

Human Resource Management

Eleventh Edition

ROBERT L. MATHIS
JOHN H. JACKSON

Chapter 6

Jobs and Job Analysis

Presented by:
Prof. Dr. Deden Mulyana, SE.,M,Si.

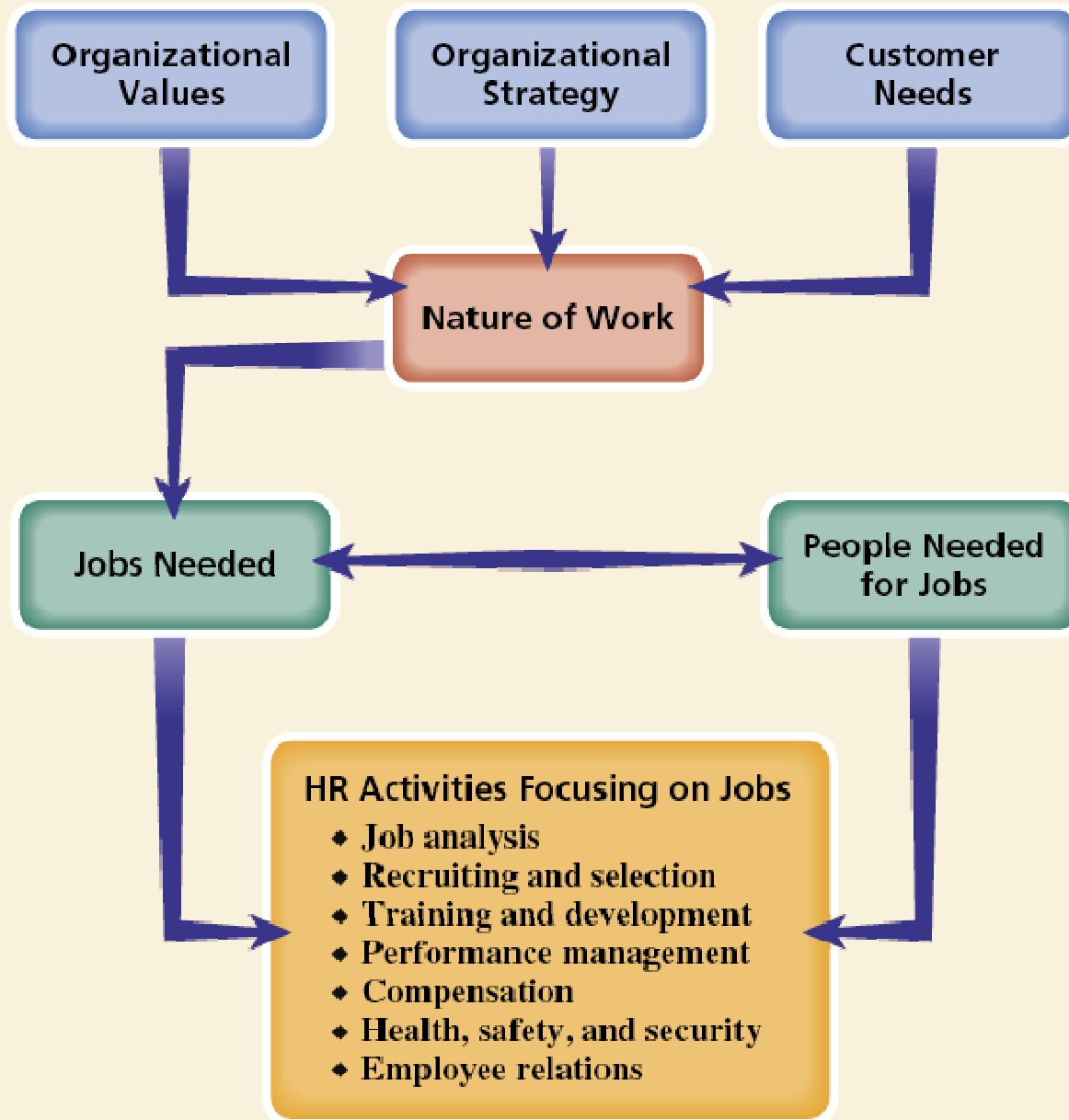
SECTION 2
Staffing the
Organization

Learning Objectives

- After you have read this chapter, you should be able to:
 - Discuss workflow analysis and business process re-engineering as approaches to organizational work.
 - Define job design and identify five design characteristics for jobs.
 - Explain how work schedules and telework are affecting jobs and work.
 - Describe job analysis, and the stages in and methods used in the job analysis process.
 - Indicate how job analysis has both behavioral and legal aspects.
 - Identify the components of job descriptions.

HR Management and Jobs

- Dividing Work into Jobs
 - Work
 - ❖ Effort directed toward producing or accomplishing results.
 - Job
 - ❖ A grouping of tasks, duties, and responsibilities that constitutes the total work assignment for an employee.
- Approaches to Understanding Jobs
 - Workflow analysis
 - Re-engineering
 - Job design
 - Job analysis
 - Job descriptions and job specifications



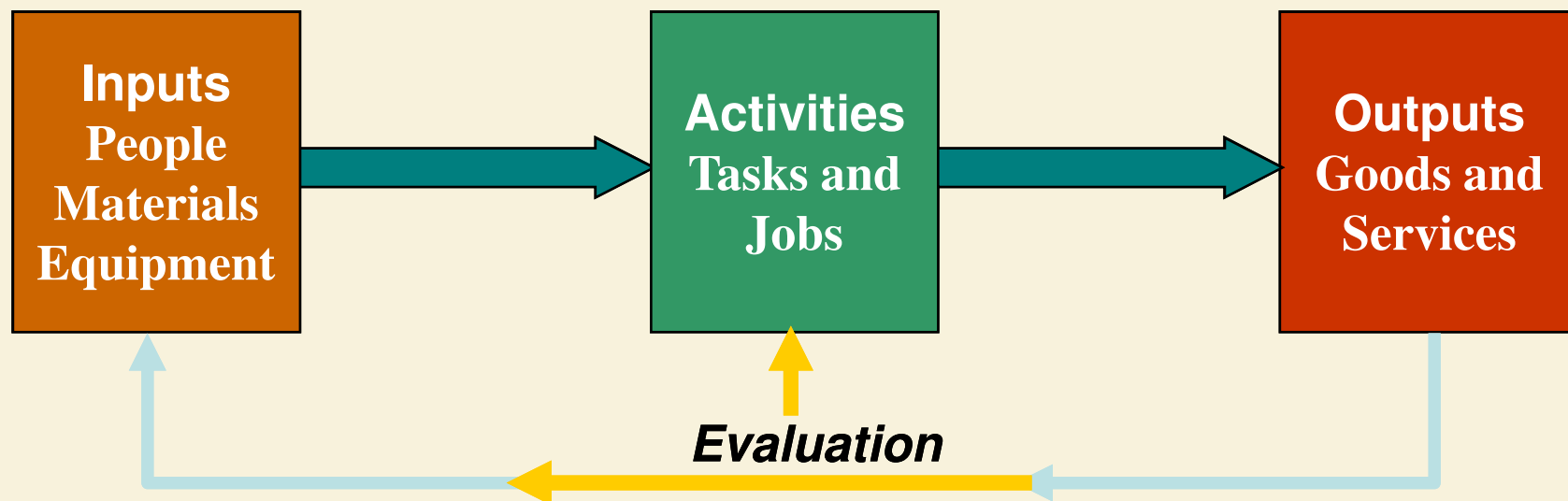
*Influences
Affecting Jobs,
People, and
Related HR
Policies*

Figure 6–1

Workflow Analysis

- **Workflow Analysis**

- A study of the way work (inputs, activities, and outputs) moves through an organization.



Business Process Re-engineering

- Business Process Re-engineering (BPR)
 - Measures for improving such activities as product development, customer service, and service delivery.
- Phases of Reengineering
 - Rethink
 - Redesign
 - Retool

Importance Of Job Design

- **Job Design**
 - Organizing tasks, duties, and responsibilities into a productive unit of work.
- **Person/job Fit**
 - Matching characteristics of people with characteristics of jobs.



Person/Job Fit

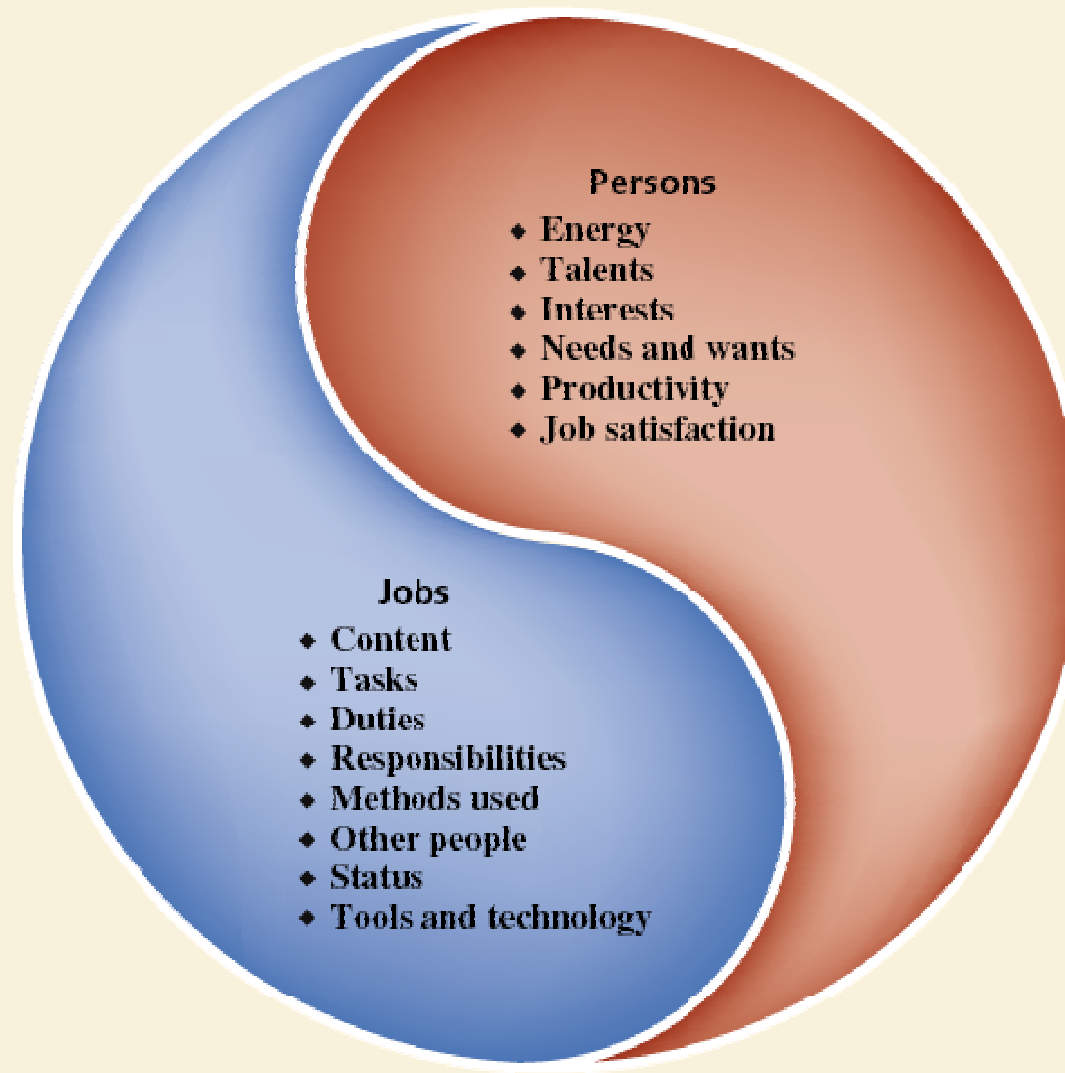


Figure 6–2

Nature of Job Design

- **Job Enlargement**
 - Broadening the scope of a job by expanding the number of different tasks to be performed.
- **Job Enrichment**
 - Increasing the depth of a job by adding the responsibility for planning, organizing , controlling, and evaluating the job.
- **Job Rotation**
 - The process of shifting a person from job to job.

Characteristics of Jobs

- **Skill Variety**
 - The extent to which the work requires several different activities for successful completion.
- **Task Identity**
 - The extent to which the job includes a “whole” identifiable unit of work that is carried out from start to finish and that results in a visible outcome.
- **Task Significance**
 - The impact the job has on other people.

Characteristics of Jobs

- **Autonomy**

- The extent of individual freedom and discretion in the work and its scheduling.

- **Feedback**

- Amount of information employees receive about how well or how poorly they have performed.

Job Characteristics Model

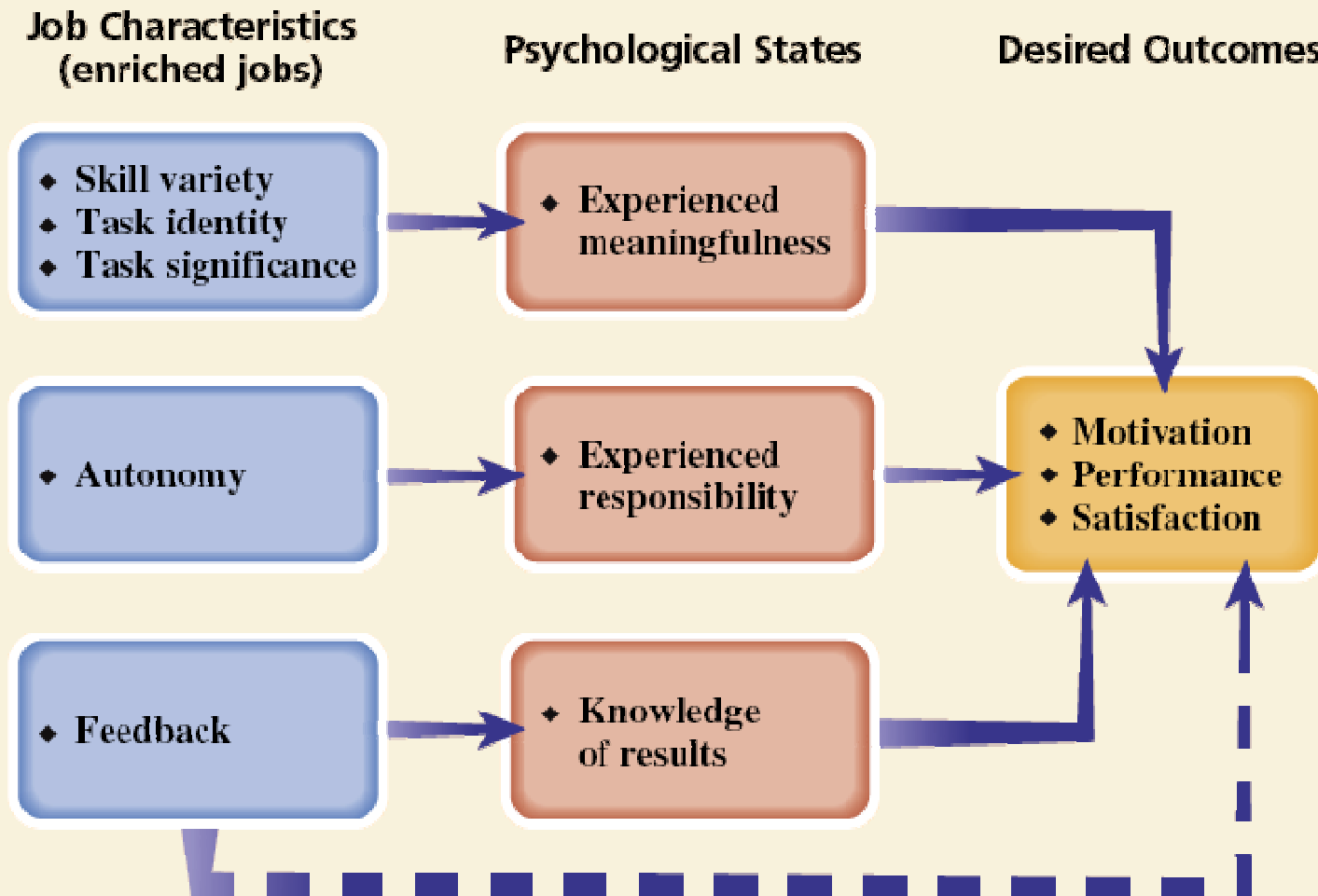


Figure 6-3

Using Teams in Jobs

- Types of Teams

- Special-Purpose Team

- ❖ Organizational team formed to address specific problems, improve work processes, and enhance product and service quality.

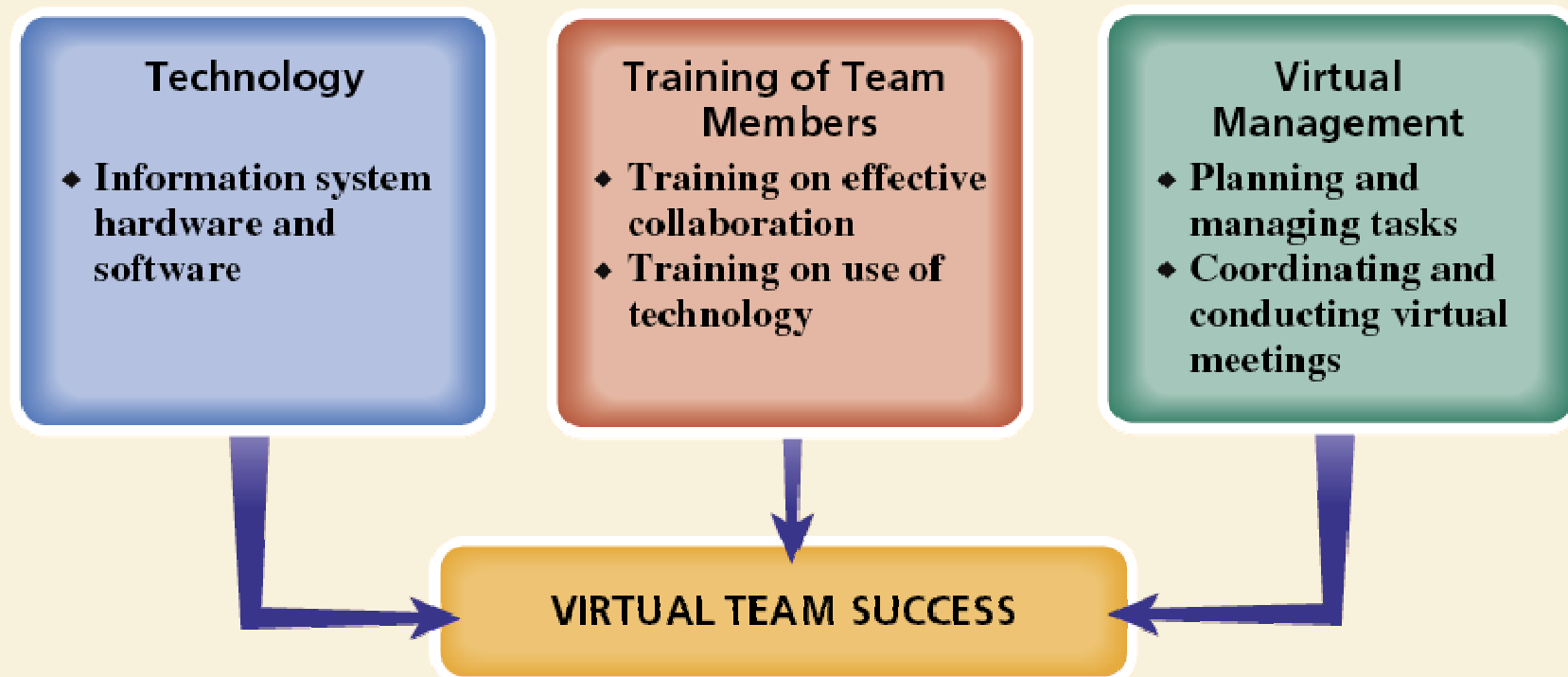
- Self-directed Work Team

- ❖ A team composed of individuals assigned a cluster of tasks, duties, and responsibilities to be accomplished.

- Virtual Team

- ❖ Organizational team composed of individuals who are geographically separated but linked by communications technology.

Factors Affecting Virtual Team Success



Team Jobs

- Advantages

- Improved productivity
- Increased employee involvement
- More widespread employee learning
- Greater employee ownership of problems

- Disadvantages

- Requires employees to be “group oriented”
- Not appropriate for most work in organizations
- Can be overused
- Difficult to measure team performance
- Individual compensation interferes with team concept

Work Schedules

- Global Work Schedule Differences
 - The number of work hours in a week varies from country to country.
- Work Schedule Alternatives
 - Longer daily hours (e.g., 4-day, 40 hours)
- Shift Work
 - Shift differentials for evening or night shift work
- Compressed Work Week
 - A work schedule in which a full week's work is accomplished in fewer than five days.

Work Schedules

- **Flextime**

- A work scheduling arrangement in which employees work a set number of hours per day but vary their starting and ending times.

- **Job Sharing**

- A scheduling arrangement in which two employees perform the work of one full-time job.

Alternative Work Locations

- **Telecommuting**
 - The process of going to work via electronic computing and telecommunications equipment.
- **Temporary Locations**
 - Office nomads
 - Virtual office
- **Effects of Alternative Work Arrangements**
 - A shift to evaluating employees on results
 - Greater trust, less direct supervision
 - Lack of direct contact (visibility)

Telework Concerns of Management and Employees

Management Concerns	Employee Concerns
<ul style="list-style-type: none">◆ Loss of control over staff◆ Employee perceptions of unequal treatment when only certain employees are permitted to telecommute◆ Security, especially with information systems◆ Diminished interaction with staff, and team-building problems◆ Employees' spending time on non-work-related activities (e.g., child care)◆ Telecommuters' straying from the culture and values of the organization	<ul style="list-style-type: none">◆ Overworking and failing to create a distinction between work and home◆ Trouble with self-motivation and time management◆ Difficulty working among home distractions◆ Isolation and diminished interaction with colleagues◆ Negative impact on career development from less interaction with supervisors◆ Inadequate equipment or technology support

Source: "Telework Concerns of Management and Employees," *HR Executive Series: Focus on Telecommunicating Executive Summary*, Bureau of National Affairs, Winter 2002, 2. For more information about this publication and other HR solutions visit <http://hrcenter.bna.com> or call 800-372-1033. Used with permission.

<http://www.deden08m.wordpress.com>

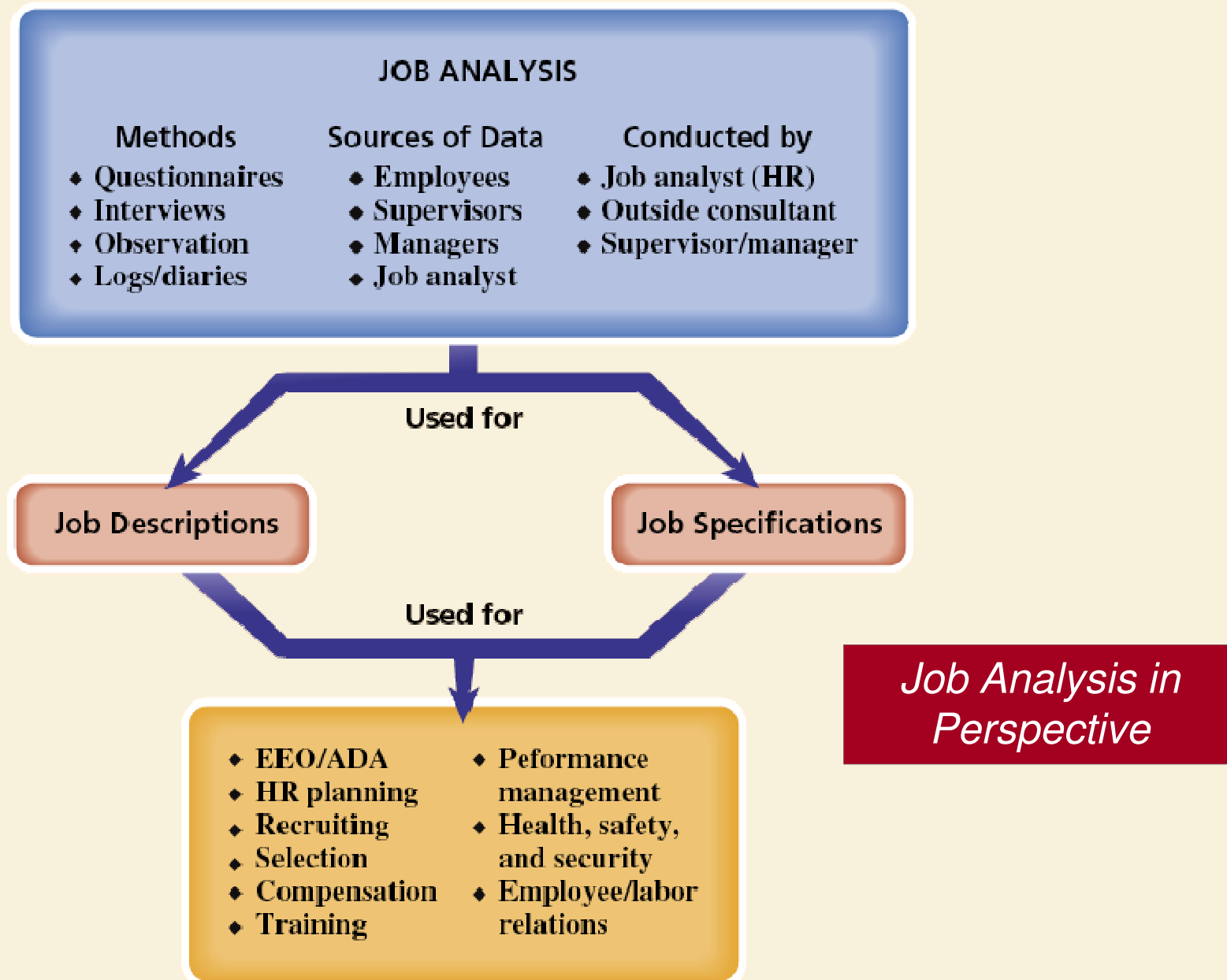
Figure 6-5

The Nature of Job Analysis

- Job Analysis

- A systematic way of gathering and analyzing information about the content, context, and the human requirements of jobs.

- ❖ Work activities and behaviors
 - ❖ Interactions with others
 - ❖ Performance standards
 - ❖ Financial and budgeting impact
 - ❖ Machines and equipment used
 - ❖ Working conditions
 - ❖ Supervision given and received
 - ❖ Knowledge, skills, and abilities needed



Task-Based Job Analysis

- Task
 - A distinct, identifiable work activity composed of motions
- Duty
 - A larger work segment composed of several tasks that are performed by an individual
- Responsibilities
 - Obligations to perform certain tasks and duties

Competency-Based Job Analysis

- **Competencies**
 - Individual capabilities that can be linked to enhanced performance by individuals or teams.
 - Technical competencies
 - Behavioral competencies
- **Reasons for using a competency approach:**
 - To communicate valued behaviors within the organization
 - To raise competency levels throughout the organization
 - To emphasize people's capabilities for enhancing the competitive advantage of the organization

Competency Analysis Methodology

- Identify future performance results areas critical to the organization.
- Assemble panel groups familiar with the company.
- Interview panel members to get examples of job behaviors.
- Develop detailed descriptions of competencies.
- Rate competencies and levels need to meet them.
- Standards of performance are identified and tied to jobs.

Typical Division of HR Responsibilities: Job Analysis

HR Unit	Managers
<ul style="list-style-type: none">◆ Coordinates job analysis◆ Writes job descriptions and specifications for review by managers◆ Periodically reviews job descriptions and specifications◆ Reviews managerial input to ensure accuracy◆ May seek assistance from outside experts for difficult or unusual analyses	<ul style="list-style-type: none">◆ Complete or help complete job analysis information◆ Review job descriptions and specifications and maintain their accuracy◆ Request new analysis as jobs change◆ Use job analysis information to identify performance standards◆ Provide information to outside experts

Figure 6–7

Stages in the Job Analysis Process

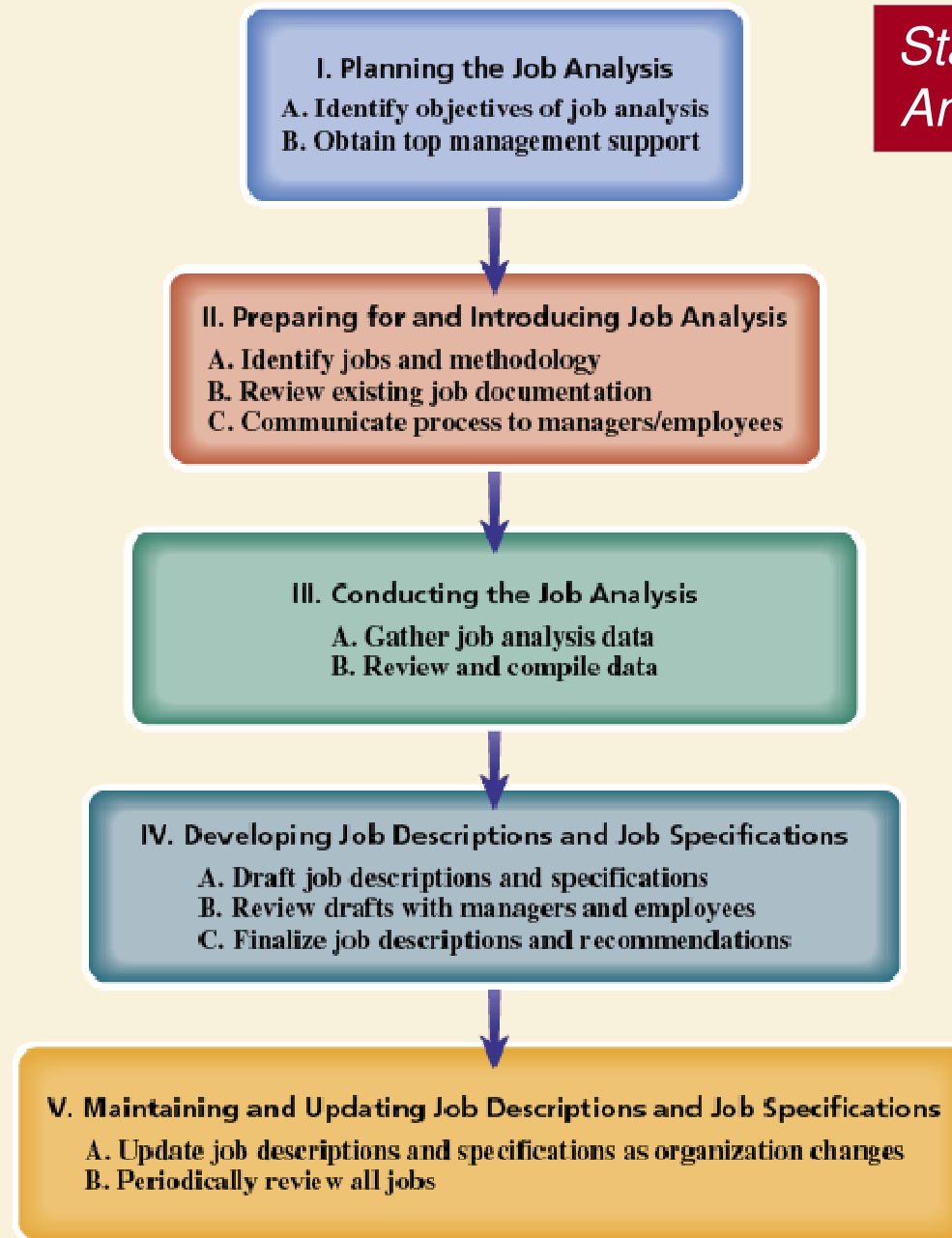
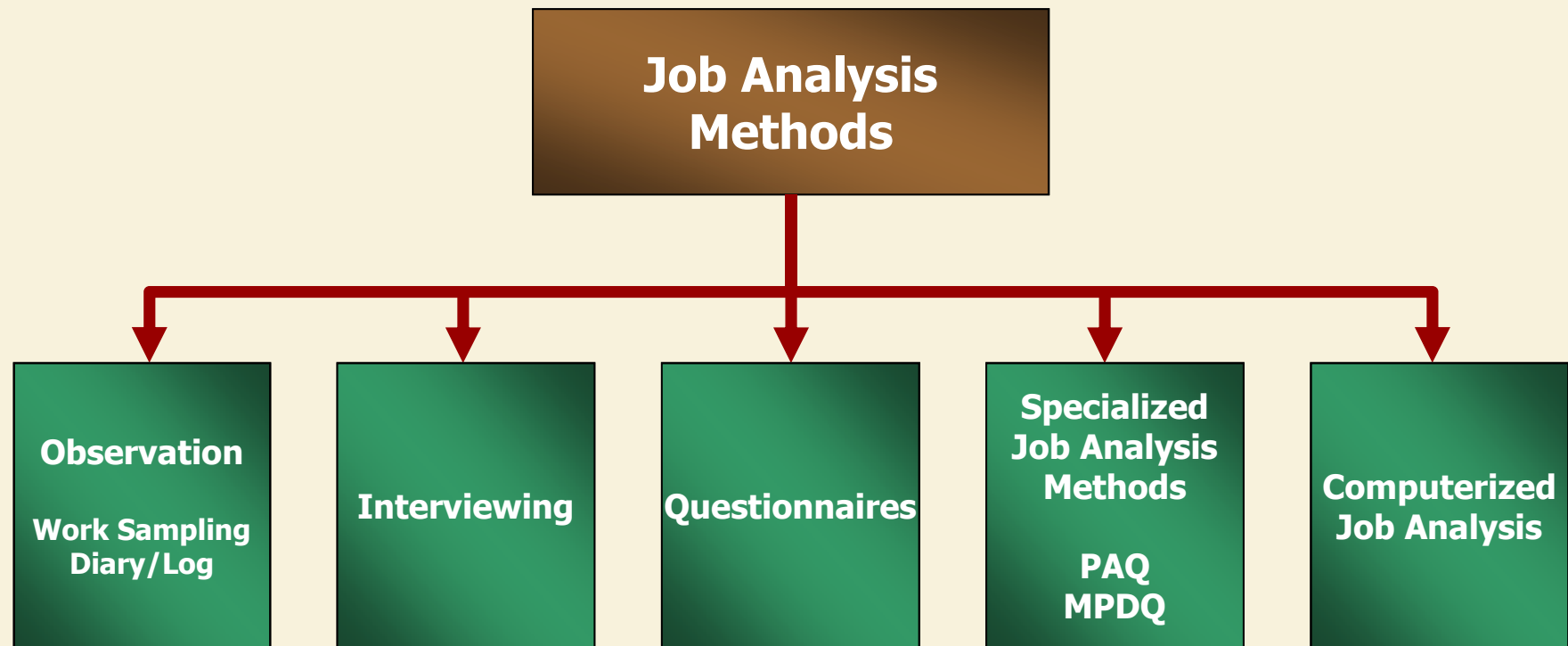


Figure 6–8

Job Analysis Methods



Typical Areas Covered in a Job Analysis Questionnaire

Duties and Percentage of Time Spent on Each

- ◆ **Regular duties**
- ◆ **Special duties performed less frequently**

Supervision

- ◆ **Supervision given to others**
- ◆ **Supervision received from others**

Decisions Made

- ◆ **Records and reports prepared**
- ◆ **Materials and equipment used**
- ◆ **Financial/budget responsibilities**

Contact with Other People

- ◆ **Internal contacts**
- ◆ **External contacts**

Physical Dimensions

- ◆ **Physical demands**
- ◆ **Working conditions**

Jobholder Characteristics

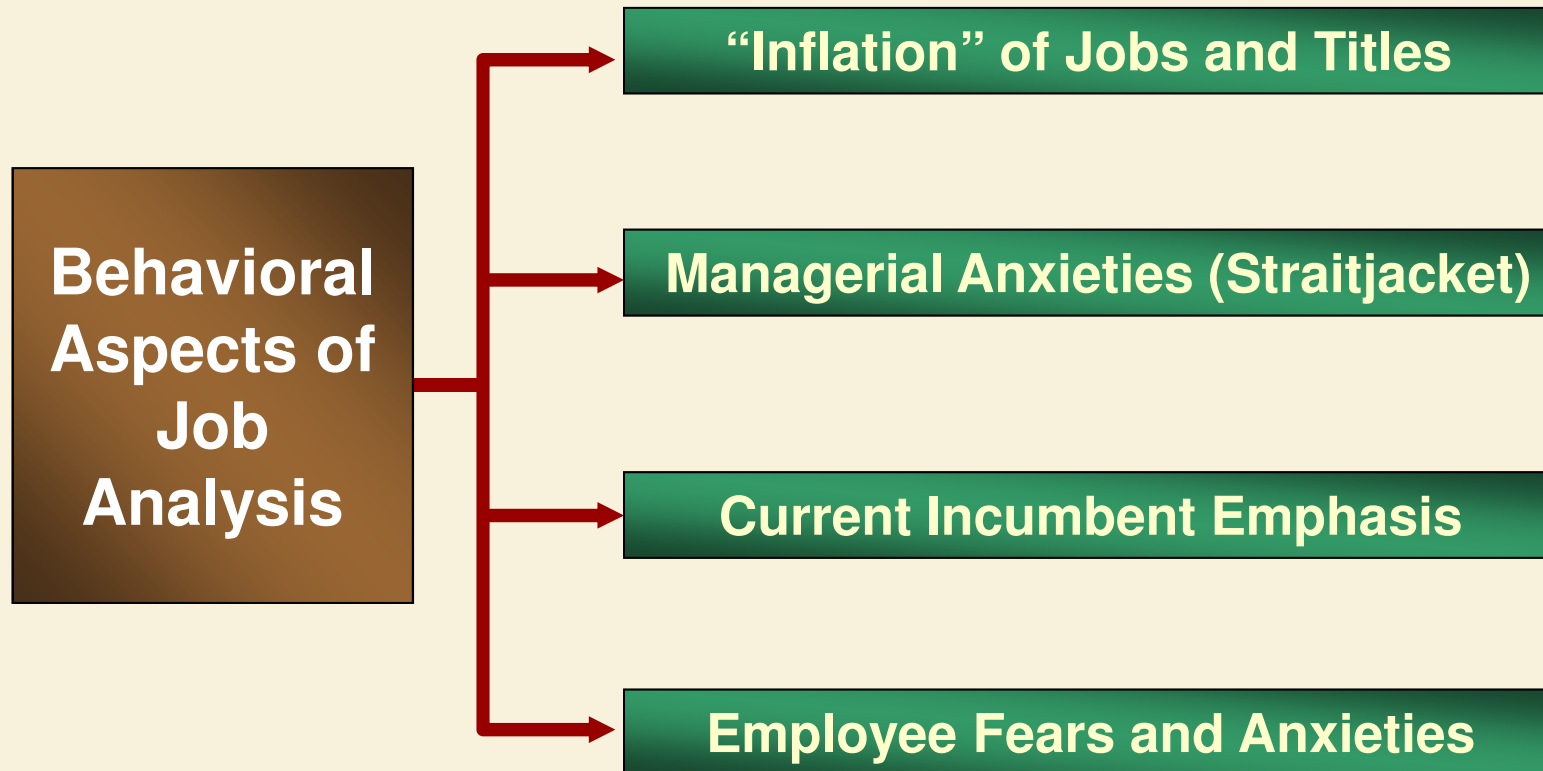
- ◆ **Knowledge**
- ◆ **Skills**
- ◆ **Abilities**
- ◆ **Training needed**

Job Analysis and the U.S. Department of Labor



- **Functional Job Analysis (FJA)**
 - Goals of the organization
 - What workers do to achieve goals
 - Level and orientation of what workers do
 - Performance standards
 - Training content
- **O*Net Online**
 - Online information on skills, abilities, knowledge, work activities, and interests associated with a wide range of jobs and occupations from DOL job research.

Behavioral Aspects of Job Analysis



Legal Aspects of Job Analysis

- Job Analysis and the Americans with Disabilities Act (ADA)
 - **Essential job functions**—fundamental duties of the job that are performed regularly, require significant amounts of time, cannot be easily assigned to another employee, and are necessary to accomplish the job.
 - **Marginal job functions**—duties that are part of the job but are incidental or ancillary to the purpose and nature of the job.

Determining Essential and Marginal Job Functions

Considerations	Essential Functions	Marginal Functions
Percentage of time spent on task	Significant percentage of time, often 20% or more, is spent on task.	Generally less than 10% of time is spent on task.
Frequency of task	Task is performed regularly: daily, weekly, or monthly.	Task is performed infrequently or when substituting in part of another job.
Importance of task	Task affects other parts of job and other jobs.	Task is unrelated to job, and there are few consequences if not performed.

Figure 6–10

Job Analysis and Wage/Hour Regulations

- Fair Labor Standards Act

- To qualify for an exemption from the overtime provisions of the act:

- ❖ Exempt employees can spend no more than 20% of their time on manual, routine, or clerical duties.
 - ❖ Exempt employees must spend at least 50% of their time performing their primary duties as executive, administrative, or professional employees.

Job Descriptions and Job Specifications

- Job Description

- Identification of the tasks, duties, and responsibilities of a job

- Performance Standards

- Indicator of what the job accomplishes and how performance is measured in key areas of the job description.

- Job Specification

- The knowledge, skills, and abilities (KSAs) an individual needs to perform a job satisfactorily.

Sample Job Duty Statements and Performance Standards

Job Title: Customer Response Representative

Supervisor: Customer Response Supervisor

Duty	Performance Standards
Discusses non-payment of bills with customers and notifies them of non-payment disconnecting of service	<ul style="list-style-type: none">◆ Flags accounts, within two days, that are not to be disconnected according to discussions with local manager◆ Mails notices to cable television customers to be received at least five days before disconnection date◆ Uses prior payment history to determine which accounts require credit deposit◆ Calmly discusses with customers the non-payment status of accounts, along with options for reconnection◆ Disconnects and reconnects long-distance calling cards for non-payment, with 100% accuracy
Receives and records trouble reports from customers and dispatches reports to appropriate personnel	<ul style="list-style-type: none">◆ Completes all required trouble information on the trouble-reporting system accurately, with no more than five errors annually◆ Dispatches trouble ticket information to voice mail with 100% accuracy◆ Tests line if needed or as requested by technician for telephone troubles

Figure 6–11

Job Description Components

- **Identification**
 - Job title
 - Reporting relationships
 - Department
 - Location
 - Date of analysis
- **General Summary**
 - Describes the job's distinguishing responsibilities and components
- **Essential Functions and Duties**
 - Lists major tasks, duties and responsibilities
- **Job Specifications**
 - Knowledge, skills, and abilities
 - Education and experience
 - Physical requirements
- **Disclaimer**
 - Of implied contract
- **Signature of approvals**

Sample Job Description

Identification Section:

Position Title: Human Resource Manager

Department: Human Resources

Reports to: President

EEOC Class: O/M

FLSA Status: Exempt

General Summary: Directs HR activities of the firm to ensure compliance with laws and policies, and assists President with overall HR planning

Essential Job Functions:

1. Manages compensation and benefits programs for all employees, resolves compensation and benefits questions from employees, and negotiates with benefits carriers (20%)
 2. Ensures compliance with both internal policies and applicable state and federal regulations and laws, including EEO, OSHA, and FLSA (20%)
 3. Identifies HR planning issues and suggested approaches to President and other senior managers (15%)
 4. Assists managers and supervisors create, plan, and conduct training and various development programs for new and existing employees (15%)
 5. Recruits candidates for employment over telephone and in person. Interviews and selects internal and external candidates for open positions (10%)
 6. Reviews and updates job descriptions, assisted by department supervisors, and coordinates performance appraisal process to ensure timely reviews are completed for all employees (10%)
 7. Administers various HR policies and procedures and helps managers resolve employee performance and policy issues (10%)
 8. Performs other duties as needed and directed by President
-

Sample Job Description (cont'd)

Knowledge, Skills, and Abilities:

- **Knowledge of HR policies, HR practices, and HR-related laws and regulations**
- **Knowledge of company products and services and policies and procedures**
- **Knowledge of management principles and practices**
- **Skill in operating equipment, such as personal computer, software, and IT systems**
- **Skill in oral and written communication**
- **Ability to communicate with employees and various business contacts in a professional and courteous manner**
- **Ability to organize multiple work assignments and establish priorities**
- **Ability to negotiate with others and resolve conflicts, particularly in sensitive situations**
- **Ability to pay close attention to detail and to ensure accuracy of reports and data**
- **Ability to make sound decisions using available information while maintaining confidentiality**
- **Ability to create a team environment and sustain employee commitment**

Education and Experience: Bachelor's degree in HR management or equivalent, plus 3–5 years' experience

Sample Job Description (cont'd)

Physical Requirements:	Percentage of Work Time Spent on Activity			
	0%–24%	25%–49%	50%–74%	75%–100%
<i>Seeing:</i> Must be able to read computer screen and various reports				X
<i>Hearing:</i> Must be able to hear well enough to communicate with employees and others				X
<i>Standing/walking</i>	X			
<i>Climbing/stooping/kneeling</i>	X			
<i>Lifting/pulling/pushing</i>	X			
<i>Fingering/grasping/feeling:</i> Must be able to write, type, and use phone system				X

Working Conditions: Good working conditions with the absence of disagreeable conditions

Note: The statements herein are intended to describe the general nature and level of work performed by employees, but are not a complete list of responsibilities, duties, and skills required of personnel so classified. Furthermore, they do not establish a contract for employment and are subject to change at the discretion of the employer.

Figure 6–12 cont'd