

A STUDY ON JOB ANALYSIS AND JOB DESIGN

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ABSTRACT

Job analysis is the process whereby jobs are investigated in sufficient detail to enable (a) recruitment of people into them or (b) assessment of the performance of people who are already working in them.

Job analysis is a systematic approach to defining the job role, description, requirements, responsibilities, evaluation, etc. It helps in finding out required level of education, skills, knowledge, training, etc for the job position. It also depicts the job worth i.e. measurable effectiveness of the job and contribution of job to the organization. Thus, it effectively contributes to setting up the compensation package for the job position.

job analysis helps in analyzing the resources and establishing the strategies to accomplish the business goals and strategic objectives. It forms the basis for demand-supply analysis, recruitments, compensation management, and training need assessment and performance appraisal.

Job analysis is a systematic procedure to analyze the requirements for the job role and job profile. Job analysis can be further categorized into following sub components.

Therefore, job analysis forms an integral part in the formulation of compensation strategy of an organization. Organizations should conduct the job analysis in a systematic at regular intervals. Job analysis can be used for setting up the compensation packages, for reviewing employees' performance with the standard level of performance, determining the training needs for employees who are lacking certain skills.

The employees you hire can make or break your business. While you may be tempted to hire the first person who walks in the door--"just to get it over with"--doing so can be a fatal error. A small company cannot afford to carry deadwood on staff; so start smart by taking time to figure out your staffing needs before you even begin looking for job candidates.

I. INTRODUCTION

JOB ANALYSIS:

Job analysis is essentially a process of collecting and analyzing data relating to a job. The process of determining by observation and study reporting pertinent information relating to the nature of a specific job. It is the determination of the tasks which comprise the job of the skills, knowledge, abilities and responsibilities required of the worker of a successful performance and which different one job from all others. It is systematic gathering and organizing of information about a job.

Job analysis is the major input to forecasting future human resource requirements, job modifications, job evaluation, and determination of proper compensation, job description. Job analysis is useful almost in every phase of employee relations.

Job analysis is a very important human resources function. It involves matching the employee with the most appropriate skills to the best suited job position at the most opportune time. The Human Resources department and management define job descriptions and specifications for each position within the organization. Each position in the organization is unique and, therefore, has different needs and necessities. The skills, past experience and education qualifications differ for each job. Companies undertake job analysis to understand the requirements for the job. This is a mechanism through which the company fixes on duties, responsibilities and authority for each of its positions. Through this, it is able to define the skill set needed for each job. The human resource department

prepares this analysis for each job in the organization and then appoints the appropriate employees for them.

1. Recruitment, Selection.
2. Wage and Salary administration
3. Organization and Manpower planning
4. Job Re-engineering
5. Industrial Re-engineering.
6. Human engineering activity.
7. Employee training and Management development.
8. Performance appraisal.
9. Health and Safety.

DEFENATION OF JOB ANALYSIS:

“Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job”.

JOB ANALYSIS PROVIDES THE INFORMATION ABOUT THE FOLLOWINGS:

- Sources of work
- Material and special equipment to be used
- Knowledge, skills, abilities of the job holder to perform the job
- Supervision necessary
- Working conditions under which the job should be performed
- Dependence of job holders to perform the job
- Interaction of job holders

THE ASPECTS OF JOB ANALYSIS:

- Job description
- Job specification

Analyzing Job Requirements

This is a procedure where the HR department and management sit down and define the roles, duties and authority for each individual job. The management then gets a very clear idea on all the chores an individual would be required to perform for discharging her duties. The duties and authority of a software engineer would be different from those of a production manager. Accordingly, the qualifications, expertise and experience would also differ. Unless, the most suited and eligible candidates are placed on the job, the company cannot expect to have full performance levels.

Analyzing Present Conditions

Job analysis also enables the management in analyzing whether or not its employees are aptly placed. For example, the management may have incorrectly placed marketing executive in the IT department. The management then takes stock of the situation and transfers the inappropriately placed employee. Also, the training needs of the employees are highlighted. Some employees may need to be already polished on the requirements of their jobs. At other times, the employees may need to be trained on using the new systems and assets acquired by the company.

Job Design

Job design means to decide the contents of a job. It fixes the duties and responsibilities of the job, the methods of doing the job and the relationships between the job holder (manager) and his superiors, subordinates and colleagues.

Job design also gives information about the qualifications required for doing the job and the reward (financial and non-financial benefits) for doing the job. Job design is mostly done for managers' jobs. While designing the job, the needs of the organisation and the needs of the individual manager must be balanced. Needs of the organisation include high productivity, quality of work, etc. Needs of

individual managers include job satisfaction. That is, they want the job to be interesting and challenging. Jobs must not be made highly specialized because they lead to boredom.

Importance of Job Design

Job design is a very important function of staffing. If the jobs are designed properly, then highly efficient managers will join the organisation. They will be motivated to improve the productivity and profitability of the organisation. However, if the jobs are designed badly, then it will result in absenteeism, high labour turnover, conflicts, and other labour problems.

Factors Affecting Job Design

The guidelines influencing or factors affecting job design are depicted below.

1. Proper scope of job

The scope of the job should be proper. If the scope is narrow (less), then the job will not be challenging. It will not give an opportunity for development. The manager will not get satisfaction after completing an easy job. If the scope of the job is very wide, then the manager will not be able to handle it properly. This will cause stress, frustration and loss of control. Therefore, scope of the job must be balanced and proper.

2. Full-time challenge of the job

The job should be so challenging that it takes up the full-time and effort of the manager. So, the service of the manager must be fully utilized. If not, the manager will have a lot of free time. He will use this free time to interfere in the work of his subordinates. This will cause problems and conflicts because subordinates do not like unnecessary interference from their superiors.

3. Managerial skills

The skills of the manager should be considered before designing his job. All managers do not have equal skills. So jobs should be designed after considering the skills of the manager. So, a manager having a high level of skill should be given very challenging jobs while a manager having a low level of skill should be given fewer challenging jobs. Jobs must be made flexible so that it can be changed according to the skills of the manager.

4. Organization's requirements

Jobs must be designed according to the requirements of the organisation. We cannot use the same job design for all organizations.

5. Individual likes and dislikes

People have different likes and dislikes. Some people like to work alone while some people prefer to work in groups. Some people want to do only planning and decision making while other people like to implement these plans and decision. So, individual likes and dislikes must be considered while designing the job.

6. Organisational structure

Organisational structure also affects the job design. Individual jobs must fit into the organization's structure.

7. Technology

The level of technology used by the organisation also affects the job design. An organisation having a high level of technology will have different job designs compared to an organisation having a low level of technology.

NEED OF THE STUDY

Procurement is the first operative function of personal management, which can be sub divided into various sub functions like human resource planning, recruitment and selection. Management should determine the kind of personal required for a job and the number of persons to be employed. The organization should also find out the right man for the right job in the right time. The knowledge of the jobs is essential to perform these functions.

In addition, establishment of the scientific standard in advance is essential to compare the applicants with the job and to select the suitable personnel. This standard stipulates the minimum acceptable qualifications, skills and qualities required for adequate job performance. Stipulating the standard require the knowledge regarding job design, study of the job duties and responsibilities, requirements of the job human abilities and qualities etc. Job analysis is needed to known all these functions and to perform various functions of HRM.

SCOPE OF THE STUDY

The study with the prime objectives of ascertaining the employees towards the Job Analysis program, which are required to perform their jobs effectively. In organization the studies include managers and employees.

- The study is confined and relevant only to Godrej & Boyce Mfg. Co. Ltd not applicable to any organization.
- The study covers motivational practices in Godrej & Boyce Mfg. Co. Ltd at various levels of employees.
- The study assists the management in determining the decision regarding the performance of the employee.

OBJECTIVES OF THE STUDY

- To study the satisfaction level of employee regarding the existing job analysis procedure.
- To know whether the employee specification match with the job specification or not.
- Reduced absenteeism and turnover.
- Greater job satisfaction.
- Increased performance.

II. RESEARCH METHODOLOGY

Descriptive Research:

This research includes surveys and facts findings enquire of different kinds. The major purpose of descriptive research is that the research can only describe the state of affaires existing at present in the organization. The main feature of this method is that the research has no control over the extraneous variable called the respondents as they are going to interview the employees of the organization in order top perform they study. They can only report what happened or what is happening. In social science and business research, we quiet often use the terms “ex-post facto research” for descriptive research studies, the research can discover and describe the causes for various situations but they cannot control the situation.

❖	Data source	:	primary & secondary data
❖	Research approach	:	Survey method
❖	Research Instrument	:	Questionnaire
❖	Sampling scheme	:	Random sampling
❖	Contact method	:	personal/direct

Data Sources:

Primary Data:

The data is obtained by personal contract and interviewing the respondents by providing them the questionnaire and directly asking them to give their views and responses regarding job analysis in the organization.

Secondary Data:

This data is obtained directly from the company’s annual reports, brochures, charts and other documents.

Research Design:

Data collection methods:

Questionnaire:

In collection data, tools that the used are structured questionnaire, where the questions are:

- Open- ended questions,
- Closed- ended questions,
- Multiple- choice questions.

Sampling:

The importance of sampling is allowed concentrating attention upon a relatively smaller number of peoples and hence to devote more energy to ensure that the information collected from them is accurate, less time consuming, less cost and more reliable information. Sampling is simply the process of leaning about the entire population on basis of sample drawn from studied. The process of sampling involves three steps.

- Selecting the sampling
- Collecting the information
- Making the inference of the population.

Sample unit:

As it is necessary to know the characteristics of top management and middle level management commitment, contribution and finding the intervening variables, survey is conducted to employees which constitute the sampling unit.

Sampling Instrument:

Simple random sampling is used for the study.

Statistical tools for analysis:

Percentage, tales and bar charts are used to test and represent the results.

LIMITATIONS OF THE STUDY

- **1.Involves Personal Business**
 - If the observer or job analyst is an employee of the same organization, the process may involve his or her personal likes and dislikes. This is a major hindrance in collecting genuine and accurate data.
- **2. Source of Data is extremely small**
 - Because of small sample size, the source of collecting data is extremely small. Therefore, information collected from few individuals needs to be standard.
- **3. Involves Lots of Human Efforts**
 - The process involves lots of human efforts. As every job carries different information and there is no set pattern, customized information is to be collected for different jobs. The process needs to be conducted separately for collecting and recording job-related data.
- **4. Job Analyst May Not Possess Appropriate Skills**
 - If job analyst is not aware of the objective of job analysis process or does not possess appropriate skills to conduct the process, it is a sheer wastage of company's resources.
- **5. Mental Abilities Cannot be Directly Observed**
 - Last but not the least, mental abilities such as intellect, emotional characteristics, knowledge, aptitude, psychic and endurance are intangible things that cannot be observed or measured directly. People act differently in different situations. Therefore, general standards cannot be set for mental abilities.

III. THEORETICAL FRAME WORK**Definition of Job Analysis:**

Job analysis is the process of collecting job-related information together which helps in preparation of job description and job specification. According to Edwin Flippo, 'job analysis is the process of studying and collecting information relating to the operations and responsibility of a specific job'.

Stephen P. Robbins defines, 'Job analysis is a systematic exploration of the activities within a job. It is a basic technical procedure, one that is used to define the duties, responsibilities and accountabilities of a job'.

Process of Job Analysis:

The process of job analysis is showed in Figure 5.4.

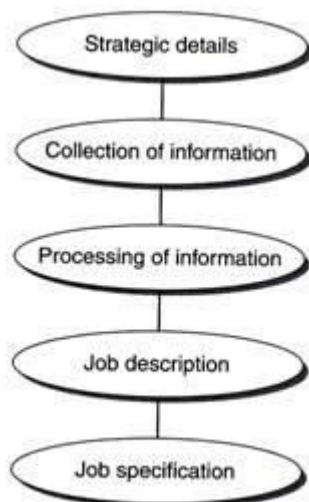


Fig. 5.4 Process of Job Analysis

Strategic Details:

The level of involvement of employees in the jobs, sources of data, nature, and extent of analysis as well as the level of analysis are the strategic details to be decided in advance before starting with the process of collecting the information.

Collection of Information:

The type of data, collection methods, techniques to be used, and the human resources appointed to collect the data should be ascertained before starting with the actual collection process.

Processing of Information:

The collected data will be of versatile nature. It will contain the details about nature of job as well as the profile of the available candidate. The job-related data will be divided in pre-decided categories, and specifications can be achieved.

Job Description:

The nature of job, title, duties and responsibilities of a particular job is called job description. The job to be performed is described in detail so that it becomes easy to search for a suitable candidate.

Job Specification:

The required qualities to perform a particular job by a candidate are described under the category of job specification. It describes the physical, personal and psychological characteristics of a person to do a particular job.

Uses of Job Analysis:

Meaningful and Scientific Selection and Placement:

Job analysis provides the details about the nature of job and qualities of a person to be eligible for the job. This description works as a base for use of proper scientific interview and test methods at the time of selection, and a perfect placement is facilitated by bringing the clarity between jobs and individuals.

Proper Advertisement and Publicity:

Extensive advertisement can be published in the concerned media with details about the job.

Purposeful Interviews and Medical Examination:

As the personal and psychological details are provided by job specification, the interviewer can accordingly adjust the questions to be asked to the candidates to get meaningful and appropriate answers.

Performance Appraisal:

The evaluative performance Standards can be defined on the basis of job description data, and actual performance can be measured against it.

Manpower Training and Development Programmes:

Training needs of a candidate can be decided according to the job specification details, and skills of the candidate can be developed in the required areas of job.

Job Designing:

Jobs in any business can be designed on the basis of specifications and descriptions, so that the overall organizational level can be enriched.

Career Planning:

Job analysis provides the information about the versatile career opportunities that can match their abilities to the jobs and develop themselves.

IV. DATA ANALYSIS AND INTERPRETATION

Job analysis & Job Designs are useful for selection & recruitment.

Job analysis refers to collection of information about a specific job and selection and recruitment refers to seeking the right of people at the right time for right person. Job analysis useful targeted to qualified job applicant's Because it tells what task, duties and responsibilities the job entails. In this question there is identification of whether job analysis is useful for effective recruitment & selection.

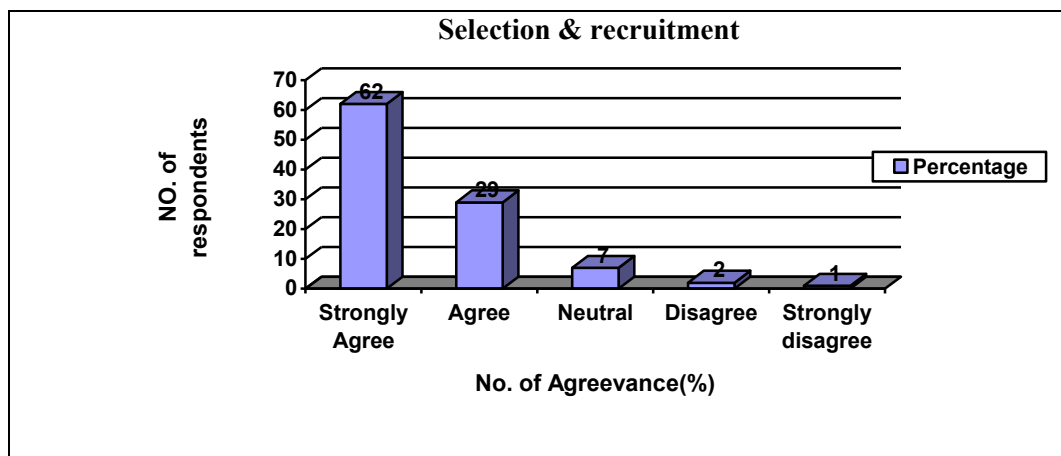
1. Selection & Recruitment

TABLE- 4.1

Attributes	Response	Percentage (%)
Strongly Agree	68	62
Agree	32	29
Neutral	7	6
Disagree	2	2
Strongly Disagree	1	1
Total	110	100

Selection & recruitment

GRAPH – 4.1



INTERPRETATION:

From the above table it can be observed that 62 percent of employees strongly agree, 29 percent of employees agreed, 1 percent employees disagreed with the statement so it indicates employees agreed that the job analysis is useful for selection and recruitment.

2. Skills and qualification match with job specification

Job specification refers to the minimum acceptable human qualities necessary to perform a job effectively employees specification (skills & qualification) should match with job specification.

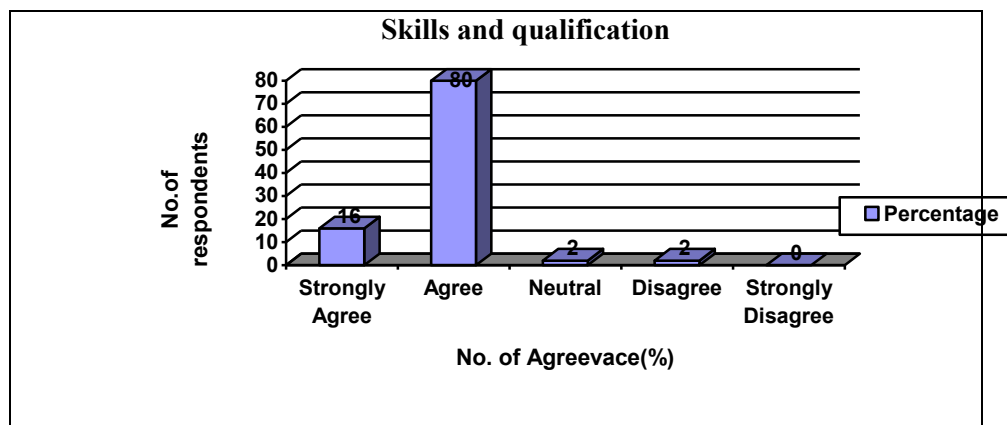
Skills and qualification

TABLE- 4.2

Attributes	Response	Percentage (%)
Strongly Agree	17	16
Agree	89	80
Neutral	2	2
Disagree	2	2
Strongly Disagree	0	0
Total	110	100

Skills and qualification

GRAPH – 4.2



INTERPRETATION:

From the above table it can be observed that 16 percent of employees strongly agree, 80 percent of employees agreed, 2 percent employees disagreed with the statement so it indicates employees agreed that their skills and qualifications match with job specification.

3. Job description provides the information about hazards and healthy conditions.

The job description gives an authority content of a job that means it provides the information about the job contents, activities and also the working conditions which includes Hazards and Healthy conditions.

Hazards and healthy conditions

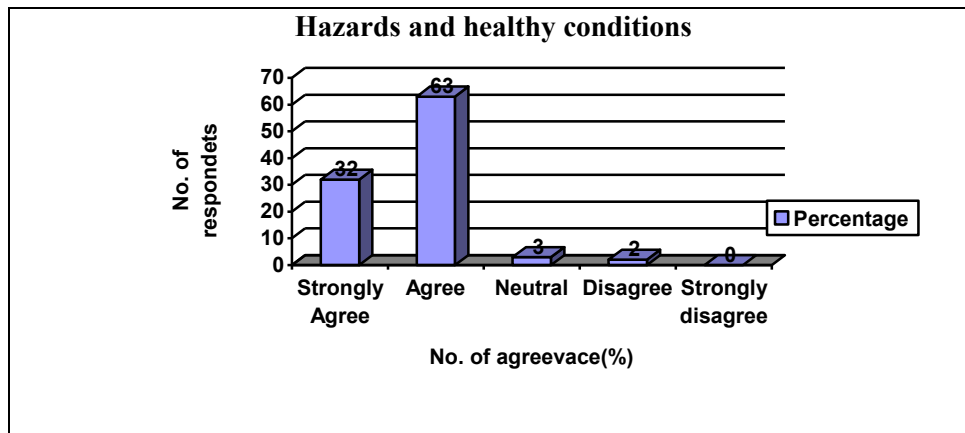
TABLE- 4.3

Attributes	Response	Percentage (%)
Strongly Agree	36	32
Agree	69	63

Neutral	3	3
Disagree	2	2
Strongly Disagree	0	0
Total	110	100

Hazards and healthy conditions

GRAPH – 4.3



INTERPRETATION:

From the above table it can be observed that 32 percent of employees strongly agree, 63 percent of employees agreed, 2 percent employees disagreed with the statement so it indicates employees agreed that job description provides the information about Hazards and health conditions.

4 The level of Performance what I am expected through job analysis level of Performance?

Once the job analysis is very perfect, the employee doesn't have any ambiguity and so the employee can perform their job effectively and also reaches their standard level of performance.

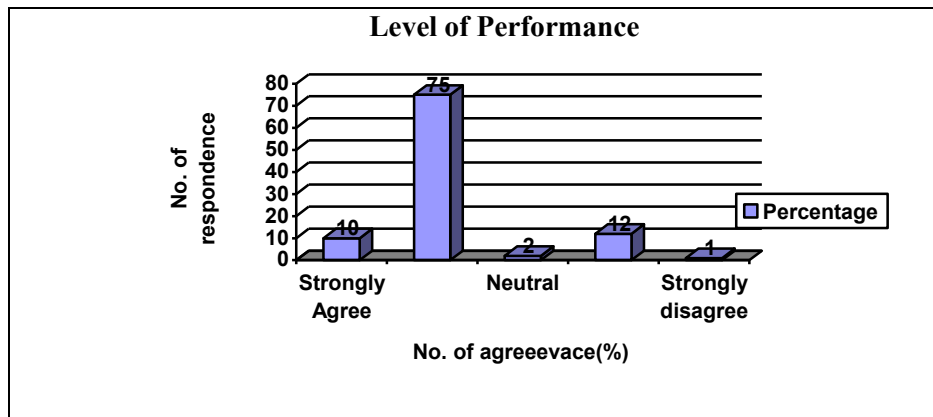
Level of Performance

TABLE- 4.4

Attributes	Response	Percentage (%)
Strongly Agree	11	10
Agree	82	75
Neutral	2	2
Disagree	14	12
Strongly Disagree	1	1
Total	110	100

Level of Performance

GRAPH – 4.4



INTERPRETATION:

From the above table it can be observed that 10 percent of employees strongly agree, 75 percent of employees agreed, 1 percent of employees strongly disagreed, 12 percent employees disagreed with the statement so it indicates employees agreed that job analysis helps to reach level of performance what they are expected.

5. Compensation Packages suits my present job.

Compensation is the remuneration that is paid to the employees as a return for their work. And the compensation package generally differs with job.

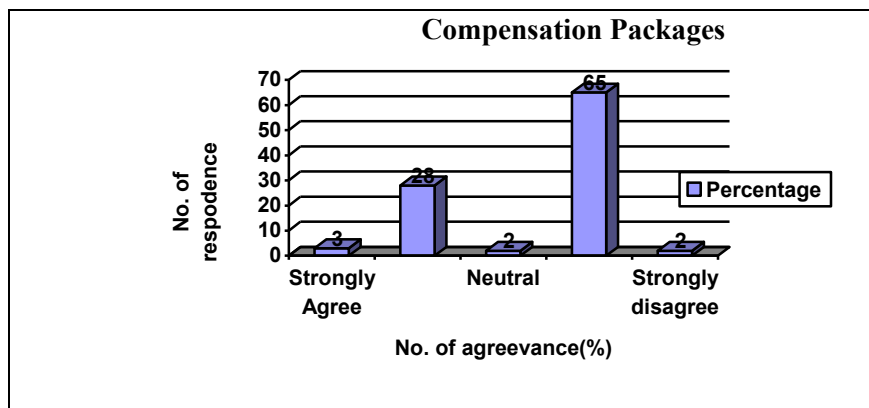
Compensation Packages

TABLE- 4.5

Attributes	Response	Percentage (%)
Strongly Agree	4	3
Agree	31	28
Neutral	2	2
Disagree	71	65
Strongly Disagree	2	2
Total	110	100

Compensation Packages

GRAPH – 4.5



INTERPRETATION:

From the above table it can be observed that 3 percent of employees strongly agree, 28 percent of employees agreed, 2 percent of employees strongly disagreed, 65 percent employees disagreed with

the statement. so it indicates employees agreed that compensation packages does not suits their present job.

V. FINDINGS & CONCLUSION

- 91% of respondents opined that job analysis is useful for selection & recruitment.
- 96% of respondents agreed that their skills and qualification match with job specification.
- 95% of respondents opined that the job description provides the information about hazards & healthy conditions.
- 85% of respondents opined that the job analysis helps to reach level of performance what they are expected through job analysis.
- 67% of respondents agreed that compensation package does not suit their present job.
- 82% of respondents agreed that their current job provides more opportunities for their growth and development.
- 86% of respondents opined that their job makes them learn other skills & management activities.
- 72% of respondents agreed the job analysis plays a major role in implementing HRP programmes.
- 83% of respondents opined the current job gives satisfaction & motivation towards the work.
- 53% of respondents are dissatisfied with the restructuring of designation in the company.
- 84% of respondents opined that roles are defined in an effective manner in reducing the ambiguity of employees.
- 79% of respondents agreed that the job description and job specification may helps in determining the relative worth of individuals.
- 75% of respondents opined the job analysis facilities and performance appraisal helps to fix standards to performance.
- 63% of respondents agreed that the job analysis lay foundation for salary and fixation.
- 58% of respondents agreed that they are satisfied with the recently implemented HR polices in the company.
- 59% of respondents opined that the job design in the organization is in flexible manner to adopt change in a job.
- 53% of respondents opined that the job enlargement eliminates the dissatisfaction and reduce monotony.
- 88% of respondents are agreed that they able to identify the same jobs in practice what are mentioned in the job description.
- 55% of respondents opined that the company provided training and development for marching employee skills with the job specification.
- 63% of respondents agreed that they are satisfied with the procedure of job enlargement in this company.

VI. SUGGESTIONS

- With the compensations packages adopted by the company the employees are not satisfied. Because the compensation package will not meet the job levels, so it is suggests to the company try to satisfy the all levels of employees by adopting a good or a employee satisfactory compensation package.
- From the analysis we observe that proportionally half of the employees dissatisfied with the restructuring of designation. I suggest the management to create the awareness among the employees about the importance of restructuring of designation.

- If training is given to the employees there is a possibility of improving the skills of the employees that matches with the job specification. I suggest the management should extend the training programs to employees.

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