

Human Resource Management

Dr Mohammad Nur Azhar Mazlan

Faculty of Cognitive Sciences & Human Development
Universiti Malaysia Sarawak



This OpenCourseWare@UNIMAS and its related course materials are licensed under a Creative Commons Attribution-NonCommercial-ShareAlike 4.0 International License.



Job Analysis

- Is the systematic process of determining the skills, duties, and knowledge required for performing jobs in an organisation (Mondy & Mondy, 2014).



- Key terms:

1. Job

- A group of tasks that must be performed for an organisation to achieve its goals.

2. Position

- A collection of tasks and responsibilities (e.g.: Executive, Senior Executive, Manager) performed by one person.

3. Job Description

- A document that provides information regarding the essential tasks, duties, and responsibilities of the job.

Task 1

Job vs. Position



Reasons for Conducting Job Analysis

- Staffing
- Training and Development
- Performance Appraisal
- Compensation
- Safety and Health
- Employee and Labour Relations
- Legal Considerations



Types of Job Analysis Information

- Knowledge, skills, and abilities needed
- Work activities and behaviours
- Interactions with others (internal and external)
- Performance standard
- Financial budgeting and impact
- Machines and equipment used
- Working conditions
- Supervision provided and received

Fiester (2013)



Job Analysis Template 1 (SHRM)

Your Position Title _____

Date _____

Your Name _____

Managers Title _____

Managers Name _____ Hours Worked _____

1. What is the general purpose of your position?
2. What was your last position? If it was in another organization, please name it.
3. To what position would you normally be promoted?
4. If you regularly supervise others, list them by name and position title.
5. If you supervise others, please check those activities that are part of your supervisory responsibilities:

- Hiring
- Promoting
- Compensating
- Training
- Budgeting
- Disciplining
- Scheduling
- Directing
- Terminating
- Developing
- Measuring Performance
- Other



6. *Job Responsibilities*: Please describe what you do. Indicate those responsibilities you consider to be most important and/or most difficult. Please use a separate sheet if necessary.

a. Daily responsibilities:

b. Periodic responsibilities (Please indicate whether weekly, monthly, quarterly, etc.):

c. How long have you been performing these responsibilities?

d. Are you now performing unnecessary responsibilities? If yes, please describe.

e. Should you be performing duties that are not currently included in your responsibilities? If yes, please describe.

7. *EDUCATION*: Please check the educational requirements for your position, **not your own educational background**.

- High school diploma or equivalent
- Associates degree
- Bachelors degree
- Masters degree
- Professional license/specialized training

List advanced degrees, special training, or specific professional license.

Please indicate the education you had when you started this position.

8. *EXPERIENCE*: Please specify the amount needed to perform your responsibilities.

- No experience
- One to three years
- One month to six months
- Three to five years
- Seven months to one year
- Five to ten years

Please indicate the experience you had when you started this position.



9. *SKILL*: Please list any skills required in the performance of your position. (For example, amount of accuracy, alertness, precision in working with described tools, methods, systems, etc.)

10. *EQUIPMENT*: If your position requires you to use any equipment and/or programs, please list the equipment and check how often you use it. Please use a separate sheet if necessary.

Equipment/Programs Rarely Occasionally Frequently

- a.
- b.
- c.



Job Analysis Methods

- Questionnaires
- Observation
- Interviews
- Employee Recording
- Combination of Method



Conducting Job Analysis

- The person who conducts job analysis is interested in gathering data on what is involved in performing a particular job.
- The people who participate in job analysis should include the employee and the employee's immediate supervisor.
- Large organisations may have one or more job analysts, but in small organisations line supervisors may be responsible for the task.
- Organisations that lack the technical expertise may use outside consultants to perform job analysis.



- Before conducting job analysis, the analyst should learn as much as possible about the job by reviewing organisational charts and talking with individuals acquainted with the jobs to be studied.
- Upon completion of the job analysis, two basic human resource documents, job descriptions and job specifications, can be prepared.

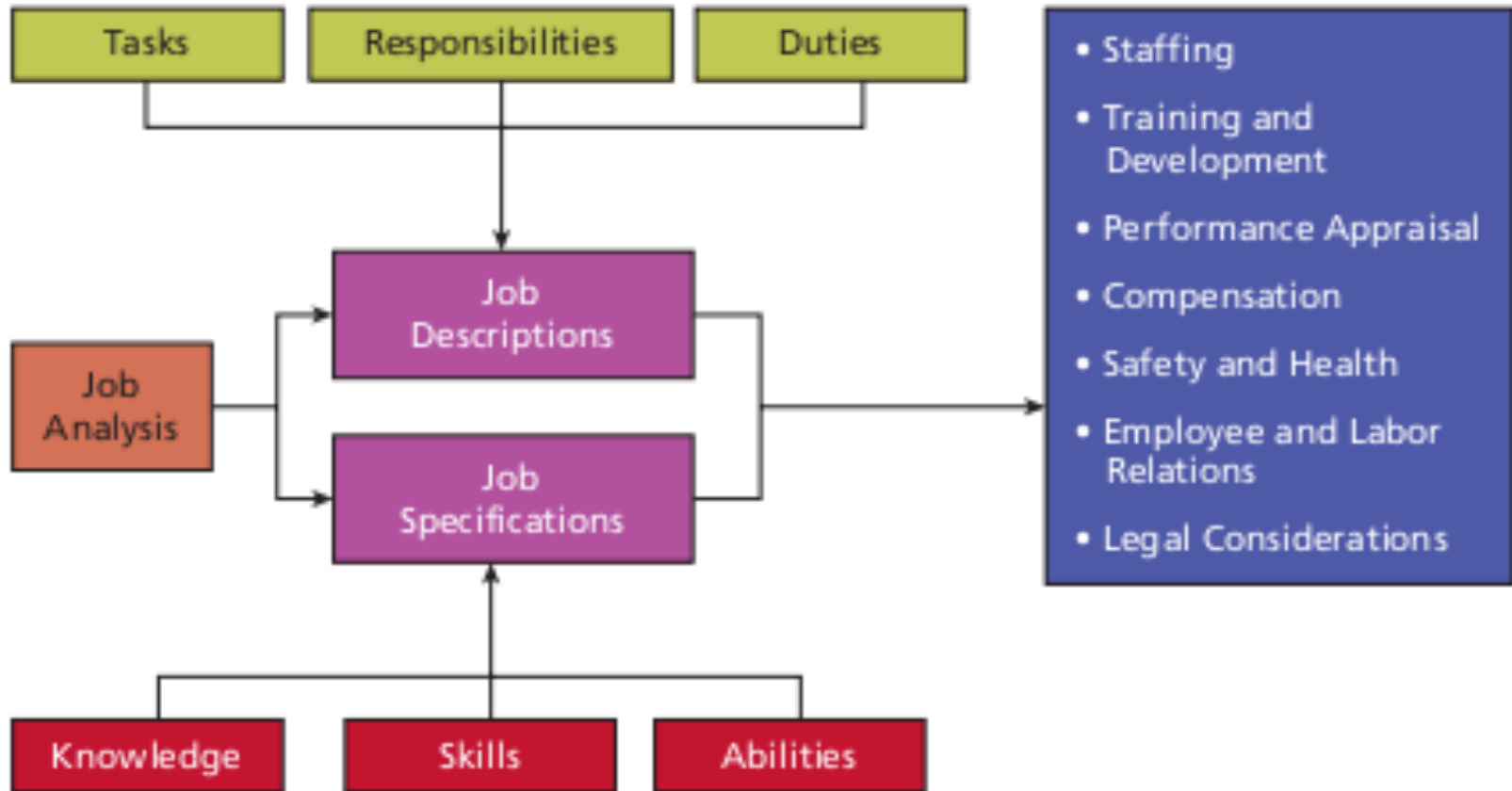


Job Description

- HR uses the job analysis output to develop a job description and job specification (Fiester, 2013).
- Job description is a written description of a job which includes information regarding the general nature of the work to be performed, specific responsibilities and duties, and the employee characteristics required to perform the job (SHRM).



Job Analysis Overall



Mondy & Mondy (2014)

Contemporary and Forward Looking

Contents of the Job Description

- Job Identification
- Date of the Job Analysis
- Job Summary
- Duties Performed



Job Specification

- Is a document that outlines the minimum acceptable qualifications a person should possess to perform a particular job.



O*NET, the Occupational Information Network

- Can be accessed at <http://www.onetonline.org>
- It is a comprehensive, government-developed database of worker attributes and job characteristics.
- Easy-to-use database system that provides a common language for defining and describing occupations.



Task 2

Job Description Hunting

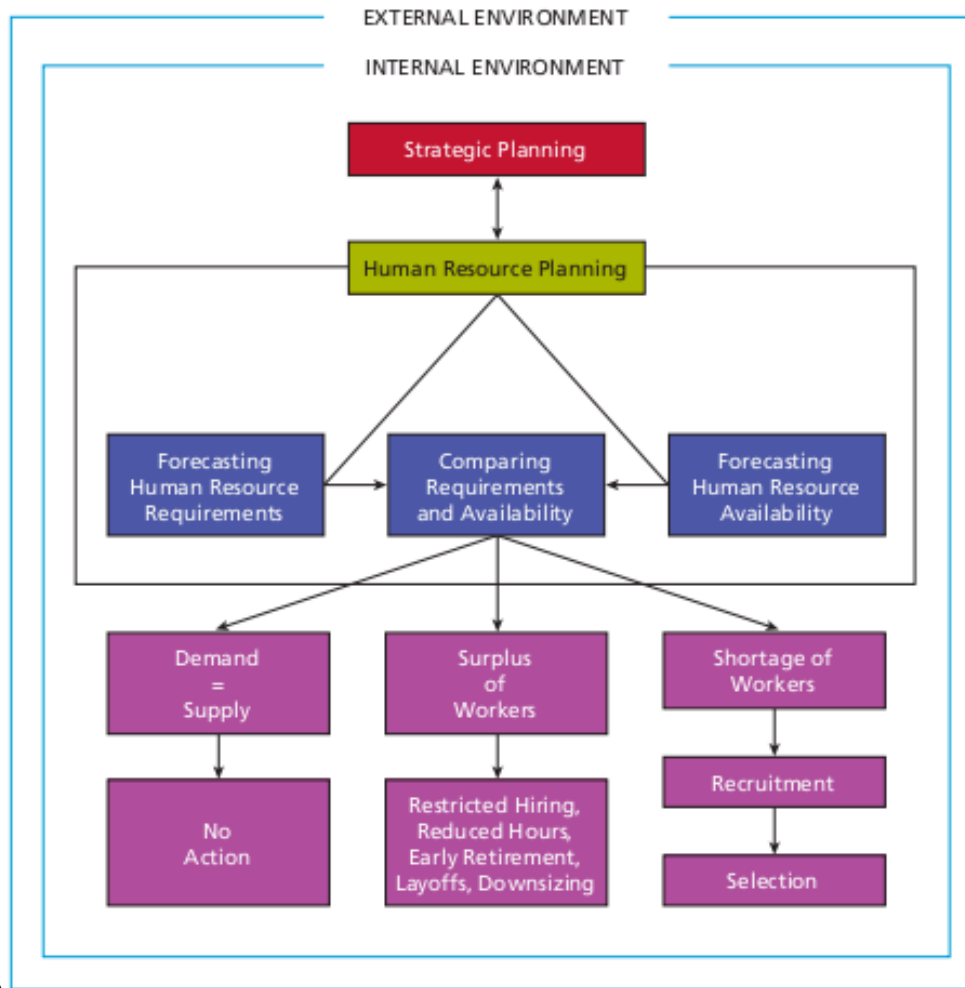


HR Planning

- Human resource (HR) planning (workforce planning) is the systematic process of matching the internal and external supply of people with job openings anticipated in the organisation over a specific period of time (Mondy & Mondy, 2014).



HR Planning Process



Mondy & Mondy (2014)

Contemporary and Forward Looking



- Human resource planning has two components:
 1. Requirement Forecast
 2. Availability Forecast
- **Requirement forecast** involves determining the number, skill, and location of employees the organisation will need at future dates in order to meet its goals.
- **Availability forecast** involves determining whether the firm will be able to secure employees with the necessary skills, and from what sources.

Techniques for Forecasting Human Resource Requirements

- Zero-Base Forecast
- Bottom-Up Forecast
- Relationship between Volume of Sales and Number of Workers Required



HR Database

- Contains employee information that permits management to make HR decisions.
- Information includes data regarding not only present workers but also former workers and prospective new members as they apply for jobs in the company.
- Benefit of an HR database:
 - Permits a firm to perform workforce analysis
 - Studying recruiting, performance, and turnover data can lead to insights such as the best sources of new candidates, the most effective training programs, and the most valuable employees to retain.



Shortage of Workers Forecasted

- Innovative Recruiting
- Compensation Incentives
- Training Programs
- Different Selection Standards



Surplus of Employees Forecasted

- Layoffs
- Downsizing



HRIS



Job Design Concepts

- Job Design is the process of determining the specific tasks to be performed, the methods used in performing these tasks, and how the job relates to other work in the organisation.
- Several concepts related to job design:
 - Job Enrichment
 - Job Enlargement
 - Job Rotation
 - Reengineering

References

Main Reference

- Mondy, R. W. & Mondy, J. B. (2014). Human Resource Management, 13th Ed. England: Pearson Education Limited.

Secondary

- Fiester, M. (2013). Performing Job Analysis. Society for Human Resource Management (SHRM). Retrieved from <http://www.shrm.org/templatestools/toolkits/pages/performingjobanalysis.aspx>
- Job Description. Society for Human Resource Management (SHRM). Retrieved from <http://www.shrm.org/templatestools/glossaries/hrterms/pages/j.aspx>



Thank You



Contemporary and Forward Looking