



Human Resource Management Job Analysis And Job Evaluation

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ABSTRACT

Human Resource Management by contracts is directs mainly toward managerial needs for people resource in organization, with greater emphasis being placed on planning, monitoring and control rather than on problems solving and medication. Human resource management is most important part of job analysis and job evaluation. Job analysis is the process of getting information about jobs; specifically, what the worker does; how he gets it done; why he does it; skill, education and training required; relationship to other jobs; physical demands and environmental condition and job evaluation is the process of analyzing and assessing the various jobs systematically to ascertain their relative worth in an organization. Job are evaluated on the basis of their content and are placed in the order of their importance. In this way, a job hierarchy is established in the organization, the purpose being fixation of satisfactory wage differential among various jobs.

Keywords : Job analysis and Job Evaluation

Introduction:-

Human Resource management as a concept has changed markedly during the last ten years. Earlier, there was a change from the "Scientific management" to the "Human Relation" approach. It provides a sound platform for studying management of human resources in detail. In modern industrial organization the largest numbers of problems are related to human resources.

Concept of Human Resource Management System

Human Resource Management Systems (HRMS), Human Resource Information Systems (HRIS), HR Technology or also called HR modules, shape an intersection in between human resource management (HRM) and information technology. It merges HRM as a discipline and in particular its basic HR activities and processes with the information technology field, whereas the planning and programming of data processing systems evolved into standardized routines and packages of enterprise resource planning (ERP) software.

Function of Human Resource Management System

All in all, the HR function is still to a large degree administrative and common to all organizations. To varying degrees, most organizations have formalized selection, evaluation, and payroll processes. Efficient and effective management of the "Human Capital" Pool (HCP) has become an increasingly imperative and complex activity to all HR professionals. The HR function consists of tracking innumerable data points on each employee, from personal histories, data, skills, capabilities, experiences to payroll records. The advent of client-server HRMS authorized HR executives for the first time to take responsibility and ownership of their systems. These client-server HRMS are characteristically developed around four principal areas of HR functionalities:

1. "Payroll"
2. Time and Labour management and

3. Benefits Administration
4. HR management

The Payroll module automates the pay process by gathering data on employee time and attendance, calculating various deductions and taxes, and generating periodic pay cheques and employee tax reports. Data is generally fed from the human resources and time keeping modules to calculate automatic deposit and manual cheques writing capabilities. Sophisticated HCM systems can set up accounts payable transactions from employee deduction or produce garnishment cheques. The payroll module sends accounting information to the general ledger for posting subsequent to a pay cycle.

The Time and Labour management module applies new technology and methods to cost effectively gather and evaluate employee time/work information. The most advanced modules provide broad flexibility in data collection methods, as well as labour distribution capabilities and data analysis features. This module is a key ingredient to establish organizational cost accounting capabilities.

The Benefits Administration module permits HR professionals to easily administer and track employee participation in benefits programs ranging from healthcare provider, insurance policy, and pension plan to profit sharing or stock option plans.

The HR management module is a component covering all other HR aspects from application to retirement. The system records basic demographic and address data, selection, training and development, capabilities and skills management, compensation planning records and other related activities. Leading edge systems provide the ability to "read" applications and enter relevant data to applicable database fields, notify employers and provide position management and position control.

Many organizations have gone beyond the traditional functions and developed human resource management information system, which supports recruitment, selection, job placement, performance appraisals, employee benefit analysis, training development, health, safety and security.

Job analysis

Job Analysis refers to various methodologies for analyzing the requirements of a job. 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 preliminary to successive actions, including to define a job domain, write a job description, create performance appraisals, selection and promotion, training needs assessment, compensation, and organizational analysis/planning.

In the fields of Human Resources (HR) and Industrial Psychology, job analysis is often used to gather information for use in personnel selection, training, classification, and/or compensation. The field of vocational rehabilitation uses 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.

Professionals developing certification exams use job analysis to determine the elements of the domain which must be sampled in order to create a content valid exam. When a job analysis is conducted for the purpose of valuing the job this is called "job evaluation."

Job analysis Methods

There are several ways to conduct a job analysis, including: interviews with incumbents and supervisors, questionnaires, observation, and gathering background information such as duty statements or classification specifications. In job analysis conducted by HR professionals, it is common to use more than one of these methods. For example, the job analysts may tour the job site and observe workers performing their jobs. During the tour the analyst may collect materials that directly or indirectly indicate required skills. The analyst may then meet with a group of workers or incumbents. And finally, a survey may be administered. In these cases, job analysts typically are industrial psychologists or have been trained by, and are acting under the supervision of, an industrial psychologist.

In the context of vocational rehabilitation, the primary method is direct observation and may even include video recordings of incumbents involved in the work. It is common for such job analysts to use scales and other apparatus to collect precise measures of the amount of strength or force required for various tasks. Accurate, factual evidence of the degree of strength required for job performance is needed to justify that a disabled worker is legitimately qualified for disability status.

Questionnaires are the most common methodology employed by certification test developers, although the content of the questionnaires are gathered through interviews or focus groups.

Job analysis Results

Job analysis can result in a description of common duties, or tasks, performed on the job, as well as descriptions of the knowledge, skills, abilities, and other characteristics required performing those tasks. In addition, job analysis can uncover tools and technologies commonly used on the job, working conditions, and a variety of other aspects that characterize work performed in the position. When used as a precursor to personnel selection, job analysis should be performed in such a way as to meet the professional and legal guidelines that have been established.

Job Evaluation

Job evaluation is the process of systematically determining a relative value of jobs in an organisation. In all cases the idea is to evaluate the job, not the person doing it. Job Ranking is the simplest form. Basically you just order the jobs according to perceived seniority. It's easy in a small organisation, but get exponentially difficult with lots of different jobs. These are then used for comparison to slot jobs against these benchmarks. Job Matching allocates benchmarks too, but

when a position is matched the elements of the job that differ are re-evaluated. Usually this evaluation will be done with a PFA or classification system.

Point factor analysis (PFA) is the old-school (but fair) bureaucratic method for determining a score for each job. Jobs are broken down into factors such as "knowledge required". A set of closed questions in each factor break down to detail such as "level of education". The responses to these questions are given a score, and totaled for each factor. Each factor is given a weight, and this effects the contribution made to the overall total score by that factor.

Factors can be weighted according to their significance to the organisation, and this allows the pay scheme to be linked to the organisation's strategy.

Job classification can be at the whole job or factor level. Each factor (or the whole job) is a single question that has very clearly defined levels. Compared to an equivalent PFA scheme classification, it has fewer but more complex questions requiring more job analysis from whoever is answering the questionnaire.

The modern trend appears to be away from complex PFA schemes towards factor classification methods. This puts more responsibility in the hands of whoever is doing the evaluation.

Job Evaluation Techniques

Jobs are evaluated on the basis of various techniques. These techniques are grouped into two classes, namely, quantitative and non-quantitative techniques. Non-quantitative techniques include ranking (simple ranking and parried comparison ranking) and job classification and grading method. Quantitative techniques include points rating and factor comparison method.

Non-Quantitative Techniques:

Conventionally, non-quantitative simple and crude techniques are developed. They are ranking and job classification methods.

Ranking Method:

(a) Simple Ranking: This is the simplest and administratively the easiest technique. The evaluator compares one job with other jobs based on duties, responsibilities and demands made by the jobs on the job incumbent and the degree of importance of the job to the organization and ranks all the jobs from the most important to the least important. The evaluator has to appraise and rank the jobs but not the incumbents.

(b) Ranking the Key Jobs: Ranking all the jobs at a stretch under simple ranking method is difficult. The evaluator, in order to minimize this problem has to identify the key or representative jobs at the first stage, rank the key jobs at the second stage, identify and rank all other jobs at the third stage.

(c) Parried Comparison: Another problem of ranking method is that each job cannot be compared with all other jobs for the purposes of ranking. The method of parried comparison can be adopted to minimize this problem. Under this parried comparison ranking method the evaluator ranks each job in turn against all other jobs to be appraised, so that a series of parried rankings is produced. This method is more comprehensive, logical and reliable compared to the simple ranking method.

(d) Single Factor Ranking Method: Another problem in ranking method is difficulty of operation of the method is ranking has to be done on the basis of number of factors. In view of this, Goldenberg has suggested a single factor ranking scheme. The single factor considered is the discretionary contents present in each job related to other jobs. The single most important task to be performed in a job is identified and compared within the single most important task to be performed in other jobs. Thus, pure ranking does not cover these refinements.

The jobs are to be priced after they are ranked. In other words money value should be assigned to each job. Key jobs with Known monetary values will be used as the basis to determine the money value of other jobs. Generally there is agreement about the rates of key jobs.

Advantages:

Advantages of this method include:

- (a) This method is the simplest, quickest and least costly from the view point of time and money.
- (b) This method is most appropriate in small organization.
- (c) It is also appropriate for ranking the top managerial personnel in large organizations, and
- (d) It is useful as a first and basic step of job evaluation.

Disadvantages:

Despite the above-mentioned advantages, this method suffers from the following disadvantages:

- (a) This method provides no yardstick for measuring the relative worth of one job against other.
- (b) Job requirements, job specifications and employee specifications are not considered in evaluation.
- (c) It does not indicate the extent or degree to which one job is worthy than the other
- (d) It is not a comprehensive and systematic technique.

Conclusion

In this paper are including in job analysis and job evaluation. Job analysis is most important part in human resource management. And there are also important parts in job evaluation. Job evaluation refers to the process of determine the relative worth of each job for the purpose of establish in satisfactory wage and salary differentials.