

Summary

Chapter Two :Job Analysis

2.1 Nature and importance of Job Analysis

Job Analysis involves collection of information that includes knowledge, skill and ability employee possesses to perform a job effectively. Data collected is used for planning, hiring & training of employees, in deciding compensation and for performance appraisal.

Job Analysis data serves Human resource planning, Recruitment and Selection, Training & Development, Remuneration, Performance Appraisal and in uncovering and identifying hazards for Safety and Health of employees.

2.2 Process of Job analysis.

1] An organization has to make strategic choices regarding the employee involvement, the level of details, timing and frequency, orientation and the sources that will used to collect data. Next organizations have to decide the type of data to be collected, & who should collect it. Normally trained job analysts, supervisors or the employees collect the data. A new organization needs to appoint job analysts to decide the best method to gather the data. Established firms review the data over a period or when there is job change due to technology or product change.

2] The data collected has to be processed for use in various personnel functions. It is used to prepare Job Description and Job Specification. JD is a written statement showing job title, tasks, duties and responsibilities involved in a job. JD also prescribes working conditions, hazards, stress and relationship with other jobs. JD is used for recruitment and selection, manpower planning, performance appraisal and chalking training

programmes. Job Specification summarizes the human characteristics needed for satisfactory job completion. JS spells out skills, knowledge and other important attributes a person should possess to perform the job successfully. The required personal attributes are classified as essential, desirable and contra indicated. JS assists preliminary screening in the selection procedure. It provides due justification to each job and helps in designing training and development programmes. Supervisors use JS for counseling. Job evaluation is also carried using JS. It is used by management in decisions on promotion, transfers, and award of extra benefits to the employees.

2.3 Different methods of collecting job data.

Interview, Observation, Questionnaire, Job Performance, Checklist, Technical Conference, Diary or Critical Incidents are several methods used for collecting the job data. Interviews are more popular but involve time and costs, while Technical Conference is fast and less costly but is not sufficiently accurate.

2.4 Problems faced in Job Analysis

Support from top management, relying on a single source or method, absence of training to employees, distortion of activities are major problems faced by HR in completing Job Analysis.

2.5 Nature and importance of Job Design

Job design starts after completing job analysis. Job design involves efforts to organize tasks, duties and responsibilities into a unit of work so as to achieve certain objectives. Job design has to satisfy organizational requirements and individual needs. Well-designed jobs reduce costs and increase

efficiency. Badly designed jobs are difficult to fill and cause absenteeism and higher labour turnover.

2.6 Factors affecting Job Design

Job design is impacted by organizational factors like Characteristics of a task, Work flow, Ergonomics and work practices. It is also affected by environmental factors like employee abilities and availability, change in expectations of employees, globalization, behavioural factors, feedback, autonomy, use of abilities, and variety.

Critical thinking - The skill for the 21st century workforce.

Critical thinking is neither an abstract nor a difficult skill to attain. At the most basic level, it is the process of identifying and evaluating evidence relevant to decision making. Critical thinking allows an employee to objectively evaluate the information to reach a conclusion. This skill is required at all levels and domains in an organization. It is important in strategy, problem solving, planning and organizing.

In today's highly competitive markets, clients, projects, deadlines and targets drive day to day operations and long term board room decisions. As a result employees have to make decisions on the move and offer solutions that optimize the business prospects of the organization. This underlines crucial role of critical thinking.

Critical thinking needs to be recognized as an essential skill in organizations if we are to become successful in a globalized business arena.