# UNIT 3: JOB ANALYSIS

## UNIT STRUCTURE


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## 3.1 LEARNING OBJECTIVES

After going through this unit you will be able to:

- understand the concept and contents of job analysis.
- discuss the importance of job analysis
- understand the process of job analysis.
- describe the methods for collecting job analysis data, writing job description, standards of performance and working conditions.
- understand the problems that may be encountered in job analysis.

## 3.2 INTRODUCTION

This unit starts with an introduction to the concept of job analysis and its importance. Then a detailed discussion of the process of job analysis has been presented. The different methods for collecting job analysis data are also explained in addition to the writing of job description, standards of performance and working conditions. The unit finally explains the problems that may be encountered in job analysis.

## 3.3 CONCEPT AND CONTENT OF JOB ANALYSIS

Job analysis is the process of gathering information about jobs for the purpose of manpower planning. Human resource planning involves the study of the type of people required for a job as well as determining the nature of the job to be done. Job analysis facilitates human resource planning by providing necessary details in terms of the finding the right type of people to do the concerned job. It is a detailed and systematic study involving the collection of necessary facts for defining the nature of work to be done and the essential qualities and skills to do the respective jobs.

According to Edwin B. Flippo, "Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job."

According to S.P. Robbins & D.A. De Cenzo, "Job analysis is the systematic exploration of activities within a job. It is a basic technical procedure. One that is used to define the duties, responsibilities and accountabilities of a job."

Thus what is seen is that the process of job analysis results in two types of data: (i) job description, and (ii) job specification.

Job description is all about the tasks and responsibilities in a job, the duties, machines or tools, working conditions and associated hazards of a job. Job specification, on the other hand, gives the detailed capabilities of the job-holder for doing a job in terms of education, training, experience, judgement and skills.

### Contents Of Job Analysis

The data from job analysis would be used for variety of purpose. The Job analysis study attempts to provide information in seven basic areas. They are as follows :

1. **Job Identification :** It includes the job title including the code number, if any.
2. **Distinctive or Significant Character of the job:** It includes location

of the job, supervision, hazards and discomfort etc.

3. **Duties and responsibilities of the workers :** It includes the specific operation and tasks relating to timing and importance, responsibilities for others, for property, for funds etc.
4. **Materials and equipments the worker uses :** It includes analysis of materials and equipments used by worker like metals, plastics, yarn, electronic machine, computer etc.
5. **How the job is performed :** Here emphasis is given on the nature of operations and may specify such operations as handling, feeding, removing, drilling, drawing and many others.
6. **Required Personal Qualities :** It includes experience, training, physical strength, mental capabilities, aptitude, social skills etc.
7. **Job Relationship :** It includes analysis of the opportunities for advancement, pattern of promotion, essential co-operation etc.

## 3.4 IMPORTANCE OF JOB ANALYSIS

The information gathered through Job Analysis is very essential for designing a sound human resource programme. The effectiveness of all HR activities can be well enhanced by the process of job analysis. The various benefits that job analysis serves can be understood from its following uses:

1. **Organisational design :** The information gathered through job analysis enables the determination of different jobs and the hierarchical positions and relationships arising out of it.
2. **Manpower planning :** Job analysis is an essential element of manpower planning because it facilitates the determination of the demands of a job in terms of responsibilities, duties, skills and other human attributes for better division of work.
3. **Recruitment and selection :** The process of job analysis facilitates the knowing of requirements of jobs and the qualities needed to perform thereby making the process of recruitment and selection easier.
4. **Placement and orientation :** Job analysis helps in the placement and

orientation of employees by matching job requirements with abilities and also in understanding duties and responsibilities for effective execution of jobs.

5. **Training and development :** The information collected through job analysis helps in identifying the training needs, designing training programmes and also in evaluating training effectiveness.
6. **Performance appraisal :** Job analysis data facilitates clear standards of performance for every job resulting in objective appraisal of employees' performance.
7. **Salary and wage :** Accurate salary and wage formulation becomes possible due to the information collected about the jobs through job analysis which further helps by providing a basis for finding the value of a job.
8. **Safety and health :** The job analysis process uncovers the hazardous and unhealthy work environment factors like heat, noise, fumes, dust etc., thus enabling the management to take better decisions in regard to risks and accidents and safety of workers.
9. **Job evaluation :** Job evaluation aims at determining the relative worth or value of the job which helps in determining the salaries and wages of the jobs, Jobs are evaluated in terms of money. Job description and job specification provides the factual basis for evaluating the worth of the job.
10. **Job designing :** Industrial engineers may use the job analysis information in designing the job by making the study of the job elements. The physical, mental and psychological studies of human being are made with the help of job analysis information.
11. **Discipline :** Job analysis provides the information regarding the characteristics of various jobs and the job holders. Corrective measures may be taken in time to avoid untoward situation.

Over and above all these uses, job analysis is important because it helps in ensuring discipline within the organisation. It also facilitates employee counselling through proper information on personal limitations as well as on career choices in addition to the maintaining of positive labour relations.

## 3.5 PROCESS OF JOB ANALYSIS

The process of job analysis entails all those activities that are essential for proper analysis of job data. So the process begins with a plan for the programme, followed by gathering of data and job description and specification as well. The basic steps involved in the process are explained as follows:

1. **Planning and organising the job analysis programme :** The beginning step in the process of job analysis is all about planning for the programme. It also involves decision making in terms of organising the tasks and responsibilities. In addition to this, the assigning of these tasks or responsibilities to the concerned persons is also an important matter. Planning also involves the preparation of a time schedule and a budget for the process. This is basically a step involving strategic choice making. The organisation has to decide upon issues like timing and frequency of analysis, sources of job data etc.

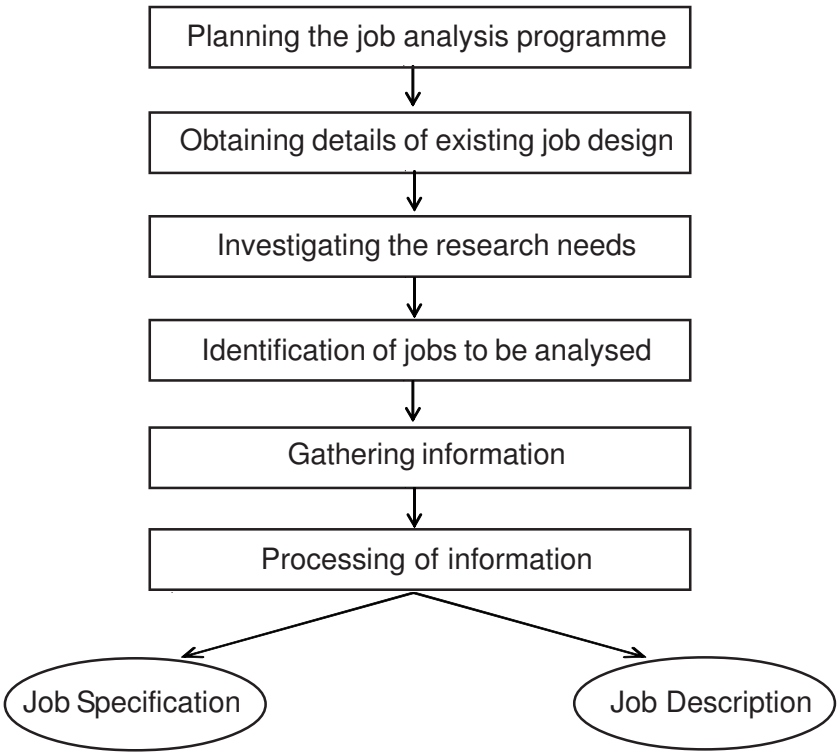



**Fig 1: Process of Job Analysis**

2. **Obtaining details of existing job design :** Job analysis also involves acquiring the details of the current design of the representative job, for which current procedure manuals, systems flow charts etc. are studied.
3. **Investigating the research needs :** Another important step in the job analysis process is the investigation of the research needs of the organisation, department, managers or the staff members and the output requirements also. The strategic choice making in terms assessing the extent of employee involvement has to be done by the job analyst.
4. **Identification of jobs to be analysed :** This is another task that job analysis entails which must be carefully done with a view to deciding the importance of the analysis of each job.
5. **Gathering information :** The next step is to gather information about the selected jobs through various systematic techniques or methods. Decisions have to be taken in terms of what type of data to be collected, the methods to be used or who shall collect the data. Type of data depends upon the end use of the information, while the methods may include interview, observation, questionnaires, checklists, etc.
6. **Processing of information :** The data once collected has to be processed in order to be useful for the personnel functions. Information processing eventually leads to the preparation of job description and job specification. Job description is all about preparing a statement with objective listing of job title, tasks, duties and responsibilities involved in a job. On the other hand, a statement containing the details of the employee qualifications, skills and abilities is the job specification, which helps in identifying the persons corresponding to the job requirements.

   Thus, these are the basic steps involved in the process of job analysis.



**CHECK YOUR PROGRESS**

**Q 1:** How does job analysis helps in recruitment and selection?

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## 3.6 METHODS FOR COLLECTING JOB ANALYSIS DATA

There are several methods that can be adopted for collecting data required for job analysis. The basic methods are observation, interview, questionnaire, checklists, technical conference and diary method. A brief description of each of these has been provided below.

1. **Observation :** Through this method, the job analyst tries to gather information by observing the job holder while at work. Details as to what is being done, how a work is being done, and how much time is required to get the work done is recorded by the analyst. This is a very simple and easy method of collecting job related data. However, the flip side to this method is that it is time consuming and not all types of work can be observed or recorded in fixed dimensions. Moreover, the analyst has to be an experienced and trained person to carefully observe and record the competence of the concerned job incumbent. Observation method works well when used with other method(s) of job analysis.
2. **Interview :** This is another method of collecting job related information whereby the analyst interviews the job holder. The senior of the job holder may also be interviewed to obtain required information. Usually a structured form is used to draw the necessary inputs. The analyst makes judgements about the job holder and the requisite information that is to be recorded as per its importance. But this method has a major demerit of being time consuming and is prone to the analyst's

bias. Nevertheless, this method carries with it the plus side of being able to gather direct information from the job holder himself and also know the person better. The effectiveness of this method would depend on the interviewer's skills along with the job holder's willingness to cooperate.

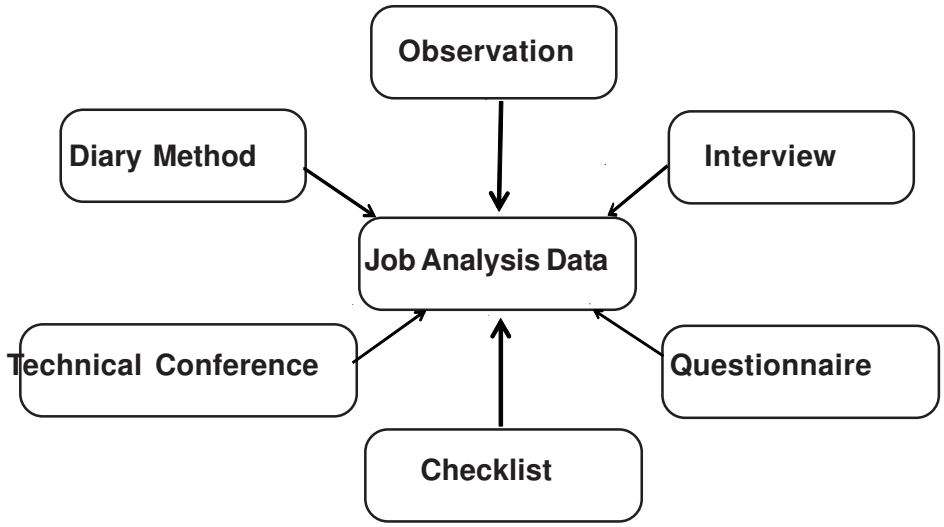



**Figure 2: Methods of collection of Job Analysis Data**

3. **Questionnaire :** The questionnaire method involves the use of structured questionnaire which are to be filled up by the job holder. Standard questionnaire may be available or a specific one may be designed depending upon the information that is sought. The areas that a questionnaire is supposed to cover includes the job title of both the job holder and the supervisor, the details of staff reporting to the job holder, description of the purpose of the job, details of the job in terms of tasks and duties etc. In addition to these, information concerned with level of discretion in decision making, guidance or supervision received, problems to be solved etc. may also be included. The questionnaire method has the advantage of being able to gather large amount of information corresponding to large number of jobs and can be simultaneously time saving as well. It also minimises the dependence on too many staff members for collecting information. But questionnaires alone are inadequate to generate sound information because it requires follow-up observations and discussions to clarify

the data gathered. Sometimes the job holder may not be able to express the requisite information in a right manner thereby making the questionnaire fail to serve the purpose.

4. **Checklists :** Another method of collecting data for job analysis is through the use of checklists. Checklists give responses in the yes-or-no format. The checklists can cover as many as 100 activities to which the job holder has to respond only by ticking the ones that are applicable to his/her case. Hence, checklists have the merit of being able to be used in large firms having large number of people assigned to a particular job. And it is also amenable to tabulation and electronic data processing technique. But the matter of concern is the challenge of preparing checklists and the huge costs involved in it.
5. **Technical Conference Method :** This method takes the help of a conference held between the supervisors who possess extensive knowledge about a job. The analyst initiates a discussion between the experts for collecting their opinion. It is a helpful method since it helps to gather expert views about a job. However, the demerit is that it does not get the actual information from the actual job holders thereby leading to inaccurate data.
6. **Diary Method :** This method requires the job holder to note the details of the work activities on a daily basis. This is a good method in the sense that it facilitates accuracy and elimination of errors of memory lapse of the job holder while answering questionnaires or checklists. However this is possible only when the method is done faithfully. It also takes up a lot of time of a production worker.

   Apart from these methods, there are other certain techniques of job analysis data collection which are more quantitative in nature. The popular quantitative techniques include the following:

7. **Position Analysis Questionnaire (PAQ) :** The PAQ is a structured job analysis questionnaire containing several items representing a basic element of a job. These elements may or may not play an important role in the job. The analyst himself fills up the questionnaire an classifies the various items into six major sections covering areas like information

input, mental processes, work output, relationships, job content and other job characteristics. PAQ is considered to be very reliable and valid since it allows for comparison between different jobs. However, the major problem is that it takes a lot of time.

8. **Management Position Description Questionnaire (MPDQ) :** It is a standardised instrument containing several items, the importance of which is to be stated by the respondent. It is basically targeted towards understanding or analysing managerial jobs. Experts suggest factors like product, marketing and financial strategy planning, public and customer relations, complexity and stress, supervision etc. for inclusion in the MPDQ.

9. **Functional Job Analysis (FJA) :** This is a worker oriented job analysis approach, which attempts to examine and describe the fundamental components of 'data, people and things'. The FJA helps in identifying the various standards of performance and the training requirements. The quantitative score assigned to each job results in easy fixing of wage rates and development of employee succession plans.



**CHECK YOUR PROGRESS**

**Q 2:** Can questionnaires provide adequate information for job analysis?

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## 3.7 WRITING JOB DESCRIPTION, STANDARDS OF PERFORMANCE AND WORKING CONDITIONS

Job description which is an immediate product of job analysis, functionally describes what a job entails. It discloses details about the job as to what, how and why the job is to be done. The preparation of a job description is very important before a vacancy is announced since it helps to give an organised account of the duties and responsibilities of a specific

job. Writing a job description necessitates a proper understanding of its contents. Detailed information as to job title, job summary and location, tools and materials to be used, nature of supervision etc. have to be included in it. In addition to these, details of the minimum acceptable human qualities required for proper execution of the duties also have to be prepared. This is mostly done through the job specification statements which give an account of the standards of performance expected from the employees. These job performance standards generally describe the ways to measure the performance of workers both for the supervisors and the employees themselves.It is an important task since it helps to understand the expected scope of the work and the responsibilities associated with it in addition to facilitating proper communication between the supervisors and the employees. It further enables to ensure the right availability of resources for getting a job done effectively and efficiently. Setting of such standards requires the collaboration of employees and supervisors in order to evaluate different job level hierarchy and also to identify the key responsibilities and skills required to do the concerned job.Working conditions also have an impact on the proper performance of a job. Hence the work environment in terms of heat, light, noise, dust and fumes etc., the hazards associated with job and the likelihood of their occurrence should also be clearly mentioned in the job statements.

## 3.8 PROBLEMS THAT MAY BE ENCOUNTEREED IN JOB ANALYSIS

Job analysis, despite the various benefits that it brings about, also throws up certain difficulties in the process at large. Some of those distinct problems can be stated as below:

a) Lack of top management support or failure to convince the employees about their interest towards jobs and full cooperation in the process acts as a potential problem.

b) Over dependence on one specific method of data collection for job analysis and ignoring the importance of the combination of more methods.

c) No training for the job holders in regard to generating quality data for the process of job analysis.

d) No motivation or rewards for the job holders for providing accurate data for the process.

e) Distortion of activities might take place either intentionally or unknowingly by the job holders when there is lack of training or awareness of the need of job analysis.



**CHECK YOUR PROGRESS**

**Q 3:** Why is setting of job performance standards important?

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## 3.9 LET US SUM UP

In this unit we have discussed the following aspects–

- Job analysis is a detailed and systematic study involving the collection of necessary facts for defining the nature of a work to be done and the essential qualities and skills needed to do the respective job.
- Job analysis is extremely important since it is useful for the personnel functions like manpower planning, recruitment and selection, placement and orientation, training and development, wage and salary decisions and health and safety issues etc.
- The process of job analysis begins with a plan for the programme, followed by gathering of data, job description and specification.
- The basic methods of job analysis are observation, interview, questionnaire, checklists, technical conference and diary method.
- Writing the job description and specifications with details of job performance standards and working conditions is an essential part of

job analysis.

- Job analysis, despite the various benefits that it brings about, also throws up certain difficulties in the process, especially resulting from inadequately trained job holders, lack of top management support, distortion of activities etc.



## 3.10 FURTHER READINGS

1) Chabbra, T. N : Human Resource Management, Dhanpat Rai and Sons, New Delhi, (2010)
2) Khanka, SS : Human Resource Management, S. Chand and Company, New Delhi (2009).
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4) Pathak, RK and Kalwar, MC : Human Resource Planning and Development, Ashok Book Stall, Panbazar Guwahati- (2016).
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## 3.11 ANSWERS TO CHECK YOUR PROGRESS

**Ans to Q No 1:** Job analysis involves the identification of the tasks, duties and responsibilities involved in a job along with the specific skills or qualities and qualifications needed to do the job. Through these activities of job description and job specification, finding the right man for the right job becomes easier.

**Ans to Q No 2:** The questionnaire method helps to gather large amount of information corresponding to large number of jobs in a short time and also minimises the dependence on too many staff members for collecting information. But questionnaire alone is inadequate to generate sound information because it requires follow-up observations and discussions to clarify the data gathered and sometimes the job holder may not be able to express the requisite information in a right manner.

**Ans to Q No 3:** Setting of job performance standards is an important task since it helps to understand the expected scope of the work and the responsibilities associated with it in addition to facilitating proper communication between the supervisors and the employees. It further enables to ensure the right availability of resources for getting a job done effectively and efficiently.



## 3.12 MODEL QUESTIONS

**Q 1:** Discuss the concept and importance of job analysis.

**Q 2:** Explain the contants of job analysis.

**Q 3:** Explain the process of job analysis.

**Q 4:** What are the different methods of collecting job analysis data? Explain.

**Q 5:** Explain the importance of writing job description and fixing the standards of job performance.

**Q 6:** Discuss the problems that may be encountered in the process of job analysis.

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