



Job Analysis for Changing a Workplace

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Job Analysis, Human Resource Management Practices, Employees, Workplace

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ABSTRACT *Job analysis is a family of procedures to identify the content of a job in terms of activities involved and attributes or job requirements needed to perform the activities. The process of job analysis involves the analyst describing the duties of the incumbent, then the nature and conditions of work, and finally some basic qualifications. After this, the job analyst has completed a form called a job psychograph, which displays the mental requirements of the job. Job analysis helps in preparing the organization chart and the organizational structure. Classification of the jobs relation of each job with one another and various positions and hierarchy of the positions is determined. Efficiency element emphasizes productivity and behavioral element focus on employee needs. In our job analysis a branch manager is a leader of the branch. Job analysis is very important and a very complicated process.*

Introduction:

A job analysis is a step-by-step specification of an employment position's necessities, functions, and procedures. Just as a seed cannot blossom into a flower unless the ground is properly prepared, many human resource management (HRM) practices cannot blossom into competitive advantage unless grounded on an adequate job analysis. A Successful HRM practices can lead to outcomes that create competitive advantage. Job analyses, properly performed, enhance the success of these HRM practices by laying the foundation. Job analysis information can be applied to a variety of HRM practices

Job analysis is a family of procedures to identify the content of a job in terms of activities involved and attributes or job requirements needed to perform the activities. Job analyses provide information to organizations which helps to determine which employees are best fit for specific jobs. Through job analysis, the analyst needs to understand what the important tasks of the job are, how they are carried out, and the necessary human qualities needed to complete the job successfully. The process of job analysis involves the analyst describing the duties of the incumbent, then the nature and conditions of work, and finally some basic qualifications.

The application of job analysis techniques makes the implicit assumption that information about a job as it presently exists may be used to develop programs to recruit, select, train, and appraise people for the job as it will exist in the future. The job analysts are typically industrial/organizational psychologists or human resource officers who have been trained by, and are acting under the supervision of an industrial/organizational psychologist. One of the first industrial-organizational psychologists to introduce job analysis was Morris Viteles. In 1922, he used job analysis in order to select employees for a trolley car company. Viteles' techniques could then be applied to any other area of employment using the same process. Job analysis was also conceptualized by two of the founders of Industrial-Organizational psychology, Frederick Winslow Taylor and Lillian Moller Gilbreth in the early 20th century. Since then, experts have presented many different systems to accom-

plish job analysis that have become increasingly detailed over the decades. However, evidence shows that the root purpose of job analysis, understanding the behavioral requirements of work, has not changed in over 85 years.

Objective of job analysis

- Job analysis provides the information related to job and this data can be used to make process or job simple. Work simplification means dividing the job into small parts i.e. different operations in a product line or process which can improve the production or job performance.
- Standard means minimum acceptable qualities or results or performance or rewards regarding a particular job. Job analysis provides the information about the job and standard of each can be established using this information.
- Job analysis provides support to various personnel activities like recruitment, selection, training and development, wage administration, performance appraisal etc.

Need of Job Analysis

Job analysis is to prepare job descriptions and job specifications which in turn help hire the right quality of workforce into an organization. The general purpose of job analysis is to document the requirements of a job and the work performed. Job and task analysis is performed as a basis for later improvements, including: definition of a job domain; description of a job; development of performance appraisals, personnel selection, selection systems, promotion criteria, training needs assessment, legal defense of selection processes, and compensation plans. Industrial psychologists use job analysis to determine the physical requirements of a job to determine whether an individual who has suffered some diminished capacity is capable of performing the job with, or without, some accommodation

Organizational Structure and design

Job analysis helps in preparing the organization chart and the organizational structure. Classification of the jobs relation of each job with one another and various positions and hierarchy of the positions is determined.

- **Man power planning**

Job analysis provides the qualitative aspect of the jobs in the organization. It determines the demands of job in terms of duties to be performed, qualification of person skills required in the employee. It is a tool which is used for matching job with men.

- **Recruitment and selection**

Job analysis helps to hire future human resource. It helps to recruit and select the right kind of people for the jobs available in the organization. It provides information necessary to select the right person by its immediate products i.e. job description and job specification.

- **Performance appraisal and training/development**

Based on the job requirements identification of the training needs of the persons can be done easily. Training is given in those areas which will help to improve the performance on the job. Training programme can be designed according to the need and can be made effective.

- **Job evaluation**

Job evaluation refers to studying in detail the job performance by all individual. The difficulty levels, skills required and on that basis the salary is fixed. Information regarding qualities required, skilled levels, difficulty levels are obtained from job analysis and worth (price) of the job is determined.

- **Promotions and transfer**

When we give a promotion to an employee we need to promote him on the basis of the skill and talent required for the future job. Similarly when we transfer an employee to another branch the job must be very similar to what he has done before. To take these decisions we collect information from job analysis.

- **Career path planning / Employee counseling**

Many companies have not taken up career planning for their employees. This is done to prevent the employee from leaving the company. Employees are informed about the limitations of jobs in terms of development and are guided to take required steps for their future development. Job analysis provides such information regarding the areas in which a person requires modification for better career options.

- **Health and safety**

Job analysis provides the risk factor related to particular job and thus action required for the safety of the employees can be taken. Unsafe operations can be eliminated or can be replaced by safe one or the safety equipments can be installed.

- **Performance Appraisal**

By comparing actual performance of the employees to the standard established organization can decide the personnel activities like promotion increments incentives or corrective actions to enhance job performance. These standards are established using information provided by job analysis

Changing workplace for employee – A Perspective

In today's business climate companies are forced to implement sweeping changes in an effort to grow and survive. A knowledge-based economy and global transformations require swift adjustments. This environment presents new challenges and demands for everyone, from the board and CEO to the entry-level employee.

Change is and always has been an inevitable part of life. But for most people change and adversity are difficult paths to traverse, especially in our work settings where the challenges may abruptly alter the course of one's career and lifestyle.

Employees fear losing their jobs, or get transferred to unfamiliar positions. Little control over workplace events triggers increased tension, uncertainty, anger, and other forms of job stress. Underlying the physical workplace--and exerting a powerful influence on it--is an emotional playing field that I call "the workplace within."

Effectively managing the workplace within means not fearing or resisting change and challenges, but empowering management and employees with the necessary skills to effectively manage life changes. Strategically preparing managers and employees catalyzes better organizational performance – regardless what changes you might face.

The interplay among individuals, their responsibilities and the corporate culture drives a business' viability. Effectively managing the workplace within can help reduce counter-productive behavior, improve the organization's collaborative thinking, increase cooperation among colleagues, and enhance customer service – even in the midst of change and reorganization. The several strategies are:

- **Prepare Managers**

Company leadership must assist managers in understanding the emotional landscape of change and provide them with tools to address issues. Who we are dictates how we perceive experiences, how we react to others, and how well we work together and how we scope with change. Few companies offer managerial training in issues of change, leaving managers ill prepared and a target for blame.

- **Communicate Early and Often**

Rumors and innuendo, if allowed to propagate randomly, are extremely harmful. Keep everyone updated on the most recent decisions directly or indirectly affecting staff. This will make employees feel that they are a part of the process. With healthy communication, employees are more apt to remain with the company and often develop an even deeper bond during a time of change.

- **Acknowledge Emotions**

An increased level of empathy and understanding is important and must be felt from the top down. People expect life to be easy and when it is not, they need assurances that employers are concerned and will do as much as possible to assist them during unsettling times.

- **Increase "Emotional Intelligence" Companywide**

Perhaps most importantly, you will also want to help them understand that they ultimately have control over their lives and that allowing emotions to control decisions can be detrimental. Even with a recovery underway, it's unlikely that life in business for organizations and for individuals is going to get any easier. Change will be continual, confronting us in waves. Negotiating these changes and challenges effectively on the outside will require all of us to be effective managers of that other, hidden workplace the workplace within.

Conclusion

Job analysis has always been, and will continue to be in the foreseeable future, a valuable informational tool in hu-

man resource management. Strategic job analysis is a necessary step in the evolution of traditional job analysis so that it can meaningfully tackle the emerging needs of contemporary organizations. Based on evidence presented in this paper, it is clear that organizations need to allow for considerable flexibility in their job analysis to accommodate for rapid changes in today's workplace. As a result, job analysis should incorporate general and broad traits instead of specific skills and behaviors. In addition, a job analysis that is strategic in focus is also proactive in that organizations are always monitoring and updating themselves to allow for such changes in the environment.

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