

JOB ANALYSIS

definition:

Job analysis is a detailed & systematic study of jobs to know the nature and characteristics of people to be employed for each job.

* Job : job describes the contents of a particular task and not its location.

* Position: A position is a group of tasks assigned to an individual. There are as many positions in an org. as there are persons. For example: Technical analyst → Job

Objectives of Job analysis

3 main objectives of job analysis :-

1. Work simplification or job re design
2. establishment of standards of performance
3. Supporting other personnel activities

* The requirements of a job are known as job description and the qualities demanded from the job holder are termed as job specification.

Benefits of Job Analysis:-

1. HR Planning
2. Recruitment and Selection
3. Placement
4. Training and Development
5. Job Evaluation
6. Performance Appraisal
7. Job Design
8. Health and Safety

Job evaluation

It aims at determining the relative worth of various jobs and this in turn will help in determining the base compensation of the job.

Steps in Job analysis:-

- 1) Organise and Plan for the program.
- 2) Obtain current job design information.
- 3) Conduct 'needs search'.
- 4) Establish priorities in the jobs to be analysed.
- 5) Collect job data.
- 6) Redesign the job.
- 7) Prepare job descriptions.
- 8) Develop job specifications.

* There are 3 types of job analysis:-

1. Job oriented
2. Worker oriented
3. Combined

→ Analysis of jobs based on describing the tasks required for successful performance is called job oriented analysis.

→ Analysis based on worker behavior; what the workers does, is called worker oriented analysis.

→ Most of the analysis we do is of combined type.

Techniques of data collection for job analysis:-

- 1) Personnel Interviews → You have to verify the info also.
- 2) Observation method → structured
- 3) Position Analysis Questionnaire → unstructured
- 4) Diary or Log of Job Incumbent.

- * Personnel interview is interview of a job holder and it is not done for recruitment.
- * You take follow ups also
- * Observation method can be done in disguise also.
- * Structured → questionnaires already prepared
unstructured : questions come depending upon your answers
- * Job incumbent is at job holder
 - we maintain his / her diary in organisation.
 - we keep a trace using this log or diary.

Note : if question comes in end sem exam on:

→ job analysis : draw its diagram

→ job description and job specification : Give specimen

Job Description

→ more important than Job specification

• question can come for 7-10 marks also

It is an organised factual statement of job contents in the form of duties and responsibilities of a specific job.

- ~~imp~~
- * Questions can come like : Consider a job of software or market analyst. You have to give specimens of job description and job specifications :- filled.

Job Specification

A job specification is a document which states the minimum acceptable human qualities necessary to perform a job properly.

- * what you see in job vacancies in newspapers are job specifications.
and their requirements

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JOB EVALUATION → done after job analysis. We have job descn. & job specs.

- * See figure of Determination of wages in book.

→ Determination of wages / Salary

is important for maintaining good Employer-Employee relations

→ Determination of wages & salary is done on basis of:-

1) The nature of the Job

2) The present worth of the Job

3) Effectiveness with which the job is performed.

definition

Job evaluation is the process of analysis & assessment of jobs to ascertain reliably their relative worth using the assessment as a basis for a balanced wage structure.

- * Job evaluation rates the job and not the job holder.

Objectives of Job Evaluation

1) It helps in establishing a sound wage system

2) maintaining a consistent wage policy

3) Provides a framework for periodic review of wages and salary. → fixed, monthly

4) reduces the grievances & labour turnover.

5) It serves as basis for negotiations between the management and labour unions.

Methods of Job evaluation.

Selection of Job Factors:-

- 1) Skill : mental & physical
- 2) Experience
- 3) Efforts & initiative required
- 4) Responsibility to be undertaken
- 5) Working environment
- 6) Supervision needed

* There is no standard classification of factors to be considered under job evaluation.

→ 4 types divided into 2 categories:-

(1) Non-quantitative methods / Non-analytical methods

1. Ranking or job comparison } use job
2. Grading or job classification } description

(2) Quantitative or Analytical methods

1. Point rating method } use job specification

2. Factor comparison

Ranking method or job comparison method

Suppose we have:

Collection clerk

Transfer clerk

Refund clerk

→ So, we rate them acc. to importance of their job.

→ This is done taking into consideration the job descriptions.

Job grading or Job classification method.

- * Here we have pre-determined scales (Broad areas)
- * See the figure & description of Job grades in book.

Point method

↳ most used method for job evaluation.

↳ improvement over Ranking & grading methods.

↳ Job factors are considered.

- Job factor is a specific requirement levied upon the job holder which he must contribute or endure.

And the major factors that are considered here are:

1. skill

2. effort

3. responsibility

4. working conditions

- Then they are converted into their monetary values by giving them degrees.
- Then assign these degrees some points.
- Each degree has a monetary value allotted to it.

(* See the point method matrix screenshot.)

Factor comparison method

↳ involves both point rating & ranking

* 5 fixed factors for ranking :—

1. mental requirements

2. skills

3. physical requirements

4. Responsibilities

5. working conditions

* Take a key job : wage has freezed over time.
e.g.: plumber

- Then compare all other jobs to this key job.

* see the screenshots given by ma'am for Factor comp. method.

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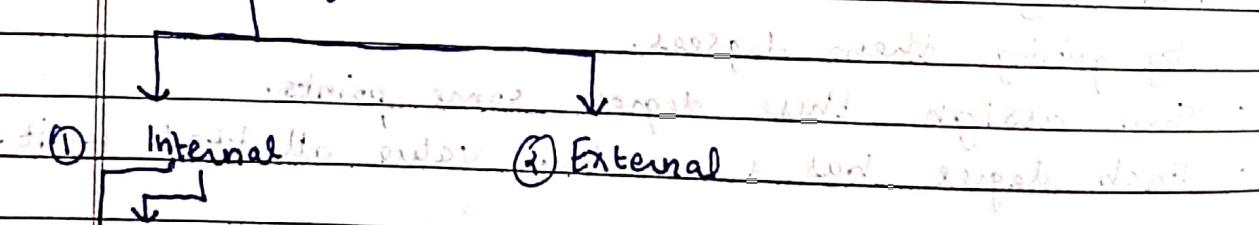
Recruitment

→ Recruitment is the process of searching the candidates for employment and stimulating them to apply for jobs in the organisation.

→ This is a +ve process (here, we acquire people)

→ Selection is a -ve process (we remove people)

Sources of Recruitment



Transfer (shifting of an employee from one job to another)

→ Promotion (employee moved to a higher position)

• Merits & Demerits of Internal sources

② External sources of Recruitment :-

- 1) Recruitment at factory gate (Direct Recruitment)
- 2) Casual Callers
- 3) Advertisements
- 4) Employment agencies

- 5) Management Consultants
- 6) Educational Institutions
- 7) Recommendations
- 8) Labour Contractors
- 9) Telecasting

Recruitment at Factory Gate / Direct Recruitment

- generally for unskilled workers
- workers recruited by this method are known as Casual or Buddi workers
- unsolicited applications

Advertisements

- popular practice for large companies
- generally for higher post or large no. of vacancies.

Employment agencies

- professional bodies for recruitment process.

Management consultants

- generally done to recruit people at middle or top levels

Educational Institutions

- campus recruitment
- most popular way

Recommendations

- recruiters prefer because they know something about your background

Labour Contractors

- themselves are employees
- they recommend others
- drawback: if a labour contractor leaves the org. then all employees employed with him have to leave.

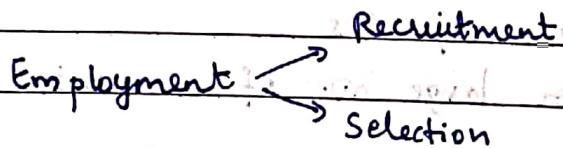
Merits and Demerits of External sources

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Selection

- (negative process: here we eliminate candidates at each step to get the perfect candidate).
- critical process which requires much:

 - cost
 - time
 - money



Steps involved in Selection process

- 1) Preliminary Interviews
- 2) Screening applications
- 3) Employment tests
- 4) Final interview
- 5) Reference checking
- 6) Medical examination
- 7) Appointment letters

* These steps vary from job to job. Not necessarily all will be conducted for all jobs.

Employment tests

- 1) Intelligence test
- 2) Aptitude test → Cognitive Test
- 3) Proficiency test → Motor Test
- 4) Interest test
- 5) Personality test

* Again these tests to be conducted vary from job to job.

Final Interview

→ An interview is a face to face, visual, observational and personal appraisal method.

→ requires lot of effort of the company.

Different types of Interviews:

- 1) Preliminary Interviews
- 2) Background Information Interview
- 3) Patterned or Structured Interview
- 4) Unstructured or Non-directed Interview
- 5) Stress Interview

* Interview type depends on the type of job.

Process of acquiring an employee → {
1 - Recruitment
2 - Selection
3 - Placement
4 - Induction

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Placement

Placement may be defined as the determination of the job to which a selected candidate is to be assigned, and his assignment to the job.

Significance of Placement

Advantages of right placement of workers:-

- 1) Reduced labour turnovers
- 2) Reduced absenteeism
- 3) Increased safety
- 4) Increased morale
- 5) Better human relations

Considerations in Placement of New Employees:-

1. Job requirements
2. Suitable qualifications
3. Adequate information to the job incumbent
4. Commitment and loyalty
5. Flexibility

Induction

→ It is the welcoming process to make the new employee feel at home and generate in him/her a feeling of belongingness to the organisation.

→ It is a 2 way channel of information between the management and the new employee.

Contents of Induction Program:- (see the list in book).

Socialisation.

- Socialisation is the process through which a new recruit begins to understand and accept the values, norms and beliefs held by others in the organisation.
- this work is of HR dept. → to make the process of socialisation smoother.
- ^a 3 stages of socialisation:- [question comes on this topic]
 - 1) Pre-arrival stage
 - 2) Encounter stage
 - 3) Metamorphosis / Transformation stage

[Applied question in exam comes like:-

Design a recruitment & selection procedure for xyz

employee. → elaborate on example & not on theory.