

Unit 3 Job Design and Job Analysis

- a. **Task:** Task is the activities with distinct characteristics, which differentiate the jobs from one another and have a distinct purpose.
- b. **Jobs:** Job is a combined form of similar or closely related tasks. It is a building block of the organizational structure.
- c. **Position:** Position is a level in an organization structure, which determines a person's duties and degree of responsibilities towards organization.
- d. **Occupation:** Occupation is a combined form of similar job. E.g. accountant, teacher etc.

Job Design:

Concepts: Job design is the process of identifying the content of the job and determining the method of doing it. In other words, designing job means improving the conditions of employees' participation in the work.

According to Byars, and Rue, "Job design is the process of structuring work and designating the specific work activities of an individual or group of individual to achieve certain organizational objectives."

Similarly, according to Hackman, "Any activity that involves the alteration of specific job (or independent system of job) with the intent of increasing both the quality of the employees' work experience and their on -the -job productivity."

From the above definition, it is clear that job design is not just determining the contents and methods, but to make job motivating, interesting and challenging enough so that individuals ability and the degree of their participation will be increased.

Benefits of Job Design:

Followings are the benefits of job design.

1. **Determination of organizational structure:** Organizational structure is made on the basis of the authority responsibility relationship of the activities that are performed in an organization. Determination of the activities is done under job design. Thus, job design helps in designing the overall organizational structure.
2. **Motivating the staffs:** Job design not only determines the contents and method of doing job but also focus on determining needs and expectation of employees from the job. Thus, it helps in making a job interesting and challenging which motivates the employees towards work and work activities.
3. **Knowledge Upliftment:** Job design focuses on building and increasing the abilities of individuals. The tasks are precisely defined and effective methods are specifically determined under job design. This helps to understand about the job and its procedure easily.
4. **Person-Job fit:** Job design always tries to balance between activities and the skill requires doing those activities. When the employees' and jobs interest match it helps to improve productivity and ultimately achieve the goals.

5. **Better Quality of Work Life:** Better job design ensures the fulfillment of both psychological and physical needs. This further enhances degree of motivation and personal development. Thus, quality of work life (QWL) can be achieved through effective job design.
6. **Change behavior at work:** Job design focuses on reducing the duplication and repetition of work and work activities by an individual. Instead, it tries to make the work interesting and challenging which decreases the monotony and increases the willingness to perform a job. This helps to change the attitude of workers towards the work.

Methods and Approaches of job design:

There are various methods of job design. Some of them are explained below:

1. **Scientific Management Approach:** This method is suggested by F.W Taylor. Under this method, jobs are narrowly defined. The job is simplified by breaking down the job into tasks. This task specifies not only what is to be done, but how it is to be done and the exact time allowed for doing it. This further helps in work specialization.
Taylor suggested that, job should be designed first and then finding or fitting people to the job should be done next. He further argued that doing so; it not only decreases the cost of training and development but also motivates the people toward work. This approach is job oriented which can be used mostly in assembly line where same job are done repeatedly.
2. **Herzberg's Motivation –Hygiene Theory:** This method is suggested by Frederick Herzberg. He and his associates found that people like to work in those organizations where two factors – hygiene and motivator are presents. Hygiene factors are pay, working condition (heating, lighting and ventilation), company policy and quality of supervision. These factor lead to an increase in productivity. Motivators are the feeling of self improvement, recognition, achievement and a desire for an acceptance of a greater responsibility. Presence of motivator factors motivates the employees and leads to job satisfaction. However, presence of hygiene factors in job not necessarily motivates the employees but absence causes dissatisfaction in the ob and lead to low productivity. Since, dissatisfaction can be minimized by providing adequate salary, improving working condition. However, motivate factors are totally related to job itself. Thus job should be designed in following ways.
 - a. Employees should be made more accountable for his/her job by delegating some authority.
 - b. Individual are given opportunity to plan and schedule their own jobs.
 - c. There should be as far as possible direct or face to face communication while working on that job.
 - d. Work should design in such that the worker can consider doing his/her own things.
 - e. Reward system should match the work performance.
3. **Job Rotation:** Job Rotation is the process of motivating employees by moving them from one job to another job for a shorter period of time. It is normally used to train different skills and techniques to the workers, so that one can work in different jobs at the time of urgency and scarcity. It also helps to avoid the boredom and frustration caused by similar and repetitive jobs.
4. **Job Enlargement:** Job Enlargement is the process of increasing the work load by adding the same nature of jobs or tasks into a job. E.g. the various tasks like operating camera, check sound, prepare lighting and report story can be added to video journalist job.

5. **Job Enrichment:** Job enrichment is one of the mostly used techniques to motivate the employees at work. Under this technique, employees are free to set their goals, supervise their subordinates and enjoy power over others by planning and controlling their work and work related activities. This will enhance the employees' commitment and satisfaction.
Techniques of job enrichment are as follows:
 - a. **Specific task:** Assign specific task to the individual to develop expertise.
 - b. **Combine task:** Add similar job to one to increase job scope.
 - c. **Self-set standard:** Allow the employees to set their own standard and targets.
 - d. **Minimal control:** Provide greater autonomy to work and work related activities.
 - e. **Employee accountability:** Make employee accountable for their performances.
 - f. **Feedback:** Provide feedback to employees about performance result.
6. **Job Characteristics Approach:** This approach is suggested by Hackman and Oldham. This approach is based on premise (idea) that it is possible to alter a job's character and create conditions of high work motivation, satisfaction and performance by recognizing that people respond differently to the same job. This method states that specific job characteristics affect job design. They are :-
 - a. **Skill Variety** or the degree to which a job requires a job variety of different skills.
 - b. **Task Identity** or the degree to which a job requires completion of a whole and identifiable piece of work.
 - c. **Task significance** or degree to which a job provides substantial impact on the lives or work of other people.
 - d. **Autonomy** or the degree to which job provides substantial freedom, independence and discretion to the individual in scheduling the work and in determining the procedures used to carry it out.
 - e. **Feedback** or the degree to which carrying out the activities required by a job result in the individual obtaining direct and clear information about the effectiveness of his/her performance.
7. **The Open Social –Technical System Approach:** This approach is useful to design jobs to satisfy team or group employees. This approach implies that the work setting has to be seen in terms of two interrelated system: a social and technical system. The open system denotes the constant interaction of the organization and the work group as units with a larger environment. The major elements of job designing by using an open social technical system includes:-
 - a. Variation in the inputs and outputs of departments.
 - b. Estimates of relative importance of different variations.
 - c. Description of work roles, status, recruitment and training.
 - d. Analysis of attitude to work.
 - e. Analysis of the system of remuneration, wages etc.
 - f. Analysis of communication network.
8. **Autonomous Work Group (Self-Managed Team):** Under this method, the group or team is assigned, who has full autonomy to take any decision related to work and work activities. They are free to decide about the working methods, people involvement, people responsibility, leadership etc. This method focused on group achievement rather than individual achievement. Due to freedom and the performance based reward system, employees are more motivated towards works and thus enhance productivity.

9. Modified Work Schedule: Under this method the work time is change according to the necessity of the employees. They may be following types:-
- Shorter work Week: Worker work 10 hours each day for four days.
 - Flex time: Employees contract to work for specific hours per week but are free to choose their working time within certain limit.
 - Job sharing: Sharing of a job between two or more part-time employees.
 - Homework: Employees do the work at home for the employers. Jobs like designing, software developing etc are done at home for employers.

Job Analysis

Henderson (1979), defined “a job as work consisting of responsibilities sand duties, that are sufficiently alike, to justify being covered by a single job analysis.”

Harvey (1991) defines a job as “a collection of positions similar enough to one another in terms of their work behaviors, to share a common job title”.

Scientific management states that the key to ensuring good levels of productivity is a very good knowledge of the different tasks, which make up a job. A thorough understanding of what is to be achieved, as well as the knowledge of the abilities and material required to do a job are essential to standardize the action of workers ,like the functioning of the machine.

Workers and management began to take increased interest in job analysis because of two reasons:

- Fear of unfair discrimination.*
- The need to compare the merit of different individual employees holding different jobs, to claim equal pay, on the basis of comparable quality of their respective job/work.*

“If you don’t know a job’s duties, responsibilities and human required, how can you decide who to hire or how to train them?”

Job Analysis can be defined as a structured, multi-method approach aimed at defining the skills, knowledge and personal attributes necessary for effective performance. It is the systematic process of discovery of the nature of a job by dividing it into small units. The final outcome of job analysis is the preparation of job description and job specification.

According to Gary Dessler, “job analysis is the procedure for determining the duties and skill requirements of a job and a kind of person who should be hired for it”

Similarly, according to Decenzo and Robbins, “a job analysis is a systematic exploration of the activities with a job. It is a basic technical procedure, one that is used to define the duties, responsibilities and accountabilities of a job.”

Thus, job analysis is just an accurate recording of the activities ,where information are gathered to define the specific job attributes .It produces information used for writing job description(a list of what the job necessities) and job specification (what kind of people to hire for the job).

The HR specialist normally collects one or more of the following types of information in job analysis:

- a. **Work Activities:** The information related to actual activities one individual performed in a job, such as cleaning, selling, teaching etc. are collected.
- b. **Human Behaviour:** The information related to human behaviour such as sensing, communicating, writing etc. are collected.
- c. **Machine, tools, equipments, and work aids:** The information related to tools used, material processed, knowledge applied etc. are collected.
- d. **Performance Standard:** The information related to the types for performance standard need and are used is collected. This is required to appraise the employees' performance.
- e. **Job Context:** The information related with the working conditions, work schedule and social context of organization are collected.
- f. **Human requirement:** This includes information regarding the job's human requirement, such as job related knowledge or skill and personal attributes.

Collecting Job Analysis Information (Job Analysis Methods)

The methods that managers or HR experts can use to find a job elements and matching knowledge ,skills and abilities necessary for successful performance include the following:-

- a. **Observation Method:** Under this method, the job analyst observes the workers while they are performing their jobs. It helps to collect the first hand information about the activities, equipments, materials, working conditions and job hazards. However, workers in many cases do not function most efficiently when they are watched and thus, may lead to distortion in the job analysis. In addition, this method is not suitable for analyzing most managerial jobs where intellectual abilities are required.
- b. **Interview Method:** Under this method, job incumbents (who are directly responsible for the job in current context) are selected and extensively interviewed. A check list of questions is used for interview purpose. This method is effective for assessing what a job entails (necessities), but is very time consuming.
- c. **Technical Conference Method:** Under this method, the information related to the jobs are collected for the specialist and technicians (experts).The information of job characteristics like difficulty, variability, significances ,autonomy, need for overtime etc. are collected. Although it is a good method, it often overlook(ignore) the workers perceptions about what they do on their jobs.
- d. **Dairy Method:** This method requires job incumbents to record their daily activities. Comprehensive information is obtained about the job from entries made in the diary for the entire job cycle .However, maintaining a dairy is not possible for every job because it added a workload to the workers and also interfere the regular functioning of the actual work.
- e. **Structured Questionnaire Method:** Using this method, workers are sent a structured questionnaire on which they check or rate items they perform on the job from a long list of possible task items. This is a popular method for gathering the information about jobs. However, sometime questions may be misunderstood and often feedback is lacking in this method.

Job Analysis Techniques

Job Analysis techniques provides systematic and quantitative procedures that yields information about what job duties are being accomplished and what skill, ability and knowledge are needed to perform the ob. The important techniques of job analysis are as follows:

1. Job Focused Techniques: This technique is concerned with the task that make-up various jobs. Following techniques are included in this category.
 - a. Functional Job Analysis: This technique was developed by US Department of Labour .In this technique, the information about the job is gathered from observation or interview. This information is link into the three general functions that exist in the entire job. They are Data, People and Things. After relating the job with these functions, the score is given, which is use to determine the salary for the relative jobs.(Table of scoring form Agrawal sir book)
 - b. The Hay Plan: This technique is used to analyze managerial and executive level jobs. It is based on an interview between job analyst and the person in job. Under this technique, this information related to four aspects of an executive's job are gathered. They are :-
 - i. The objective of the job
 - ii. The dimension to be covered by the job holders while being in that position
 - iii. The nature and scope of the position
 - iv. The accountabilities.
 - c. Method Analysis: The main purpose of the technique is to analyze job to help employees to work more effectively and efficiently. Under this technique, body movement and procedural steps used to perform jobs are recorded. They are:
 - i. Balancing movements of two hands
 - ii. Opposite and symmetrical direction of hands
 - iii. Reduction of muscular efforts
 - iv. Doing productive works without idle time
 - v. Location and position of tools and material for grasping
 - vi. Illumination, height and space arrangement at work.

This method is applicable to analyze the physical works and to improve the efficiency of the workers.

2. Person /Behavioural Focused Techniques:

This technique analyzes the behaviour requirement of the job. Following are the techniques includes in this category.

- a. Position Analysis Questionnaire (PAQ): This technique was developed by the researcher at Purdue University. It contains 194 elements of job within 27 division job dimension and five overall job dimensions. These 5 dimension states the behaviour difference in individual jobs. They are:
 - i. Having decision making/communication/social responsibility: This dimension requires considerable amount of communication and interaction with people as well as responsibilities associated with decision making and planning function.
 - ii. Performing skill activities: This dimension requires skills like precision, recognizing differences and mental control to operate technical tools and devices.

- iii. Being physically active/related environmental condition: It is related to considerable movement of entire body or major part of it.
- iv. Operating vehicle/equipment: It relates to operation or use of vehicle.
- v. Processing Information: This dimension relate to range of information processing activities.

The PAQ allows management, scientifically and quantitatively group interrelated job elements into job dimensions. Thus, in-turn allow jobs to be compared with each other and similar job are grouped into job families .And ofcourse these information are use to develop job description, job specification and conduct job evaluation.

- b. Critical Incident Technique: Under this technique, the critical incidents that occurred during the last 6 to 12 months are identified. This incident is link to the job performance or the workers behaviour on an particular job. And determine its effectiveness and ineffectiveness in job. Thus, by the help of this information job description and job specification are developed. This method provides the actual picture of job requirement. However, it is time consuming and may focus on unusual behaviour of the workers.

Purpose of Job Analysis (Uses of Job Analysis Information)

Following are the purposes of Job Analysis:

- a. Job Description: Job analysis is use in developing job description. A job description is a written statement of what the job holder does, how it is done and how job is done .It accurately portray job contents, environment and conditions of employment. In other words, job description is a list of job duties, responsibilities, reporting relationship, working conditions and supervisory responsibilities. A common format of job description includes:
 - i. Job title
 - ii. Level of the job
 - iii. Job location
 - iv. Duties and Responsibilities
 - v. Authority and Accountabilities.
- b. Job Specification: Job Analysis is use in developing job specification. A job Specification states the minimum acceptable qualification that the incumbents must have to perform the job successfully. It defines the knowledge, skills, and abilities needed to do the job effectively. The important information includes in job specification are:
 - a. Education and training
 - b. Experience
 - c. Physical Health
 - d. Skills
 - e. Maturity
- c. Job Evaluation: Job Analysis information is crucial (essential) for estimating the value of each job and its appropriate compensation. If an organization is to have an equitable compensation program, job that has similar demand in terms of skills, education, and other personal characteristics should be placed in common compensation groups. Thus, job evaluation contributes toward the end by specifying the relative value of each job in the organization.

- d. **Recruitment and Selection:** Job Analysis provides information about what the job entails and what human characteristics are required to perform these activities. This information in the form of job description and job specification, helps management decide what sort of people to recruit and hire.
- e. **Performance Appraisal:** A performance appraisal compares each employee's actual performance with his/her performance standards. Managers use job analysis to determine the job's specific activities and performance standards.
- f. **Training and Development:** Job Analysis identifies and suggests individual abilities required for a job. Therefore training and development needs can be ascertained by job analysis.
- g. **Human Resource Planning:**

Job Evaluation Methods

The following are the methods of Job Evaluations

1. **Ranking Method:** The ranking method requires a committee typically composed of both management and employee representatives of job in a simple rank order, from highest to lowest. Rating specialists review the job analysis information and thereafter appraise each job subjectively according to its general importance in comparison with other jobs. In other words, an overall judgment is made of the relative worth of each job, and the job is ranked accordingly. These are overall rankings, although raters may consider individually the responsibility, skill, effort, and working conditions and each job. No attempt is made to determine the critical factors in each job. Therefore, it is quite possible that important elements of some jobs may be overlooked while unimportant items are weighed too heavily. It may be noted that because of the difficulties in ranking a large number of jobs at the time, the paired comparison technique of ranking is sometimes used. With this technique, decisions are made about the relative worth of only two jobs at a time. However, since each job is compared with every other jobs, the number of comparisons to be made increases rapidly with the addition of each job to the list.
2. **Job Grading or Job Classification Method:** This method works by assigning each job a grade, level or class that corresponds to a pay grade for instance Grade I, Grade II, Grade III and so forth. These grades or classifications are created by identifying gradations of some common denominations, such as job responsibility, skill, knowledge, education required, and so on. Then, for each job grade so created standard job descriptions are determined. Thereafter, such standard description is matched with job descriptions in the organisation. The standard description that most nearly matches the job description determines the job's grading. This method requires a decision at the initial stage on the number of pay grades to be included in the wage and salary plan. Of course, the actual amount to be assigned to pay grades made after the job evaluation is completed.
3. **Factor-comparison Method:** This method is a combination of ranking and point systems. All jobs are compared to each other for the purpose of determining their relative importance by selecting four or five major job elements or factors which are more or less common to all jobs. These elements are not predetermined. These are chosen on the basis of job analysis. The few factors which are customarily used are : (i) mental requirements (ii) skill (iii) physical requirements (iv) responsibilities (v) working conditions, etc. A few jobs are selected as key jobs which serve as standard against which all other jobs are compared. Key job is one whose contents have been stabilized over a period of time and whose wage rate is considered to be presently correct by the management and the union.