

COURSE: REWARD MANAGEMENT

LECTURE 10: Job analysis

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Lecture learning outcomes:

At the end of the lecture, you will be able to:

- i. Understand the concept of job analysis
- ii. Discuss importance of job analysis
- iii. Examine process of carrying out job analysis

JOB ANALYSIS

Job Analysis is the procedure through which you determine the duties of the positions to be staffed and the characteristics of people who should be hired for them. The analysis produces information on job requirements; this information is then used for developing job descriptions and job specifications (i.e. job's human requirements, or what kind of people to hire for the job).

Job analysis is the term used to describe a process of examining jobs in order to identify their main features, in particular the duties they fulfill, the results they are expected to achieve, the major tasks undertaken, and the job's relationships with other jobs in the organizational hierarchy. The product of job analysis is a job description. This may take one several forms depending on nature of the job. Routine jobs of a junior kind are best described with an emphasis on tasks to be achieved, whereas managerial jobs require the emphasis to be on the results to be achieved.

Detailed examination of the (1) tasks (performance elements) that make up a job (employee role), (2) conditions under which they are performed, and (3) what the job requires in terms of aptitudes (potential for achievement), attitudes (behavior characteristics), knowledge, skills, and the physical condition of the employee. Its objectives include (a) determination of the most efficient methods of doing a job, (b) enhancement of the employee's job satisfaction, (c) improvement in training methods, (d) development of performance measurement systems, and (e) matching of job-specifications with the person-specifications in employee selection. Comprehensive job analysis begins with the study of the organization itself: its purpose, design and structure, inputs and outputs, internal and external environments, and resource constraints. It is the first step in a thorough understanding of the job and forms the basis of job description which leads to job specification. Also called human resource audit, job study, or occupational analysis.

Purpose of Job Analysis

Job Analysis plays an important role in recruitment and selection, job evaluation, job designing, deciding compensation and benefits packages, performance appraisal, analyzing training and development needs, assessing the worth of a job and increasing personnel as well as organizational productivity.

1. **Recruitment and Selection:** Job Analysis helps in determining what kind of person is required to perform a particular job. It points out the educational qualifications, level of experience and technical, physical, emotional and personal skills required to carry out a job in desired fashion. The objective is to fit a right person at a right place.
2. **Performance Analysis:** Job analysis is done to check if goals and objectives of a particular job are met or not. It helps in deciding the performance standards, evaluation criteria and individual's output. On this basis, the overall performance of an employee is measured and he or she is appraised accordingly.
3. **Training and Development:** Job Analysis can be used to assess the training and development needs of employees. The difference between the expected and actual output determines the level of training that need to be imparted to employees. It also helps in deciding the training content, tools and equipments to be used to conduct training and methods of training.
4. **Compensation Management:** Of course, job analysis plays a vital role in deciding the pay packages and extra perks and benefits and fixed and variable incentives of employees. After all, the pay package depends on the position, job title and duties and responsibilities involved in a job. The process guides HR managers in deciding the worth of an employee for a particular job opening.
5. **Job Designing and Redesigning:** The main purpose of job analysis is to streamline the human efforts and get the best possible output. It helps in designing, redesigning, enriching, evaluating and also cutting back and adding the extra responsibilities in a particular job. This is done to enhance the employee satisfaction while increasing the human output.

Importance of job analysis

Job analysis is an essential ingredient in designing a sound personnel programme. Job information gathered from job analysis may be used for following purposes -

- (1) **Organisation and Manpower Planning**—Job analysis is helpful in organisational planning, for it defines labour needs in clear terms. It coordinates the activities of the work force and facilitates the division of work, duties and responsibilities. Thus, it is an essential element of manpower planning because it matches jobs with them.

(2) Recruitment and Selection—Job analysis indicates the specific job requirements of each job i.e. skills and knowledge. In this way, job analysis provides a realistic basis for hiring, training, placement, transfer and promotion of personnel. Basically, the goal of job analysis is to match the job requirements with a worker's aptitude, abilities and interests.

(3) Training and Development—Job analysis determines the levels of standard of job performance. Job analysis provides the necessary information to the management of training and development programmes. It helps to determine the content and subject matter of training courses. It also helps in checking application information, interviewing, and weighing test results and in checking references.

(4) Wage and Salary Administration—Job analysis is the foundation for job evaluation. By indicating the qualifications required for doing a specified job and the risks and hazards involved in its performance, it helps in salary and wage administration.

(5) Performance Appraisal—Job analysis helps in establishing clear cut standards which may be compared with the actual contribution of each individual. Job analysis data provide a clear cut performance for every job.

(6) Job Re-engineering—Job analysis provides information which enables the management to change jobs in order to permit their being manner by personnel with specific characteristics and qualifications. This takes two forms - industrial engineering activity and human engineering activity. Industrial engineers may use the job analysis information in designing the job by making the comprehensive study. It helps in time study and motion study and work measurement Human engineering activities such as physical, mental and psychological are studied with the help of job analysis.

(7) Health and Safety—Job analysis provides an opportunity for identifying hazardous and unhealthy conditions so that corrective measures may be taken to minimise the possibility of accidents and sickness.

Benefits of Performing a Job Analysis

A job analysis consists of a thorough analysis of the job duties and knowledge, skills, abilities, and personal characteristics (KSAPCs) required for success in a certain position. However, a job analysis can sometimes take a substantial amount of time and effort. So why should an organization consider performing a job analysis?

The primary reason an organization will perform a job analysis is to ensure the selection procedures they use to choose between job applicants are valid and defensible. Practically speaking, a valid selection procedure is one that accurately measures the actual requirements of the job in a fair and reliable way. A valid selection procedure should measure only knowledge, skills, abilities, and personal characteristics that the job analysis has identified as being required

to perform important and/or critical job duties. Essentially, a valid selection procedure should only measure the qualifications that are really needed for the job.

Beyond this overlying benefit, there are several more compelling benefits to performing a job analysis:

- **Workforce planning** -- An effective job analysis can work in tandem with an organization's future-casting. By identifying the duties and KSAPCs for various job titles, HR professionals can match the needs of their organization with the talent of their current and future workforce.
- **Succession planning** -- A strategy of workforce planning, HR professionals can use job analysis results to help fill key roles within their organization, now and in the future.
- **Training** -- By basing training procedures on the findings of a job analysis, organizations are better equipped to identify the gaps or distances between the current workforce or a newly-hired workforce and the KSAPCs needed the first day of the job. HR professionals can consequently create job-specific or group/employee-specific training procedures.
- **Employee development** -- Using the results of a job analysis, organizations may identify any gaps on an individual level and assist employees with their career management.
- **Compensation** -- With an effective job analysis, organizations can ensure that job titles requiring similar duties and KSAPCs are being compensated similarly.
- With an effective job analysis, organizations can ensure that job titles requiring similar duties.
- **Performance appraisals** -- The results of a job analysis can allow an organization to develop an employee according to the specific needs of their job title. Additionally, organizations may also use the results of a job analysis to groom employees for promotion by training in areas that will contribute to a future position.

Techniques of data collection for job analysis

There are several techniques that can be used for the purposes of collection of data. The important among them are:

1. Interviews

There are two types of interviews which can be used for collection of data for job analysis, viz., individual interviews (with groups of employees who do the same job) and supervisory interviews (with one or more supervisors who are thoroughly knowledgeable about the job being analyzed) The interviewer has to collect accurate and complete data and information by creating favorable attitude among employees and supervisors. There are several basic attitudes and techniques that will serve to secure maximum of accurate and complete information. These attitudes and

techniques will also help to reduce the natural suspicion of both employee and supervisor toward the interviewer. Important among them are:

The interviewer should introduce himself so that the workers know him, who is, and why he is there?

- He has to show a sincere interest in the worker and the job being analyzed.
- He should not try to tell the employee how to do the job.
- He has to try to talk to the employees and supervisors in their own languages.
- He should not confuse the work with the worker.
- He has to do a complete job study within the objectives of the programs.
- He has to verify the job information obtained by consulting the other employees doing the same job

2. **Direct Observation**

Direct observation is particularly useful in jobs that consists primarily of observable physical activity like draftsman, mechanics etc. One approach to this method is by observing the worker on the job during a complete work cycle. In this process, notes should be taken regarding all the job activities observed. The next stage is interviewing the worker and getting the additional information from him. The other approach is to observe and interview simultaneously.

3. **Maintenance of Long Records**

In this technique the workers are asked to maintain and keep daily records or list of activities they are doing on that day. For every activity he engages in the employee records the activity in the list given. This technique provides comprehensive job information and it is much useful when it is supplemented with subsequent interviews.

4. **Questionnaires**

Many companies use job analysis questionnaires to secure information on job requirement relating to typical duties and tasks, tools and equipments used etc.

5. **Critical Incident Technique**

The above techniques are useful for the purposes of gathering data, for making recruitment and selection decisions. In most cases, the utility of the above techniques unchecked and as such they are not entirely scientific.

The critical incident technique for job analysis is especially useful for scientific analysis, and selection research. In this technique, incidents are short examples of successful or unsuccessful job behavior. After many incidents are collected they are classified into behavioral categories. These categories describe specific desired job behaviors and can be useful in recruitment and selection decisions. Further more the categories also include, a list of the specific behaviors that make the difference between effective and ineffective performance on the job. They, therefore, specify precisely what kinds of performance should be appraised. It is also useful for testing the effectiveness of the job description and job specification.

The job analysis information, thus collected is useful to the personnel department to prepare the forms detailing as job descriptions, job specification and job standard.

Contents of job analysis checklist

A job analysis checklist can include elements as follows:

1. Job identity

- Job title
- Department
- Location or facility
- Number of incumbents

2. Purpose of position

- Why does this job exist?
- What is the job holder employed to achieve?

3. Key responsibility areas

- What are the major or significant activities involved in the job?
- What are the main areas of performance or responsibility?
- What level and standards of performance are expected of the job holder?

4. Organization

- Where does the position report?
- What other positions report there?
- What positions report to this job holder?

- How many staff and which business areas is this job holder responsible for?

5. Relationships

- Other than formal reporting relationships, who does the job holder work with inside the organization?
- What meetings does the job holder attend, both inside the organization and with suppliers, customers and others outside the organization?

6. Decision making

- What types of problems does the job holder deal with?
- How complex are these problems?
- Are they handled on the job holder's own authority?
- What kinds of problems need to be referred higher in the organization?

7. Authority

- What authority does the job have?
- In personnel matters?
- In planning and budgeting?
- For purchasing decisions?
- For expenditure?

8. Knowledge required

- Areas of knowledge
- General disciplines
- Specialized expertise
- Formal education (how much)
- Experience (how long)

9. Skills required

- Mental (computational, analytical, abstract, etc.)
- Physical (visual, dexterity, etc.)

- Interpersonal (selling, counseling, supervising, etc.)

10. Physical demands

- Exertion; availability of support equipment
- Environment; heat, cold, humidity, noise
- Hazards
- Exposure to unpleasant conditions
- Motion

11. Special demands

- Work hours
- Travel
- Isolation

12. Sources of workers for this job

- From other jobs (identify)
- Apprenticeship programs (how long)
- Other companies; what type of work
- Hands-on training
- Job posting

13. Accountability

The content of job descriptions should identify and describe:

Mental Functions

Comparing - Judging the readily observable functional, structural, or compositional characteristics (whether similar to or divergent from obvious standards) of data, people, or things.

Copying - Transcribing, entering, or posting data.

Computing - Performing arithmetic operations and reporting on and/or carrying out a prescribed action in relation to them.

Compiling - Gathering, collating, or classifying information about data, people, or things. Reporting and/or carrying out a prescribed action in relation to the evaluation is frequently involved.

Analyzing - Examining and evaluating data. Presenting alternative actions in relation to the evaluation is frequently involved.

Coordinating - Determining time, place, and sequence of operations or action to be taken on the basis of analysis of data. May include prioritizing multiple responsibilities and/or accomplishing them simultaneous-ly.

Synthesizing - To combine or integrate data to discover facts and/or develop knowledge or creative concepts and/or interpretations.

Relations with Others

Supervision (given) - Coordinating and directing the activities of one or more subordinates.

Supervision (received) - Independence of actions; authority to determine methods of operation.

Negotiating - Exchanging ideas, information, and opinions with others to formulate policies and programs and/or jointly arrive at decisions, conclusions, solutions, or solve disputes.

Communicating - Talking with and/or listening to and/or signaling people to convey or exchange information; includes giving/receiving assignments and/or directions.

Instructing - Teaching subject matter to others, or training others through explanation, demonstration, and supervised practice; or making recommendations on the basis of technical disciplines.

interpersonal skills/behaviors - Dealing with individuals with a range of moods and behaviors in a tactful, congenial, personal manner so as not to alienate or antagonize them.

Control of others - seizing, holding, controlling, and/or otherwise subduing violent, assaultive, or physically threatening persons to defend oneself or prevent injury. Body strength and agility of all four limbs is necessary.

Physical Demands (strength)

Sedentary - Exerts up to 10 lbs. of force occasionally and/or a negligible amount of force frequently or constantly to lift, carry, push, pull, or otherwise move objects, including the human body. involves sitting most of the time, but may involve walking or standing for brief periods of time.

Light - Exert up to 20 lbs. of force occasionally, and/or up to 10 lbs. of force frequently, and/or a negligible amount of force constantly to move objects. Physical demands are in excess of those of sedentary work. Light work usually requires walking or standing to a significant degree.

Medium - Exert up to 50 lbs. of force occasionally, and/or up to 20 lbs. of force frequently, and/or up to 10 lbs. of force constantly to move objects.

Heavy - Exert up to 100 lbs. of force occasionally, and/or up to 50 lbs. of force frequently, and/or up to 20 lbs. of force constantly to move objects.

Very heavy - Exert in excess of 100 lbs. of force occasionally, and/or in excess of 50 lbs. of force frequently, and/or in excess of 20 lbs. of force constantly to move objects.

Physical Demands (movement)

Climbing - Ascending or descending using feet and legs and/or hands and arms. Body agility is emphasized.

Balancing - Maintaining body equilibrium to prevent falling on narrow, slippery, or erratically moving surfaces; or maintaining body equilibrium when performing feats of agility.

Stooping - Bending body downward and forward. This factor is important if it occurs to a considerable degree and requires full use of the lower extremities and back muscles.

Kneeling - Bending legs at knees to come to rest on knee or knees.

Crouching - Bending body downward and forward by bending legs and spine.

Crawling - Moving about on hands and knees or hands and feet.

Reaching - Extending hand(s) and arm(s) in any direction.

Handling - Seizing, holding, grasping, turning, or otherwise working with hand or hands. Fingers are involved only to the extent that they are an extension of the hand.

Fingering - Picking, pinching, or otherwise working primarily with fingers rather than with the whole hand or arm as in handling.

Feeling - Perceiving attributes of objects, such as size, shape, temperature, or texture, by touching with skin, particularly that of fingertips.

Physical Demands (auditory)

Talking - Expressing or exchanging ideas by means of the spoken word. Talking is important for those activities in which workers must impart oral information to clients or to the public, and

in those activities in which they must convey detailed or important spoken instructions to other workers accurately, loudly, or quickly.

Hearing - perceiving the nature of sounds. Used for those activities which require ability to receive detailed information through oral communication, and to make fine discriminations in sounds, such as when making fine adjustments on running engines.

Physical Demands (taste/smell)

Tasting/smelling - Distinguishing, with a degree of accuracy, differences or similarities in intensity or quality of flavors and/or odors, or recognizing particular flavors and/or odors, using tongue and/or nose.

Physical Demands (vision)

Near acuity - Clarity of vision at 20 inches or less. Use this factor when special and minute accuracy is demanded.

Far acuity - Clarity of vision at 20 feet or more. Use this factor when visual efficiency in terms of far acuity is required in day and night/dark conditions.

Depth perception - Three-dimensional vision. Ability to judge distances and spatial relationships so as to see objects where and as they actually are.

Accommodation - Adjustment of lens of eye to bring an object into sharp focus. Use this factor when requiring near point work at varying distances.

Color vision - Ability to identify and distinguish colors.

Field of vision - Observing an area that can be seen up and down or to right or left while eyes are fixed on a given point. Use this factor when job performance re-quires seeing a large area while keeping the eyes fixed.

Environmental Conditions and Physical Surroundings - exposure results in marked bodily discomfort.

Exposure to weather - Exposure to hot, cold, wet, humid, or windy conditions caused by the weather.

Extreme cold - Exposure to nonweather-related cold temperatures.

Extreme heat - Exposure to nonweather-related hot temperatures.

Wet and/or humid - Contact with water or other liquids; or exposure to nonweather-related humid conditions.

Noise - Exposure to constant or intermittent sounds or a pitch or level sufficient to cause marked distraction or possible hearing loss.

Vibration - Exposure to a shaking object or surface. This factor is rated important when vibration causes a strain on the body or extremities.

Atmospheric conditions - Exposure to conditions such as fumes, noxious odors, dusts, mists, gases, and poor ventilation, that affect the respiratory system, eyes or, the skin.

Confined/restricted working environment - Work is performed in a closed or locked facility providing safety and security for clients, inmates, or fellow workers.

Equipment Used

- Office equipment such as computer, typewriter, projector, cassette player/recorder.
- hand tools (e.g., hammer, shovel, screwdriver)
- power tools (e.g., radial saw, reciprocating saw, drill, pneumatic hammer)
- vehicles (e.g., automobile, truck, tractor, lift)

Hazards

- Proximity to moving, mechanical parts.
- Exposure to electrical shock.
- Working in high, exposed places.
- Exposure to radiant energy.
- Working with explosives.
- Exposure to toxic or caustic chemicals.

• Equipment value

• Assets

• Budgets and expenditures

14. Working conditions

- What is the environment in which the work is performed?
- Are there any special environmental demands or circumstances?

Carrying out job analysis

Roff & Watson (1961) describe the job analyst as an 'intruder' and emphasize that 'care must be taken.....to make sure that he wins the confidence of the people with whom he is dealing.' Clearly job analysis is a sensitive issue. What steps need to be taken to ensure that it is conducted effectively? A suitable checklist follows:

- 1 Decide aims and objectives of the analysis, e.g. job evaluation, organization planning. Etc.
- 2 Submit outline plan to senior management.
- 3 Gain support of senior management.
- 4 Discuss plan with line managers and specialists and modify if necessary.
- 5 Seek co-operation of employee representatives.
- 6 Draw up detailed plan with timetable.
- 7 Select and train job analysts, if applicable.
- 8 Notify all staff affected.
- 9 Implement pilot stage.
- 10 Review results, discuss any problems.
- 11 Proceed with final plan.
- 12 Review results.

As in any other personal activity, a good deal of preparation has to be put into any job analysis programme, even before it is discussed with senior and other managers. Once initial responses from management groups have been noted or acted upon, then it is important to discuss the proposals with employee representatives, either through trade union channels or through some other joint consultative body. Following discussions with employee representatives it is quite likely that a number of changes may need to be made in the way the programme is implemented. For example, as a result of representations by employees, the selection of analysts may be amended to enable the selection of a jointly approved list, subject, of course, to the ability of persons named to fulfill the duties required.

Where job analysts are employed to conduct interviews and write up jobs descriptions on basis of their notes or recordings, it is important to select appropriately skilled staff for such an enterprise. Producing accurate, clear and concise job descriptions is no easy task. It requires interviewing skills of a high order, it requires the ability to exercise judgement about what to include and what to leave out, and it requires competent writing skills. As Roff & Watson (1961) comment: 'The job analyst has to use his judgement to make sure that he obtains all the detail he needs without encumbering himself with unnecessary detail.'

A personal specification for a job analyst would include the following features:

Knowledge -1 acceptable knowledge of organization

2 general grasp of the types of jobs likely to be encountered in the analysis

Skills - 1 ability to create rapport with interviewees

2 adequate questioning techniques

3 analytical abilities

4 writing and editorial skills

Attitudes - 1 should be able to exhibit a helping role

2 tactful and diplomatic approaches

3 should be able to describe the truth as he or she sees it (integrity)

4 able to pay attention to detail.

Job analysis is usually implemented using one or more of the following methods of data collection:

1 by interview between analyst and job-holder (usually semi-structured)

2 by questionnaire

3 by analyzing existing documents

4 by observation.

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