Job Analysis

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Job analysis is a systematic investigation of jobs and job holder characteristics in order to create a collection of information that can be used to perform various HRM functions

It involves collecting, organizing and recording information with regard to jobs available within the organization. It deals with studying and understanding each job and the ideal person needed to perform that job successfully

"Job analysis should be a purposeful, ongoing organizational activity, performed by professionals in order to uncover, synthesize and disseminate information about jobs that can be used in decisions relating to organizational planning and design, human resource management and other managerial functions"

Ghorpade and Atchison (1980)

Job analysis is done about each job but not about each position. A position is a collection of tasks, duties and responsibilities to be performed by one person. A job is grouping of similar positions having common tasks, duties, and responsibilities. The position is personal while the job is impersonal. There may be two or more positions with regard to a job

Importance and Uses of Job Analysis

All the managerial members of the HR department should have a thorough and clear understanding of all the jobs available within the organization for more efficient and effective HRM

But with hundreds and thousands of jobs, it is nearly impossible for HR professionals to know the details of each job. If they lack information, they will less be able to redesign jobs, recruit new employees, train present employees, determine appropriate compensation and perform any other HRM function

The solution is an effective HRM information system that contains detailed information about every job in the organization

Importance and Uses of Job Analysis Cont.

Job analysis is a HRM function that has potential for serving the informational needs of a wide range of functions leading to right management of people at work in the organization. Specific uses of job analysis are described below,

1**. HR Planning** - After forecasting future demand for employees of an organization, job analysis information is used to compare the competencies required for particular jobs with the actual competencies of employees in the organization

2. **Recruitment -** Job analysis information will be very useful for determining what types of employees to be recruited

3. **Selection** - job analysis information provides criteria and standards for properly matching an individual with the job being concerned

4**. Induction/Orientation** - The tasks, duties, responsibilities and other features of the job must be clearly and precisely defined before the orientation of that new employee

5. **Training and Development** - Job analysis information is useful for identifying training needs of the employees; establishing training objectives; and determining training contents

6. **Performance Evaluation** - Job analysis information can be adapted to set clear-cut criteria against which an employee's job performance is appraised

7. **Reward Management** - A job evaluation to determine the relative worth of jobs will have to be done in order to determine relatively equitable pay for the jobs

8. **Career Planning and Development** - When managers know jobs and ideal job holders of all the jobs available within the organization, they will be in a good position to counsel employees about their career planning and development

9**. Health and Safety Manageme**nt- Job analysis serves to identify hazards (hazardous conditions and unhealthy environmental factors like heat, noise, fumes, etc.)

10**. Labour Relations** - Job analysis information is useful for effective collective bargaining with trade unions over duties, responsibilities, pays and other employment conditions

Process of Job Analysis

Job analysis can be viewed as a process which includes a series of steps to be performed

Step 1:- To acquire a general familiarity with the organization

As the first step, the job analyst should acquire a general understanding with respect to the organization where the job analysis is going to be done. Under this step, job analyst studies the overall mission, objectives, strategies, structure, inputs (people, materials, etc.) and outputs (goods or services). Strategic plans, annual reports, organizational charts, process charts, etc may be used to complete this step

Step 2:- To identify jobs to be analyzed and select jobs for analysis

The job analyst should identify the different jobs within the organization. This identification is complex in large organizations as there are many jobs. In the case of a small organization, identifying jobs to be analyzed will be simple because of few jobs. In order to identify jobs, the job analyst can use payroll records, organization charts, previous job analysis records (if done before), telephone directories, job grading book/s or discussions with relevant individuals (workers and managers)

Step 3:- To develop job analysis checklist

In order to study jobs, the job analyst develops checklists or questionnaires that are sometimes called job analysis schedules. These checklists usually include questions relating to the following:

- Job identification data
- Duties and responsibilities
- Human characteristics (knowledge, skills, etc)
- Working conditions
- Health and safety conditions
- Performance standards
- Other job-related features

The job analyst may have to develop different checklists on different jobs such as managerial, technical, professional and clerical

Step 4:- To collect data

Next, the job analyst is supposed to collect data with the use of the checklist/s prepared. There is no one best method to collect data. Several methods of data collection are available, and they are described below;

1. Observation -This is a method of data collection in which the job analyst observes directly the incumbent (person presently working on the job) performing his/her job and takes notes to describe tasks, duties and other related things

2. Interview - The job analyst holds interviews with job incumbents, their supervisors, subordinates, clients or other knowledgeable people

3. Jury of Experts - In this method (also called as technical conference) job analysis data are collected from a panel of experts such as supervisors and/or long time employees who are very familiar with the job/senior job incumbents

4. Questionnaire- In this method, a questionnaire is developed from the job analysis checklist and that is given to employees and their superiors to complete. The questionnaire usually includes close-ended questions which specify response alternatives and open-ended questions which seek unspecified answers allowing respondents to use their own ideas and opinions.

5. Participation- In this method, the job analyst actually performance of the job him/ herself. He/she studies tasks, duties, responsibilities, and other characteristics of the job by performing it.

6. Combination
Since each of the above methods has different advantages and disadvantages, two or more methods can be used concurrently

Step 5:- To apply job analysis data

Through successful performance of fourth step, it is possible to obtain a set of data about the job/jobs. Using this set of data two major documents about the job are prepared. The two documents are **Job Description** and **Job Specification**. These two documents will be added to the HR information system

Job description indicates the tasks and responsibilities, job title, duties, machines, tools and equipment, working conditions, and occupational hazards that form part of the job. It is an important document. It is descriptive in nature.. Important questions to be answered through job description are:
What should be done?
Why it should be done?
Where it should be done?
(There is no universal format of writing job description)

Job specification is a document that specifies key qualifications an individual need to perform a particular job. It is the profile of the person who is ideally required for the job being considered. This comprises of the capabilities required to perform the job, knowledge and skills, education, experience, training, Special mental and physical requirements, judgmental skills, communication skills, and personal skills required to perform the job effectively. It is also known as man or employee specifications is prepared on the basis of job specifications. It specifies the qualities required in a job incumbent for the effective performance of the job.

Step 6:- Evaluation

This step involves the degree of success of the above steps having performed

Possible Behavioural Problems at Job analysis

1. Employee fear

2. Resistance to change

3. Overemphasis on current Incumbent

4. Managerial Straitjacket

5. Job inflation