

Chapter Four – Self Notes
JOB ANALYSIS AND WORK DESIGN
Shirley Nguyen ADM2337

SUMMARY

OUTCOME 1 Job requirements reflect the different duties, tasks, and responsibilities contained in jobs. Job requirements, in turn, influence HR functions performed by managers, including recruitment, selection, training and development, performance appraisal, compensation, and various labour relations activities.

OUTCOME 2 Job analysis data may be gathered using several collection methods—interviews, questionnaires, observations, and diaries. Other, more quantitative approaches include the PAQ system, critical incident method, task inventory analysis, and competency-based analysis. It is the prevailing opinion of the courts that HRM decisions on employment, performance appraisal, and promotions must be based on specific criteria that are job related. These criteria can be determined objectively only by analyzing the requirements of each job.

OUTCOME 3 The format of job descriptions varies widely, often reflecting the needs of the organization and the expertise of the writer. At a minimum, job descriptions should contain a job title, a job identification section, and a job duties, or essential functions, section. A job specification section also may be included. Job descriptions should be written in clear and specific terms with consideration given to their legal implications.

specific goal or objective. Self-directed teams are characterized by their willingness to perform traditional managerial tasks.

OUTCOME 7 Changes in work schedules—which include the compressed

OUTCOME 4 Job design is a combination of four basic considerations: organizational objectives; industrial engineering concerns of analyzing work methods and establishing time standards; ergonomic considerations, which accommodate human capabilities and limitations to job tasks; and employee contributions.

OUTCOME 5 In the job characteristics model, five job factors contribute to increased job performance and satisfaction: skill variety, task identity, task significance, autonomy, and feedback. All factors should be built into jobs because each factor influences different employee psychological states. When jobs are enriched through the job characteristics model, employees experience more meaningfulness in their jobs, acquire more job responsibility, and receive direct feedback from the tasks they perform.

OUTCOME 6 To improve the internal process of organizations and increase productivity, greater efforts are being made by organizations to involve groups of employees in work operations. Employee involvement groups are composed of employees in work units charged with offering suggestions for improving product or service quality or fostering workplace effectiveness. Employee teams stress employee collaboration over individual accomplishment. Teams rely on the expertise and different abilities of members to achieve a

workweek, flextime, job sharing, and telecommuting—permit employees to adjust their work periods to accommodate their particular lifestyles. Employees can select from among these HR techniques to accommodate diverse employee needs while fostering organizational effectiveness.

OUTCOME ONE: RELATIONSHIPS OF JOB REQUIREMENTS AND HRM FUNCTIONS

- **Job:** A group of related activities and duties.
- **Position:** The different duties and responsibilities performed by only one employee.
 - Ex. In a city library, 4 employees (4 positions) may be involved in reference work, but all of them have only one job (reference librarian).
- **Job Family:** A group of individual jobs with similar characteristics for the purposes of recruitment, training, compensation, or advancement opportunities.

- **7 HRM functions that information about jobs is useful for:**
 1. **Strategic HR Planning**
 - Information on jobs is useful to examine a company's organizational structure and strategically position it for the future.
 - What jobs need to be created? What skills do we need?
 2. **Recruitment**
 - Before they can find capable employees for an organization, recruiters need to know the job specifications for the positions they are to fill.
 - **Job Specification:** A statement of the required knowledge, skills, and abilities of the person who is to perform the job.
 3. **Selection**
 - **Job Description:** A statement of the tasks, duties, and responsibilities of a job to be performed.
 - Managers and supervisors use job descriptions to select employees and orient them to jobs.
 4. **Training and Development**
 - Any discrepancies between the knowledge, skills, and abilities (often referred to as KSAs) demonstrated by a jobholder and the requirements contained in the description and specification for the job provides clues to training needs.
 - Qualification requirements set forth in high-level jobs in high-level jobs indicate how much more training and development are needed for employees to advance to those jobs.
 5. **Performance Appraisal**
 - The requirements contained the description of a job provide the criteria for evaluating the performance of the jobholder.
 - Vague requirements will result in employers finding themselves charged with unfair discrimination.
 6. **Compensation Management**
 - The worth of a job is based on what the job demands of an employee in terms of skill, effort, and responsibility, as well as the conditions and hazards under which the work is performed.
 7. **Legal Compliance**
 - A systematic collection of job data ensures that a job's duties match its job description.

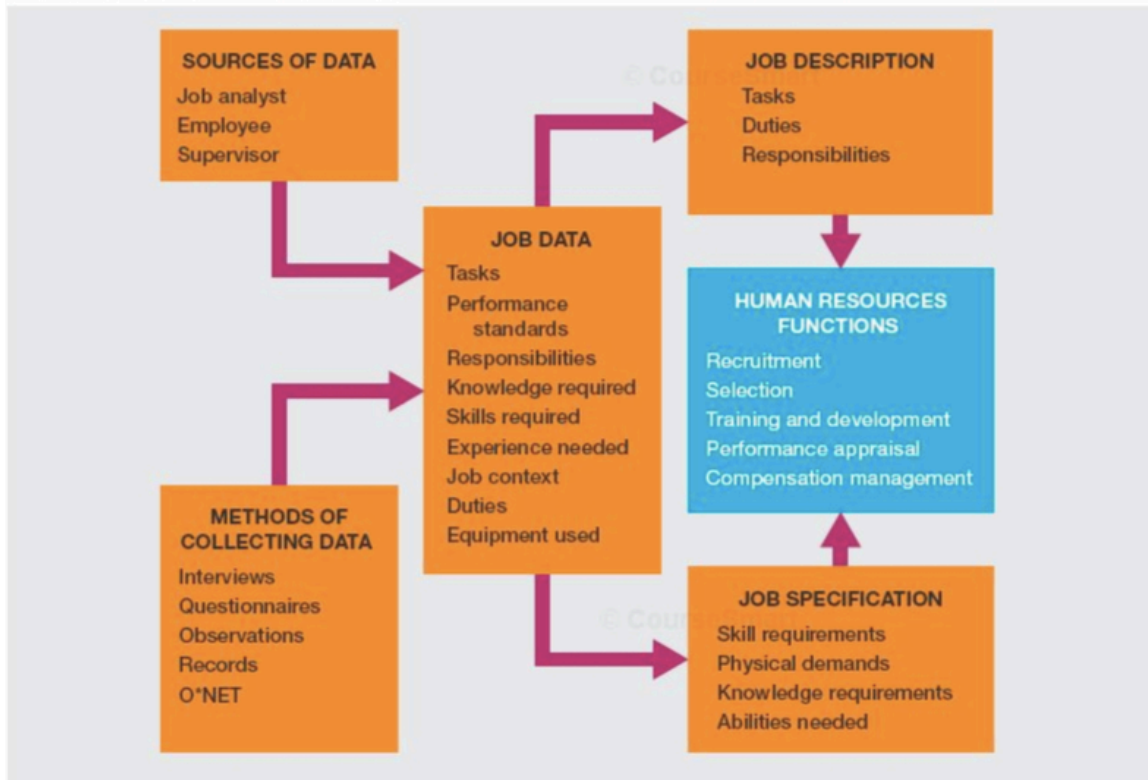
OUTCOME TWO: JOB ANALYSIS

- **Job Analysis:** The process of obtaining information about jobs by determining the duties, tasks, or activities of jobs.
- The purpose of a job analysis is to improve organizational performance and productivity.

- The job descriptions and job specifications developed through job analysis should be as accurate as possible if they are to be of value to those who make MRH decisions.

FIGURE 4.1

THE PROCESS OF JOB ANALYSIS



- **4 ways to gather job information:**
 1. Interviews
 2. Questionnaires
 3. Observation
 4. Diaries
- **4 approaches to job analysis:**
 1. **Position Analysis Questionnaire System**
 - **Position Analysis Questionnaire (PAQ):** A questionnaire covering 194 different tasks that, by means of a five-point scale, seeks to determine the degree to which different tasks are involved in performing a particular job.
 2. **Critical Incident Method**
 - **Critical Incident Method:** A job analysis method by which important job tasks are identified for job success.
 - Critical job tasks are important duties and job responsibilities performed by the jobholder that lead to job success.
 - This information can be collected through interviews with employees or managers or through self-report statements written by employees.
 3. **Task Inventory Analysis**

- **Task Inventory Analysis:** An organization-specific list of tasks and their descriptions used as a basis to identify components of jobs.
 - The technique is developed by identifying a list of tasks and their descriptions that are components of different jobs.
 - Task statements are then listed on a task inventory survey form to be completed by the person analyzing the job under review.
 - The job analysis would also note the importance and frequency of use of the task to the successful completion of the job.
4. **Competency-Based Analysis**

OUTCOME THREE: JOB DESCRIPTIONS

- **Job Description:** A statement of the tasks, duties, and responsibilities of a job to be performed.
- Helps employees learn their job duties and to remind them of the results they are expected to achieve.
- Establishes management's right to take corrective action when the duties covered by the job description are not performed as required.
- **4 parts of a job description:**
 1. **Job Title**
 - The job title must balance status, some indication of what the duties of the job entail, and the relative level of its holder in the organizational hierarchy.
 - Ex. Sanitation engineer (versus garbage collector), meat inspector, junior engineer, etc..
 2. **Job Identification Section**
 - Includes items such as:
 - The departmental location of the job
 - The person to whom the jobholder reports
 - The date the job description was last revised
 - "Job Statement" usually appears at the bottom of this section and distinguishes the job from other jobs.
 3. **Job Duties, or Essential Functions, Section**
 - Statements covering job duties are typically arranged in order of importance.
 - These statements should indicate the weight, or value, of each duty.
 - This section must list only the essential functions of the job to be performed.
 4. **Job Specification Section**
 - **Job Specification:** A statement of the required knowledge, skills, and abilities of the person who is to perform the job.
 - **3 areas that the job specification section should cover:**
 - I. The **skill required** to perform the job (Ex. education, experience).

- II. The **physical demands** the job places on the employee performing it (Ex. running, walking, lifting).
 - III. **Interpersonal skills** or **key competencies** necessary for job success (Ex. ability to make decisions on imperfect information).
- **4 problems with job descriptions:**
 1. If they are poorly written, using vague rather than specify terms, they provide little guidance to the jobholder.
 2. They are sometimes not updated as job duties or specifications change.
 3. They may violate the law by containing specifications not related to job success.
 4. They can limit the scope of activities of the jobholder, reducing organizational flexibility.

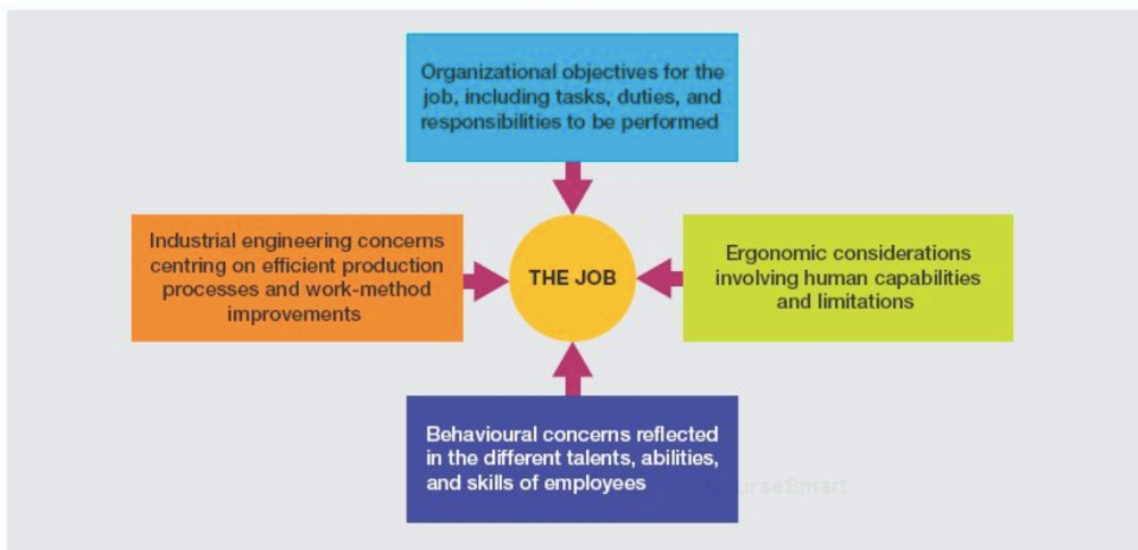
OUTCOME FOUR: JOB DESIGN

- **Job Design:** An outgrowth of job analysis that improves jobs through technological and human considerations to enhance organization efficiency and employee job satisfaction.
- **4 basic considerations of job design:**
 1. **The organizational objectives the job was created to fulfill.**
 2. **Behaviour Concerns**
 - Job design methods seek to incorporate the behavioural needs of employees as they perform their individual jobs.
 - **3 methods of addressing behavioural concerns and satisfying the intrinsic needs of employees and motivating them in their work environment:**
 - I. **Job Enrichment**
 - Enhancing a job by adding more meaningful tasks and duties to make the work more rewarding and satisfying.
 - **5 factors to enrich jobs of employees:**
 1. Increasing the level of difficulty and responsibility of the job.
 2. Allowing employees to retain more authority and control over work outcomes.
 3. Providing unit or individual job performance reports directly to employees.
 4. Adding new tasks to the job that require training and growth.
 5. Assigning individuals specific tasks, enabling them to use their particular competencies or skills.
 - These factors allow employees to assume a greater role in the decision-making process and become more involved

- in planning, organizing, directing, and controlling their own work.
 - o These factors are not the solution to problems such as dissatisfaction with pay, employee benefits, or employment security.
 - II. **Job Characteristics** – Skip to Outcome Five
 - III. **Employee Empowerment**
 - o Granting employees power to initiate change, thereby encouraging them to take charge of what they do through the process of inclusion.
 - o Employee empowerment succeeds when the culture of the organization is open and receptive to change.
- 3. **Industrial Engineering Considerations**
 - **Industrial Engineering:** A field of study concerned with analyzing work methods and establishing time standards.
 - Includes ways to make the job technologically efficient.
- 4. **Ergonomic Considerations**
 - **Ergonomics:** An interdisciplinary approach to designing equipment and systems that can be easily and efficiently used by human beings.
 - Focuses on ensuring that jobs are designed for safe and efficient work while improving the safety, comfort, and performance of users.
 - Attempts to minimize the harmful effects of carelessness, negligence, and other human fallibilities that otherwise may cause product defect, damage to equipment, or even the injury or death of employees.
 - Takes workers' physical and mental capabilities into consideration.

FIGURE 4.3

BASIS FOR JOB DESIGN



OUTCOME FIVE: JOB CHARACTERISTICS MODEL

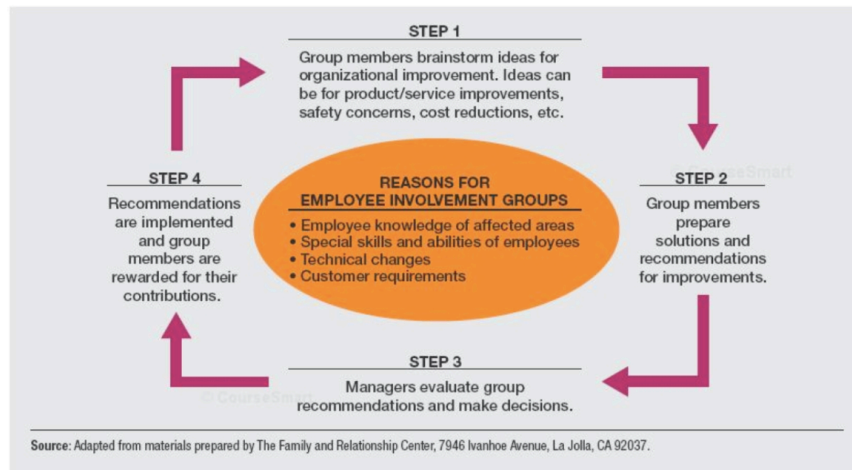
- **Job Characteristics Model:** A job design theory that purports that three psychological states of a jobholder result in improved work performance, internal motivation, and lower absenteeism and turnover.
- **3 psychological states that make employees feel motivated, satisfied, and productive:**
 1. Experiencing **meaningfulness** of the work performed.
 2. **Responsibility** for work outcomes.
 3. **Knowledge of results** of the work performed.
- **5 job characteristics that produce the 3 psychological states:**
 1. **Skill Variety:** The degree to which a job entails a variety of different activities, which demand the use of a number of different skills and talents by the jobholder.
 2. **Task Identity:** The degree to which the job requires completion of a whole and identifiable piece of work, that is, doing a job from beginning to end with a visible outcome.
 3. **Task Significance:** The degree to which the job has a substantial impact on the lives or work of other people, whether in the immediate organization or in the external environment.
 4. **Autonomy:** The degree to which the job provides substantial freedom, independence, and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out.
 5. **Feedback:** The degree to which carrying out the work activities required by the job results in the individual being given direct and clear information about the effectiveness of his or her performance.

OUTCOME SIX: DESIGNING WORK FOR GROUPS AND TEAMS

- **2 characteristics of employee contribution techniques that have been developed to involve employees more fully in their organizations:**
 1. **Enhancing Collaboration**
 - Helps improve work processes and organizational decision making.
 2. **Increasing Synergy**
 - The contribution of two or more employees is greater than the sum of their individual efforts.
- Working in group settings strengthens employee commitment to the organization's goals, increases employee acceptance of decisions, and encourages a cooperative approach to workplace tasks.
- **2 employee contribution techniques:**
 1. **Employee Involvement Groups (EIGs)**
 - Groups of employees who meet to resolve problems or offer suggestions for organizational improvement.
 - Usually in groups of 5 to 10 employees doing similar or related work.
 - Also known as quality circles (QCs).

FIGURE 4.5

THE DYNAMICS OF EMPLOYEE INVOLVEMENT GROUPS



2. **Employee Teams**

- An employee contribution technique whereby work functions are structured for groups rather than for individuals and team members are given discretion in matters traditionally considered management prerogatives, such as process improvements, product or service development, and individual work assignments.
- **Virtual Teams:** A team with widely dispersed members linked together through computer and telecommunications technology.

FIGURE 4.6

SYNERGISTIC TEAM CHARACTERISTICS

Team synergy is heightened when team members engage in these positive behaviours.

- **Support.** The team exhibits an atmosphere of inclusion. All team members speak up and feel free to offer constructive comments.
- **Listening and clarification.** Active listening is practised. Members honestly listen to others and seek clarification on discussion points. Team members summarize discussions held.
- **Disagreement.** Disagreement is seen as natural and is expected. Member comments are nonjudgmental and focus on factual issues rather than personality conflicts.

- **Consensus.** Team members reach agreements through consensus decision making. Consensus decisions require finding a proposal that is acceptable to all team members, even if not the first choice of individual members. Common ground among ideas is sought.
- **Acceptance.** Team members are valued as individuals, recognizing that each person brings a valuable mix of skills and abilities to team operations.
- **Quality.** Each team member is committed to excellent performance. There is emphasis on continuous improvement and attention to detail.

FIGURE 4.7

FORMS OF EMPLOYEE TEAMS

- **Cross-functional teams:** a group staffed with a mix of specialists (e.g., marketing, production, engineering) and formed to accomplish a specific objective. Cross-functional teams are based on assigned rather than voluntary membership.
- **Project teams:** a group formed specifically to design a new product or service. Members are assigned by management on the basis of their ability to contribute to success. The group normally disbands after task completion.
- **Self-directed teams:** groups of highly trained individuals performing a set of interdependent job tasks within a natural work unit. Team members use consensus decision

making to perform work duties, solve problems, or deal with internal or external customers.

- **Task force teams:** a task force is formed by management to immediately resolve a major problem. The group is responsible for developing a long-term plan for problem resolution that may include a charge for implementing the solution proposed.
- **Process improvement teams:** a group made up of experienced people from different departments or functions and charged with improving quality, decreasing waste, or enhancing productivity in processes that affect all departments or functions involved. Team members are normally appointed by management.

OUTCOME SEVEN: FLEXIBLE WORK SCHEDULES

- Employers may depart from the traditional workday or workweek in their attempt to improve organizational productivity and morale by giving employees increased control over the hours they work.
- **4 types of flexible work schedules:**
 1. **Compressed Worksheet**
 - The number of days in the workweek is shortened by lengthening the number of hours worked per day.
 - Ex. Employees working a 4-day workweek might work 10 hours a day.
 2. **Flextime (or Flexible Working Hours)**
 - Flexible working hours that permit employees the option of choosing daily starting and quitting times provided that they work a set number of hours per day or week.
 3. **Job Sharin**
 - The arrangement whereby two part-time employees perform a job that otherwise would be held by one full-time employee.
 4. **Telecommuting**
 - Use of personal computers, networks, and other communications to do work in the home that is traditionally done in the workplace.