


Human Resource Management

Job Analysis
Lecturer: AJ MURTHY
(slides adapted from Wiley Lecturer Resource)

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Objectives

- Explain what is meant by job analysis and design
- Understand the uses of job analysis
- Describe the content and format of a job description and specification
- Discuss the collection of job analysis data
- Explain the major job analysis techniques
- Discuss competency profiling
- Understand the major methods of job design
- Discuss quality of work life

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Some facts ...

- 1/5 Australian workers are disruptive, unproductive, disloyal and unenthused with their job, costing the economy >\$30 billion/year.
- The Australian workforce is getting older, has an increasing proportion of women and is shifting from full-time to part-time work.
- Workers in low-level jobs are 3 times more likely to die of coronary heart disease than those in top jobs. The amount of *control* a person has over their job is important.

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• Productivity

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• Stress

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• Quality of work life

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•there is a strong link to the design of jobs

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Job Design - can be the answer to

- Are employees committed?
- Do they demonstrate pride in their work?
- Will they accept responsibility?
- Are they productive?

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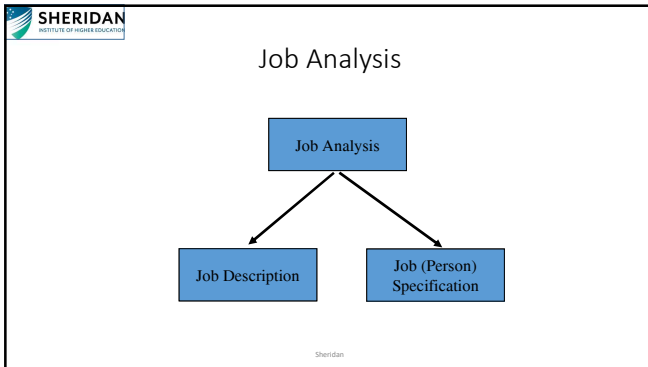


Job Analysis

A systematic investigation of the **tasks, duties and responsibilities** of a job and the necessary **knowledge, skills and abilities** a person needs to perform the job adequately

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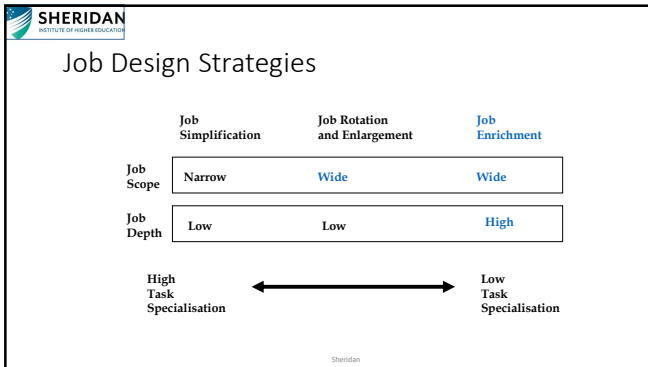
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- Some terms:
- Job Design
 - Motivation
 - Job Satisfaction
 - Psychological Contract ('employee engagement')
 - Job Analysis
 - Competency Profiling
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- Some related terms
- **job scope:** number/combination of different tasks
 - **job depth:** level of participation of worker in planning and evaluation
 - **job simplification:** standardisation of work practices/specialisation of tasks/narrow job scope
 - **job rotation:** increase number/variety of tasks/expand job scope by moving through equivalent positions
 - **job enlargement:** increase number/variety of tasks/expand job scope by horizontal loading
 - **job enrichment:** build in job satisfiers/expand both job scope and job depth by horizontal and vertical loading
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Job/Person Specification

KSAs:

- Knowledge
- Skills
- Abilities
- Education
- Experience
- Qualifications

Specifies what the qualities are that the job holder would need to have in order to be able to effectively perform the job

NOT yet selection criteria




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Job analysis information

- What information is collected?
- Who collects the information?
- How is the information collected?




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The concept of "fit"



Ability-job "fit"
Personality job "fit"
Person-organisation "fit"
Values based 'fit"

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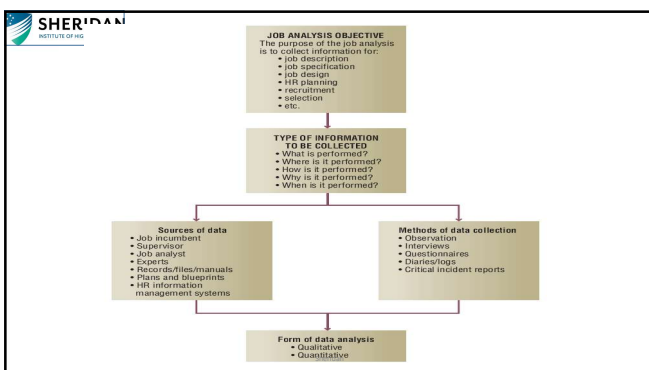
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Job Analysis


- **Approaches**
 - A job orientated or task approach
 - An employee orientated (or behaviour) approach
- **When to do**
 - When the organisation commences
 - When a new job is created
 - When a job is changed significantly

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The uses of Job Analysis

- **Job description**
 - Explains the purpose of a job, what activities are performed, the conditions under which they are accomplished and the performance standards
- **Job (Person) specification**
 - Formal qualifications, knowledge, abilities, skills and personal characteristics needed
- **Job design**
 - Identifies what must be performed, how it will be performed, where it is to be performed and who will perform it.

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Job Descriptions

• Job identification	• Authority
• Job objective	• Accountability
• Duties and responsibilities	• Special circumstances
• Relationships	• Performance standards
• Knowledge	• Other requirements
• Problem solving	

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Job Specification

- Experience
- Skills, abilities and knowledge
- Personal characteristics
- Special requirements
- Ideal industry background
- Ideal current organisation
- Ideal current position
- Route up
- Remuneration

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Collection of job analysis information

- Observation
- Interviews
- Job analysis questionnaire
- Diaries/logs
- Critical incident reports
- Using a combination of data collection methods

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Job analysis techniques

- Functional Job analysis (FJA)
- The Australian and New Zealand Standard Classification of Occupations (ANZSCO)
- Position Analysis Questionnaire (PAQ)
- Management Position Description Questionnaire (MPDQ)
- Position Classification Inventory (PCI)

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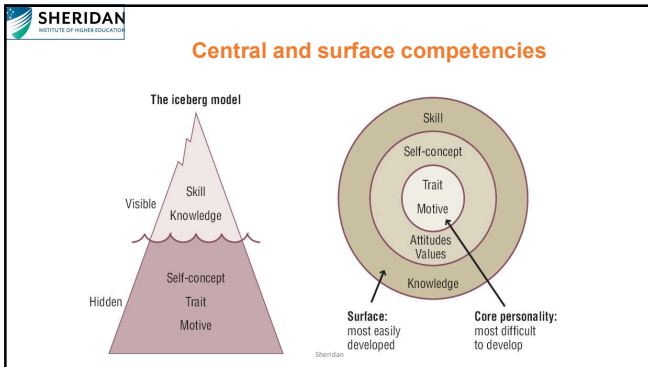
Competency profiling

- A job analysis method that focuses on the skills and behaviours needed to perform a job successfully

- **Characteristics**
 - Motives
 - Traits
 - Self concept
 - Knowledge
 - Skills

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- ### Criticisms of competency profiling
- The ambiguous meaning of competency
 - Its generic 'off-the-shelf' nature
 - Its focus on the past rather than the present
 - The emphasis on 'technical' competencies
 - The assumption of rationality
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- ### Practical problems with job analysis
- Lack of top management support
 - Use of only one method
 - Use of single source of data only
 - Lack of participation of all stakeholders
 - Lack of training of the analyst
 - Employees' lack of awareness of importance
 - Process seen as a threat to employee
 - Lack of reward for providing quality information
 - Insufficient time allowed for the process
 - Intentional or unintentional distortion
 - Absence of a review
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Methods of job design

- Job specialisation or simplification
- Job enlargement
- Job rotation
- Job enrichment
 - Socio-technical enrichment
 - Autonomous work teams

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Methods of job design

	JOB SPECIALISATION	JOB ENLARGEMENT	JOB ROTATION	JOB ENRICHMENT
Task				
• <i>definition</i>	narrow	narrow	narrow	broad
• <i>nature</i>	repetitive	repetitive	repetitive	changing
• <i>complexity</i>	limited	limited	limited	considerable
• <i>variety</i>	limited	some	some	considerable
Decision making	limited	limited	limited	considerable
Responsibility	limited	limited	limited	considerable
Loading	none	horizontal	horizontal	horizontal and vertical

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Job design implications of job characteristics theory

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    graph LR
      subgraph Core [CORE JOB CHARACTERISTICS]
        C1[Skill variety]
        C2[Task identity]
        C3[Task significance]
        C4[Autonomy]
        C5[Feedback]
      end
      subgraph Critical [CRITICAL PSYCHOLOGICAL STATES]
        P1[Experienced meaningfulness of the work]
        P2[Experienced responsibility for outcomes of the work]
        P3[Knowledge of actual results of the work]
      end
      subgraph Outcomes [INDIVIDUAL WORK OUTCOMES]
        O1[High intrinsic work motivation]
        O2[High-quality work performance]
        O3[High satisfaction with the work]
        O4[Low absenteeism and turnover]
      end
      subgraph Moderators [Moderators]
        M1[Growth-need strength]
        M2[Knowledge and skill]
        M3["Context" satisfaction]
      end
      C1 --> P1
      C2 --> P1
      C3 --> P1
      C4 --> P2
      C5 --> P3
      P1 --> O1
      P2 --> O2
      P3 --> O3
      M1 --> P1
      M2 --> P2
      M3 --> P3
  
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Quality of Work Life (QWL)

- Involves the implementation of HRM policies and practices designed to promote organisational performance and employee well being including:
 - Management style
 - Freedom to make decisions
 - Pay and benefits
 - Working conditions
 - Safety
 - Meaningful work

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Criteria for improving QWL

- Adequate remuneration
- Safe and healthy environment
- Development of human capabilities
- Growth and security
- Social integration
- Constitutionalism
- Total life space
- Social relevance

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The development of selection criteria


- Policy
- Person specification and other information is prioritised
- What is necessary at the commencement?
- What can be learned on the job?
- Current job market
- R&S processes
- Organisational priorities/values
(e.g. Microsoft – intelligence
Southwest airlines – “character”)

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 Essential/Highly desirable/desirable

- Cannot do without
- Would cause difficulties to do without
- Would really like candidate to have



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 Summary

- A proper match between work and employee capability is an economic necessity
- Work itself is in a constant state of flux
- Changes affect not only how work is performed but also the skills, knowledge and attitudes required by workers
- HR managers therefore need a good understanding of work and how it's organised

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