



CHAPTER 4: JOB ANALYSIS & PERFORMANCE

PSYC 301

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PROJECT #1



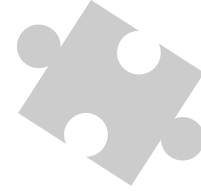
01.

JOB PERFORMANCE

A Basic Model of Performance



PERFORMANCE



“Actions or behaviors relevant to the organization’s goals; measured in terms of each individual’s proficiency.”



OTHER IMPORTANT TERMS



EFFECTIVENESS

Evaluation of the results of performance; often controlled by factors beyond the actions of an individual

Productivity: Ratio of effectiveness (output) to cost of achieving that level of effectiveness (input)

PRODUCTIVITY





CAMPBELL'S MODEL OF JOB PERFORMANCE



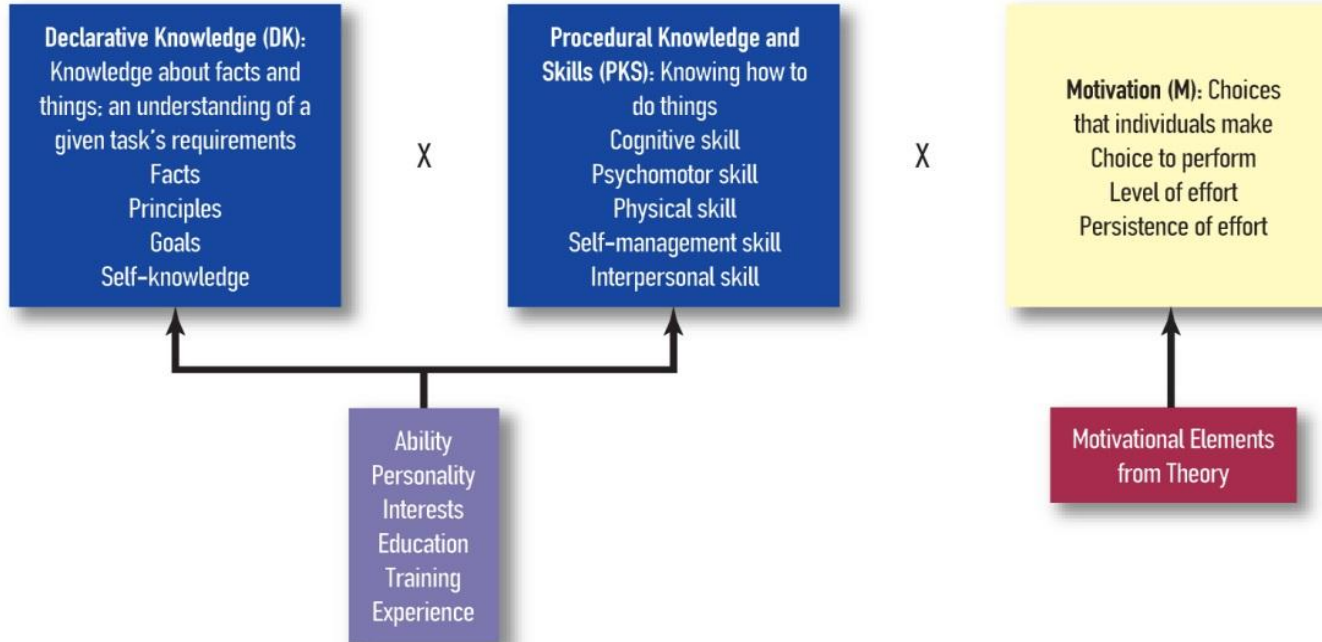
**DECLARATIVE
KNOWLEDGE**

**PROCEDURAL
KNOWLEDGE
& SKILL**

MOTIVATION



CAMPBELL'S MODEL OF JOB PERFORMANCE



FULL CAMPBELL MODEL

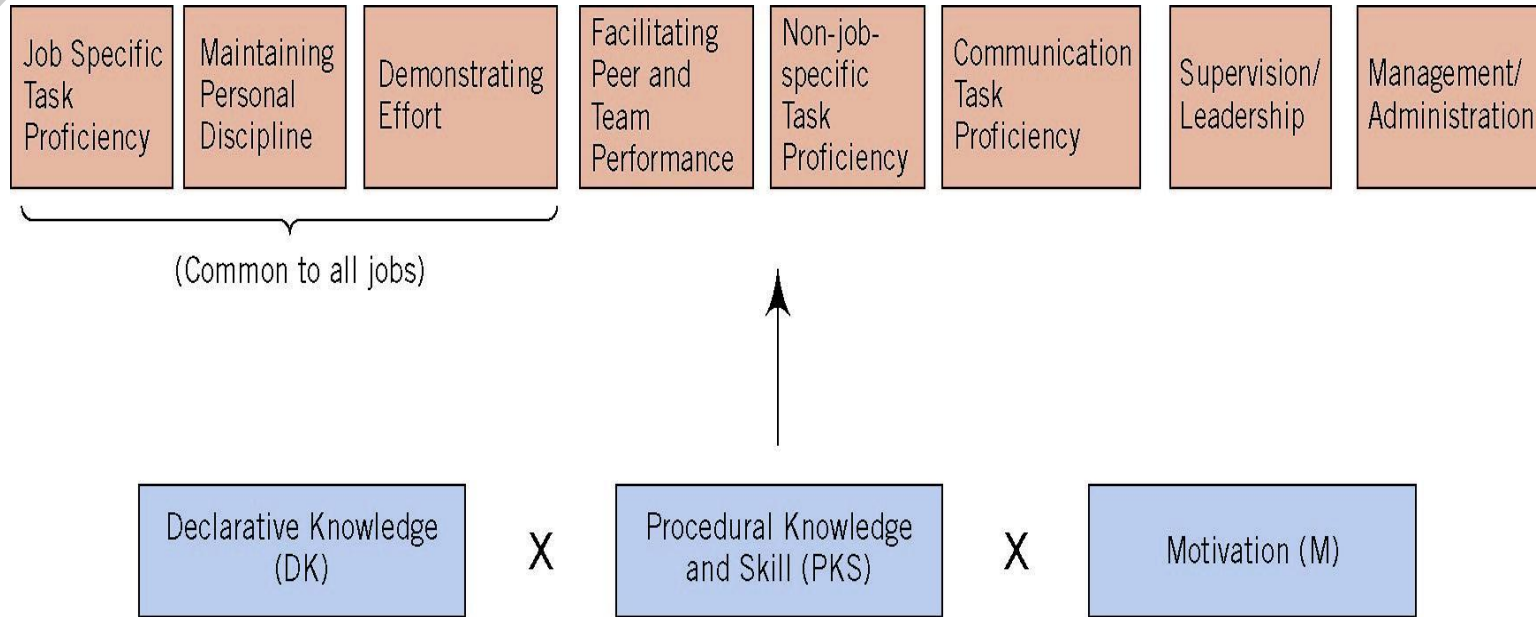


Figure 4.2. Source: Based on Campbell, McCloy, Oppler, & Sager (1993).

TYPICAL VS. MAXIMUM PERFORMANCE



MAXIMUM



TYPICAL

- 3 characteristics of maximum performance situations. Individuals are:
 - aware that they are being evaluated
 - accept instructions to maximize effort
 - evaluated over a short time period
- Research Shows:
 - Goal setting can induce maximum performance
 - Low confidence undermines maximum performance
 - Cognitive ability predicts maximum performance whereas motivation & personality predict typical performance

02

JOB PERFORMANCE

Extensions of the Basic
Performance Model



TASK PERFORMANCE VS. ORGANIZATIONAL CITIZENSHIP BEHAVIORS

TASK PERFORMANCE

- Doing just what is expected
- Formally recognized as part of the job



- a.k.a., “citizenship performance”; “contextual performance”
- Going beyond what is expected
- Performance that supports the organizational, social, and psychological environment in which the job tasks are performed

OCBS

TASK PERFORMANCE VS. ORGANIZATIONAL CITIZENSHIP BEHAVIORS

TASK PERFORMANCE

- Requirements vary from job to job
- Individual differences tied to abilities & knowledge
- Activities part of job description



- Common to most jobs
- Individual differences tied to personality
- Activities often not part of job description
- Supports organizational environment

OCBS

OCBS - 3 CATEGORIES

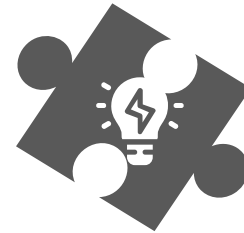
PERSONAL SUPPORT



ORGANIZATIONAL SUPPORT



CONSCIENTIOUS INITIATIVE



OCBS CONTINUED

- Do OCBS predict organizational or unit level performance?
- Increasing importance in today's workplace
 - Global competition will require more effort from employees
 - Teams are more common now
 - Downsizing requires adaptability & extra effort
 - Customer service increasingly important

POLL



HAVE YOU EVER
PERSONALLY BENEFITED
FROM/ENGAGED IN OCBS?

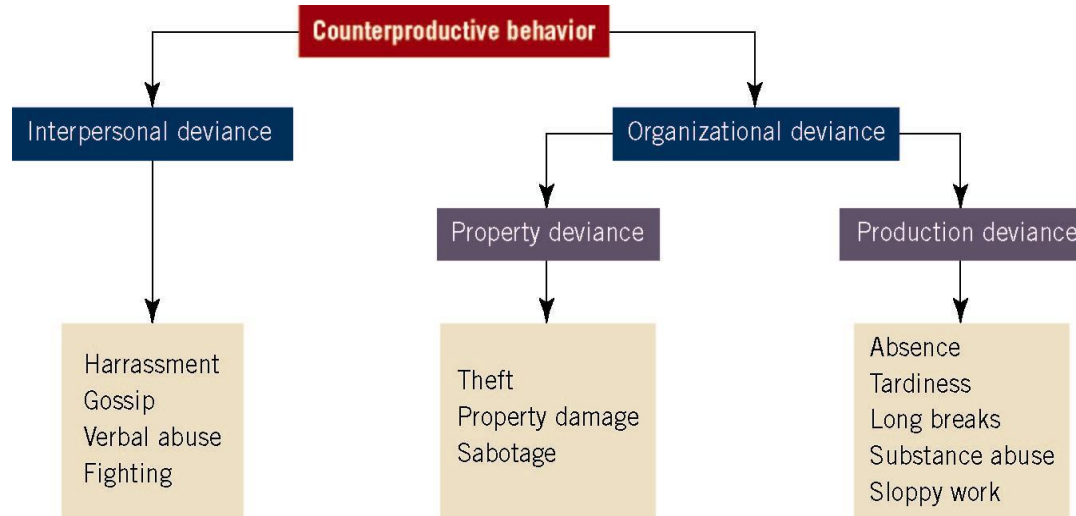
- Yes
- No
- Not sure

THE DARK SIDE OF PERFORMANCE

- Counterproductive work behaviors (CWB)
 - Voluntary behavior violating significant organizational norms & threatening the organization, its members, or both
 - Interpersonal deviance – directed towards other individuals
 - Organizational deviance – directed towards the organization



HIERARCHICAL MODEL OF CWBS (SACKETT & DEVORE, 2001)



POLL



HAVE YOU EVER BEEN
THE VICTIM
OF/ENGAGED IN CWBS?

- Yes
- No
- Not sure



CAUSES AND TREATMENTS OF CWB

- Personality factors seem to be most closely associated with CWB
- The situation – feelings of injustice, individual need, opportunities to steal, etc.
- Colbert et al. (2004) – employees high on conscientiousness and agreeableness, who like their work situation, are least likely to engage in CWB

WHAT OCBS AND CWBS CAN YOU FIND IN THIS VIDEO CLIP?



OTHER PERFORMANCE PERSPECTIVES



ADAPTIVE PERFORMANCE

Performance component that includes flexibility and the ability to adapt in changing circumstances
(Beneficial due to the changing nature of work)

Performance exhibited by those who have practiced for at least 10 years & have spent an average of 4 hours/day in deliberate practice

EXPERT PERFORMANCE

- Handling emergencies or crisis situations
- Handling work stress
- Solving problems creatively
- Dealing with uncertainty and unpredictability
- Learning work tasks, technologies, and procedures
- Demonstrating interpersonal adaptability
- Demonstrating cultural adaptability
- Demonstrating physically oriented adaptability

POLL



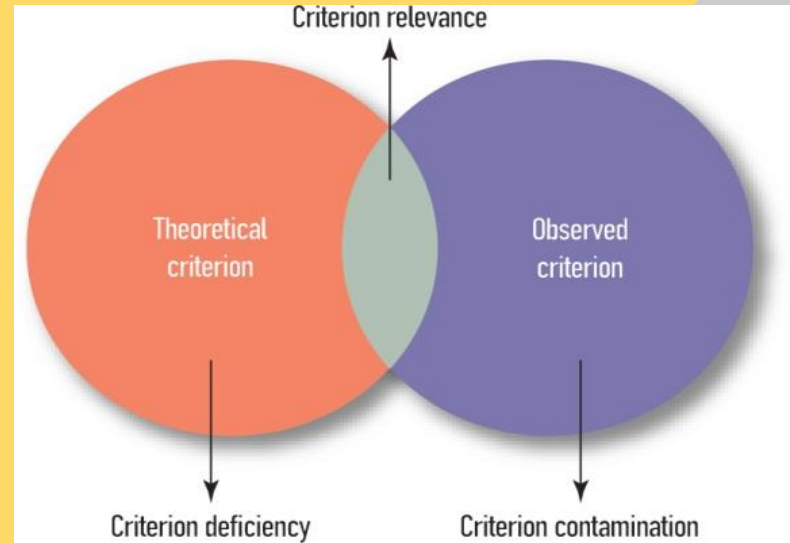
**DO YOU THINK YOUR JOB
PERFORMANCE HAS EVER BEEN
JUDGED/MEASURED UNFAIRLY?**

- Yes
- No
- Not sure



THE CRITERION PROBLEM

- What is the criterion?
- Why is this important?
- How do we define criteria?
 - Ultimate vs. actual criterion
 - Beware of **contamination** and **deficiency**



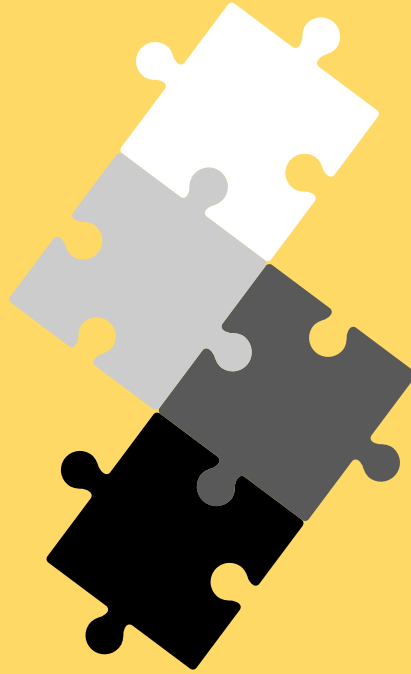
EXAMPLES



SUPERVISORY RATINGS



CUSTOMER RATINGS



**NUMBER OF WIDGETS
PRODUCED (QUANTITY)**



**TEAM PERFORMANCE
RATINGS**





DEVELOPMENT OF CRITERIA



Major problem for HR

Which criterion do we choose?

Job performance is neither
effectiveness nor **productivity**

Confounded by **situational
factors**

Determinants versus
components of JP

Campbell (1990) model



DESIRABLE CRITERIA



Well-defined / specific

Reliably measured

Practical

Relevant (valid)

No contamination

No deficiency

TYPES OF CRITERIA



OBJECTIVE (PERSONNEL)

Examples

Sales, turnover, tenure,
absence, accidents, theft



SUBJECTIVE (JUDGEMENTAL)

Examples

Supervisory ratings, peer ratings,
self-evaluations, customer
evaluations

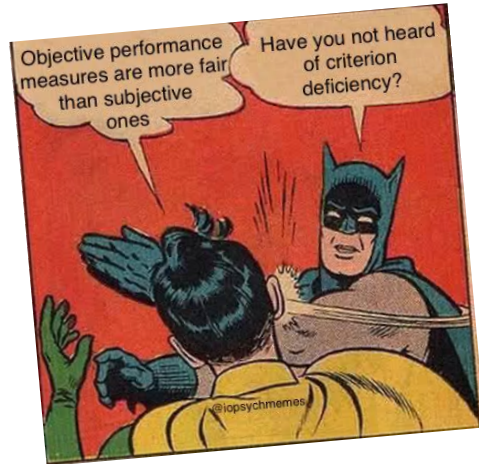
POLL



**WHAT KIND OF JP
CRITERIA WOULD YOU
PREFER TO BE RATED BY
AND WHY?**

- Objective/personnel
- Subjective/judgmental

POLL



WHAT KIND OF JP CRITERIA WOULD YOU PREFER TO BE RATED BY AND WHY?

- Objective/personnel
- Subjective/judgmental

DISCUSSION

What criterion could be used
for the job of _____?
How could we measure it?



TOUR GUIDE

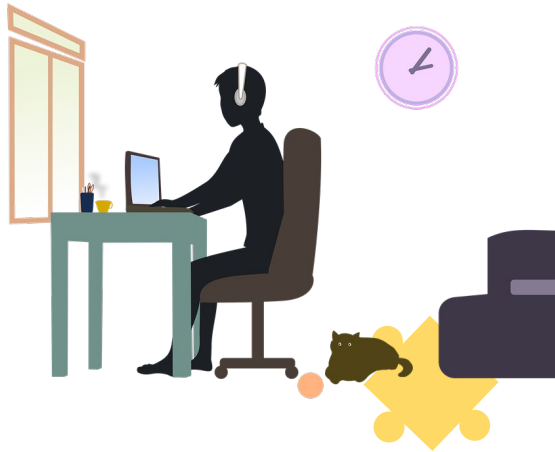


ZOO KEEPER



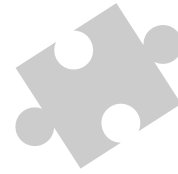
MAGICIAN

PACKBACK QUESTION DISCUSSION



**IN THIS NEW ERA OF HOME
OFFICING, HOW CAN WE
REASONABLY UNDERSTAND
AND IMPROVE THE
PERFORMANCE OF
WORKERS?**

-Botao Sun



03

JOB ANALYSIS

Fundamentals



JOB ANALYSIS

- Process that determines the important **tasks** of a job and the **human attributes** necessary to successfully perform those tasks
- Is the “building block” of IO Psychology
- Ways that job analyses differ:
 - Why?
 - Who?
 - How?
 - What?



JOB ANALYSIS – WHY?



JOB ANALYSIS – WHO?

- **SME** = Subject Matter Expert
 - An expert on the subject matter!
- Common SMEs
 - Supervisor
 - Job incumbent
 - Job analyst

First, we must conduct a job analysis.



JOB ANALYSIS – HOW?

- Observation
- Interview/Focus Group
- Critical Incidents/Work Diaries
 - Specific, focuses on observable behavior, describes context and outcome
- Questionnaires
- Historical Data
 - DOT and ONET (<http://online.onetcenter.org>)

JOB ANALYSIS – WHAT?

- Task-Oriented Job Analysis
- Worker-Oriented Job Analysis

Job analysis is the foundation of I-O psychology





TASK-ORIENTED JOB ANALYSIS

General approach – Define a job based upon the behaviors that job involves (i.e. what the worker accomplishes)

Sample Subtypes

- Task Inventory
- Functional Job Analysis (Data/People/Things)

Result – Extremely detailed, specific description of what a job involves

Problems

- Lack of flexibility
- Difficult to compare across jobs
- Unsuitable for selection



TASK-ORIENTED JOB ANALYSIS – TASK INVENTORY EXAMPLE

- Write a task statement for each task performed on the job
- Task statement format:
 - Part 1: What does the worker do (an action verb)
 - Part 2: To whom or what he or she does it (object of the verb)
 - Part 3: What is produced (outcome of the action)
 - Part 4: What materials, tools, procedures or equipment are used

TASK-ORIENTED JOB ANALYSIS – TASK INVENTORY EXAMPLE

- Position: Firefighter
- Example task statements
 1. Piles and covers furniture, clothing, and other valuables for potential salvage using fire and water proof covers
 2. Examines walls, ceilings, floors, and furniture for structural damage using appropriate tools
 3. Carries smoldering mattresses and furniture from buildings using physical strength, furniture dollies, and or moving bins
- Tasks are put in a questionnaire and rated according to their *importance, frequency, time spent, difficulty of learning*

TASK-ORIENTED JOB ANALYSIS – FUNCTIONAL JA EXAMPLE

- Position: Firefighter
- Duty: Respond to emergency dispatches
- Task 1: Perform salvage and overhaul
 - Categorization: low data, low people, high things
 1. Piles & covers □ furniture, clothing, & other valuables
 2. Examines □ walls, ceilings, floors, & furniture
 3. Carries □ smoldering mattresses & furniture from buildings

WORKER-ORIENTED JOB ANALYSIS (KSAO-APPROACH)

- **General approach** – Define a job based upon the attributes of the worker necessary to accomplish tasks on the job
- **Typical Measure**
 - Position Analysis Questionnaire (PAQ)
- **Result** – General behavior descriptions allowing comparisons across many types of jobs
- **Problems**
 - Lack of specificity in description



- **K**nowledge – collection of discrete, related facts & information about a particular domain
- **S**kill (e.g., computer or interpersonal skills) – practiced act or the capacity to perform specific task
- **A**bility (e.g. reasoning, memory, etc.) – stable capacity to engage in a specific behavior; often not directly observable
- **O**ther characteristics: interests, personality, etc.



DISCUSSION



**WHAT EXACTLY IS INVOLVED
IN A JOB?
(I.E. HOW DO WE DEFINE A
JOB?)**

- What about Student?

WORKER-ORIENTED JOB ANALYSIS EXAMPLE

- Elicit KSAOs using the Critical Incident Technique
 - Think of a recent situation in which you observed a firefighter doing something especially effective/ineffective.
 - What led to this performance? (*timeline*)
 - What did the person do? (*specific*)
 - What happened as a result? (*effectiveness*)

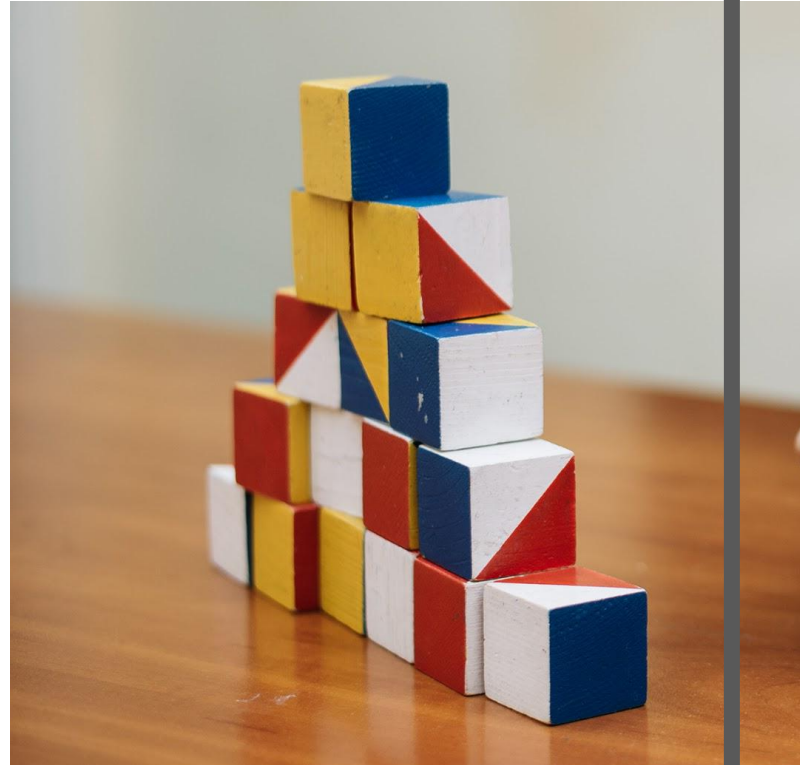
WORKER-ORIENTED JOB ANALYSIS EXAMPLE

- Position: Firefighter
- Duty: Respond to emergency dispatches
- Knowledge
 - **Mechanical** – Knowledge of fire fighting tools, including their design, uses, repair, and maintenance
- Abilities
 - **Complex problem solving** – Identify complex problems and review related information to develop and evaluate options and independent solutions

04

JOB ANALYSIS

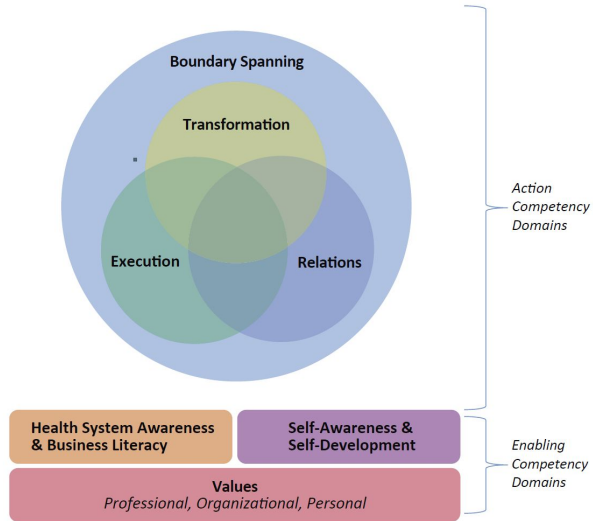
NEWER DEVELOPMENTS



NEWER DEVELOPMENTS IN JOB ANALYSIS (JA)

- **Electronic performance monitoring**
 - Can be cost effective & provide detailed, accurate work log
 - e.g., “This call may be monitored for quality control purposes.”
- **Cognitive Task Analysis**
 - Utilizes think-aloud protocol to elicit mental processes & knowledge content
 - Expensive, time consuming, and requires considerable expertise
- **Competency Modeling**
 - Process that identifies desired characteristics across all people and jobs in an organization
 - Top down version of JA
 - Analyzes (1) top performers or (2) values of an organization

FIGURE 1 | Health Leadership Competency Model 3.0



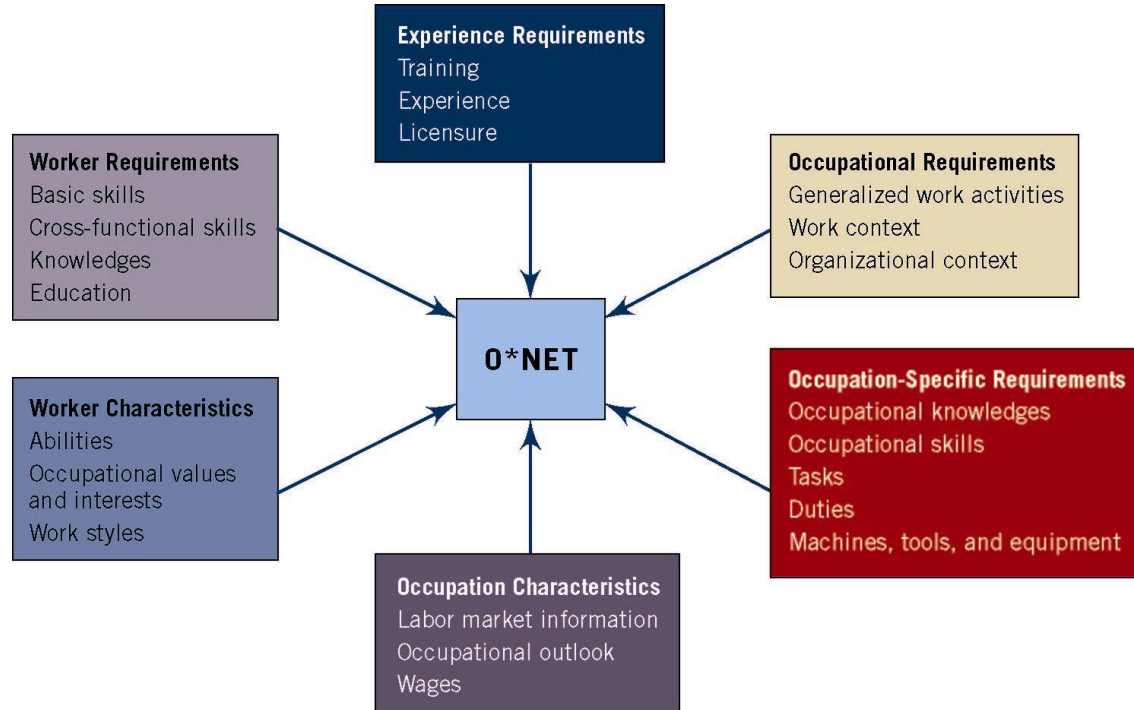
A CLOSER LOOK AT COMPETENCY MODELING



OCCUPATIONAL INFORMATION NETWORK (O*NET)

- Introduced by federal government to replace the Dictionary of Occupational Titles (D.O.T.)
- Collection of electronic databases, based on well-developed taxonomies
- Electronic medium, so it can be updated instantaneously as changes occur

O*NET DATA BASES





HOLLAND'S RIASEC MODEL & O*NET INTEREST PROFILER



<https://www.mynextmove.org/explore/ip>

POTENTIAL DISTORTING INFLUENCES IN JA

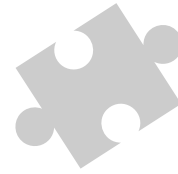
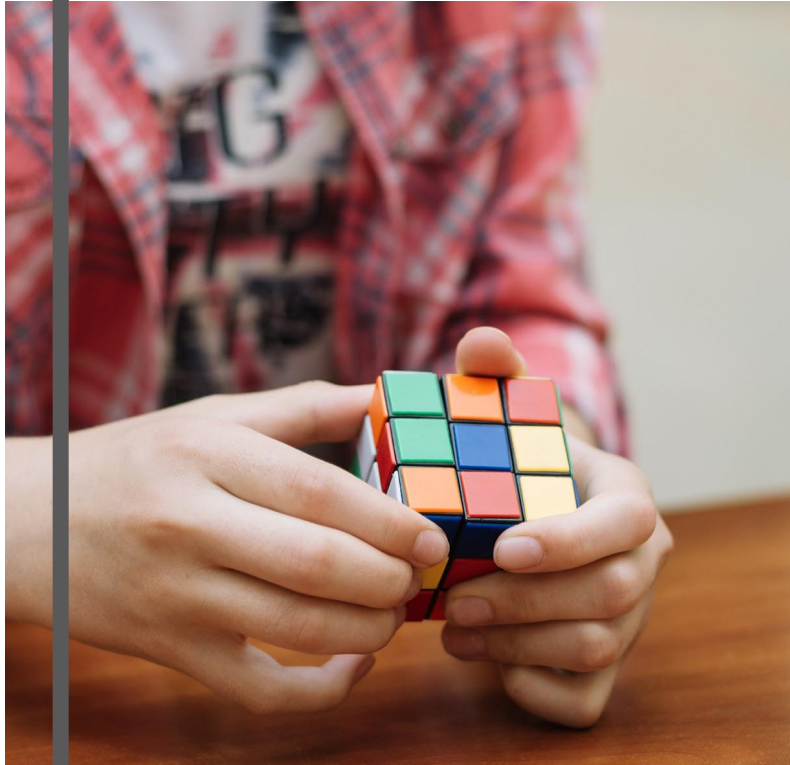
- Need of subject matter expert (SME) to conform to what others report
- Desire to make one's job look more difficult
- Attempts to provide answers that SME thinks job analyst wants
- Carelessness



GENERAL JOB ANALYSIS BEST PRACTICES



- The more information from multiple source, the better
- Task-based analyses may be more limiting than worker or behavior-based analyses
- It is helpful to capture personality, context, and cognitive tasks



05

JOB EVALUATION & THE LAW



JOB EVALUATION, COMPARABLE WORTH, & THE LAW

- Job evaluation: Method for making internal pay decisions by comparing job titles to one another & determining their relative merit
 - Compensable factors
 - Skills, responsibility, effort, & working conditions
- Equal Pay Act of 1963 – required “equal pay for equal work.”

COMPARABLE WORTH



1. Notion that people who are performing jobs of comparable worth to an organization should receive comparable pay
2. In the end, comparable worth is concerned with the social value of fairness



JOB ANALYSIS & EMPLOYMENT LITIGATION

- Competent job analysis does not guarantee validity, but absence of credible job analysis could be very damaging
- Growing gap between evolution of I-O psychology & Uniform Guidelines on Employee Selection Procedures (1978)
- SIOP Principles (2003) are more updated and consistent with current research



THANKS!

Do you have any questions?
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