Job Analysis and Design

The Copncept

- **Concept and need for job analysis**.
- Job analysis refers to the systematic investigation of a job. Includes:-
  - physical circumstances
  - Attributes needed to competently perform the tasks in a job.
- What is a "job"?
  - "A collection of tasks, duties and responsibilities which are assigned to an employee"
  - Each job has a definite title based on profession, trade or specialization associated with the job

Outcomes of Job Analysis

- **A job Analysis results in:-**
- **Job Descriptions** and **Job Specifications**

- **Job descriptions:-**
  - **Overall Purpose** – Why the job exists.
  - **Job Content** – Nature and scope of the job in terms of tasks and operations to be performed
  - **Key Result Areas**: Results or outcomes for which job holder is accountable,

Job Descriptions

- **Technological dimension of jobs**: Physical working conditions, tools, equipments and machines used.
- **Organizational factors**: Reporting relationships those reporting to the job holder and to whom the job holder reports;
- **Motivating factors**: Particular features of a job that are likely to motivate or demotivate job holders.
- **Development factors**: Promotion and career prospects

Job Specifications

- **Job specification**
- This are the minimum qualifications, competencies and attributes which a job holder must have in order to perform a given job effectively
- Includes:
  - **Minimum academic qualifications**
  - **Experience** (relevant)
  - **Age:** Is there a relationship between age and ability to do the job?

Job Specifications

- **Gender:** Is there a relationship between gender and ability to do the job? Gender balancing.

- **Ethnicity, race, religion-** etc Is there a relationship between these and ability to do the job?

- **Salary:** Question-What's the rationale for having salary as a factor in a job specification?

METHODS OF JOB ANALYSIS

- **Observation**
  - Observing and recording employees while at work. Suitable for jobs that with visible activities e.g.? The process is more reliable if done by a fair and impartial observer with expertise in that field.
- **Interview**
  - Suitable for jobs where direct observation is not possible i.e. managerial and professional jobs.
  - Disadvantage: time consuming and costly. Possibility of bias by either respondent or interviewer
- **Questionnaire**
  - Advantages and disadvantages?
- **Checklists**
  - Advantages and disadvantages?
- **Diaries or Log records**
  - In this method the holder is required to maintain a diary recording in detail job related activities each day.
  - Advantages and disadvantages?

METHODS OF JOB ANALYSIS Contd…

Critical incidents
Looks at unique aspects of a job i.e. content, context and attributes of job holder based on experiences on critical aspects of the job.

Conclusion
You need to use several methods in order to come up with a good job analysis.

Uses/Benefits of Job Analysis

Job analysis is useful for overall management of HR activities. benefits:

- **Human resource planning** – JA helps in in planning for quantity and quality of staff required in future.

- **Training and development** – JA provides info on skills and knowledge required for a job, helps in design of training and development programmes.

- **Recruitment and selection** - Job analysis serves as a basis for recruitment and selection of employees.

Uses/Benefits of Job Analysis

- **Placement and orientation** - it enables management to place employees on jobs best suited for them.
- **Job evaluation** - Provides information from which relative worth of jobs can be determined and equitable compensation systems instituted.
- **Performance appraisal** - Involves comparing actual performance to the expected standards.
- **Health and safety** - Job analysis helps in uncovering and identifying hazardous conditions and unhealthy environmental factors e.g. heat, noise, dust, fumes etc.

JOB DESIGN

- This is the process of deciding on the contents of a job, its duties and responsibilities, Also includes:-
- The methods used in carrying out the job, i.e. techniques, systems and procedures
- Relationship that should exist between the job holder and his/her superiors, subordinates and colleagues.

- Job design has two aims namely:-
    - To satisfy the requirements for productivity, efficiency, and quality of product or service offered.
    - To satisfy the needs of an individual for interest, challenge and accomplishment to ensure job satisfaction and improve performance and productivity.
- The overall objective of job design is to integrate the needs of the individual with those of the organization. Another aim of job design is to fulfill the social responsibilities of the organization to the people who work in it by improving the quality of working life.

JOB DESIGN

- **Principles of Job Design**
- To influence skill variety, provide opportunities for people to combine tasks.
- To influence task identity combine tasks and form natural work units.
- To influence autonomy. Give people responsibility for determining their own working systems.
- To influence feedback, establish good relationships and open feedback channels.

Factors Affecting Job Design

- **Organizational factors** –these factors unique to an organization e.g. task features, work flow, work practices.
- **Environmental factors**
  - These include social and cultural expectations, employee abilities and availability.
  - People have expectations for the jobs. Jobs are designed in a certain way e.g. providing for work hours, rest breaks, vacations (leave), religious beliefs, etc.
- **Behavioral factors**
  - These are based on the fact that people are influenced to work to satisfy their needs. One's behavior and work is governed by the following factors namely:

- **Need for autonomy** – this improves sense of responsibility, self esteem and commitment to the job.
- **Use of abilities** – workers like jobs that offer them opportunity to utilize their abilities.
- **Need for feedback** – job design should be done in a way that facilitates meaningful feedback. Feedback helps workers improve their performance.
- **Need for variety** –diminishes boredom, fatigue and mistakes thus promoting efficiency.

Techniques of Job Design

- ## Some of the popular methods of job design are:
- **Work simplification**
  - This involves simplification of a job by breaking it down into small sub-parts. Each part of the job is then assigned to one worker who then does the same task over and over again.
- **Job rotation**
  - Job rotation implies the movement of employees from one job to another without any change in the job.

Techniques of Job Design

- **Job enlargement**
  - Job enlargement involves expanding a job content horizontally. It adds more tasks to a job giving it more variety and wider scope. removes boredom
- **Job enrichment**
  - Job enrichment is a vertical expansion of a job giving the holder more responsibility, independence and greater control over his work.