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CHAPTER 4

JOB ANALYSIS

Overview

This chapter describes a key component of the pay model—job analysis. Job analysis is a systematic method that focuses on describing the differences and similarities among jobs *within an organization*. An equitable internal pay structure has two hallmarks: to encourage employee behaviors to help achieve an organization’s objectives and to foster a sense of fairness among employees. One of the *first strategic pay decisions* is how much to align a pay structure internally compared to aligning it with external market forces. This is not an either/or issue—not achieving internal alignment versus alignment with external market forces. Rather, the strategic decision focuses on sustaining the *optimal balance of internally aligned and externally responsive* pay structure that helps the organization achieve its mission. Pay system design involves determining how much to emphasize a pay structure that is internally aligned with the work performed, the organization’s structure, and its strategies.

The next decision focuses on whether job and/or individual employee characteristics will be the basic unit of analysis supporting the pay structure. This is followed by deciding what job information will be collected, what method(s) will be used to collect the information, and who should be involved in the data collection process. A discussion of the approach to summarize job data via a job description and job specifications is provided. The issues of the susceptibility of various jobs to offshoring and comparability across nations in relation to job analysis are discussed.

The chapter concludes by discussing the controversy surrounding the relevance of the traditional

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Rajapakshe, Wasantha



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Compensation Barry Gerhart, George Milkovich, Jerry Newman, 2013-01-10 Compensation 11th Edition by Milkovich Newman and Gerhart is the market leading text in this course area It offers instructors current research material in depth discussion of topics integration of Internet coverage excellent pedagogy and a truly engaging writing style The authors consult with leading businesses have won teaching awards and publish in the leading journals This text examines the strategic choices in managing total compensation The total compensation model introduced in chapter one serves as an integrating framework throughout the book The authors discuss major compensation issues in the context of current theory research and real business practices Milkovich Newman and Gerhart strive to differentiate between beliefs and opinions from facts and scholarly research They showcase practices that illustrate new developments in compensation practices as well as established approaches to compensation decisions Time after time adopters relay stories of students getting job offers based on the knowledge they learned from this book *Compensation* George T. Milkovich, Jerry M. Newman, Carolyn Milkovich, 2002 COMPENSATION by Milkovich and Newman is the market leading text in this course area It offers instructors current research material in depth discussion of topics integration of Internet coverage a modern design excellent pedagogy and a truly engaging writing style George Milkovich and Jerry Newman are viewed as leading authorities in the field of Human Resource Management Compensation They consult with leading businesses have won teaching awards and publish in the leading journals Milkovich received a career contribution award from WorldatWork formerly American Compensation Association in 2000 COMPENSATION examines the strategic choices in managing total compensation The total compensation model introduced in chapter one serves as an integrating framework throughout the book The authors discuss compensation issues in the context of current theory research and real business practices Milkovich Newman strive to differentiate between beliefs and facts and opinions from scholarly research Adopters tell us that students get job offers based on the knowledge they get from this book **Compensation** Barry A. Gerhart, Jerry M. Newman, 2019-05-19

Essentials of Organizational Behavior, Global Edition Stephen Robbins, Stephen P. Robbins, Timothy A. Judge, 2025-09-17 For organizational behavior courses Complete yet concise OB coverage Essentials of Organizational Behavior provides the basic core of knowledge in organizational behavior OB with a focus on translating theory and research into actionable practice In use at hundreds of colleges and universities worldwide the text uses relatable scenarios and a conversational style to make lessons engaging relevant and easy to absorb The 16th Edition features up to date research discussion and examples of current issues related to all aspects of organizational behavior including AI diversity communication and remote work This edition also includes new coverage of stress and health in organizations as well as organizational change **Strategies for Effective Employee Rewards and Compensation Management** Rajapakshe, Wasantha, 2025-10-08 Talent retention and employee satisfaction are critical to organizational success Businesses must go beyond traditional pay structures to design

strategies that balance financial incentives with recognition and meaningful benefits By aligning compensation systems with organizational goals and market competitiveness leaders can foster loyalty and boost productivity Strategic approaches to rewards and compensation not only drive individual performance but also strengthen the overall resilience and success of the organization Strategies for Effective Employee Rewards and Compensation Management explores the critical role of compensation management in attracting retaining and motivating employees while aligning with organizational goals This book designs and implements effective compensation strategies Covering topics such as management business strategies and employee retention this book is an excellent resource for HR professionals business leaders educators and policymakers

Reorganizing the Factory Nancy Hyer, Urban Wemmerlov, 2001-10-22 Winner of the 2003 Shingo Prize Reorganizing work processes into cells has helped many organizations streamline operations shorten lead times increase quality and lower costs Cellular manufacturing is a powerful concept that is simple to understand however its ultimate success depends on deciding where cells fit into your organization and then applying the know how to design implement and operate them Reorganizing the Factory presents a thoroughly researched and comprehensive life cycle approach to competing through cellular work organizations It takes you from the basic cell concept and its benefits through the process of justifying designing implementing operating and improving this new type of work organization in offices and on the factory floor The book discusses many important technical dimensions such as factory analysis cell design planning and control systems and principles for lead time and inventory reduction However unique to the literature it also covers in depth the numerous managerial issues that accompany organizing work into cells In most implementations performance measurement compensation education and training employee involvement and change management are critically important These issues are often overlooked in the planning process yet they can occupy more of the implementation time than do the technical aspects of cells Includes Why do cells improve lead time quality and cost Planning for cell implementation Justifying the move to cells strategically and economically Designing efficient manufacturing and office cells Selecting and training cell employees Compensation system for cell employees Performance and cost measurement Planning and control of materials and capacity Managing the change to cells Problems in designing implementing and operating cells Improving and adapting existing cells Structured frameworks and checklists to help analysis and decision making Numerous examples of cells in various industries Meeting the Challenge of Human Resource Management Vernon D. Miller, Michael E.

Gordon, 2014-07-11 While communicating is a vital skill for managers at all organizational levels and in all functional areas human resource managers are expected to be especially adept communicators given the important interpersonal component of their roles Practitioners and scholars alike stand to benefit from incorporating an updated and more nuanced view of communication theory and practice into standard human resource management practices This book compiles readings by thought leaders in human resource management and communication exploring the intersection of interests theories and

perspectives from the two fields to highlight new opportunities for research and practice In addition to covering the foundations of strategic human resource management the book offers a critical review of the research literature on topics including recruitment selection performance management compensation and development uses a communication perspective to analyze the impact of corporate strategy on human resource systems investigates the key human resource management topic of the relationship between a company s human capital and its effectiveness directly discusses the implications of communication literature for human resource management practice Written at the cross section of two established and critically linked fields this book is a must have for graduate human resource management and organizational communication students as well as for high level human resource management practitioners The Routledge Companion to International Human Resource Management David Collings,Geoffrey Wood,Paula M. Caligiuri,2014-11-13 International human resource management IHRM is a key area of research in the sphere of international business and management Described as a field in its infancy in the 1980s IHRM has quickly advanced through adolescence and into maturity Today it is a vibrant and diverse discipline which boasts a large and active body of researchers across the globe This volume examines cutting edge themes with the input of contributions from both established and emerging scholars The Routledge Companion to International Human Resource Management gives a state of the art overview of the key themes topics and debates in the discipline with valuable insights into directions for future research Drawing on a large and respected international contributor base and with its focus on mature and emerging markets this book is an essential resource for researchers students and IHRM professionals alike **Compensation** George T. Milkovich,Jerry M. Newman,1993 COMPENSATION 8th Edition by Milkovich and Newman is the market leading text in this course area It offers instructor s current research material in depth discussion of topics integration of Internet coverage excellent pedagogy and a truly engaging writing style George Milkovich and Jerry Newman are leading authorities in the field of Human Resource Management and Compensation They consult with leading businesses have won teaching awards publish in the leading journals Milkovich received a career contribution award from WorldatWork formerly American Compensation Association in 2000 COMPENSATION 8th Edition examines the strategic choices in managing total compensation The total compensation model introduced in chapter one serves as an integrating framework throughout the book The authors discuss major compensation issues in the context of current theory research and real business practices Milkovich and Newman strive to differentiate between beliefs and opinions from facts and scholarly research They showcase practices that illustrate new developments in compensation practices as well as established approaches to compensation decisions Time after time adopters relay stories of students getting job offers based on the knowledge they learned from this book **Human Resource Management in Local Government** James Ansel Buford,James R. Lindner,2002 This book represents a unique approach to human resource management that addresses two important needs First the book answers the need for a practical guide for local government HR management The authors

detail applications and techniques required in this working environment Second the book answers the need for an instructional text that accurately presents the local government HR manager s role and everyday activities

Human Resource Management, 10th Edition Raymond J. Stone, Anne Cox, Mihajla Gavin, 2020-12-14 The new edition of Raymond Stone s Human Resource Management is an AHRI endorsed title that has evolved into a modern relevant and practical resource for first year HRM students This concise 14 chapter textbook gives your students the best chance of transitioning successfully into their future profession by giving them relatable professional insights and encouragement to exercise their skills in authentic workplace scenarios Complementary to your courses with well written conceptual content Stone s 10th Edition will save you research and assessment prep time with a host of case studies that cement learnings and get students thinking critically

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Benefits & Compensation Digest, 2009

Human Resource Management John M. Ivancevich, 2007 Ivancevich s Human Resource Management 10e takes a managerial orientation that is it takes the position that HRM is relevant to managers in every unit project or team Managers are constantly faced with HRM issues problems and decision making and the text s primary goal is to show how each manager must be a human resource problem solver and diagnostician This book pays attention to the application of HRM approaches in real organizational settings and situations Realism understanding and critical thinking were important in the revision Students and faculty alike have identified readability and relevance as key strengths of the text It provides a book that stimulates ideas and keeps all users up to date on HRM thinking and practice

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