formal, *written explanation* of a specific job, usually including the job title, tasks, relationship with other jobs, physical and mental skills required, duties, responsibilities, and working conditions; a part of the job evaluation process wherein a

review of the nature of work occurs in relation to other jobs, working conditions, the degree of responsibility required, etc.

Job evaluation is most often used to arrive at a rational *system of wage* differentials between jobs or classes of jobs. A system wherein a hierarchy of jobs is created based on such factors as skill level, responsibility, experience level, time and effort expended, etc.

Job specification includes stipulation of desired behaviour attributes at a job *viz*. skills requirement, knowledge of the job, behavioural and mental attributes required on a job. Hence job specification is a *description of the qualifications necessary* for a job, in terms of education, experience, and personal and physical characteristics.

Job classification is cataloguing of job based on an analysis of each job's requirements. It is achieved through information garnered through the job analysis process.   {Yoder, 1969}

Job Evaluation has been discussed I detail in Unit 7 of the course. Job Description and Specification have been discussed later in the text.

4.1.3 Aspects of Job Analysis

Aspects of job analysis are brought out as follows:

It is detailed, specific and exhaustive job study in that the 'whole' (job) is broken down into constituent factors, (components, and aspects) down to minute details (as per the level of specificity desired in each case).

It entails analysing *the job and not the person* employed. It describes work processes in detail, as *per scientific management precepts, viz*. physical demands at work, (kneeling, crawling), physical conditions of work viz. lighting, ventilation, automation, etc., as also human relations and behavioural, addressing the important area of social work conditions and human behaviour at work.

Job analysis establishes the structural-functional delineation of an organisation *as per* the *classical paradigm of administrative theory*. It *puts a position into context* highlighting broad responsibilities, defining roles, delineating scope, authority and responsibility at each level, specifying critical tasks involved, identifying result areas, establishing reporting relationships, stating behavioural requirements and formal/informal stipulations of team work, communication, coordination, supervision etc. It can, therefore, be described as a formal tool for making organisational processes dynamic.

 Job analysis answers the important utilitarian call of optimising organisational efficiency through maximising individual capabilities, as per the systems paradigm of organisational theory. Organisational performance is optimised by matching personnel capabilities to requirements at each level, appraising performance as per specific requirements, specific training through needs assessment, recruitment policy as per information collected by job description and specification (from job analysis).

 As per the situational or contingency perspective, changes in policy are brought about in response to changing requirements, which can be readily incorporated through revisions in job design. Changes are also accounted for economically, through cost accounting and also with respect to procedural reform (Organisation and Methods, O&M).

4.1.4 Methods to Obtain Data for Job Analysis

There are seven methods to obtain data. They are:

I.   Interview and Questionnaire

Interview is understood as a two-person conversation initiated by the interviewer for obtaining information on the subject matter, focused on content specified by the research objectives of systematic description, predication or explanation. (Moser and Kalton, 1961)

Interview may be of two types: *formal* and *informal*. Formal interviewing is one in which set questions are asked and answers recorded in a standardised form. Conversely, informal interview is not charted. It is more in the nature of an informal conversation. Interviews could be incumbent interviews or supervisor interviews.

The success of *survey* depends upon the questionnaire. Questionnaire design is of prime significance for any survey based research programme. Care has to be taken in formulating questions, wording subject matter, sequence, format, etc. It is important to avoid vague, ambiguous, or presumptuous questions. Questions are either '*pre-coded'* or '*open*'. In case of pre-coded questions, the respondent is given a limited number of answers from which to choose his response and questions are put in the appropriate code category. In open questions, the respondent is left free to decide on the format of his answer, its form, detail, length etc.

Structured questionnaires are used to gather work related information from incumbents, which may not ordinarily be, covered in job analysis tool kits of professionals employed for the exercise. Responses help cover minutest details of a job.

Open-ended questionnaires: Such questionnaires give incumbents freedom to report about the job in the manner they feel facilitated. Responses aid development of job design Questionnaire can be used by the interviewer personally, or mailed through post or electronic mail. The design of mailed questionnaire should be user friendly so that the respondent is able to handle it without trouble. In a mailed questionnaire, there is no opportunity for the interviewer to explain or supplement arguments by observational data. It has therefore to be a self-sufficient document. Questionnaire should also be tested before being put to use.

II. Observation and Collection of Data

Observation and collection of data serve the purpose of scientific investigations. As is famously held, science begins with observation and returns to observation for validation. Science is defined as "a systematic and deliberate study through the eye of spontaneous occurrences at the time they occur."

Observation serves the investigator's purpose in the following ways:

(a)   It enables the observer gain insight into the actual phenomenon that can be later tested by other techniques;

(b) Observation may be used for supplementing data that helps interpret findings obtained by other techniques;

(c) It may also be used as the primary method of data collection in studies for providing accurate first hand information or testing casual hypotheses;

(d) Observation is used to perceive significant interrelated factors determining complex social phenomena, culture or behaviour; and;

(e) It provides clear and authentic picture of a given situation. One does not have to depend too much on people's co-operation as is the case in the interview method.

III. Participation

In this method, the job analyst actually performs the job himself to perceive it first hand. In this way he is able to see what characterises the job under study. This method is fairly suitable for studying simple jobs but in case of complex jobs, advance training of the analyst may be necessary, which may not be practicable. The method can also be time consuming and expensive.

IV. Technical Conference

In this method, information about the job is collected from experts, usually supervisors, and not procured directly from actual job incumbents. One important drawback of this method is that experts at time show poor knowledge of the job since they do not perform it themselves or supervise it only disinterestedly. They might give answers based on past experience or abstract perception.

V. Self-recording or Dairy

In this method, the incumbent is asked to record his daily activities, each day, using some type of logbook or diary. The method is useful in systematically collecting information about a job, particularly time spent on various activities during a day. It might be time-consuming and incumbents are heard complaining that they spend more time writing diaries than actually doing the job. This method is particularly useful for studying high-level managerial jobs.

VI. The Position Analysis Questionnaire (PAQ)

It contains a hundred and ninety four (194 by latest count) job elements. The human resource manager rates a job on 194 '*descriptors*' by judging the degree to which each count is present in the job. These counts are grouped into six general categories. PAQ has been thoroughly researched and enables statistical comparison of job elements. PAQ is an extremely practical job analysis method, which enables comparison of specific jobs with other jobs classified in the occupational group (s).

VII. Management Position Analysis Questionnaire (MPAQ)

It is a highly structured questionnaire designed with two hundred and eight items (208, by latest count) used in describing, comparing, classifying and evaluating executive white-collar jobs. The latest version of MPAQ is classified into thirteen parts (Chadha, 2000)

Several other methods are also used separately or in various combinations to aid job analysis exercise. These include:

- Expert panels: Job Analysis experts are hired by organizations for conducting job analysis. Analysis is done on the basis of Critical Incidents of good and poor performance and Job Elements. Job Element is defined as a worker characteristic which influences success in a job, including combination of abilities, skills, knowledge or personal characteristics(Primoff 1975)

- Task Inventories- A task inventory is an exhaustive account of the operations involved in a job. It provides vital information about the skills, knowledge, and abilities required to perform a job. This information is valuable for developing employee selection procedures and training programs, performance appraisal and pay determination. For hiring, it informs the selection committee and applicant of what the job entails. For training purposes, it tells the developer what the job requires. It is also valuable for setting standards in performance appraisals and evaluating jobs to determine the correct pay level. Again, this document may already have been created. Workers are involved in preparation of task inventories.(Job Analysis, Colorado)

- Check Lists: Check- list is used to order tasks sequentially and classified, as logistic support, service delivery, sales etc. Check lists are used to avoid duplication of work across tiers. If duplication is actually taken place, concerned employee can be advanced in the career ladder on the basis of his experience of the added task. A good check list is a result of collaborative effort of the supervisor and the employee. Both workers emerge with a better understanding of the expectations of the job. It also helps in the selection of employees. Candidates can be asked to pick the tasks they are better qualified to perform from the check- list. (Job Analysis, Colorado)

4.1.5 Limitations of Job Analysis

There are limitations to job analysis. Even in case of organisations with well-established job analysis programme, it is pertinent to remember that job analysis information provides only a snapshot of a particular job. Jobs change over a period of time, due to forces such as technological innovations, organisational restructuring, expansions, diversifications, mergers following changes in customer preferences, need for product-differentiation, etc. A well formulated job analysis programme facilitates organisational change by providing an in-built mechanism for periodically assessing jobs. This reassessment may be done through observations, interviews, or by using a brief questionnaire or a checklist. Unlike performing job analysis from scratch, keeping the programme up to date is a much less expensive and time-consuming effort (Leap and Crino, 1990)

4.2   JOB DESCRIPTION

Job descriptions are prepared on the basis of job analysis. Job descriptions, sometimes called position descriptions, are written summaries, usually one or two pages long, of the basic tasks associated with a particular job. They are prepared on the basis of information gathered from job analysis. A model job design includes the title of the job, information about duties, responsibilities, facilities, pay scale etc. Job descriptions usually have a label, called a "job title," and a section describing the qualifications needed to perform the job. These qualifications are encoded as *job specifications*. (French, 1995)

Job descriptions are well written duty statements which accurately describe *what is being done* on a job. Job description clarifies work functions and reporting relationships, helping employees understand their jobs better and approximate performance to desired levels.

Duty statements focus on primary duties and responsibilities of the position and not incidental duties. Related or similar duties are combined and written as one statement.

Job description includes an employee's qualifications or performance and even temporary assignments.

 Each duty statement is a discreet, identifiable aspect of the work assignment, written precisely, and is outcome-based, allowing for alternate means of performing the duty, changes in technology, preferences of employees and supervisors, accommodations of policy changes, changing nature of duty etc. Employees are also credited for innovations made by them.

Purpose of Job Description

According to Wendell French (1995), a job description is useful for the following processes of personnel administration: -

> ➢ Recruiting, interviewing, and selection.

> ➢ Orientation and training

> ➢ Setting performance standards and / or goal statements

> ➢ Designing performance appraisal forms

> ➢ Job evaluation

> ➢ Clarification and renegotiation of roles

> ➢ Career progression ladders

Advantages of Job description

Role specificity and clarity are provided for. As a corollary, role ambiguity is avoided and organisational processes are simplified. Consequently, job descriptions, as a management tool can greatly simplify an organisation's human resource management function.   Job

descriptions clarify work content, helping employees understand their work better and employers, institute performance appraisal and development process, maneuver job design for job rotation, enrichment(*vertical loading*), and enlargement(*horizontal loading*) exercises for overall performance improvement and organisational effectiveness.

The focus is on job outcomes, which makes job description a result oriented exercise. It helps lay down what is expected of a job in terms of all logistical, and behavioural (training, supervision) requirements so that they can be secured with proper lead time.

Cost effectiveness and time management at work are the two important considerations in a job description exercise.

Work study and method study are applied on the basis of job descriptions. Core areas for procedural reform can be easily identified and procedural improvements brought about. The effect of procedural innovations, if any, is examined easily. The worker can be rewarded for successful innovations.

Job descriptions aid in maintaining a consistent salary structure. It leads to job evaluation, which is used specifically for compensation administration.

4.3   JOB SPECIFICATION

Job specification spells out desired attributes of prospective job incumbents. Job specification is a statement of the physical, mental and temperamental qualities necessary for the performance of a job. This exercise helps us in cataloguing requirements of the job in question in terms of:

(a)   Qualifications required for the job can be general educational qualifications or technical qualifications, or both;

(b)   If the job requires any specific skill, ability or aptitude, the same will have to be determined;

(c)   The degree and extent of job experience required can be laid down;

(d)   Personal and physical attributes desired; and

(e)   Age and domicile requirements.

A typical job description shows three categories: (1) specifying activity (e.g. collecting), (2) object involved (data); and (3) purpose (medical research) for which undertaken. Level of specification of activities into constituent elements differs from case to case according to the requirement.

Two essential requirements of job descriptions are; (1) simple language; and (2) allowance for flexible operations to enable adjustments to changing requirements; for example changing customer preferences, demand and supply situations, new process or management technology, etc.,

4.4   JOB DESIGN

Job structuring entails job design which is the process of determining the specific tasks and responsibilities to be carried out by each member of the organisation. It is understood as the fundamental organisational process which evolves out of the complex flow of events that establishes the responsibilities assigned to each member of the organisation, including the physical circumstances in which an employee is expected to carry out these responsibilities. Examples of physical working conditions are temperature, lighting, safety. Hence job design refers to the philosophy with which a firm approaches the organisation of work.

 A company can allocate duties and responsibilities consistent with common practice and tradition. However, emphasis on efficiency, standardisation, and simplification might require the services of an *industrial engineer*. An *industrial psychologist,* on the other hand, provides a company insight into how an individual would react to jobs at a psychological level and how they should be modified.

The worker on his part also imparts content to a job. Both the content of a job and the opportunity it affords to influence the content and level of performance, affect a person's motivation and job satisfaction.

 The effect of work on the economic health of the company and the psychological health of the employee are equally important. Changes in job design can effectively solve such problems. (Leap & Crino, 1990).

There are two major components of job design. *Job content* is the set of activities to be performed on the job, including the duties, tasks, and job responsibilities to be carried out; the equipment, machines, and tools to be used and required interactions with others. The other major aspect of the responsibility established through job design is the set of *organisational responsibilities* attached to a job, that is, responsibilities relating to the overall organisation such as complying with rules and regulations and work schedules. Examples are filling out time sheets, following safety procedures, and adhering to the established schedule of the workday.

Job *rotation, enrichment* and *enlargement* processes are carried out, based on information procured from job analysis. Job profile refers to the development of a prioritised set of capabilities or success factors for a particular job or group of jobs. It may include the use of proficiency ratings for each capability.

Job Enlargement and Job Enrichment

Job design grew in importance with the scientific management movement championed by Taylor and Gilbrith. It had positive impact on cost saving but affected human relations adversely. To improve upon the concept, job enrichment, job enlargement and job rotation were introduced in the 1950s to motivate employees. Today, jobs are being designed innovatively to attract and retain good workers. In addition, work teams, autonomous work groups, and the idea of quality circles is being introduced to improve productivity via flexible job design.

It is obvious that the most important condition for achieving better work performance from employees is to give them interesting, worthwhile, and challenging jobs. To prevent

frustration from meaningless, uninteresting and purposeless tasks, fundamental rethinking of both the process and purpose of management are required.

If the additional responsibilities to enhance variety are added *horizontally*, the terminology used is *job enlargement*; if additional responsibilities are added *vertically*, involving delegation and decentralisation the term employed is *job enrichment*.

Job enrichment can be said to have been provided if the work is meaningful, worker has knowledge of work and is entrusted with requisite responsibility through proper delegation and job structuring. Job enlargement entails addition of more tasks to a job. It treats a job as a whole instead of treating each component task as separate. Interconnectedness or integration of work is stressed. Job enrichment is the incorporation of motivational factors, such as opportunity for achievement, recognition, responsibility, and advancement, in a job. The exercise treats the work as whole and not in parts thereby improving efficiency and making the employee *responsible* for the entire job.

Job rotation is the movement of employees from one job to another in an effort to relieve the boredom often associated with job specialisation. It also taps employee potential better by offering more opportunities for better task accomplishment.

Job sharing is performance of one full-time job by two people on part-time hours. It is useful in case of large and complex processes.

Job rotation plan seeks to maximise the individual's experience by shifting him periodically from one job to another. Individuals selected for such programmes are moved at the end of the stipulated period, say one year, and the particular positions they hold at any given time are viewed as training positions. A less formalised variation of job rotation is also used by many organistions. In promotion and transfer decisions an attempt is made to move individuals in such away as to facilitate development. (Sahni, 1988)

The increase and enhancement of the number of tasks accomplished by the individuals in organisations along the flow of work is job enlargement. It is the lengthening of the time cycle required to complete one unit of operation. Enhancing the quantity of formal tasks allocated to him makes him utilise more of his abilities and capabilities resulting in more satisfaction at his level. A study ahs established that augmented satisfaction is attained by an employee through job enlargement. Researches by Katz and Kahn, Hoppock (1935) Super (1939) and Marks (1954) have revealed that when the work becomes more skilled and complexed through job enlargement and satisfaction of the employees increases James C Worthy (1951)on the basis of his studies covering over 10,000 employees suggests that"…through job enlargement the employees been able to reduce the 'negative' impact of specialisation by decreasing the concentration of employees on lower jobs levels that tends to occur with overspecialisation, by increasing the degree of variety and interest in the work, and by providing the employee with an increased opportunity to participate in larger chunks of the production process thereby increasing the psychological meaning work has for employees.

Job Enrichment has been defined as the process of permitting the individual employee to decide his own working place, but in limits; permitting the employees to serve as their own supervisors by fixing responsibility for quality control to the employees; permitting the employees to repair their own mistakes; permitting lenience in the selection of methods; and permitting them to be responsible for their own machines setting up. (Hulin, Blood,

1968)The number of variables and concepts used to account for the success of various job enrichment efforts; such as, accountability, authority, closure, delegation, efficiency, job challenge, motivation, opportunity for growth, advancement, and self actualisation,participation, presence or absence of anomie, proprietorship, recognition, responsibility etc.

Human Resources Management is understood as, personnel management based on the notion that individual needs, values and abilities have to be balanced with the goals and culture of the organisation. The manager is such a dispensation works as an Integrator, which denotes that part of the work of an operational manager, which involves the managing of human resources, comprising motivating, conciliating, coordinating, coaching, appraising and authorising staff.

Significance of Job Enlargement and Enrichment

Public service modernisation has been a theme running across the whole developed world during the last decade. The modernisation of public HRM is of great importance because governments recognise the link between public sector performance and performance of the overall economy. In private organisations there is a trend towards decentralisation and delegation of powers and collaterally, HRM. It is not easy for public organisations driven by public accountability, consistency and equity concerns to embrace the new public management ethic. Classic bureaucratic model is not conducive to flexible decentralised HRM. This view of a flexible decentralised HRM is based on the experience that public administration faces more and more a need for all round managers instead of the traditionally specialised civil servants (Metcalfe & Richards 1993).

Organisational Design is defined as the way in which work is organised, both horizontally (layers of hierarchy) as well as, vertically (by function, operation or matrix) involving organisational structure and functional delineation. Traditional linear design of organisations is not held conducive to organisational efficiency, as per the modern understanding of HRM. In the knowledge era, tasks cannot be managed efficiently by traditional hierarchal task ordering, as could be possible in traditional organisations. There is need for specialisation but at the same time, variety in job design, to make tasks more meaningful and interesting for workers.

The fact that bureaucratic/ pyramidal values still dominate most organisations, according to Argyris, has produced many of our current organisational problems.

According to Argyris (1964), seven changes should take place in the personality of individuals if they are to develop, in time, into mature people

- First, individuals move from a passive state as infants to a state of increasing activity as adults.

- Second, individuals develop from a state of dependency upon others as infants to a state of relative independence as adults.

- Third, individuals behave in only a few ways as infants, but as adults they are capable of behaving in many ways.

- Fourth, individuals have erratic, casual, and shallow interests as infants but develop deeper and stronger interests as adults.

- Fifth, the time perspective of children is very short, involving only the present, but as they mature, their time perspective increases to include the past and the future.

- Sixth, individuals as infants are subordinate to everyone, but they move to equal or superior positions with others as adults.

- Seventh, as children, individuals lack an awareness of a "self," but as adults they are not only aware of, but they are able to control "self."

Argyris postulates that these changes reside on a continuum and that the "healthy" personality develops along the continuum from "immaturity" to "maturity." The figure below (Accel Team, 2005) is illustrative of it.

IMMATURITY- MATURITY CONTINUUM

Immaturity	Maturity
Passive	Active
Dependence	Independence
Behave in few ways	Capable of behaving in many ways
Erratic Shallow Interests	Deeper and Stronger Interests
Short Time Perspective	Long Term Perspective
Subordinate Position	Equal or Super ordinate Position
Lack of Awareness of Self	Awareness and Control Over Self

Organisation design and job design impact upon the self- perception of workers and organisational behaviour at large. Stifling bureaucratic /pyramidal work environment inhibits employee self -development and jeopardises long- term organisational growth. Maturation of a personality proceeds in seven successive steps, which represent stages of maturation

Design of the Formal Organisation

As per the classical approach, particularly, scientific management precepts, organizational and job design is based on the following four considerations.

- Task specialisation,

- Chain of command,

- Unity of direction, and

- Span of control.

Behaviour, accordingly, is tailored as per organisational structuring, in such a way that *power* and *authority* rest in the hands of a few at the top of the organisation, and those at the lower end of the chain of command behave in conformity with regulations/directives from the top.

This implies directive, task- oriented leadership, where decisions about the work are made by the superior, and workers only carry out these decisions. This type of leadership evokes managerial controls such as budgets, some incentive systems, time and motion studies, and standard operating procedures, which can restrict the initiative and creativity of workers. Steve Margetts (2005) tabulates the difference of approach between bureaucratic/pyramidal and humanistic/democratic systems of organisation and leadership as follows:

Bureaucratic / Pyramidal	*Humanistic / Democratic*
Important human relationships-the crucial ones-are those related to achieving the organisation's objectives, i.e., getting the job done.	The important human relationships are not only those related to achieving the organisation's objectives but those related to maintaining the organisation's internal system and adapting to the environment as well.
Effectiveness in human relationship increases as behavior becomes more rational, logical, and clearly communicated; but effectiveness decreases as behavior becomes more emotional	Human relationships increase in effectiveness as all the relevant behavior (rational and interpersonal) becomes conscious, discussible, and controllable
Human Relationships are most carefully motivated by carefully defined authority and control as well as appropriate rewards and penalties that emphasise rational behavior and achievement of the objective.	In addition to direction, controls, and rewards and penalties, human relationships are most effectively influenced through authentic relationships, internal commitment, psychological success, and the process of confirmation.

The systems approach to design of organisations regards organisations as groups of inter-relating elements that require co-ordination and information to turn a wide range of inputs into a variety of outputs. This approach acknowledges the dynamic nature of business and recognises that static organisational structures are at times wholly inadequate for decision-making. Example of such approach is the matrix structure, which involves compromising on the principle of unity of command and stresses on teamwork, rather than linearly ordered superior subordinate relationship.

Job design and work organisation is the specification of the contents, method and relationships of jobs to satisfy *technological* and *organisational* requirements, as well as the personal needs of jobholders.

Taylor's framework for organisation was:

- Clear delineation of authority

- Responsibility

- Separation of planning from operations

- Incentive schemes for workers

- Management by exception

- Task specialisation

Taylor's developed a concept of work design, work-measurement, production control and other functions that impacted organisation design in major way. Before scientific management, such departments as work- study, personnel, maintenance and quality control did not exist. What was more his methods proved to be very successful.

The negative impact of the classical approach was seen in the 1970's in;

- The loss of productive effort due to industrial action and absenteeism

- Increased demands for employee participation and industrial democracy and imposition of employment legislation, which appeared to make the task of controlling the workforce more difficult. (Accel Team, 2005)

In the 1980's, major changes took place in the workplace. Consequently,

- Recession, with attendant retrenchments;

- Increased competition;

- Recognition of the need to introduce new technology, and;

- Shift in relative costs away from the worker to the machine. The challenge, now and in the future for managers, is the optimum design of jobs and work organisation to meet unsteady circumstances, brought on in the workplace by changes in human resource development technique with emphasis on job design and work organisation. The 4Ps, namely, purpose, process, persons and place are the basis of work division in organisations. The application of the principles needs to be more flexible, in matrix form of organisation design (networked organisations) where structuring is changed as per changing requirements. (Accel Team, 2005)

According to Flippo, 1984, job autonomy can be secured if the following are ensured:

(1) Setting one's own work schedule and allowing work breaks;

(2) Varying work place;

(3) Alternating duties with others;

(4) Making crisis decisions in problem situations rather than relying on the boss; and

(5) Making one's own quality checks, etc.

Koontz and O' Donnell (1972) have suggested the following measures to ensure job enrichment:

(a)   Giving workers more latitude in decisions regarding work methods, sequence, and pace, accepting or rejecting materials etc.;

(b)   Encouraging participation of subordinates in decision making and interaction between workers;

(c)   Giving workers a feeling of personal responsibility for their tasks;

(d)   Taking steps to make sure that people can see how their tasks contribute to a finished product and the welfare of the enterprise;

(e)   Giving people feedback on their job performance, preferably, before their supervisors get it; and;

(f)   Involving workers in analysis and change of physical aspects of the work environment such as layout of office or plan, temperature, lighting and cleanliness.

Positive Reinforcement

Positive Reinforcement means channelising the energies of the employees in a desired direction through extrinsic and intrinsic reinforcements. Harvard psychologist, B.F. Skinner, successfully applied this technique. Job satisfaction may or may not be tied to happiness. But we know we are doing something right if we can alter conditions at job in order that employees stay on and work productively.

It is based upon the principle that employees are not motivated simply by changing external conditions; for example, pay, hours of work, etc. Employees develop lasting motivation only through positive perception of work content and work environment. This demands, at times, restructuring of job or job redesign to make the job interesting and challenging enough for the employees concerned.

4.5   CONCLUSION

Work specialisation has considerably increased in recent years. Consequently, scientific understanding of jobs and their effective coordination is essential for procedural efficiency. It is also important to secure personnel with needed specialisations for each level. As a corollary, people need to be matched up with jobs to ensure optimum organisational performance. Job analysis is needed to promote organisational efficiency by promoting specialisation and keeping possible disadvantages of breaking work into components at bay.

4.6   KEY CONCEPTS

Job Analysis: Job analysis entails detailed study of a job with a view to writing detailed position descriptions with respect to different positions. Information procured issued is used in interviews and devising written selection tests, internal placements, as per requirements of a job and performance appraisal of employees. Research techniques are used for job analysis.

Job Description: Job description are prepared based on the information gathered in job analysis. Job descriptions entail written specifications of the nature of job, duties and qualifications required. Information is issued in job advertisements; application forms are devised based on the requirements specified therein.

Job Specification: Job specification also emerges out of a job analysis. Job Specification lists the behaviour stipulations and accordingly, specifications, with respect to a job. In other words character traits expected of prospective incumbents are listed as job specifications.

4.7   REFERENCES AND FURTHER READING

Argyris, Chris, read online at, http://www.accel-team.com/scientific/scientific_.o2 html, _.01 html, _.00html

Chadha, Narender K, 2000, *Human Resource Management Issues, Case Studies and Exercise*, Shri Sai Printographers, Delhi.

Concepts of Job Analysis read online at,
http://www.wps.prenhall.com/wps/media/objects/213/218150/glossary.html

Definitions of Job Analysis, read online at http://www.nciu.edu/~dbehrlic/hrd/glossary.htm:

Desiber, Gary, 1984, *Human Resource Management*, Seventh Edition, Prentice Hall, New Delhi.

Flippo, E.B, 1984, *Principles of Personnel Management,* McGrawhill College.

French, Wendell, 1995, *The Personnel Management Process*, Houghton Mifflin Company, Boston.

French, Wendell, 1997, *Human Resource Management,* Houghton Mifflin Company, USA,

Galbraith, J, 1973, *Designing Complex Organisations,* Addison Wesley.

Ghosh, P, 1993, *Personnel Administration in India*, Sudha Publications, New Delhi.

Goel, S.L. and Shalini Rajneesh, 2002, *Management Techniques, Principles and Practices,* Deep & Deep, New Delhi.

Hoppock, R, 1935, *Job Satisfaction*, Harper, New York.

http://www.caw110.org/definitions.htm

http://www.crpcanada.com/cu/phasselreport/glossary.esp:.socialcar,

http://www.eassoc.com/resources/glossary/j.htm

Hulin, C.L. and M.R.Blood, 1968, "Job Enlargement, Individual Differences and Worker Responses", *Journal of Psychological Bulletin*, USA.

"Job Evaluation" read online at,
http://www.mhhe.com/business/busadmin/ferrell/ferrell4e_glossary.html

Katz, D. and R. Kahn, 1966, *The Social Psychology of Organisations*, John Wiley and Sons, New York.

Koontz and'O' Donnel, 1972, *Principles of Management,* Mc GrawHill, New York.

Margett, Steve, read online at http://www.steve@revisionguru.co.uk

Marks, A. R, 1954, *An Investigation of Modification of Job Design in an Industrial Situation and their Effects on Some Measures of Economic Productivit*y, Ph.D. Thesis, Berkeley, University of California.

Metcalfe, Les, and Richards Sue, 1993, "Evolving Public Management Cultures"*,* Eliasson A. Kjell &Jan Kooiman (Eds), *Managing Public Organisations,* Sage Publications.

Moser, C.A. and G. Kalton, 1961, *Survey Methods in Social Investigation*.

Primoff, 1975, "How to Prepare and Conduct Job Element Examinations": *Job Analysis,* Published by Workforce and Staffing Consultants, Division of Human Resources, Department of Personnel and Administration, Colorado.

Sahni, Pardeep, K.K. Sharma, 1988, *Organisational Behaviour*, Deep and Deep Publications, New Delhi.

Super, B, "Occupational Level and Job Satisfaction", *Journal of Applied Psychology*, USA.

Taylor Frederick W, *The Principles of Scientific Management,* Harper, New York.

Terry, Leap L. and Michael D. Crino, 1990, *Personnel / Human Resource Management*, Mac Millan, New York.

Tripathi, P.C, 2003, *Human Resource Development,* Sultan Chand and Sons, New Delhi.

Tyagi, A.R, 1969, *Civil Services in a Developing Society,* Sterling, Delhi.

Verma, S.P. and S.K. Sharma, 1980, *Managing Personnel Administration: A Comparative Perspective*, IIPA, New Delhi.

Worthy, James C, 1951, "Factors Influencing Employee Morale"*,* S.D.Hoslett (Ed), *Human Factors in Management*, Harper, New York.

Yoder, Dale, 1969, *Personnel Management and Industrial Relations*, Prentice Hall, New Delhi.

4.8. ACTIVITIES

1. Discuss various applications of job analysis by quoting illustrations from nearby organisations.

2. Do you feel the job analysis is an imperative organisational function? If yes, substantiate your answer with examples.

3. Write short notes on:

   a. Job enlargement

   b. Job enrichment

   c. Job design