

Job Design and Job Analysis

Unit 8

Meanings

1. Task

2. Job

- i. Independent job
- ii. Sequential job
- iii. Pooled job

3. Position

4. Occupation

1. Task

It is small unit work.

2. Job

Job is the combination of similar types of task

- i. Independent job
- ii. Sequential job
- iii. Pooled job

3. Position

Position is a group of work to be performed by an employees.

4. Occupation

Occupation is a group of similar nature of job.

Job Design

Concept

Job design is the systematic and scientific approach of organizing tasks, duties, and responsibilities into a unit of work.

Benefits of job design

1. Facilitates organizational structure
2. Selection of skilled employees
3. Matching employee-job
4. Maintain high productivity
5. Better labor relation
6. Quality of work life
7. Facilitates motivation
8. Helps for change management
9. Achievement of objectives

Approaches and Techniques of Job Design

1. Classical approach
 - a) **Scientific management approach**
 - b) Job rotation
 - c) Job enlargement
2. Socio-technical approach
3. Behavioral approach
 - a) **Hertzberg's model (job enrichment)**
 - b) **Job characteristics approach**
 - c) **Team work approach**
 - d) Modified work schedule

a. Scientific management approach

- ❖ Under this approach, the job is designed on the basis of organizational requirements. Its purpose is to simplify the task and breaks down into small work units.
- ❖ Standardization and simplification are used in job design to ensure specialization.

Advantages

- ❖ Increase worker's productivity
- ❖ Less training and development cost
- ❖ Cost –effective

Disadvantages

- ❖ Employee feel monotony
- ❖ Less interaction
- ❖ Over specialization

b. Job rotation method

It is the process of transferring workers from one job to another or from one work unit to another without any change in the job or work unit.

Advantages

- ❖ It reduces monotony and boredom among workers.
- ❖ It helps in adopting changes and filling vacancies.
- ❖ It avails a variety of task for an employees.
- ❖ It provides a healthy environment for employee's self improvement.

Disadvantages

- ❖ Training and development cost will increase
- ❖ It has limited impact on employee motivation and productivity.
- ❖ Employees may be performing several boring jobs that create monotony.

c. Job enlargement method

It is the process of horizontal expansion of same nature of tasks into job.

Advantages

- ❖ It helps to increase interest in work.
- ❖ It reduces monotony by providing variety of jobs.
- ❖ It helps to increase job satisfaction by expanding scope of job.
- ❖ It increases efficiency of work.

Disadvantages

- ❖ It increases cost as it requires long training.
- ❖ It does not reduce monotony of job. It adds one more boring job to another.

2. Socio-Technical method

This method considers job related technical aspects and social factors of employees while designing the jobs.

Advantages

- ❖ It emphasizes on skill variety of employees to maximize productivity.
- ❖ It emphasizes on installation of modern machines, tools and equipment in production process.
- ❖ It initiates continuous learning of employees to improve performance.

Disadvantages

- ❖ It is more difficult to maintain balance between social system and technical system.
- ❖ It emphasizes for installation of new sophisticated machines and equipment which is costly process.

3. Behavioral approach

This method is concerned with behavioral factors such as autonomy, variety, task identity, task significance, feedback mechanism etc in job design.

a. Herzberg's model (job enrichment)

Under this method, jobs are designed by adding job responsibilities or tasks vertically.

Advantages

- ❖ Increase job satisfaction, motivation, productivity
- ❖ Reduce absenteeism and turnover
- ❖ High quality product is obtained.

Disadvantages

- ❖ High training cost
- ❖ Union and employees resistance
- ❖ Employees may lack in variety of skills and abilities to perform highly responsible job.

b. Job characteristics method

- ❖ This method was formulated by Hackman and Oldham in 1975 AD.
- ❖ Under this method, it is assumed that three key psychological aspects of employee determine his motivation, satisfaction and performance on the job.
- ❖ Motivation, satisfaction and performance should be integrated in the job design.
- ❖ These three psychological aspects are experienced meaningfulness, experienced responsibility and knowledge of actual results.
- ❖ These psychological aspects are generated by the following five core job characteristics.

- i. Skill variety
- ii. Task identity
- iii. Task significance
- iv. Autonomy
- v. Feedback

Advantages

- ❖ It enhances productivity.
- ❖ It provides job satisfaction.
- ❖ High degrees of motivation are observed

Disadvantages

- ❖ It is extremely expensive.
- ❖ All the employees may not possess wide variety of skills to perform the job.

c. Team work approach

- ❖ This approach assigns the jobs to the team in which team members work autonomously.
- ❖ They are free to decide about working method, selecting own membership, ladders and leadership role, internal distribution of tasks.

Advantages

- ❖ It achieves high productivity.
- ❖ Supervision costs are reduced.
- ❖ All the members are participating in the collective decision making.

Disadvantages

- ❖ It is difficult to maintain cooperation among the team members.
- ❖ Chances of arising intra team conflict
- ❖ Chances of delay in decision making

d. Modified work schedule method

❖ Under this method, job are designed by modifying the working schedules, timing and work weeks as per the convenience of employees.

This techniques can be:

- i. Shorter work week (compressed work week)
- ii. Flextime
- iii. Job sharing
- iv. Home work (telecommuting)

Advantages

- ❖ Provides more freedom in performing job
- ❖ Reduces turnover and absenteeism
- ❖ Increase job satisfaction and motivation

Disadvantages

- ❖ It is difficult in managing working schedules for employees as per their need.
- ❖ Techniques are not applicable to all kinds of job at home work.
- ❖ Flextime techniques may result in supervision problem.

Job analysis

Concept

Job analysis is the process of defining jobs within the organization and the behavior necessary to perform these jobs.

Job analysis is essential to determine the duties and nature of the job in an organization and to decide what kinds of employees are required to fill certain jobs.

“Job analysis is the procedure for determining the duties and skill requirements of a job and the kind of person who should be hire for it”- Gary Dessler

Purpose of Job Analysis

1. Human resource planning
2. Recruitment and selection
3. Training and development
4. Job evaluation
5. Remuneration to employees
6. Performance appraisal
7. Job reengineering
8. Human resource information
9. Safety and health

Methods of Collecting Job Analysis Information

1. Observation method
2. Interviews method
3. Questionnaire method
4. Checklist method
5. Technical conference method
6. Diary method

1. Observation method

- ❖ Using this method, the job analyst (HR manager) observes the workers while they are performing their jobs.
- ❖ The information related to job activities equipments, materials, working condition, and job hazards are obtained by actual work environment.

2. Interview method

- ❖ Using this method, the job analyst spends time with the employees in order to gather information about job.
- ❖ They are individual, group and supervisor interview.

3. Questionnaire method

- ❖ Questionnaire is a list of questions related to objective of job analysis.
- ❖ Job experts can use a set of structure questionnaires for obtaining job information form employees.

4. Checklist method

- ❖ In this method, a checklist of employee is prepared in two columns namely a 'yes' column and a 'No' column.

5. Technical conference method

- ❖ Using this method, a number of job experts sit together and discuss to decide about specific characteristics such as job difficulty, variability, need for overtime etc.

6. Diary method

- ❖ Using this method, employees are required to keep the record of their activity on a daily basis what they actually perform in the working place.

Job description

Concept

- ❖ It provides the information about duties, responsibilities, work relationship and physical working conditions of a particular job.
- ❖ It is based on information obtained through job analysis. It identifies what is done, why it is done, where it is done and how it is done about job.

Components of job description

1. Job identification
2. Job summary
3. Job duties and responsibilities
4. Relation with other jobs
5. Machines, tools and materials
6. Working conditions
7. Occurrence of hazards

Benefits of job description

- ❖ It specifies the tasks, duties and procedures for a particular job.
- ❖ It indicates the importance of each unit of work to complete a particular job.
- ❖ It determines the standard of performance for maintaining quality of job.
- ❖ It specifies hierarchical relation between one job to another job.
- ❖ It emphasizes to maintain good working environment in the organization.
- ❖ It identifies the need for certain types of machines, equipment, tools, and materials to maintain quality of job.

Job specification

Concept

- ❖ Job specification identifies the qualifications, appropriate skills, knowledge, abilities and experience required to perform the job.
- ❖ Job specifications specify the minimum acceptable qualifications required by the individual to perform the job efficiently.

Components of Job Specification

1. Physical characteristics
2. Psychological characteristics
3. Personal traits
4. Ability to take responsibilities
5. Other demographic features

Benefits of job specification

- ❖ It gives information about capabilities of jobholders to accomplish assigned job effectively.
- ❖ It facilitates to make fit between job demand and ability of jobholders.
- ❖ It helps to develop the feeling of accountability among the workers.
- ❖ It facilitates for proper utilization of human and physical resources of the organization.
- ❖ It helps human resource manager for preparation of human resource planning.

Job Evaluation Concept

Benefits/ Purpose of Job Evaluation

Thank You