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A Study of Job Analysis and Job Evaluation in Health Care Industry in A Private Mutispeciality Organisation

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ABSTRACT

Job analysis refers to various methodologies for analyzing the requirements of a job. The general purpose of job analysis is to documents of job and the work performed as a preliminary to successive actions including to define job appraisal, selection and promotion, training needs assessment, compensation, and organizational analysis/planning.

Job evaluation is the process of systematically determining relative value of jobs in an organization. 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

KEYWORDS | Job and job evaluation

INTRODUCTION: In the field of human resource (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 requirement 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 exam uses 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 refers to various methodologies for analyzing the requirements of a job. The general purpose of job analysis is to documents of job and the work performed as a preliminary to successive actions including to define job appraisal, selection and promotion, training needs assessment, compensation, and organizational analysis/planning.

JOB EVALUATION: Job evaluation is the process of systematically determining relative value of jobs in an organization.. 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 organization, but gets exponentially difficult jobs. These are then used for comparison to slot jobs against these 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 (point factor analysis) or classification system.

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.

Factor can be weighted according to their significance to the organization and this allows the pay scheme to be linked to the organization'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.

Methods and Techniques of Job analysis and Job evaluation in health care industry in a private multi-specialty organization.

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 specification. 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 psychologist or have been trained by, and is acting under the supervision of an industrial psychologist.

In the contest 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 analyst 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, skill, abilities, and other characteristics required performing those tasks. In addition, job analysis can uncover

tools and technologies commonly used on the job working condition 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 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 method.

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 recumbent 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.

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 or representative jobs at the first stage, rank the key jobs at the second stage.

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 ranking is produced. This method is more comprehensive, logical and reliable compared to the simple ranking method.

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 factor. 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.

Advantage:
Advantage of this method includes:
- This method is the simplest, quickest and least costly from the view point of time and money.
- This method is most appropriate in small organization.
- It is also appropriate for ranking the top managerial personnel in large organization, and
- It is useful as a first and basic step of job evaluation.
- Disadvantages:
- Despite the above- mentioned advantage, this method suffer from the following disadvantages:
- This method provides no yardstick for measuring the relative worth of one job against other.
- Job requirements, job specification and employee specifications are not considered in evaluation.
- It does not indicate the extent or degree to which one job worthy than the other
- It is not a comprehensive and systematic technique.

Conclusion

In this paper are including in job analysis and job evaluation .Job analysis is the important part in Health Care Industry in a Private Multi-Specialty Organization. And there are also important part 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.

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