# Study Unit 4: Job Analysis

# Introduction

Jobs are at the core of every organization's productivity. If they are designed well and done right, the organization makes progress towards its objectives. The basis of the organization is the set of jobs performed by its employees. These jobs in turn provide the mechanism for coordinating and linking various activities of the organization that are necessary for success.

## Learning Outcomes of Study Unit 4

By the end of this topic, you should be able to:

4.1 Define the concept of job analysis

4.2 Examine the process of Job Analysis

4.3 When do you carry out Job Analysis?

4.4 what kind of information is collected and analyzed?

4.5 Explain the techniques of job analysis

4.6 Discuss the two products of job analysis

4.7 justify the view that job analysis is the cornerstone of HRM

## 4.1 Define the concept of job analysis

It is from job design that a job analysis is derived. Job analysis is the process of describing and recording several job aspects including the purposes, task characteristics, task duties, behaviors and requisite skills in a given organizational setting. It is also a systematic investigation of job content, the physical circumstances in which the job is carried out and the qualifications needed to carry out the job responsibilities. Job analysis is considered to be the foundation or building block for most human resource system. Corporate restructuring quality improvement programmes human resource planning, recruitment, selection, training, career development, performance appraisal, and compensation are among the system which is based on information derived from the job analysis.

### 4.1.1 Definition of Job Analysis

* A process used to identify and determine in detail the particular job duties arid requirements and the relative importance of these duties for a given job.
* A systematic approach to collect information about a job such as tasks, responsibilities and the skills required to perform those tasks.
* The process of collecting &analyzing information about jobs to write job descriptions and job specifications.
* It is a systematic process of determining the skills, duties, qualifications and knowledge required for performing jobs in an organization.

The Job; not the person. An important concept of Job Analysis is that the analysis is conducted of the Job, not the person; While Job Analysis data may be collected from incumbents through interviews or questionnaires, the product of the analysis is a description or specifications of the job, not a description of the person.

The main goal of job analysis is to ensure best fit i.e. match the Person (KSA’s ,talents, interests & motivation) and the job ( tasks, duties & rewards) to attain job out comes (performance and satisfaction.

**Box 4.1: Job Analysis**

Job analysis is an in-depth study of a job.

## 4.2 Process of Job Analysis

Jobs can be analyzed through a process which consists of six basic steps. These steps consist of collection of background information, selection of job to be analyzed, collection of job analysis data, developing a job description, job specification and employee specification.

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**1. Organizational analysis:** First of all, an overall picture of various jobs in the organization has to be obtained. This is required to find the linkages between jobs and organizational objectives, interrelationships between jobs and contribution of various jobs to the efficiency and effectiveness of the organization.

Background information consists of organization charts, class specifications and existing job descriptions. Organization charts show the relation of the job with other jobs in the overall organization. Class specifications describe the general requirements of the class of job to which this particular job belongs. The existing job description provides a good starting point for job analysis.

**2. Selection of Representative Positions to be Analyzed:** It would be highly difficult and time consuming to analyze all the jobs. So, the job analysis has to select some of the representative positions in order to analyze them.

**3.** **Collective of Job Analysis Data:** This step involves actually analyzing a job by collecting data on features of the job, required employee behavior and human resources requirements.

**4. Developing a Job Description:** This step involves describing the contents of the job, in terms of functions, duties responsibilities operations. The incumbent of the job is expected to discharge the duties and responsibilities and perform the functions and operations listed in job description.

**5. Developing Employee Specification:** This final step involves conversion of specification of human qualities under job specification into an employee specification. Employee specification describes physical qualifications, educational qualifications, experience requirements which specify that the candidate with these qualities possess the minimum human qualities listed in the job specification.

## 4.3 When do you carry out Job Analysis?

Job analysis is carried out on three occasions (Jonathan sidener)

* It is done when jobs undergo radical transformation due to of changes in new technologies, methods, procedures or systems.
* It is also undertaken when the organization is established and a job analysis programme is taken up for the first time
* It is performed when new jobs are created

## 4.4 what kind of information is collected and analyzed?

**Job Content:** It contains information about various job activities included in a specific job. It is a detailed account of actions which an employee needs to perform during his tenure, the following information needs to be collected by a job analyst;

* Duties and tasks (What actually an employee does) e.g. frequency, duration, effort, skill, complexity, equipment, standards, etc.
* Machines, tools and equipment to be used while performing a specific job.
* Desired output level (What is expected of an employee).

The content depends upon the type- of job in a particular division or department. For example, job content of a factory-line worker would be entirely different from that of marketing executive or HR personnel.

**Job Context:** Job context refers to the situation or condition under which an employee performs a particular job (working environment). The information collection will include:

* Working Conditions
* Risks involved
* Relationships (Supervision given and received. Relationships with internal or external people.)
* Hazards.
* Physical and mental demands

Well like job content, data collected under this category is also subject to change according to the type of job in a specific division or department.

**Job Requirements:** These include basic but specific requirements which make a candidate eligible for a particular job. The collected data includes:

* Knowledge or basic information required to perform a job successfully
* Specific skills such as communication skills, IT skills, operational skills, motor skills, processing skills and so on.
* Person ability including aptitude, reasoning, manipulative abilities, handling sudden and unexpected situations, problem solving ability, mathematical abilities and so on.
* Educational Qualifications including degree, diploma, certification.
* Personal characteristics such as ability to adopt to different environment, endurance, willingness, work ethic, eagerness to learn and understand things, behavior towards challenges, subordinates and seniors, sense of belongingness to the organization, etc.

**Box 4.2: Checklist of Job Analysis**

In summary, Job Analysis should collect information on the following areas i.e

-Duties and tasks

-Environment

-Tools and equipment

-Relationships

-Requirements

## 4.5 Techniques of Job Analysis

There are several techniques that can be used for the purpose of collection of date.

- Interviews

- Direct observations

- Maintenance of long records

- Questionnaires

- Critical incident technique

Though in practice, these techniques maybe used individually or in combination to enhance effectiveness of job analysis.

**Observation.**

This involves collecting data about the job or performance of employees by directly observing them at work. To be useful and valid observation should concentrate on job behavior. When observation is used data is recorded either in narrative format or by using a checklist.

The observation method of job analysis is suited for jobs in which the work behaviors are:

* Observable involving some degree of movement on the part of the incumbent.
* Job tasks are short in duration allowing for many observations to be made in a short period of time or a significant part of the job can be observed in a short period of time.
* Jobs, in which the job analyst can, learn information about the job through observation.

Jobs in which the observation method is successful include; Machine Operator/Adjuster, Constructor Worker, police Officer/Patrol Officer, Flight Attendant, Bus Driver and Skilled Crafts Workers e.t.c.

**Advantages of Observation Method:**

With direct Observation, the trained job analyst can obtain first-hand knowledge and information about the job being analyzed. Other Job Analysis methods (such as the interview or questionnaire) only allow the job analyst to indirectly obtain this information. Thus, with other methods of Job Analysis, sources of error (omissions or exaggerations) are introduced either by the incumbent being interviewed or by items on the questionnaire. With direct observation of the incumbent, these sources of error are eliminated.

Direct Observation allows the job analyst to see (and in some cases experience) the work environment, tools and equipment used, interrelationships with other workers, and complexity of the job.

Direct Observation of incumbents may be necessary to support testimony if the incumbent or applicant for the job has sued the employer. A Job Analysis is necessary to support personnel actions that were taken. However, the job analysis may be of limited value if the job analyst has not seen the incumbent perform the job. In other words, relying solely on the incumbent's description of their job may not withstand scrutiny in a court of law.

**Disadvantages of Observation Method:**

One problem with the direct Observation method of Job Analysis is that the presence of an observer may affect the incumbent causing the incumbent to alter their normal work behavior. It is important for the 'analyst to be unobtrusive in their observations. Incumbents may alter their work behavior if they know they are being observed.

This method is not appropriate for jobs that involve significant amounts of time spent in concentration or mental effort.

**2. The Job Analysis Interview method.**

This is a method to collect a variety of information from an incumbent by asking the incumbent to describe the tasks and duties performed. It is the most commonly used method for establishing activities and behaviors necessary for both standardized and non-standardized activities and jobs. Interviews can either be structured or unstructured.

**Unstructured Interviews:** Here the interview is a conversation with no prepared questions or predetermined line of investigation. The interviewer generally uses a questioning strategy to explore the work the jobholder performs. Listening and taking notes are very important. These enable follow up questions to be posed. The questions and responses - with summaries enable the interview to be controlled. The conversation takes on a structure with areas being considered, explored, related to each other and revisited to secure the depth of-information required in job analysis.

An unstructured interview involves question and response and may be free flowing but it becomes structured in the sense that the interviewer has a purpose and needs skill to;

* Establish a relationship
* Ask well-structured questions to generate a conversational flow in which the interviewee offers information - factual, opinion, subjective and objective about aspects of the job
* To ensure information received is heard and understood – listening, clarifying and reflective summarizing.

**Structured Interviews:** A structured interview may assume a definite format involving:   
- An inventory or questionnaire that is used to interview the job holders. Notes and records may be needed for subsequent analysis.

Interviewing is a flexible method for all levels and types of job. Interviews generate descriptive data and enable job-holders to interpret questionnaires cannot easily do this. Jobholders can give overviews of their work and offer their perceptions and feelings about their job and the environment. Rigid questionnaires tend to be less effective where the more effective aspects of work are concerned.

However, information from different interviews can be:

* Hard to bring together
* there is potential for interviewer bias
* certain areas of the work may fail to be picked up
* An interview may stress one area and neglect others.
* There are problems in the interpretation and analysis with the possibility of distorted impressions.
* The subjectivity of the data captured needs to be considered
* Interviews are time consuming and training in needed.

**3. Questionnaire method**

This involves giving the incumbent a simple questionnaire to identify job duties responsibilities, equipment used, work relationships, and work environment. The completed. questionnaire would then be used to assist the Job Analyst who would then conduct an interview of the incumbents). A draft of the identified job duties and responsibilities, equipment, relationships, and. work environment would be reviewed with the supervisor for accuracy. The Job Analyst would then prepare a job description and / or job specifications.

**4. Work dairy method**

In this method the jobholder records in details their activities every day. If done faithfully, this technique is accurate and eliminates errors caused by memory lapses the jobholder makes while answering questionnaires.

**5) Critical Incident Technique -** This technique is useful for scientific analysis and selection research. Incidents here are short examples of successful or unsuccessful job behavior. After the collection of successful or unsuccessful job behavior categories, these categories describe specific desired job behavior which can be useful in recruitment and selection decisions. Furthermore, the categories also include 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.

**6) Panel of experts**

This method utilizes senior job incumbents and superiors with extensive knowledge of the job to get job analysis information through interviews with the group. Experts provide insights and details that might not be gotten from individual interviews.

## 4.6 PRODUCTS OF JOB ANALYSIS

The product of job analysis is a job description and a job specification.

**1. Job description-** This is a broad statement listing elements of a particular job. It is a document that identifies the tasks &duties performed by a job. A job description is thus a written statement o£ what the job holder does, how it is done, and why it is done.

As noted earlier, job description is essentially a description of the job itself and not the individual performing the job. ***How to prepare a job description***

- **Job Title:** Every job or the job-Holder must have a title or description. The job title should reveal the functions inherent in a job. E.g. Account manager performs accounting functions.

- **Whom to Report:** It is an assumption that the final authority in work-delegated organization does not rely on any individual but in the board of directors. Consequently, any employee in work organization must report to some other persons. In stating the reporting relationship of the job holder, existing network of relationship, the jobholder may have other functional heads that must be ignored i.e. Job description does not state a multiple reporting relationship.

It simply identifies and states the job holder’s immediate boss.

- **Reporting to the Job-Holder:** The job holder may have a number of subordinates under him, in the absence of subordinates; the numbers of employees on the same job with job holder are stated.

**- Job Purpose and Scope:** Here an attempt is made to describe as precisely as possible the purpose of the job. This is to give a mental picture of the job, which distinguishes it from other jobs. The purpose of the job will naturally lead to the activities or task to be performed by the Jobholder in actualizing that purpose.

- **Description of Duties:** The task required to be carried out by the job holder in accomplishing the purpose of the job are spelt out.

- **Nature and Scope:** Selection of the Job Description, gives an analysis of the job holders role within the context of the organization. It highlights the significance of the task and the implication of non-performance in certain organizations. Such as that used as specimen the nature and the scope of the task is divided into three aspects.

- Human Relations

- Management Content,

- Financial and Human Implications. Job description actually ends with the financial and human implication and what follows next is job specification.

**2. Job Specification-**This indicates the minimum acceptable qualification and personal attributes that a worker must possess for him or her to be able to perform on the job. It establishes the basic minimum requirement for performance of a particular job.

Components of a job specification include;

* Education level,
* Knowledge,
* Skills,
* Abilities,
* Working experience,
* Personal characteristics,
* Physical requirement,
* Age range,
* Gender,
* Social and psychological characteristics e.g. emotional intelligence,
* Health and appearance and other personal attributes.

### **4.7 justify the view that job analysis is the cornerstone of HRM**

Job analysis through the JD and JS plays a central role in the management of either Human resource management namely;

* Help in Human Resource planning; Human resource planning estimates the quantity and quality of people required in future, how many and what type of people will be required depends on the jobs to be staffed. Job related- information available through job analysis is therefore, necessary for human resource planning.
* Determining Training Needs: Job' Analysis can be used in training/"needs assessment" to identify or develop; training content, assessment tests to measure effectiveness of training, equipment to be used in delivering the training, methods of training (i.e. small group, computer-based, video, classroom…).
* Reward and compensation: Job Analysis can be used in compensation to identify or determine; skill levels, compensation job factors, work environment (e.g. hazards; attention; physical effort), responsibilities (e.g. fiscal supervisory), required level of education (indirectly related to salary level).
* Recruitment &Selection procedures: Job Analysis can be used in selection procedures to identify or develop: job duties that should be included in advertisements of vacant positions, appropriate salary level for the position to help determine what salary should be offered to a candidate, minimum requirements (education and/or experience) for screening applicants, interview questions, selection tests/instruments (e.g., Written tests; oral tests; job simulations), applicant appraisal/ evaluation forms etc.
* Performance Review: Job Analysis can be used in performance review to identify or develop: goals and objectives, performance standards, evaluation criteria, length of probationary periods, duties to be evaluated.
* Career development: i.e. in considering different employees for, transfer to different jobs or for promotions, to higher responsibility jobs. and provides employees with that concerning opportunities and requirements for career within the organization.
* Job design and reengineering; if employers will to adapt to any special group e.g. the physically handicapped, they must usually alter the content of certain jobs. Job analysis will always provide information that will facilitate changing of jobs to suit the needs of employees with special characteristics.
* Help in Safety Engineering and Planning. Job analysis helps in uncovering health hazardous conditions and unhealthy environmental factors such as noise, fumes; dust thus facilitates management to take corrective measures to minimize and avoid the possibility of accidents for instance by designing machines, equipment and systems which are safe from the point of view of the health of the employees.
* Help in Orientation and Placement; As job analysis provides information about what skills and qualities are required to do a job, the management can generate orientation programmes towards helping employees learn required skills and qualities. It thus helps management place an employee on the job best suited for him or her.
* Industrial relations-ensure role clarity i.e. clear expectations are set and outcomes agreed upon thus enhancing good employer-employee relationship