FSM-325
Students Notes

Lectures Related
To
Job Analysis, Requirements
and Descriptions
JOB REQUIREMENTS AND DESCRIPTIONS

- **Job Design**
  - It creates and shapes the characteristics of jobs that need to be preformed

- **Job analysis**

- **Job descriptions and specifications**
JOB RELATED DEFINITIONS

Job — A group of related activities and duties
- Clear and distinct from other jobs

Position — Duties and responsibilities performed by one person

Job Requirements — Duties, tasks, responsibilities that make up a job

Job Description — A statement of job requirements

Job Specifications — A statement of the knowledge, skills, abilities required for the person doing the job
- 

WHY IS JOB DESIGN IMPORTANT

- Scientific Management (F. Taylor)
  - Efficiency (best way to produce a product)
  - Competitive advantage
- Workforce needs
  - Accommodation of a diverse workforce
  - Fulfillment of individual needs
1. **Scientific Approach**
   - Often results in work being partitioned into small, standardized segments
   - Incentive pay systems
   - Examples: UPS & Aldi

---

**JOB DESIGN**

*Job design has as its primary thrust meshing the productive needs of the organization with the needs of the individuals performing the various jobs.* — R. Mathis & J. Jackson, 1997

- It is a broader concept than job analysis
- It is concerned with changing, simplifying, enlarging, enriching, or otherwise making jobs such that the effort of each worker better fits together with other jobs
- It is an important first step to doing a job analysis and developing a position description
Advantages
— Ensures predictability
— Provides clarity

Disadvantages
— May be boring
— May result in absenteeism, sabotage, and turnover

2. Individual Contemporary Approach
● Goal is to allow workers to obtain a sense of:
   — Meaningfulness
   —
   — Empowerment
   —

● Draws upon the Core Job Characteristic Model (see text book)

● Advantages
—
— Provides growth opportunity
—
— Increases performance
—

● Disadvantages
— Some people prefer routine
—
— Requires some changes in the total HR system

3. Team Contemporary Approach
● Using teams to achieve firm’s objectives
● Substantial efforts are needed to make the team approach effective
● When correctly done, the results can be impressive

● Advantages
— Provides social interaction
—
— May improve service provided to customers
—

● Disadvantages
— Some people prefer to work alone
—
— Major changes take a long time
4. Human Factor Approach

- Considers physical dimensions of the human body, mechanical principles relating to physical movement and physiology
- Ergonomics
  - A particular concern in the computer age
- Advantages
  - Accommodate jobs to people
  - 
  - Makes more jobs accessible to more people
- Disadvantages
  - Structural characteristics of the organization may make job change impossible

Characteristics of Companies that Provide for High Employee Autonomy

- They invest time and effort in recruiting, to ensure new hires can handle autonomy.
- Their organizational hierarchy is flat.
- They set loose guidelines, so employees know their decision-making parameters.
- Accountability and result are paramount.
- High-quality performance is always expected.
- Openness and strong communication are encouraged.
- Employee satisfaction is a core value.
The employee is concerned with different types of rewards
- Extrinsic
- Intrinsic

Content Models of Motivation
- The Need Hierarchy Model
- The Motivation-Hygiene Model

Process Models of Motivation
- The Expectancy Model
- Others models of this nature
THE NEED HIERARCH MODEL

Suggests:

1. Adult motives are complex

2. Need for a hierarchy
   — Lower ones satisfied before higher ones emerge

3. A satisfied need is not a motivator

4. Higher-level needs can be satisfied in many more ways than can lower-level needs

EXPECTANCY THEORY OF MOTIVATION

Effort in Task Behavior \(\rightarrow\) Level of Achieved Task Performance \(\rightarrow\) Outcomes or Rewards for Achieved Performance

Effort-Performance Expectancy: Preceive probability that more effort will lead to higher performance

Performance-Reward Instrumentality: Perceived probability that the achieved level of performance will lead to desired outcome or rewards

Valence of Rewards

HOW TO IMPROVE THE QUALITY OF WORK LIFE

1. Improve job design and organization of the work.

2. Provide flexible work arrangements.

3. Allow more participation in decisions relating to the job and the environment.

4. Provide job duties that offer greater challenges.

5. Provide employees with increased authority and responsibility.

6. Develop more effective two-way communication.

7. Give employees a feeling of identification with the organization and with their contribution to its endeavors.

8. Provide adequate and equitable compensation and benefits.

9. Maintain a favorable physical and social work environment.

10. Develop a supportive corporate culture.
JOBS DESCRIPTIONS

1. Job Title

2. 

3. Date job analyzed
4. DOT Code and/or EEO/AAP Categories

5. Job Summary
   ●

6. Relationship (supervision received and given)
   ●
   ● Type of reporting

7. Work performed
   ●
   ● How the work is performed has become more commonly stated

8. Job requirements
   ●
   ● Skills and abilities desired
   ●

9. Job context
   ● Environment in which the job is performed (e.g., outdoors, cold temperatures, etc)

TIPS FOR DEVELOPING
A JOB DESCRIPTION

- Use the business organization chart as a starting point
Use the term “responsible for . . . .” if possible

- Responsible for grain harvest vs. Combine operator

Provide the job with as much autonomy as possible