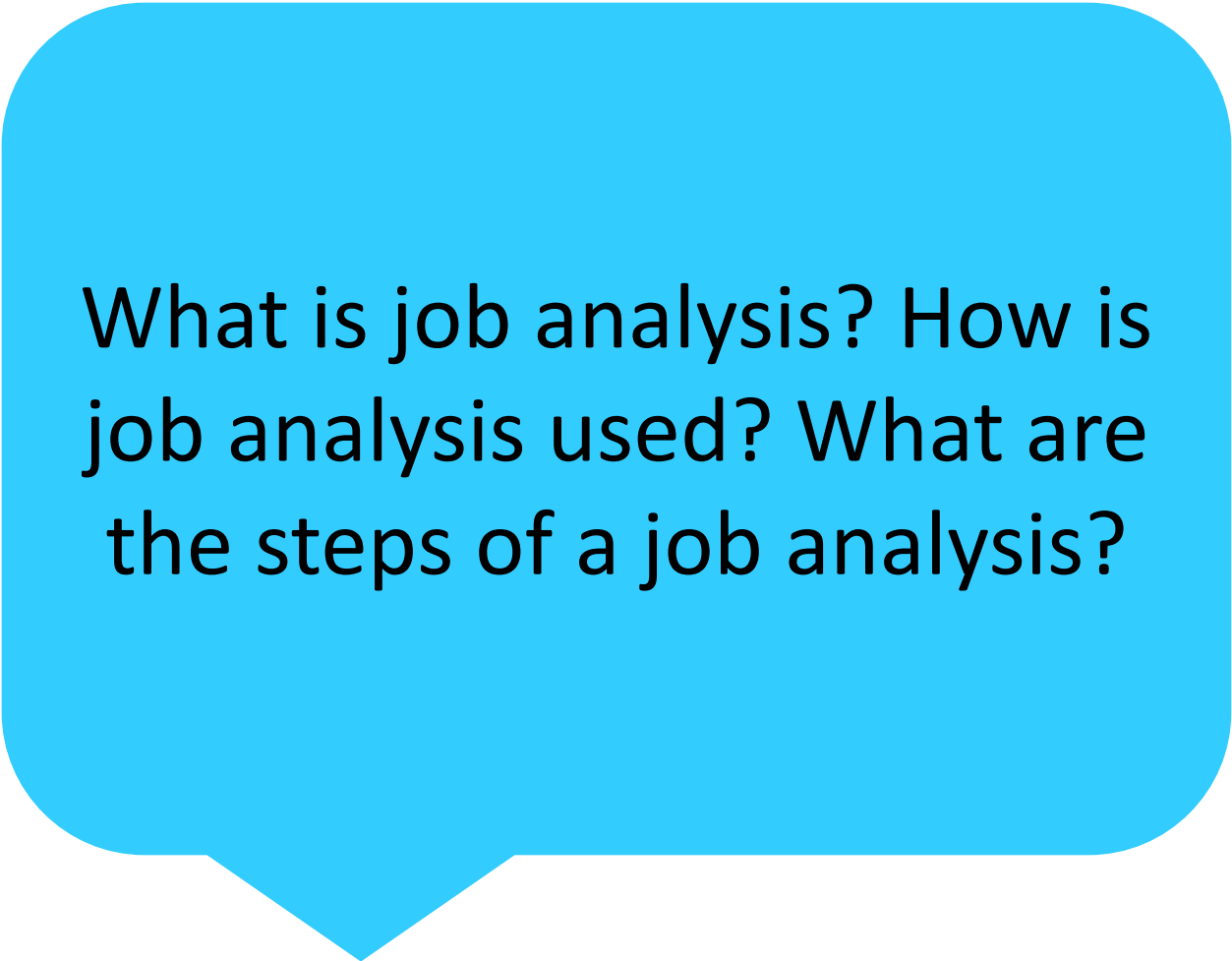


Job Analysis and Job Performance



Discussion Questions

- What is job analysis? What are the steps of job analysis? How is job analysis used?
- What is job performance? What are the different types of job performance?
- How do we measure job performance?
- What are criterion deficiency and criterion contamination?
- What are comparable worth and job evaluations?



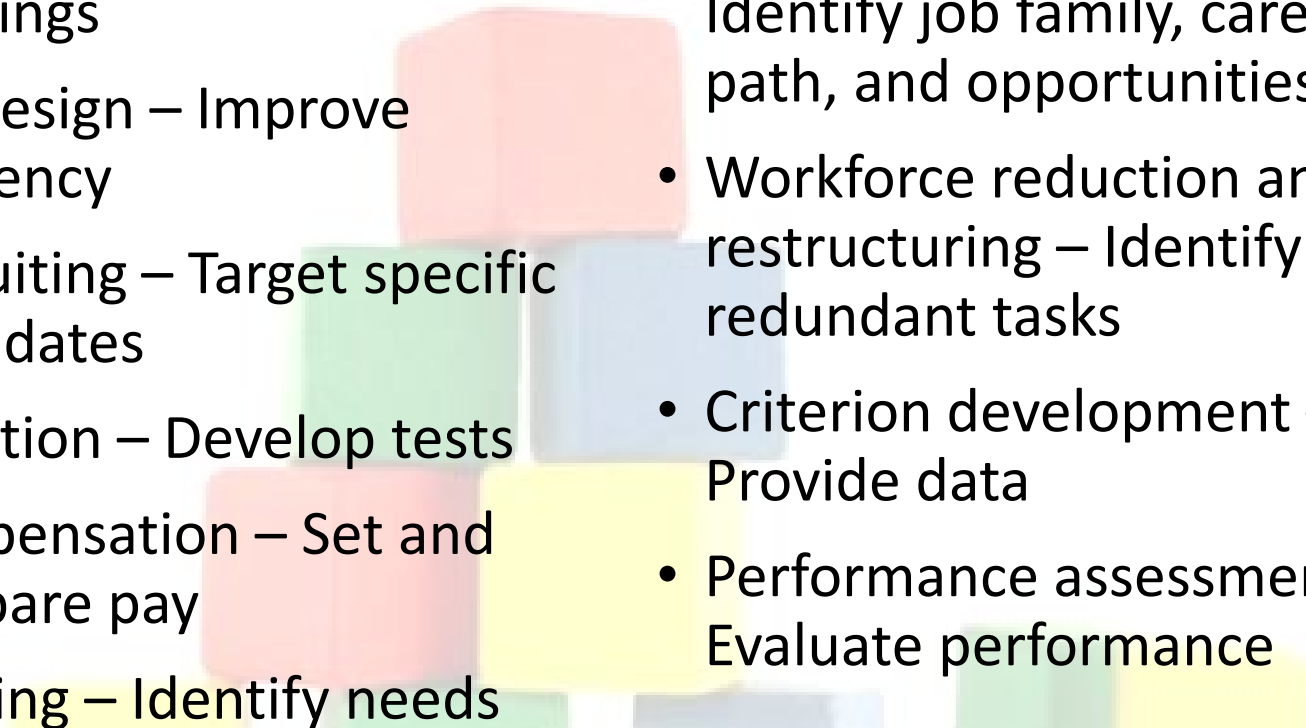
What is job analysis? How is job analysis used? What are the steps of a job analysis?

What is job analysis?

- **Job analysis:** The process of determining important job demands and the attributes needed to succeed
 - **Task-oriented job analysis:** Focuses on job tasks and what is accomplished
 - **Worker-oriented job analysis:** Focuses on the human attributes needed to perform tasks

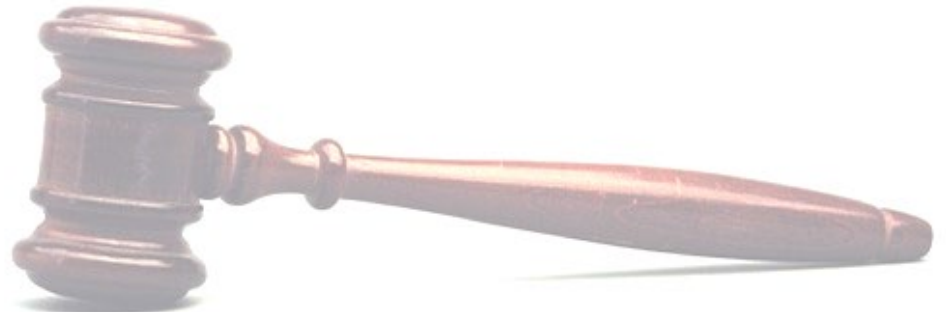


How is job analysis used?

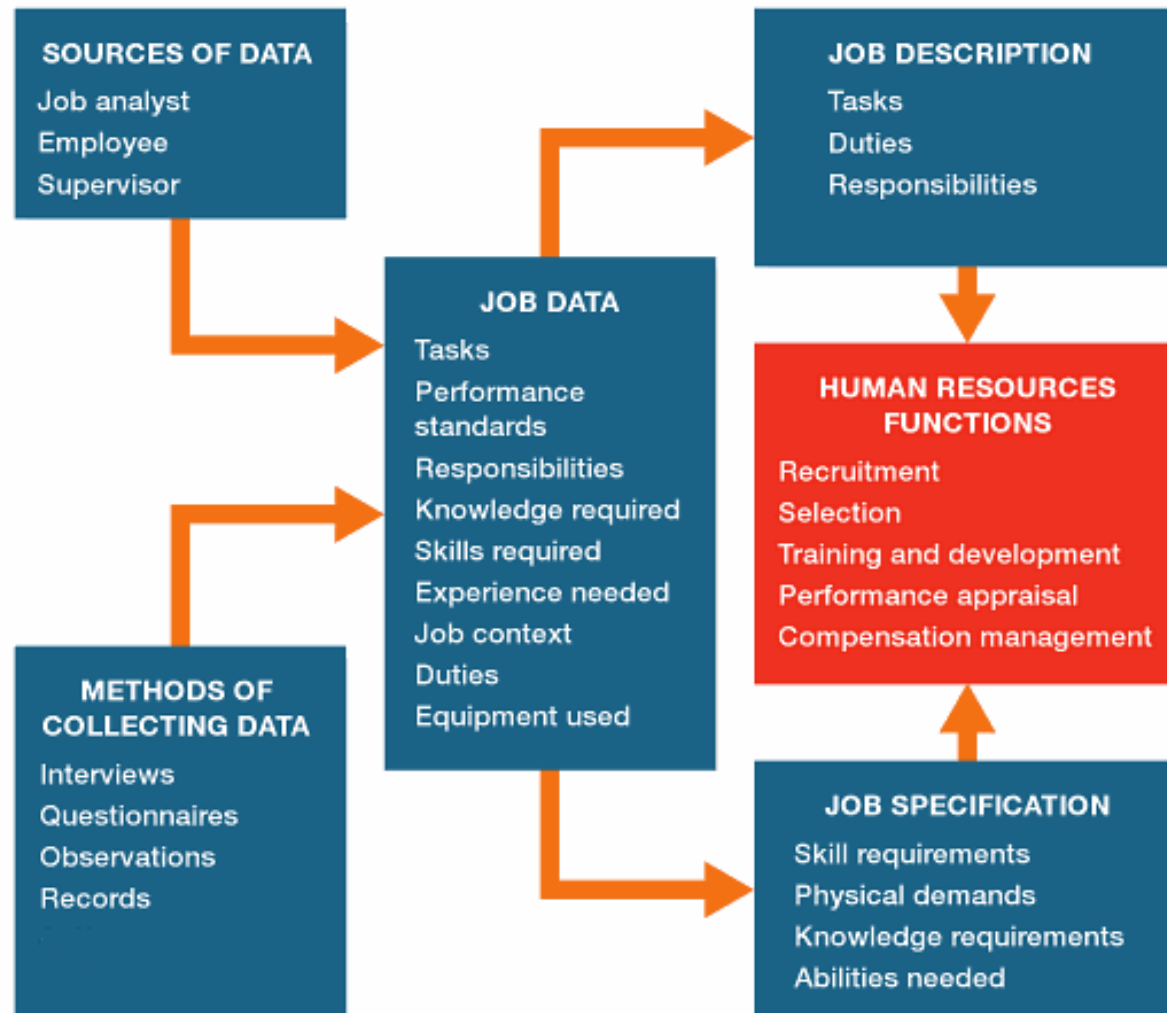
- 
- Job description – Advertise openings
 - Job design – Improve efficiency
 - Recruiting – Target specific candidates
 - Selection – Develop tests
 - Compensation – Set and compare pay
 - Training – Identify needs
 - Promotion assignment – Identify job family, career path, and opportunities
 - Workforce reduction and restructuring – Identify redundant tasks
 - Criterion development – Provide data
 - Performance assessment – Evaluate performance

How is job analysis used?

- Litigation – Defend selection tests
 - **Title VII of the Civil Rights Act of 1964:** Federal legislation that prohibits discrimination on the basis of race, color, religion, age, sex, and national origin
- Validation – Validate selection tests
 - Presence does not guarantee validity; *absence* damaging



What are the steps of a job analysis?

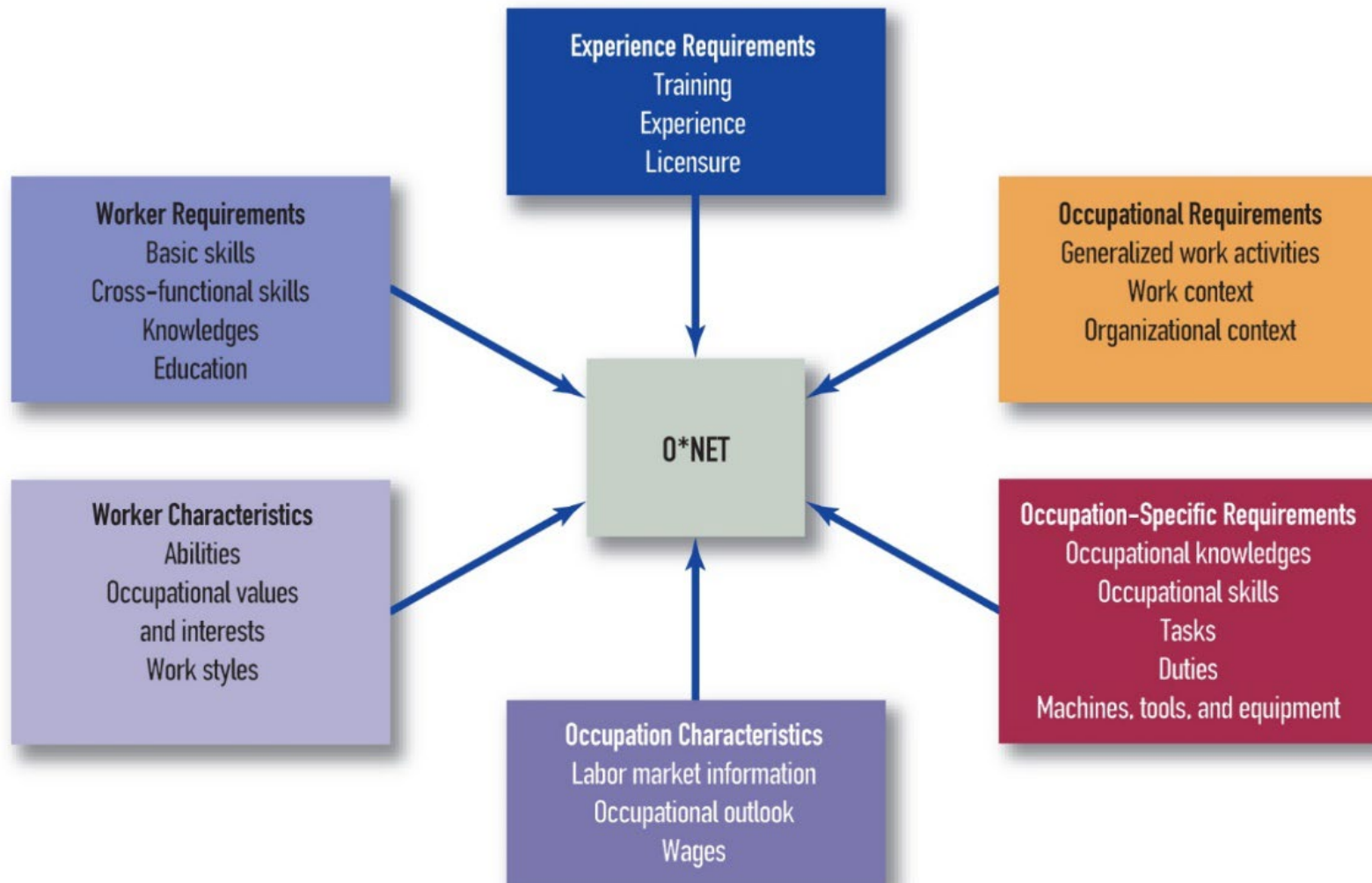


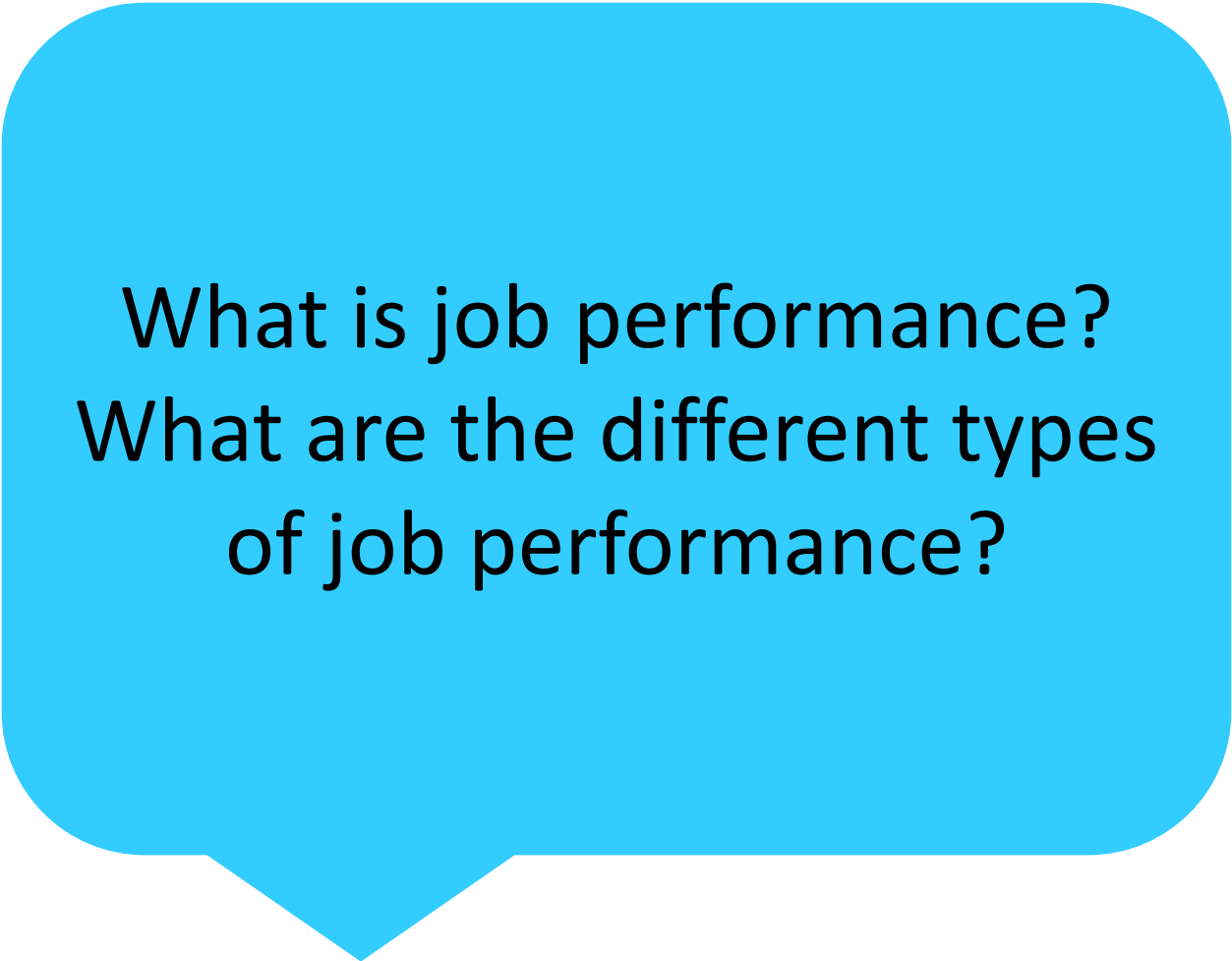
What are the steps of a job analysis?

- **Occupational Information Network (O*NET):**
Source of job-related information based on national survey data
 - Identifies standards common to job families
 - Links educational programs to occupational standards
 - Assists with job search
 - Provides labor market information
 - Informs training needs
 - Shares best practices



What are the steps of a job analysis?





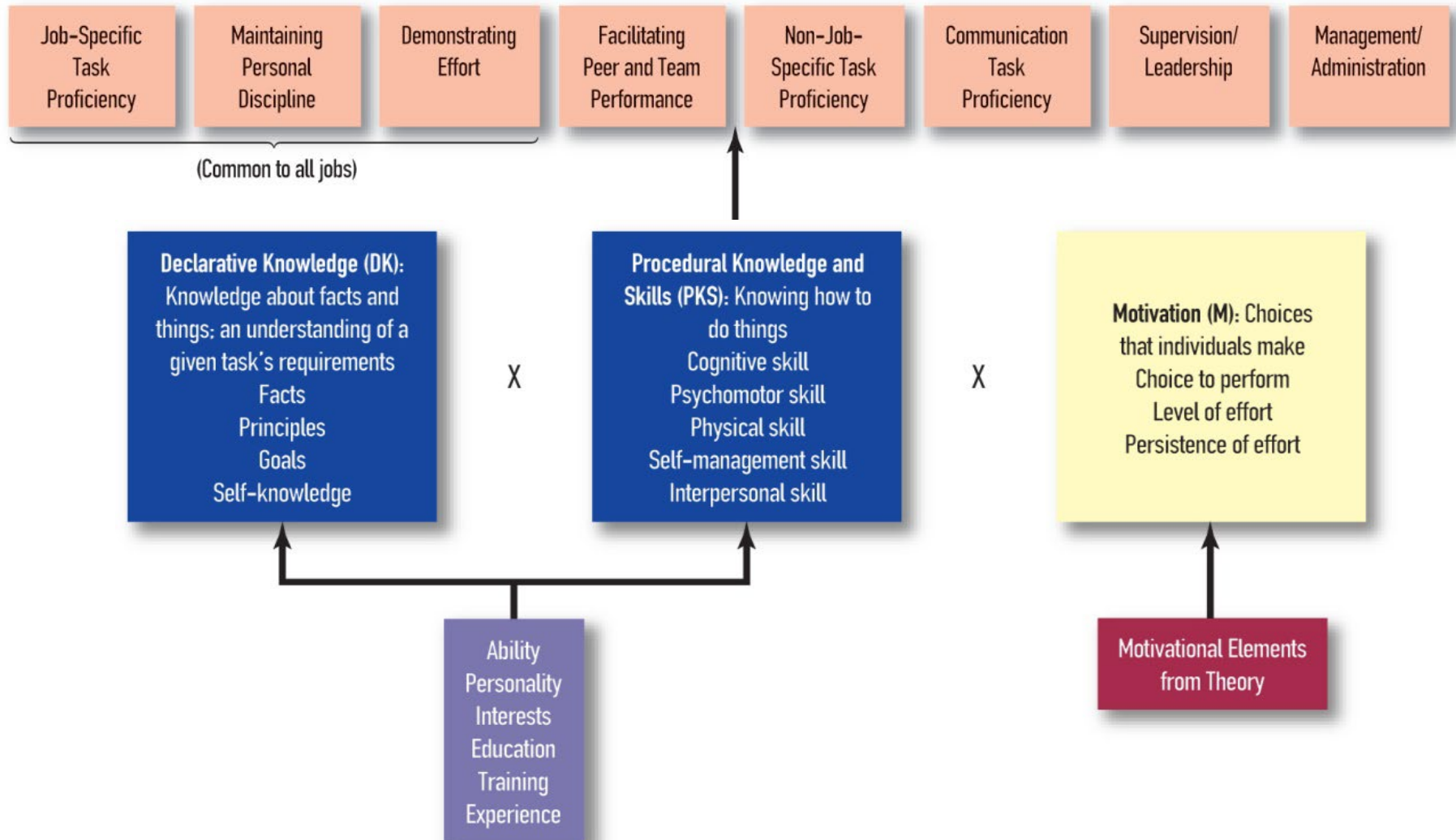
What is job performance?
What are the different types
of job performance?

What is job performance?

- **Performance:** Job behaviors that are relevant to the organization's goals
 - Measured in terms of individual proficiency
- **Effectiveness:** Evaluation of the results of performance (output)
 - Often depends on factors beyond the individual's control

$$\text{Productivity} = \frac{\text{Output}}{\text{Input}}$$

What is job performance?



What is job performance?

Performance components and definitions

Job-specific task proficiency: An individual's capacity to perform the core substantive or technical tasks central to the job.

Non-job-specific task proficiency: An individual's capacity to perform tasks or execute performance behaviors that are not specific to his or her particular job.

Written and oral communication task proficiency: An individual's proficiency in writing and speaking, independent of the correctness of the subject matter.

Demonstrating effort: The consistency of an individual's effort; the frequency with which people will expend extra effort when required; the willingness to keep working under adverse conditions.

Maintaining personal discipline: The extent to which an individual avoids negative behavior such as excessive absenteeism, alcohol or substance abuse, and law or rules infractions.

Facilitating peer and team performance: The extent to which an individual supports peers, helps peers with problems, helps keep a work group goal directed, and acts as a role model for peers and the work group.

Supervision/leadership: Proficiency at influencing the performance of subordinates through face-to-face interpersonal interaction and influence.

Management/administration: Behavior directed at articulating for the unit, organizing people and resources, monitoring progress, helping to solve problems that might prevent goal accomplishment, controlling expenses, obtaining additional resources, and dealing with other units.

What are the different types of job performance?

- **Typical performance:** The average a person can do
- **Maximum performance:** The very best a person can do
- **Expert performance:** Behaviors exhibited by job incumbents who have at least 10 years of experience and an average of 4 hours/day in deliberate practice

What are the different types of job performance?

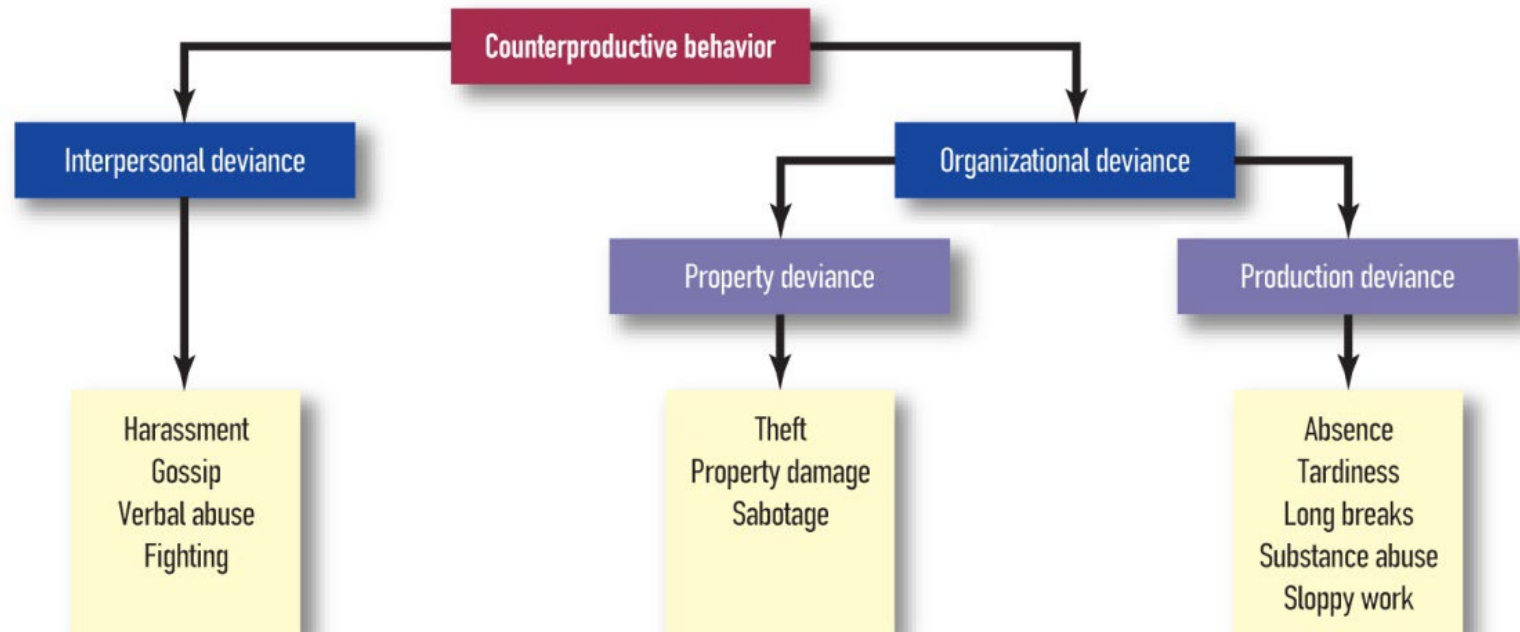
- **Task performance:** The proficiency with which a job incumbent performs work tasks
 - Requirements vary from job to job
 - Best predicted by cognitive ability, knowledge, and skills
- **Contextual performance:** The proficiency with which a job incumbent contributes to the “social core” of the organization
 - Not explicitly required
 - Best predicted by personality

What are the different types of job performance?

- **Organizational citizenship behaviors (OCBs):** Voluntary behaviors that go above and beyond what is expected
 - **Altruism:** Helpful behaviors directed toward individuals or groups *within* the organization (e.g., offering to help a co-worker)
 - **Generalized compliance:** Basic behaviors that are helpful to the broader organization (e.g., upholding company rules)

What are the different types of job performance?

- **Counterproductive work behaviors (CWBs):**
Voluntary behaviors that violate norms and threaten the social core of the organization



What are the different types of job performance?

Antecedents of CWBs

- Situational constraints
- Feelings of injustice
- Low satisfaction
- High alienation
- Individual need
- Self-control
- Personality
- Aggression

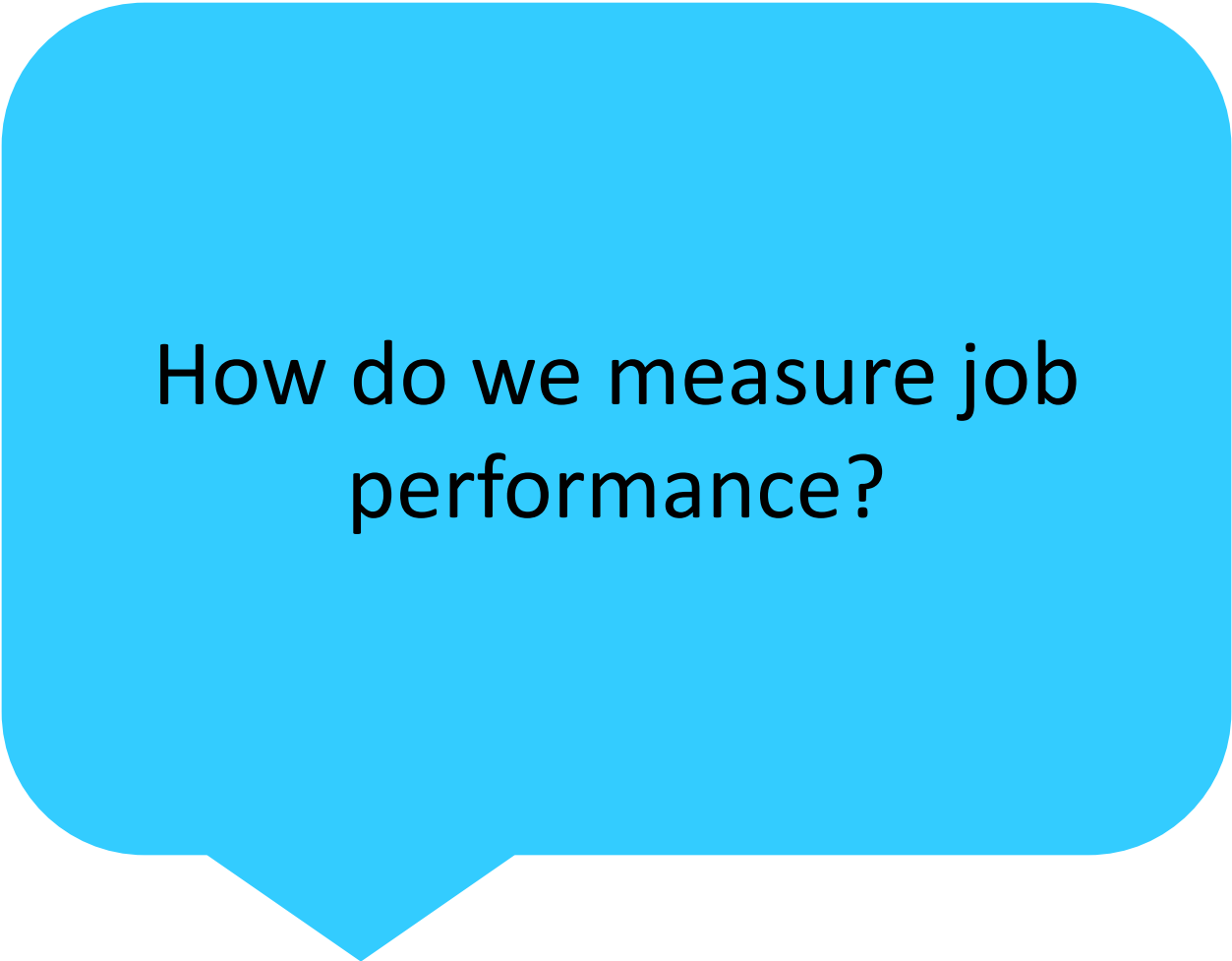
Preventing CWBs

- Selection
- Punishment
- Apologies
- Role models
- Training
- Humor
- Attitude change
- Stress management

What are the different types of job performance?

- **Adaptive performance:** The proficiency with which a job incumbent adapts to changing circumstances
 - E.g., coping with job stress, overcoming uncertainty, learning new tasks, adapting to new cultures





How do we measure job
performance?

How do we measure job performance?

- **Objective performance measure:** A quantitative count of work outcomes
 - E.g., sales volume, products created, number of clients recruited, complaint letters, customer satisfaction scores
 - Behavior can be influenced by factors outside employees' control



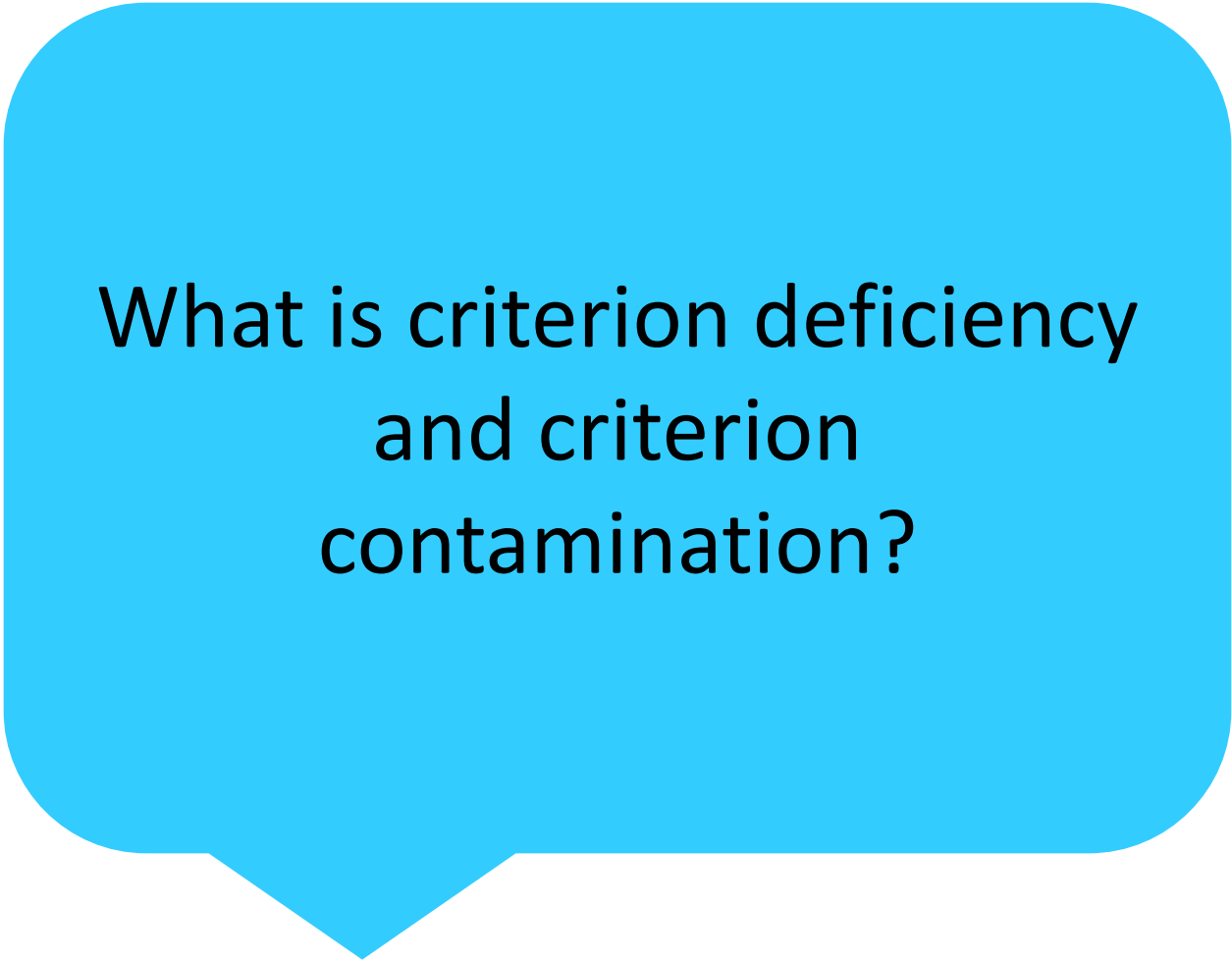
How do we measure job performance?

- **Judgmental performance measures:** Evaluation made of the effectiveness of an individual's work behavior
 - Judgment most often made by supervisors in the context of a performance evaluation
 - E.g., annual performance evaluation



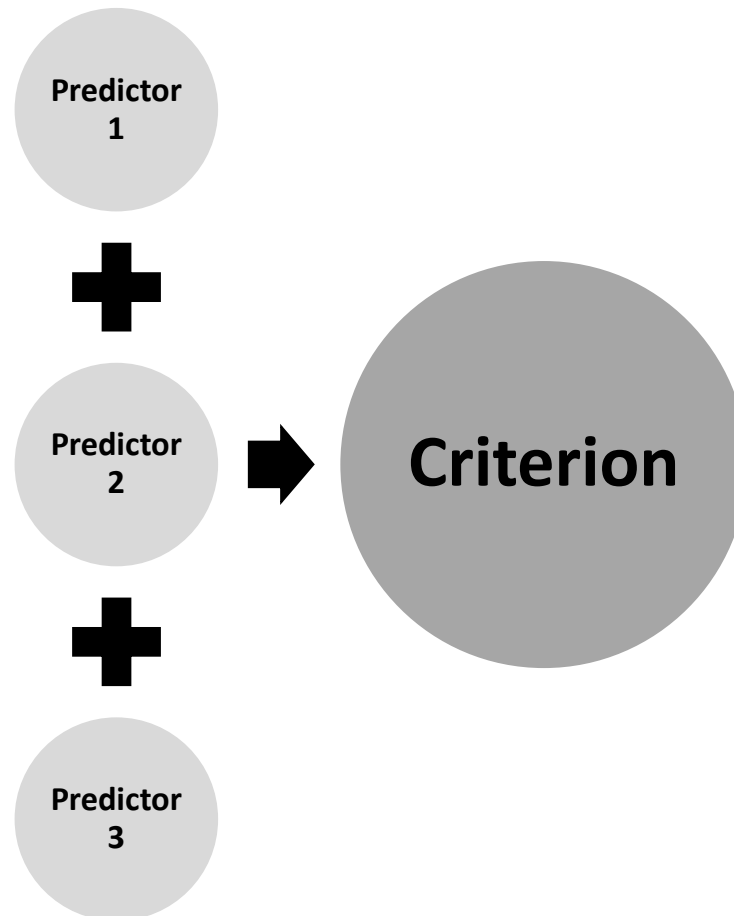
How do we measure job performance?

- **Personnel performance measures:** Measure typically kept in a personnel file
 - E.g., absences, accidents, tardiness, rate of advancement, disciplinary actions, and commendations of meritorious behavior
 - Behavior can be influenced by factors outside employees' control



What is criterion deficiency
and criterion
contamination?

What is criterion deficiency and criterion contamination?



What is criterion deficiency and criterion contamination?

Predictor Examples

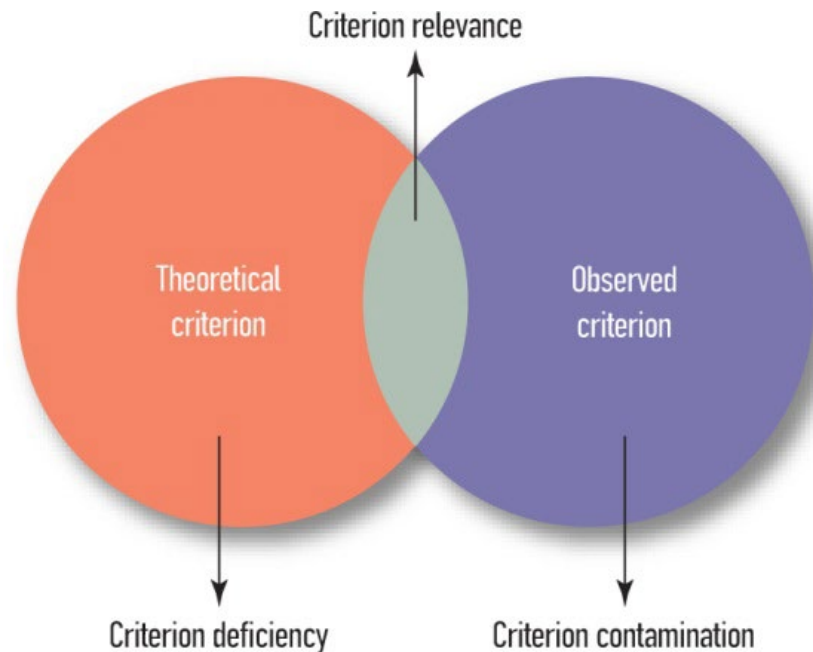
- Work sample tests: 54%
- Structured interviews: 51%
- GMA tests: 51%
- Peer ratings: 49%
- Job knowledge tests: 48%
- Training and experience behavioral consistency method: 45%
- Job tryout procedure: 44%
- Integrity tests: 41%
- Unstructured interviews: 38%
- Assessment centers: 37%
- Biographical data measures: 35%
- Conscientiousness tests: 31%
- Reference checks: 26%
- Job experience in years: 18%
- Training and experience point method: 11%
- Years of education: 10%
- Interests: 10%
- Graphology (handwriting analysis): 2%
- Age: -1%

Criterion Examples

- Objective output measures (e.g., number of items sold)
- Quality measures (e.g., number of complaints, number of errors)
- Employees' lost time (e.g., occasions absent or late)
- Trainability and promotability (e.g., time to reach a performance standard or promotion)
- Subjective ratings of performance (e.g., ratings of knowledge, skills, abilities, personal traits or characteristics, performance in work samples, or behavioral expectations)
- Indications of counterproductive behaviors (e.g., disciplinary transgressions, personal aggression, substance abuse, or voluntary property damage)

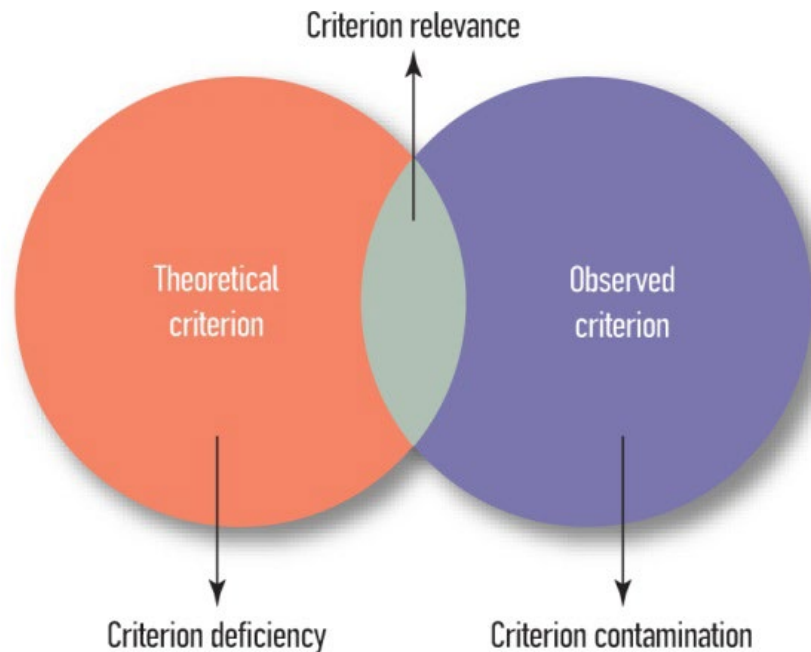
What is criterion deficiency and criterion contamination?

- **Ultimate (theoretical) criterion:** Ideal measure of all relevant aspects of job performance
- **Actual criterion:** Actual measure of job performance



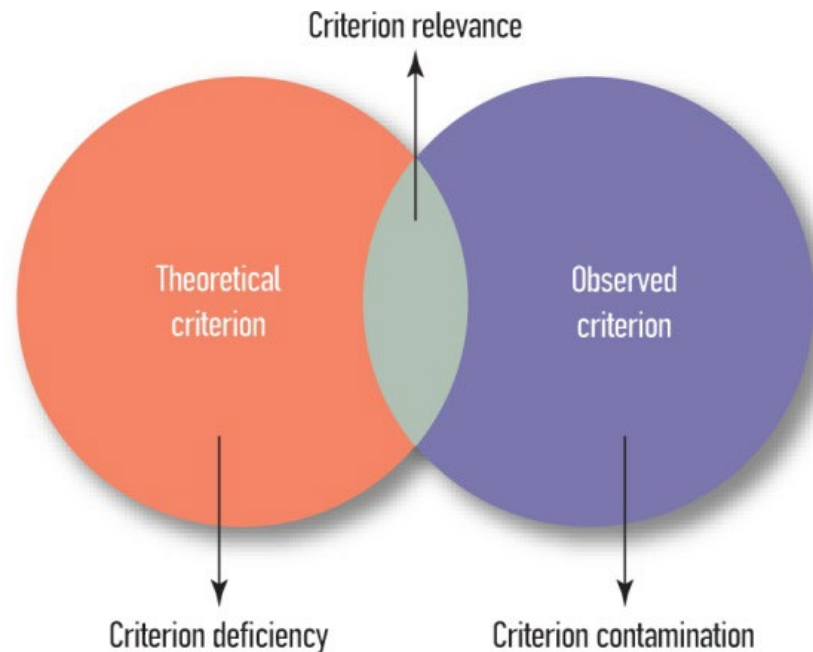
What is criterion deficiency?

- **Criterion deficiency:** The failure to assess important aspects of the ultimate criterion
 - Must focus on more than one aspect of performance

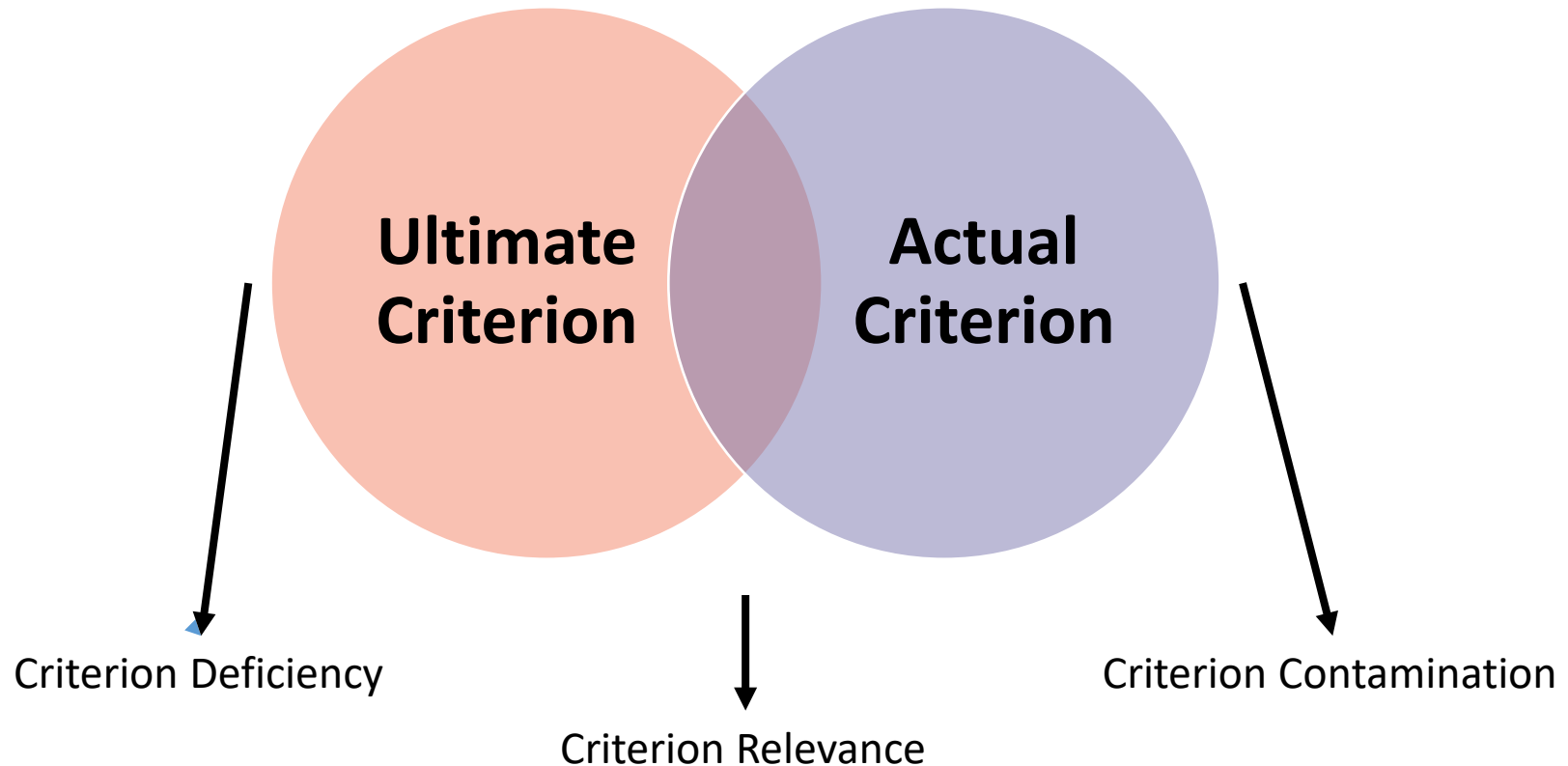


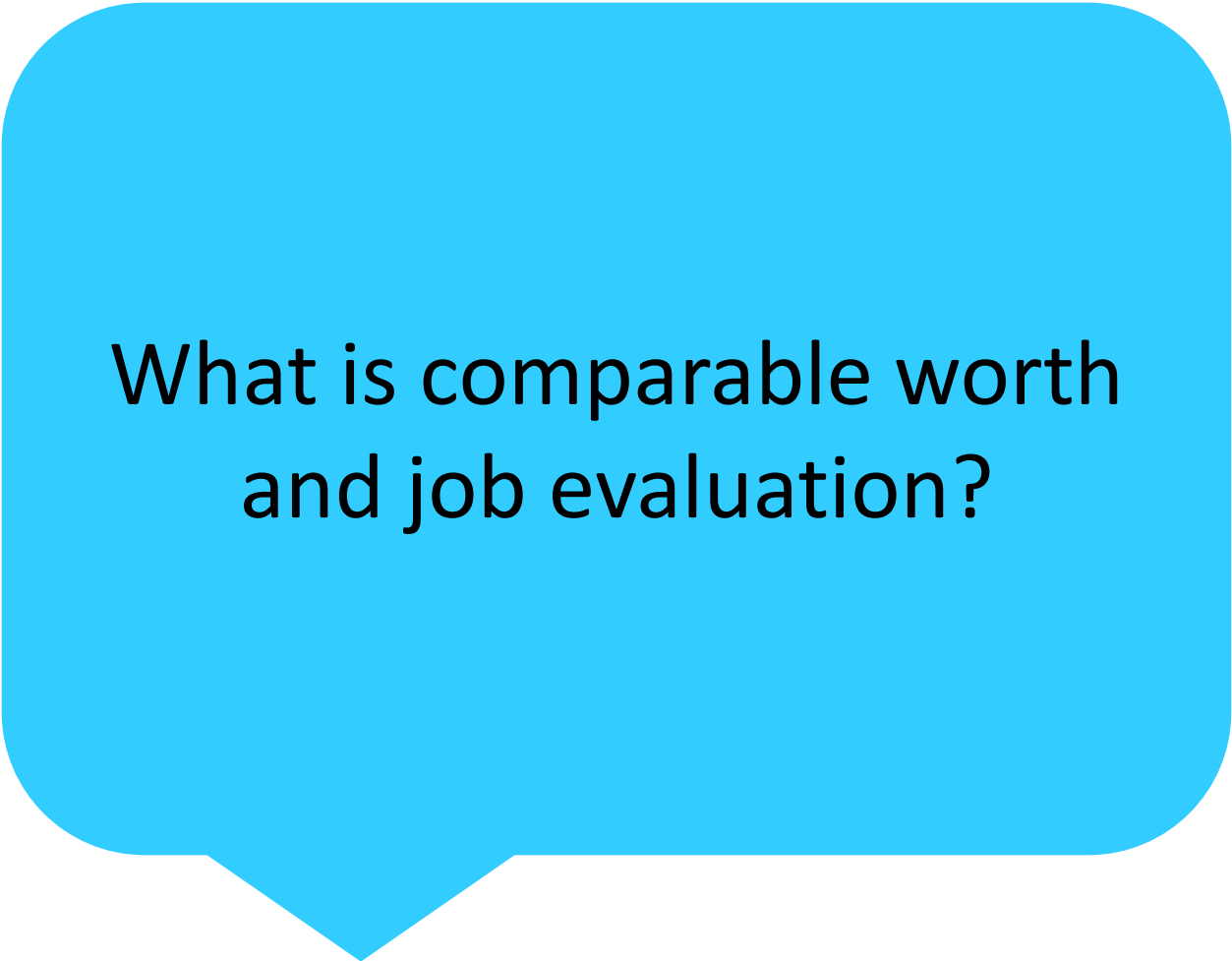
What is criterion contamination?

- **Criterion contamination:** The inclusion of unrelated aspects of the actual criterion
 - Must focus on behaviors and control over outcomes



What is criterion deficiency and criterion contamination?





What is comparable worth
and job evaluation?

What is comparable worth?

- Equal Pay Act (1963): “Equal pay for equal work”
- **Comparable worth:** The notion that jobs of comparable worth should receive comparable pay
 - Concerned with the social value of fairness
 - Rely on internal (e.g., job evaluation) and external data (e.g., salary surveys)



What is job evaluation?

- **Job evaluation:**
Method for making internal pay decisions by comparing job titles to one another and determining their relative merit
 - **Compensable factors:**
Factors that are assigned points and then linked to compensation for various jobs

Job	Job Title	Job Group	Job Evaluation (Point Method)			
A	Foods Preparer	Customer Service	Compensable Factor	Degree	Weight	Total
			Skill		(40%)	
			Experience	2	20%	40
			Ability	2	20%	40
			Responsibilities		(30%)	
			Fiscal	3	15%	45
			Supervisory	1	15%	15
			Effort		(20%)	
			Mental	1	10%	10
Physical	4	10%	40			
Working Conditions		(10)				
Environment	2	5%	10			
Location	2	5%	10			
					210	
B	Cashier	Customer Service	Skill		(40%)	
			Experience	1	20%	20
			Ability	3	20%	60
			Responsibilities		(30%)	
			Fiscal	3	15%	45
			Supervisory	1	15%	15
			Effort		(20%)	
			Mental	2	10%	20
			Physical	3	10%	30
Working Conditions		(10)				
Environment	3	5%	15			
Location	4	5%	20			
					225	
C	Prepared Foods Team Leader	Managerial Group	Skill		(40%)	
			Experience	4	20%	80
			Ability	3	20%	60
			Responsibilities		(30%)	
			Fiscal	4	15%	60
			Supervisory	4	15%	60
			Effort		(20%)	
			Mental	4	10%	40
			Physical	2	10%	20
Working Conditions		(10)				
Environment	2	5%	10			
Location	2	5%	10			
					340	