

A

Seminar report

On

Job Analysis

Submitted in partial fulfillment of the requirement for the award of degree
Of MBA

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Preface

I have made this report file on the topic **Job Analysis**; I have tried my best to elucidate all the relevant detail to the topic to be included in the report. While in the beginning I have tried to give a general view about this topic.

My efforts and wholehearted co-corporation of each and everyone has ended on a successful note. I express my sincere gratitude towho assisting me throughout the preparation of this topic. I thank him for providing me the reinforcement, confidence and most importantly the track for the topic whenever I needed it.

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What is job analysis?

Job Analysis is a written record of actual requirements of the job activities.

Definitions:

“Job Analysis is the process of determining and reporting pertinent information relating to the nature of a specific job.”

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It is the determination of tasks, which comprise the job of the skills, knowledge, abilities, and responsibilities required of the holder for the successful job performance. Putting it in other words it is the process of getting information about the job incumbent's skills, education and training to carry out the job effectively and terms on time for completion, performance standard.

It is procedure by which pertinent information is obtained about a job, i.e. it is detailed and systematic study of information relating to the operations and responsibilities of a specific job.

A job analysis results in two important documents:

Job Description;

Job Specification.

Job Description:

Job description is written record of the duties, responsibilities and requirements of particular jobs. It is concerned with the job itself and not with the work. It is a statement describing the job in such terms as its title, location, duties, working conditions and hazards. In other words, it tells us “What to be done, and how it is to be done and why.” It is a standard of function, in that it defines the appropriate and authorized contents of a job.

Job Specification:

Job specification is a standard of personnel and designates the qualities required for an acceptable performance. It is a written record of the requirements sought in an individual worker for a given job. In other words, it refers to a summary of the personnel characteristics required for a job. It is a statement of the minimum acceptable human qualities necessary for the proper performance of a job.

Methods job analysis

Finally, once the appropriate KSAOs are identified, tests and other assessment techniques can be chosen to measure those KSAOs. Over the years, experts have presented several different systems and methods to accomplish job analysis. Many forms of systems are no longer in use, but those systems that still exist have become increasingly detailed over the decades with a greater concentration on tasks and less concentration on human attributes. That trend, however, has reversed in recent years for the better. Newer methods and systems have brought I-O psychology back to an examination of the behavioral aspects of work.

There are several ways to conduct a job analysis, including: interviews with incumbents and supervisors, work methods of analysis can be laborious and time consuming, and there is always a tendency on the part of management to over analyze some jobs and under analyze some others. These traditional job analysis methods include: one-on-one interviewing; behavioral event interviews; phone interviews; surveys; work assessments; Developing a Curriculum (DACUM); job analysis worksheets; observations and procedural review. Job analysis at the speed of reality. Amherst, Mass.: HRD Press. All of these methods can be used to gather information for job analysis. The DACUM process developed in the late 1960s has been viewed as the fastest method used, but it can still take two or three days to obtain a validated task list.

Observation: This was the first method of job analysis used by I-O psychologists. The process involves simply watching incumbents perform their jobs and taking notes. Sometimes they ask questions while watching, and commonly they even perform job tasks themselves. Near the end of World War II, Morris Viteles studied the job of navigator on a submarine. He attempted to steer the submarine toward Bermuda. After multiple misses by over 100 miles in one direction or another, one officer suggested that Viteles raise the periscope, look for clouds, and steer toward them since clouds tend to form above or near land masses. The vessel reached Bermuda shortly after that suggestion. The more jobs one seriously observes, the better one's understanding becomes of both the jobs in question and work in general.

Interviews: It is essential to supplement observation by talking with incumbents. These interviews are most effective when structured with a specific set of questions based on observations, other analyses of the types of jobs in question, or prior discussions with human resources representatives, trainers, or managers knowledgeable about jobs.

Critical incidents and work diaries: The critical incident technique asks subject matter experts to identify critical aspects of behavior or performance in a particular job that led to success or failure. For example, the supervisor of an electric utility repairman might report that in a very time-pressing project, the repairman failed to check a blueprint and as a result cut a line, causing a massive power loss. In fact, this is what happened in Los Angeles in September 2005 when half the city lost power over a period of 12 hours. The second method, a work diary, asks workers and/or supervisors to keep a log of activities over a prescribed period of time. They may be asked to simply write down what they were doing at 15 minutes after the hour for each hour of the work day. Or, they may list everything they have done up to a break.

Questionnaires and surveys: Expert incumbents or supervisors often respond to questionnaires or surveys as a part of job analysis. These questionnaires include task statements in the form of worker behaviors. Subject matter experts are asked to rate each statement from their experience on a number of different dimensions like importance to overall job success, frequency performance and whether the task must be performed on the first day of work or can be learned gradually on the job. Questionnaires also ask incumbents to rate the importance of KSAOs for performing tasks, and may ask the subject matter experts to rate work context. Unlike the results of observations and interviews, the questionnaire responses can be statistically analyzed to provide a more objective record of the components of the job. To a greater and greater extent, these questionnaires and surveys are being administered online to incumbents.

Position Analysis Questionnaire: The Position Analysis Questionnaire (PAQ) is a well-known job analysis instrument. Although it is labeled a questionnaire, the PAQ is actually designed to be completed by a trained job analyst who interviews the SMEs (e.g., job incumbents and their supervisors).[2] The PAQ was designed to measure job component validity of attributes presented in aptitude tests. Job component validity is the relationship between test scores and skills required for good job performance. There are 195 behavior-related statements in the PAQ divided into six major sections: information input, mental process, work output, relationships with others, job context, and other job characteristics.

Checklists: Checklists are also used as a job analysis method, specifically with areas like the Air Force. In the checklist method, the incumbent checks the tasks he or she performs from a list of task statements that describe the job. The checklist is preceded by some sort of job analysis and is usually followed by the development of work activity compilations or job descriptions. The scope of task statements listed depends upon the judgment of the checklist constructor

Purpose and Uses of Job Analysis

Job Analysis is not useful but an essential part of organizational strategies to serve the following purposes:

- **Organization and Manpower Planning:** It is helpful in organization planning, for it defines labour needs in concrete terms and coordinates the activities of the work force, and clearly divides duties and responsibilities;
- **Recruitment and Selection:** By indicating the specific job requirements of each job (i.e. the skills and knowledge), it provides a realistic basis for the hiring, training, placement, transfer and promotion of personnel. “Basically, the goal is to match the job requirements with a worker’s aptitude, abilities and interests”. It also helps in charting the channels of promotion and in showing lateral lines of transfer;
- **Wage and Salary Administration:** By indicating the qualification required for doing a specified job and the risks and hazards involved in its performance, it helps in salary and wage administration. Job analysis is used as a foundation for job evaluation;
- **Job Re-Engineering:** Job Analysis provides information, which enables us to change jobs in order to permit their being managed by personnel with specific characteristics and qualification.
- **Employee Training and Management Development:** Job Analysis provides the necessary information to the management of training and development programmes. It helps to determine the content and subject matter of in training courses. It also helps in checking application information, interviewing, weighing test results, and in checking references.
- **Performance Appraisal:** It helps in establishing clear cut standards which may be compared with the actual contribution of each individual;
- **Health and Safety:** It provides an opportunity for identifying hazardous conditions and unhealthy environmental factors so that corrective measures may be taken to minimize and avoid the possibility of accidents.

- **Employee Orientation:** Effective job orientation cannot be accomplished without a clear understanding of the job requirements. The duties and responsibilities of a job must be clearly defined before a new employee can be taught how to perform the job.
- **Utilizing Personnel:** Job Analysis information can help both employees and managers, pinpoint the root of a problem if employee functions are not adequate.

In sum, it may be noted that job analysis is a systematic procedure for securing and reporting the information, which defines a specific job.

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Steps in Job Analysis/Process

The major steps to be followed in carrying out job analysis in an organization can be described as follows:

Step 1: Studying job vis a vis the organization: Review the available

Background information through organization workflow or process charts. Studies the job inter relationships. Often, a restructuring, downsizing, merger, or rapid growth will initiate this review.

Step 2: Selection of uses of job analysis information: Be selective

regarding the future uses of job analysis. The employee or the manager may request a job analysis to determine the appropriate compensation, but they also be interested in formally documenting changes in recruitment, placement and training for a particular job.

Step 3: Identify the “job” to be analyzed: it is always advisable to

choose flow representative and key positions for job analysis, thus avoiding unnecessary time and financial expenditure.

Step 4: collection of Job Analysis data: manager should consider using a

number of different methods of data collection because it is unlikely that any one method will provide all the necessary information needed. Three of the most popular form of data collection is:

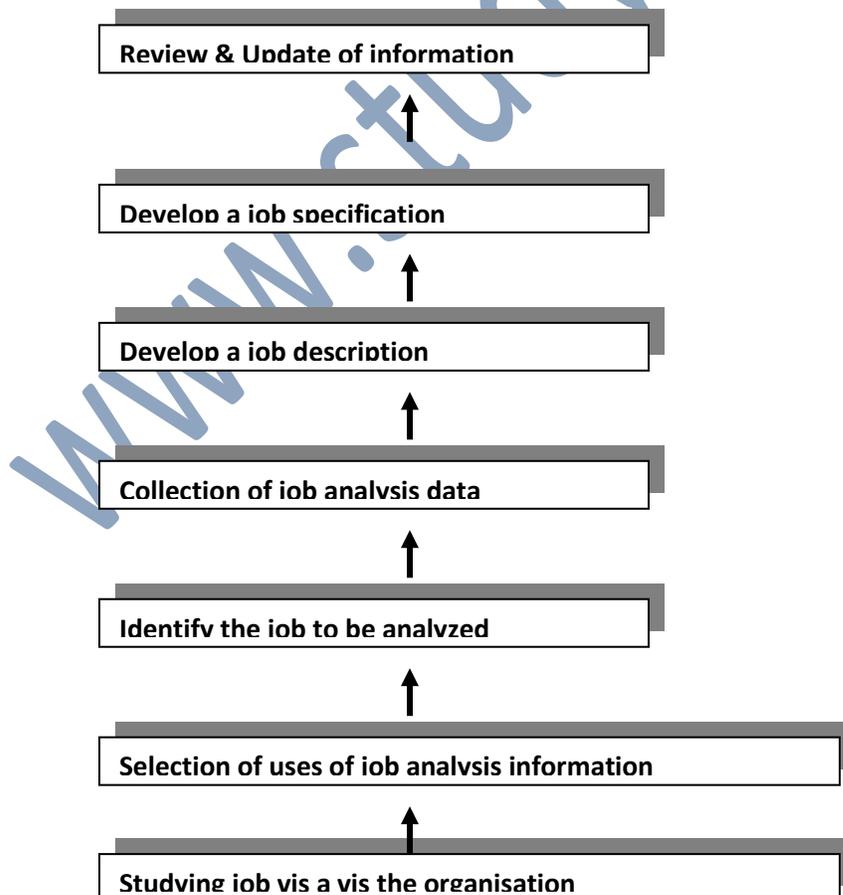
- Observation of tasks and behavior with the job incumbent i.e. both physical and mental activities;
- Interviews;
- Questionnaires and checklists;

Step 5: Develop a Job Description: Highlight the major tasks, pertaining to effective job performance through the written description;

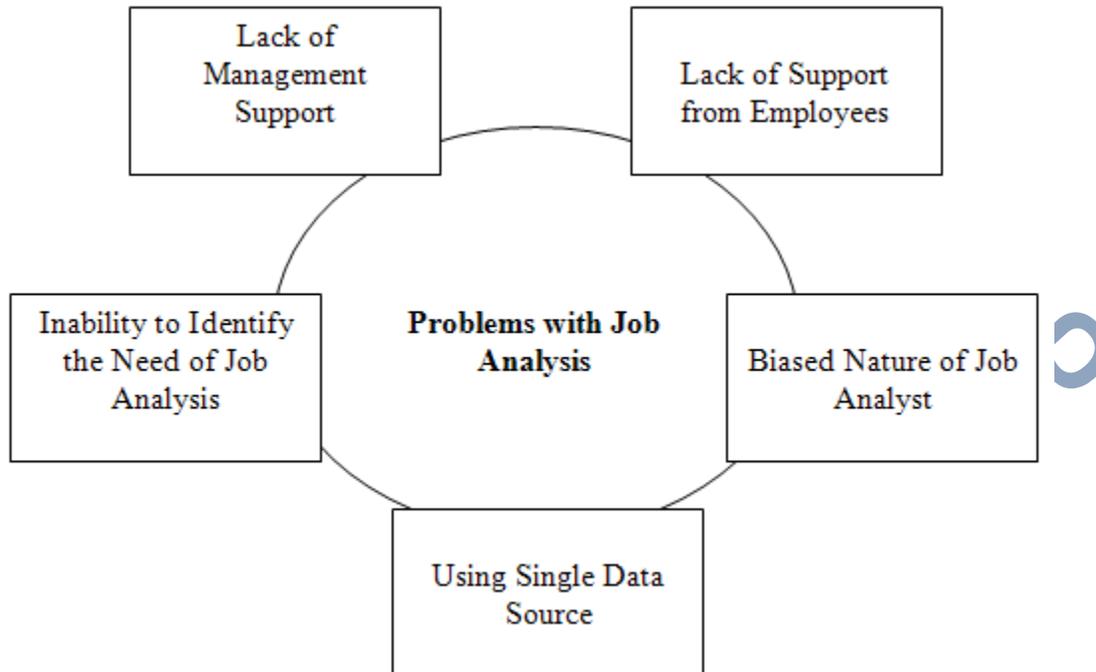
Step 6: Develop a Job Specification: Transcript the information obtained after step 4 highlight what personal qualities, trait, skills, background is necessary for optimal job performance.



Step 7: Review and update of information: If no major changes have occurred in the organization, then a complete review of all jobs should be performed every three years.



Problems with Job Analysis



- **Lack of Management Support:** The biggest problem arises when a job analyst does not get proper support from the management. The top management needs to communicate it to the middle level managers and employees to enhance the output or productivity of the process. In case of improper communication, employees may take it in a wrong sense and start looking out for other available options. They may have a notion that this is being carried out to fire them or take any action against them. In order to avoid such circumstances, top management must effectively communicate the right message to their incumbents.
- **Lack of Co-operation from Employees:** If we talk about collecting authentic and accurate job-data, it is almost impossible to get real and genuine data without the support of employees. If they are not ready to co-operate, it is a sheer wastage of time, money and human effort to conduct job analysis process. The need is to take the workers in confidence and communicating that it is being done to solve their problems only.
- **Inability to Identify the Need of Job Analysis:** If the objectives and needs of job analysis process are not properly identified, the whole exercise of investigation and carrying out research is futile. Managers must decide in advance why this process is being carried out, what its objectives are and what is to be done with the collected and recorded data.
- **Biasness of Job Analyst:** A balanced and unbiased approach is a necessity while carrying out the process of job analysis. To get real and genuine data, a job analyst must be impartial in his or her approach. If it can't be avoided, it is better to outsource the process or hire a professional job analyst.
- **Using Single Data Source:** A job analyst needs to consider more than one sources of data in order to collect true information. Collecting data from a single source may result

in inaccuracy and it therefore, defeats the whole purpose of conducting the job analysis process.

Advantages of Job Analysis

- **Provides First Hand Job-Related Information:** The job analysis process provides with valuable job-related data that helps managers and job analyst the duties and responsibilities of a particular job, risks and hazards involved in it, skills and abilities required to perform the job and other related info.
- **Helps in Creating Right Job-Employee Fit:** This is one of the most crucial management activities. Filling the right person in a right job vacancy is a test of skills, understanding and competencies of HR managers. Job Analysis helps them understand what type of employee will be suitable to deliver a specific job successfully.
- **Helps in Establishing Effective Hiring Practices:** Who is to be filled where and when? Who to target and how for a specific job opening? Job analysis process gives answers to all these questions and helps managers in creating, establishing and maintaining effective hiring practices.
- **Guides through Performance Evaluation and Appraisal Processes:** Job Analysis helps managers evaluating the performance of employees by comparing the standard or desired output with delivered or actual output. On these bases, they appraise their performances. The process helps in deciding whom to promote and when. It also guides managers in understanding the skill gaps so that right person can be fit at that particular place in order to get desired output.
- **Helps in Analyzing Training & Development Needs:** The process of job analysis gives answer to following questions:
 - Who to impart training
 - When to impart training
 - What should be the content of training
 - What should be the type of training: behavioral or technical
 - Who will conduct training
- **Helps in Deciding Compensation Package for a Specific Job:** A genuine and unbiased process of job analysis helps managers in determining the appropriate compensation package and benefits and allowances for a particular job. This is done on the basis of responsibilities and hazards involved in a job.

Disadvantages of Job Analysis

- **Time Consuming:** The biggest disadvantage of Job Analysis process is that it is very time consuming. It is a major limitation especially when jobs change frequently.
- **Involves Personal Biasness:** If the observer or job analyst is an employee of the same organization, the process may involve his or her personal likes and dislikes. This is a major hindrance in collecting genuine and accurate data.
- **Source of Data is Extremely Small:** Because of small sample size, the source of collecting data is extremely small. Therefore, information collected from few individuals needs to be standardized.
- **Involves Lots of Human Efforts:** The process involves lots of human efforts. As every job carries different information and there is no set pattern, customized information is to be collected for different jobs. The process needs to be conducted separately for collecting and recording job-related data.
- **Job Analyst May Not Possess Appropriate Skills:** If job analyst is not aware of the objective of job analysis process or does not possess appropriate skills to conduct the process, it is a sheer wastage of company's resources. He or she needs to be trained in order to get authentic data.
- **Mental Abilities Can not be Directly Observed:** Last but not the least, mental abilities such as intellect, emotional characteristics, knowledge, aptitude, psychic and endurance are intangible things that can not be observed or measured directly. People act differently in different situations. Therefore, general standards can not be set for mental abilities.

Conclusion

The main purpose of job analysis is thus to collect the data and then to analyses the data relating to a job. A job can be analysed only after it has been designed and someone is already performing it. The most important thing is job description and job specification are two products of job analysis plays a major role .

Reference

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