UNIT 02

ANALYZING WORK AND DESIGNING JOBS
CONTENTS

1. Describe how work flow is related to an organization’s structure.

2. Define the elements of a job analysis, and discuss their significance in human resource management.

3. Tell how to obtain information for a job analysis.

5. Summarize recent trends in job analysis.

6. Describe methods for designing a job so that it can be done efficiently.

7. Identify approaches to designing a job to make it motivating.
GROUP DISCUSSION

- What kind of information does a company need to implement effectively following activities:
  1. recruiting a new employee for a job?
  2. helping a new employee to know what he/she have to do and how to do?
  3. designing a training program for employees in a job?
  4. Deciding the criteria and method to evaluate employees’ performance in a specific job?
  5. deciding pay for a job?
### Work Flow in Organizations

<table>
<thead>
<tr>
<th>Work Flow Design</th>
<th>Position</th>
<th>Job</th>
</tr>
</thead>
<tbody>
<tr>
<td>The process of analyzing tasks necessary for the production of a product or service.</td>
<td>The set of duties (job) performed by a particular person.</td>
<td>A set of related duties.</td>
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</tbody>
</table>
DEVELOPING A WORK FLOW ANALYSIS

**Raw Inputs**
What materials, data, and information are needed?

**Equipment**
What special equipment, facilities, and systems are needed?

**Human Resources**
What knowledge, skills, and abilities are needed by those performing the tasks?

**Activity**
What tasks are required in the production of the output?

**Output**
What product, information, or service is provided? How is the output measured?
WORK FLOW DESIGN AND ORGANIZATION’S STRUCTURE

- Within an organization, units and individuals must cooperate to create outputs.
- The organization’s structure brings together the people who must collaborate to efficiently produce the desired outputs.
  - Centralized
  - Decentralized
  - Functional
  - Product or Customer
JOB ANALYSIS
The process of getting detailed information about jobs.

Job Analysis
- Job Descriptions
- Job Specifications
JOB DESCRIPTIONS

- **Job Description**: a list of tasks, duties, and responsibilities (TDRs) that a particular job entails.

- **Key components**:
  - Job Title
  - Brief description of the TDRs
  - List of the essential duties with detailed specifications of the tasks involved in carrying out each duty
Job Specification: a list of the knowledge, skills, abilities, and other characteristics (KSAOs) that an individual must have to perform a particular job.

- **Knowledge**: factual or procedural information necessary for successfully performing a task.
- **Skill**: an individual’s level of proficiency at performing a particular task.
- **Ability**: a more general enduring capability that an individual possesses.
- **Other Characteristics**: job-related licensing, certifications, or personality traits.
Why does a company need job analysis?
IMPORTANCE OF JOB ANALYSIS

❖ JA is the building block of all HRM functions.

❖ Almost every HRM program requires some type of information determined by job analysis:
  ○ Human resource planning
  ○ Selection
  ○ Training
  ○ Performance appraisal
  ○ Career planning
  ○ Job evaluation
DISCUSSION QUESTION

WHERE DOES INFORMATION USED FOR JOB ANALYSIS COME FROM?
**SOURCES OF JOB INFORMATION**

*The incumbents* – people who currently hold the position in the organization.

*Dictionary of Occupational Titles (DOT)* – published by the U.S. Department of Labor

*Occupational Information Network (O*NET)* – an online job description database developed by the Labor Department
POSITION ANALYSIS QUESTIONNAIRE (PAQ)

WHAT IS IT?

- A standardized job analysis questionnaire containing 194 questions about work behaviors, work conditions, and job characteristics that apply to a wide variety of jobs.

KEY SECTIONS:

1. Information input
2. Mental processes
3. Work output
4. Relationships with other persons
5. Job context
6. Other characteristics
JOB DESIGN

- **Job Design**: the process of defining how work will be performed and what tasks will be required in a given job.

- **Job Redesign**: a similar process that involves changing an existing job design.

- To design jobs effectively, a person must thoroughly understand:
  - the job itself (through job analysis) and
  - its place in the units work flow (work flow analysis)
APPROACHES TO JOB DESIGN

Design for Efficiency (Industrial Engineering)
- Design for Mental Capacity
  - Filtering information
  - Clear displays and instructions
  - Memory aids
- Design for Motivation
  - Job enlargement
  - Job enrichment
  - Teamwork
  - Flexibility
- Design for Safety and Health (Ergonomics)

JOB
DESIGNING EFFICIENT JOBS

- **Industrial Engineering**: the study of jobs to find the simplest way to structure work in order to maximize efficiency.
  - Reduces the complexity of work.
  - Allows almost anyone to be trained quickly and easily to perform the job.
  - Used for highly specialized and repetitive jobs.
DESIGNING JOBS THAT MOTIVATE: THE JOB CHARACTERISTICS MODEL

Less Motivation

- Few skills needed
- Work is a small part of the whole
- Minor impact on others
- Decisions made by others
- Difficult to see effectiveness

Skill Variety

- Skill Variety
- Task Identity
- Task Significance
- Autonomy
- Feedback

Many skills needed

- Many skills needed
- Whole piece of work is completed
- Major impact on others
- Much freedom to make decisions
- Effectiveness readily apparent

More Motivation
DESIGNING JOBS THAT MOTIVATE

**JOB ENLARGEMENT**

- **Job Enlargement**
  - Broadening the types of tasks performed in a job.

- **Job Extension**
  - Enlarging jobs by combining several relatively simple jobs to form a job with a wider range of tasks.

- **Job Rotation**
  - Enlarging jobs by moving employees among several different jobs.
DESIGNING JOBS THAT MOTIVATE: JOB ENRICHMENT

JOB ENRICHMENT

- Empowering workers by adding more decision-making authority to jobs.
- Based on Herzberg’s theory of motivation.
- Individuals are motivated more by the intrinsic aspects of work.

SELF-MANAGING WORK TEAMS

- Have authority for an entire work process or segment:
  - schedule work
  - hire team members
  - resolve team performance problems
  - perform other duties traditionally handled by management

- Team members motivated by autonomy, skill variety, and task identity.
DESIGNING JOBS THAT MOTIVATE
FLEXIBLE WORK SCHEDULES

FLEXTIME
- A scheduling policy in which full-time employees may choose starting and ending times within guidelines specified by the organization.
- A work schedule that allows time for community and family interests can be extremely motivating.

JOB SHARING
- A work option in which two part-time employees carry out the tasks associated with a single job.
- Enables an organization to attract or retain valued employees who want more time to attend school or take care of family matters.
ALTERNATIVES TO THE 8-TO-5 JOB

IBM permits a meal break of up to two hours so employees can do personal tasks.

Two lawyers, both fathers, share the job of assistant general counsel at Timberland.

All employees of Red Dot Corporation have the option of working 10 hours per day, Monday through Thursday.
DESIGNING JOBS THAT MOTIVATE (CONTINUED):

**TELEWORK**

- *Telework* – the broad term for doing one’s work away from a centrally located office.

- Advantages to employers include:
  - less need for office space
  - greater flexibility to employees with special needs

- Easiest to implement for managerial, professional, or sales jobs.

- Difficult to set up for manufacturing workers.
DESIGNING ERGONOMIC JOBS

- **Ergonomics** – the study of the interface between individuals’ physiology and the characteristics of the physical work environment.

- The goal is to minimize physical strain on the worker by structuring the physical work environment around the way the human body works.

- Redesigning work to make it more worker-friendly can lead to increased efficiencies.
DESIGNING JOBS THAT MEET MENTAL CAPABILITIES AND LIMITATIONS

- Work is designed to reduce the information-processing requirements of the job.
- Workers may be less likely to make mistakes or have accidents.
- Simpler jobs may be less motivating.
- Technology tools may be distracting employees from their primary task resulting in increased mistakes and accidents.
SUMMARY

- Work flow analysis identifies:
  - the amount and quality of a work unit’s outputs
  - the work processes required to produce these outputs
  - the inputs used to carry out the processes and produce the outputs

- Within an organization, units and individuals must cooperate to create outputs, and the organization’s structure brings people together for this purpose.

- Job analysis is the process of getting detailed information about jobs.
Job analysis includes preparation of:
- Job descriptions
- Job specifications

Information for analyzing an existing job often comes from incumbents and their supervisors.

The U.S. Department of Labor provides information:
- Dictionary of Occupational Titles
- Occupational Information Network (O*NET)
The nature of work and job design is changing.

- Viewing organizations in terms of a field of work needing to be done instead of specific job descriptions.
- Organizations are adopting project-based structures and teamwork, which also require flexibility and the ability to handle broad responsibilities.

The basic technique for designing efficient jobs is industrial engineering.
According to the Job Characteristics Model, jobs are more motivating if they have greater skill variety, task identity, task significance, autonomy, and feedback.

Ways to create such jobs include:

- Job Enlargement
- Job Rotation
- Job Enrichment
- Self-managing work teams offer greater skill variety and task identity
- Flexible work schedules and telework offer greater autonomy
The goal of ergonomics is to minimize physical strain on the worker by structuring the physical work environment around the way the human body works.

Employers may seek to reduce the mental as well as physical strain.

- The job design may limit the amount of information and memorization involved.
- The goal is to reduce errors and accidents.
- Technology tools may actually cause more distractions, errors, and accidents.