Job Analysis, Performance Appraisals, and Motivation: Producing a New Job and Encouraging

Company Growth

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In order to encourage growth in an organization, an organization must first look at the jobs it offers. Before employees can be hired, there are many factors that should be observed. First, a job analysis must be created in order to determine who is suited for the job. Next, the organization has to make a performance appraisal system so they can see the employee's growth and performance. In addition to that, companies need to motivate their employees in order to garner growth in the company and in employee performance.

Job Analysis

Definition

A job analysis, simply put, is a way for organizations to describe a specific job and the skillset necessary to perform the job. While there are many ways to execute a job analysis, a formal job analysis has three elements, which include a systematic procedure, components of the job, and a written analysis result. (Spector, 2011). Companies should complete a job analysis for all the jobs for many reasons.

Purpose

There are many reasons why an organization may choose to create a job analysis. Some reasons include career development, job classification, setting salaries, and training (Spector, 2011). Many people want to advance in their careers instead of just staying stagnant, so a job analysis can help organizations identify necessary characteristics for each level of the job and create trainings that focus on the skills needed for the next level (Campion, Fink, Ruggeberg, Carr, Phillips, & Odman, 2011). A formal job analysis can also eliminate any uncertainties and confusion when organizations are setting salaries and designing trainings.

Methods

There are a variety of methods to completing a job analysis. For instance, a company can describe a job by using the tasks a job requires. Another way a company can describe a job is by listing the characteristics a person needs in order to fulfill the job. In addition to that, employees with those jobs can be interviewed or given a questionnaire in order to determine the necessities of the job.

Position Analysis Questionnaire

For your organization, I would recommend doing a Position Analysis Questionnaire (PAQ), which is a 189 item questionnaire that deals with the requirements of the job. Job requirements compiled from PAQ data are related to the "mean ability of incumbents", which means that the necessary abilities for the job can be generalized from other jobs (Carter & Biersner, 1987). Of course, this questionnaire is not indicative of individual job performance, but using PAQ can help create a baseline for the types of employees necessary for the job.

Using the results of the questionnaire can help determine if a potential employee has the necessary skillsets for the job, which can help reduce needless trainings. This questionnaire can also be used to develop a KSAO (knowledge, skills, abilities and other characteristics) profile later. The questionnaire can also be used to design trainings for employees.

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Performance Appraisal

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Definition

After the job analysis is completed, the next thing to create is a performance appraisal, which is essentially used to assess employees' job performance. Performance appraisals are formal events that has criteria or "clearly stated performance dimensions" (Denisi & Pritchard, 2006). Companies usually have annual performance appraisals, and some companies even have more regular appraisals.

Purpose

These performance appraisals can be utilized to determine whether an employee is fulfilling their duties as well as provide feedback to the employee. The results of a performance appraisal can provide information to help managers improve employee performance and boost the company (Denisi & Pritchard, 2006). Without performance appraisals, there would be no growth in a company. Furthermore, performance appraisals can help companies decide what administrative actions to enact for their employees.

Employees who have performed satisfactorily or greater may receive positive rewards such as promotions and raise while employees who have commited violations, such as coming late frequently, or have not fulfilled their duties adequately may receive negative actions such as termination. Performance appraisals will help companies decide what actions to take, and in order for these actions to be legal, a job analysis must be created first.

Reason for Job Analysis

Without a job analysis, a performance appraisal would be arbitrary and guideless, which could lead to legal issues and complications. Performance appraisals can show prejudice or discriminatory actions against or for certain groups of people. There have been many court cases concerning unlawful promotions and terminations, and organizations that cannot demonstrate nondiscriminatory performance appraisal systems have lost those cases (Spector, 2011). To remove the possibility of prejudice and discrimination, basing the performance appraisal after the job analysis would be best.

Types of Appraisals

There are two main types, objective and subjective, of performance appraisals. Objective measures are those that monitor the behavioral patterns of the employees. For instance, a type of

objective measure would be how many days the employee came to work on time. These measures are usually based on quantity and counts. Objective measures have limitations, especially with jobs that do not have countable factors of productivity (Spector 2011).

On the other hand, subjective measures occur when a supervisor or somebody who is knowledgeable about the job gives the employees ratings. However, subjective measures can be influenced by the acquaintance level of the supervisor and the employee. Supervisors who are more closely acquainted with the employee may be biased and give the employee more favorable ratings for their performance (Sundvick & Lindeman, 1998). Supervisors who feel less favorable towards an employee may give them lower ratings despite their productivity and efficiency.

360-degree Feedback.

A 360-degree feedback may be best because it uses multiple perspectives. Many people will complete the evaluation, including the employee. This method will decrease favoritism and biases and lead to increased trust of the appraisal system (Spector, 2006). Discrepancies will also be eliminated as the company can compare the evaluations across the different perspectives. A 360-degree feedback will also encourage company growth because one employee will be able to receive feedback from many instead of just one person.

Motivation

As mentioned above, one key reason for performance appraisals is improve employee performance. In order for that to happen, the employee must be motivated to progress their career. In addition to that, Denisi and Pritchard (2006) suggests that adding more informal and consistent appraisals will actually lead to more motivation as employees will receive more feedback on their performance.

Definition

Motivation is something that drives a person to do something. Motivation can be intrinsic or extrinsic. One way of looking at motivation is that it is an accumulation of the "direction, intensity, and persistence of behavior over time" (Spector, 2011). The direction is the specific decision a person chooses, and the intensity is how much effort it requires to perform a task. The persistence is when a person continues the behavior over time (Spector, 2011). Another way of looking at motivation is that motivation is created as a result of a person's needs and wants (Spector, 2011).

Goal Setting Theory

A popular theory of motivation is the goalsetting theory, which states that people are motivated by their internal goals. The goal setting theory states that behavior is the result of an employee's goals and intention (Spector, 2011). In essence, people who set goals will see that they have not attained the goal yet, so they work in order to reach the goal. There are different types of goal orientations such as learning and performance orientations. People with learning orientations seek to increase their knowledge while those with performance orientation seeks to enhance their performance on specific tasks (Spector, 2011). Encouraging employees to set goals and work towards them can lead to improved company conditions and company growth.

Job Satisfaction and Job Performance.

In the workplace, job satisfaction and job performance are closely related to each other. If an employee has a good job performance, they will be satisfied. If the employee has job satisfaction, their job performance will increase. With the goalsetting theory, employees can set goals that will increase their performance, such as becoming more efficient at using a software. Employees can also set goals to improve their skills and knowledge. Many companies offer different trainings that employees can go to in order to achieve a goal. By achieving goals that

will increase performance, skills, and knowledge, employees will ultimately be able to experience increased job performance and growth. When they achieve that goal, they will feel satisfied with themselves and their jobs. Furthermore, they will be able to advance in their career as companies usually reward employees with promotions and bonuses. All of this will increase their job satisfaction, which in turn will motivate them to do more. Job satisfaction also has other factors that can affect it, such as the employee's personal life, the working environment, and the employee's health.

Conclusion

Creating a job requires many factors that tie in with one another. A job analysis must first be produced in order to create a guideline for performance appraisals. Performance appraisals provide feedback to employees and help them grow, but only if they are motivated. There are many methods for making job analyses and performance appraisals, but each have their own benefits and limitations. In order to create a job analysis and performance appraisal that best fits an organization, people must consider each method carefully.

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