

Job Analysis

December 6, 2022

Job analysis is primary tool in personnel management. In this method, a personnel manager tries to gather, synthesize and implement the information available regarding the workforce in the concern. A personnel manager has to undertake job analysis so as to put right man on right job.

There are two outcomes of job analysis:

1. **Job description**
2. **Job specification**

The information collected under job analysis is:

1. Nature of jobs required in a concern.
2. Nature/ size of organizational structure.
3. Type of people required to fit that structure.
4. The relationship of the job with other jobs in the concern.
5. Kind of qualifications and academic background required for jobs.
6. Provision of physical condition to support the activities of the concern. For example- separate cabins for managers, special cabins for the supervisors, healthy condition for workers, adequate store room for store keeper.

Advantages of Job Analysis

1. Job analysis helps the personnel manager at the time of recruitment and selection of right man on right job.
2. It helps him to understand extent and scope of training required in that field.
3. It helps in evaluating the job in which the worth of the job has to be evaluated.
4. In those instances where smooth work force is required in concern.
5. When he has to avoid overlapping of authority- responsibility relationship so that distortion in chain of command doesn't exist.
6. It also helps to chalk out the compensation plans for the employees.
7. It also helps the personnel manager to undertake performance appraisal effectively in a concern.

A personnel manager carries analysis in two ways:

1. **Job description**
2. **Job specification**

Job description is an organized factual statement of job contents in the form of duties and responsibilities of a specific job. The preparation of job description is very important before a vacancy is advertised. It tells in brief the nature and type of job. This type of

document is descriptive in nature and it constitutes all those facts which are related to a job such as:

- Title/ Designation of job and location in the concern.
- The nature of duties and operations to be performed in that job.
- The nature of authority- responsibility relationships.
- Necessary qualifications that are required for job.
- Relationship of that job with other jobs in a concern.
- The provision of physical and working condition or the work environment required in performance of that job.

Advantages of Job Description

- It helps the supervisors in assigning work to the subordinates so that he can guide and monitor their performances.
- It helps in recruitment and selection procedures.
- It assists in manpower planning.
- It is also helpful in performance appraisal.
- It is helpful in job evaluation in order to decide about rate of remuneration for a specific job.
- It also helps in chalking out training and development programmes.

Job specification is a statement which tells us minimum acceptable human qualities which helps to perform a job. Job specification translates the job description into human qualifications so that a job can be performed in a better manner. Job specification helps in hiring an appropriate person for an appropriate position. The contents are :

1.
 1. Job title and designation
 2. Educational qualifications for that title
 3. Physical and other related attributes
 4. Physique and mental health
 5. Special attributes and abilities
 6. Maturity and dependability
 7. Relationship of that job with other jobs in a concern.

Advantages of Job Specification

- It is helpful in preliminary screening in the selection procedure.
- It helps in giving due justification to each job.
- It also helps in designing training and development programmes.
- It helps the supervisors for counseling and monitoring performance of employees.
- It helps in job evaluation.
- It helps the management to take decisions regarding promotion, transfers and giving extra benefits to the employees.

From the above advantages, we can justify the importance of job analysis and its related products. Both job description as well as job specification are important for personnel manager in personnel management function. Therefore, **job analysis is considered to be the primary tool of personnel management.**

Uses of Job Analysis & Utility of Job/Task Analysis

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Job Analysis is an important component of human resource management system. It provides important information which aids in redesigning jobs and organization structure, planning staffing procedures, designing training and appraisal programs.

Job analysis is beneficial for the overall management of all HR activities. Information obtained from job analysis is useful in various personnel activities, such as HRP, employee recruitment, training, job evaluation, compensation, and performance assessment.

1. Human Resource Planning

Job analysis is useful in human resource planning in terms of demand forecasting. It finds out the requisite knowledge and skills required to perform a job.

2. Recruitment

Job analysis helps in recruitment in terms of finding how and when people should be hired for new job openings. It makes the recruitment process easier by highlighting the skills, knowledge and abilities required to perform a job.

3. Selection

Job analysis helps in selecting the right person by making the employer understand what is to be done on a job.

4. Placement and Orientation

Job analysis is useful in putting the newly selected person at the right place in the organization.

5. Training

Job analysis eases the training process by identifying the duties and responsibilities associated with a job. If the candidate doesn't have enough knowledge, then training is provided to make him effective.

6. Counselling

Proper counselling of the employee is possible only after knowing the details about the employee's job. This helps in grooming the career of the employees.

7. Employee Safety

Through a proper job analysis the analyst can know the health hazards and accidents associated with a job. By knowing, proper steps can be undertaken to eradicate those situations.

8. Performance Appraisal

In case of performance appraisal the appraiser compares the performance of the employee with the standard performance based on job analysis. It makes the process of performance appraisal easy and simple.

9. Job Design and Redesign

Through job analysis the details of job are identified. From this the weak areas in a job are identified. It helps in reducing unnecessary movements, simplify certain steps and improve the existing ones through continuous monitoring.

10. Job Evaluation

It is finding the relative worth of a job in relation to other jobs in the organization. This is done with the help of the job analysis. Job evaluation helps in fixing the pay package of employees with internal and external pay equity.

Utility of Job/Task Analysis

The activity of job analysis is noted to serve several purposes in human resource management. It is useful not only to the organization but also to the individual employees.

(a) In recruitment and selection, task analysis especially competency analysis helps the organization to place people in jobs in which they can be more effective matching role/job with the people.

(b) Job analysis helps in work planning in the following respects –

- Setting individual tasks,
- Helping the job incumbent to decide priorities of task,
- Minimizing overlaps between jobs, and
- Job enrichment

(c) In performance appraisal, job analysis helps in identifying the activities to be performed against which appraisal has to be done.

(d) Analysing the job helps in performance of the tasks and its evaluation by the supervisor.

(e) In potential appraisal, the exercise of task analysis helps in preparing a system of the competency analysis and actual potential appraisal work.

(f) In respect of employee development, task analysis provides feedback on strength and weakness, performance counselling, and training needs of employees.

(e) In team building activity through tasks analysis, better understanding is noted to be developed among employees, building linkages and mutuality between jobs.

Uses of Job Analysis

Job Analysis is an important component of human resource management system. It provides important information which aids in redesigning jobs and organisation structure, planning staffing procedures, designing training and appraisal programs.

1. Human Resource Planning

Job analysis represents the qualitative aspect of human resource requirements since it determines the demands of a job in terms of responsibilities and duties and then translates these demands in terms of skills, qualities and other human attributes. It helps in determining the number and kinds of jobs and qualifications needed to fill these jobs.

It is job analysis which reveals what an average person can do on a job in a day. It facilitates the division of work into different jobs which is an essential element of effective human resource planning.

2. Recruitment and Selection

To make employment program successful, it is necessary to have clear statements of jobs to be performed and of the skills and knowledge that must be possessed by the employees who will fill these jobs. The information regarding these two is procured from job descriptions and job specifications respectively.

These help in matching as closely as possible the job requirements with workers' aptitudes, abilities and interests to facilitate the execution of employment program.

3. Placement

A clear understanding of job requirements helps in matching these with the abilities, interests and aptitudes of people. Each job can be assigned to the person who is best suited for it. Similarly, the orientation program can be geared towards helping the employee learn the activities, and understand duties that are required to perform a given job more effectively.

4. Training and Development

Training and development programs are administered to help the employees to gain the skills and knowledge to perform the tasks assigned to them efficiently. This purpose can be achieved conveniently if the employees fully understand the job description and job specification, and are thus familiar with what they are expected to perform.

The same job information is also useful to those who administer training and development programs. It helps them in determining the contents and subject-matter to be incorporated in such programs.

5. Job Evaluation

Job evaluation aims at determining the relative worth of various jobs. The worth of a job would in turn help in determining the base compensation of the job. Job evaluation ensures internal pay equity of one job to another. To calculate the worth of a job, information concerning the job is provided by the job descriptions.

6. Performance Appraisal

Performance of the employees can be appraised objectively if clear-cut standards of performance for every job are established. Job analysis data can be adapted to establish clear-cut standards of performance for every job. In evaluating the performance of an employee, the supervisor can compare the actual contribution of each man with the set standards.

7. Employee Counselling

Job analysis provides information about career choices and personnel limitations. Such information is helpful in vocational guidance and counselling. Employees who are unable to cope with the hazards and demands of given job may be advised to opt for subsidiary jobs which are less demanding.

8. Job Design

Job analysis information helps in designing and redesigning of jobs by industrial engineers through time and motion study, work specification, work improvement and work measurement.

9. Organizational Design

Job analysis information is useful in classifying jobs and creating interrelationship among them. Responsibility commensurate with authority and accountability for various jobs can be specified so as to minimize duplications or overlapping. In order to improve organizational efficiency, sound decisions concerning hierarchical positions and functional differentiation can be taken on the basis of information obtained through job analysis.

10. Safety and Health

The process of job analysis provides an opportunity to uncover and identify hazardous conditions and unhealthy environmental factors like heat, noise, fumes, dust, etc. Corrective measures can be taken to minimise the chances of various risks, ensure safety to workers, and avoid unhealthy conditions.

Process, Methods of Job Analysis and Design

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An effective and right process of analyzing a particular job is a great relief for them. It helps them maintain the right quality of employees, measure their performance on realistic standards, assess their training and development needs and increase their productivity. Let's discuss the job analysis process and find out how it serves the purpose.

Job Analysis Process



Identification of Job Analysis Purpose: Well any process is futile until its purpose is not identified and defined. Therefore, the first step in the process is to determine its need and desired output. Spending human efforts, energy as well as money is useless until HR managers don't know why data is to be collected and what is to be done with it.

Who Will Conduct Job Analysis: The second most important step in the process of job analysis is to decide who will conduct it. Some companies prefer getting it done by their own HR department while some hire job analysis consultants. Job analysis consultants may prove to be extremely helpful as they offer unbiased advice, guidelines and methods. They don't have any personal likes and dislikes when it comes to analyze a job.

How to Conduct the Process: Deciding the way in which job analysis process needs to be conducted is surely the next step. A planned approach about how to carry the whole process is required in order to investigate a specific job.

Strategic Decision Making: Now is the time to make strategic decision. It's about deciding the extent of employee involvement in the process, the level of details to be collected and recorded, sources from where data is to be collected, data collection methods, the processing of information and segregation of collected data.

Training of Job Analyst: Next is to train the job analyst about how to conduct the process and use the selected methods for collection and recoding of job data.

Preparation of Job Analysis Process: Communicating it within the organization is the next step. HR managers need to communicate the whole thing properly so that employees offer their full support to the job analyst. The stage also involves preparation of documents, questionnaires, interviews and feedback forms.

Data Collection: Next is to collect job-related data including educational qualifications of employees, skills and abilities required to perform the job, working conditions, job activities, reporting hierarchy, required human traits, job activities, duties and responsibilities involved and employee behaviour.

Documentation, Verification and Review: Proper documentation is done to verify the authenticity of collected data and then review it. This is the final information that is used to describe a specific job.

Developing Job Description and Job Specification: Now is the time to segregate the collected data in to useful information. Job Description describes the roles, activities, duties and responsibilities of the job while job specification is a statement of educational qualification, experience, personal traits and skills required to perform the job. Thus, the process of job analysis helps in identifying the worth of specific job, utilizing the human talent in the best possible manner, eliminating unneeded jobs and setting realistic performance measurement standards.

Process of Job Design

Job design is the process of creating identical jobs with sufficient information regarding work activities to be carried out including the skills, experience and qualification required to conduct the job more efficiently and effectively. It designs the sufficient intrinsic and extrinsic reward system associated with the job. A typical job design process consists of following parts:

1. Specification of individual tasks:

At beginning, all the tasks to be conducted are identified. On the basis of nature, special skills or abilities required to perform the tasks, relation and interdependency with other tasks, complexities etc. of tasks need to be classified. In this step, individual tasks are simplified as far as possible.

2. Combination of task into jobs:

Job is the group of similar tasks in terms of nature and responsibilities as well as skills combined together to form different jobs. Jobs need to be simple in the sense that they need to be scientific systematic. In this step, jobs are prepared and assigned to the concerned department and employees.

3. Specification of methods:

After designing jobs, specific methods to conduct these are identified. Specification of methods not only provides the basic guidelines to perform the job but also helps to get the similar jobs done uniformly. This can be changed with the change in technology as well as advancement in the methods.

Benefits of Job Design in HRM:

Job design is the basis of motivation to employees. Scientifically designed job increase the productivity of the organization. This is the very first condition to perform the organizational activities in an effective and efficient way to attain the organizational goals. Following major benefits can be attained because of job design:

1. Organizational structure:

Job design collects the similar activities into a package i.e. job. This helps to prepare the logical relation between different job responsibilities. Job design designs different position in the organization. This ultimately helps to prepare the organizational structure. Job design provides the basic information for designing the organizational structure.

2. Help in HR Planning:

Human resource planning requires some fundamental information regarding the job. Job design not only prepares the jobs but it estimates the minimum skills qualification and experience required to different jobs. It determines the number of jobs available in an organization. This helps to plan regarding the human resource acquisition, development, utilization and maintenance.

3. Human resource acquisition and selection:

Getting right man at the right job is another important purpose of job design. It prepares the information regarding skills, qualification, experience and the expertise required to accomplish the job in best possible way. This determines the things to be done as well as its specification. This helps to search and select right man at the right job. Perfect job design reduces the risk of selecting wrong employees to the job.

4. Employee motivation and commitment:

Job design helps to allocate job responsibilities according to interest, skills, and expertise of employees. This limits the job responsibilities upto skills and expertise. Job design makes the job more interesting and challenging. It provides the avenue of personal

growth. All these things provide the motivation to employees and increase the level of satisfaction too. Motivated employees commit for best performance. Productivity and efficiency of such motivated and committed employees remains the maximum level.

5. Good industrial relation:

Industrial relation is being vital in modern business age. Success or failure of organization largely depends upon the relation between management, employees and government. Properly designed job increases the job satisfaction in employees. There will be no conflict in responsibilities and goals in between jobs if they are designed scientifically. Such job decreases the employees grievances, indisciplinary actions, employees and management. This ensures the success of organization.

6. Better quality of life:

Quality of work life indicates the state of working condition. This is one of the most important indicators to increase the job satisfaction. Quality of work life is the relationship between employees and working environment. Better quality work life increases the job satisfaction and helps to create harmonious relationship between employees and management. Properly designed job increases the quality of work life. It provides the interrelationship between different jobs, makes the area of responsibility clear, provides clear schedule of work, creates group of employee right for the appropriate job. All these things help to improve the quality of work life. Positive changes in job design also help to change the attitude and belief of employees to make them favorable for organizational benefits.

7. Easy supervision:

Properly designed jobs become scientific for responsibility distribution, skills requirement and inter job relationship. Job design helps to select right man at right job. Employee job satisfaction and commitment in such case become high. Self motivated and directed employees need less supervision. This helps to reduce supervision cost.

8. Environment adaptation:

Business environment is ever changing. With the change in technology, market segment customer's expectations, organizational objectives etc. jobs need to be changed. To grab the business opportunities from the competitive market, organizations must change their products, technology, way of doing things, etc. So, job once created may not be effective forever. They need to be improved and empowered. Such activities in job are done through job design and hence organization creates goods and products with greater customer expectation. So, job design helps to adopt the changing environment.

9. Organizational goal attainment:

Job designed scientifically will motivate employees for job commitment. Such jobs reduce the absenteeism, turnover, grievance, frustration and lower productivity. Committed employees pay their total effort for organizational betterment. These things help to attain organizational goal as per planning.

Methods of Job Analysis

Methods of collecting job analysis information include direct observation, work method analysis, critical incident technique, interview and questionnaire method.

These are given below

1. Direct Observation Method

Direct Observation is a method of job analysis to observe and record behaviour / events / activities / tasks / duties when the worker or group engaged in doing the job. Observation method can be effective only when the job analyst is skilled enough to know what is to be observed, how to analyze, and what is being observed.

2. Work Method Analysis

Work methods analysis is used to describe manual and repetitive production jobs, such as factory or assembly-line jobs. Work methods analysis includes time and motion study and micro-motion analysis.

3. Critical Incident Technique

Critical incident technique is a method of job analysis used to identify work behaviours that classify in good and poor performance. Under this method, jobholders are asked to describe critical incidents concerning the job and the incidents so collected are analyzed and classified according to the job areas they describe.

4. Interview Method

Interview method is a useful tool of job analysis to ask questions to both incumbents and supervisors in either an individual or a group setting. Interview includes structured interviews, unstructured interview, and open-ended questions.

5. Questionnaire Method

It includes 6 techniques, which are as follows:

(a) Position Analysis Questionnaire (PAQ Model)

PAQ model is a questionnaire technique of job analysis. It developed by Mc Cormick, Jeanneret, and Mecham (1972), is a structured instrument of job analysis to measure job characteristics and relate them to human characteristics. It consists of 195 job elements that describe generic human work behaviours.

(b) Functional Job Analysis (FJA Model)

FJA model is a technique of job analysis that was developed by the Employment and Training Administration of the United States Department of Labour. It includes 7 scales (numbers) that measure- 3 worker-function scales- measure percentage of time spent with: data, people, things; 1 worker-instruction scale; 3 scales that measure reasoning, mathematics, and language.

(c) Work Profiling System (WPS Model)

WPS model is a questionnaire technique of job analysis, is a computer-administered system for job analysis, developed by Saville & Holdsworth, Ltd.

(d) MOSAIC Model

MOSAIC model is a questionnaire technique of job analysis used to collect information from incumbents and supervisors. It contains 151 job tasks rated in terms of importance for effective job performance and 22 competencies rated in terms of importance, and needed proficiency at entry.

(e) Common Metric Questionnaire (CMQ Model)

CMQ model is a technique of job analysis that was developed by Harvey as a “worker-oriented” job analysis instrument designed to have applicability to a broad range of exempt and nonexempt jobs. It includes 41 general questions of background section, 62 questions of contacts with people, 80 items of decision making, 53 items of physical and mechanical activities, 47 items of work setting.

(f) Fleishman Job Analysis System (FJAS Model)

FJAS model is a technique of job analysis that describes jobs from the point of view of the necessary capacities. It includes 52 cognitive, physical, psycho-motor, and sensory ability; each of the categories consists of two parts an operational and differential definition and a grading scale.

Job Description, Job Specification

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There are two outcomes of job analysis: Job description and Job specification

Job description

A job description is a list that a person might use for general tasks, or functions, and responsibilities of a position. It may often include to whom the position reports, specifications such as the qualifications or skills needed by the person in the job, or a salary range. Job descriptions are usually narrative, but some may instead comprise a simple list of competencies; for instance, strategic human resource planning methodologies may be used to develop competency architecture for an organization, from which job descriptions are built as a shortlist of competencies. A job description concentrates on the job. It explains what the job is and what the duties, responsibilities, and general working conditions are.

A job description may include relationships with other people in the organisation: Supervisory level, managerial requirements, and relationships with other colleagues.

A job description need not be limited to explaining the current situation, or work that is currently expected; it may also set out goals for what might be achieved in future.

Job specification

Job specification concentrates on the characteristics needed to perform the job. It describes the qualifications the incumbent must possess to perform the job.

Job specification is a statement which tells us minimum acceptable human qualities which helps to perform a job. Job specification translates the job description into human qualifications so that a job can be performed in a better manner. Job specification helps in hiring an appropriate person for an appropriate position. The contents are:

- Job title and designation
- Educational qualifications for that title
- Physical and other related attributes
- Physique and mental health
- Special attributes and abilities
- Maturity and dependability
- Relationship of that job with other jobs in a concern

Job Evaluation, Methods

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A job evaluation is a systematic way of determining the value/worth of a job in relation to other jobs in an organization. It tries to make a systematic comparison between jobs to assess their relative worth for the purpose of establishing a rational pay structure. Job evaluation needs to be differentiated from job analysis. Job analysis is a systematic way of gathering information about a job. Every job evaluation method requires at least some basic job analysis in order to provide factual information about the jobs concerned. Thus, job evaluation begins with job analysis and ends at that point where the worth of a job is ascertained for achieving pay equity between jobs and different roles.

There are four basic methods of job evaluation currently in use which are grouped into two categories:

1. Qualitative Methods

- (a) Ranking or Job Comparison
- (b) Grading or Job Classification

2. Quantitative Methods

- (a) Point Rating
- (b) Factor Comparison

Methods of Job Evaluation

1. Ranking Method

The ranking method is the simplest form of job evaluation. In this method, each job as a whole is compared with other and this comparison of jobs goes on until all the jobs have been evaluated and ranked. All jobs are ranked in the order of their importance from the simplest to the hardest or from the highest to the lowest.

Ranking method is appropriate for small-size organizations where jobs are simple and few. It is also suitable for evaluating managerial jobs wherein job contents cannot be measured in quantitative terms. Ranking method being simple one can be used in the initial stages of job evaluation in an organization.

Merits of Ranking Method

- (i) It is the simplest method.
- (ii) It is quite economical to put it into effect.

(iii) It is less time consuming and involves little paper work.

Demerits of Ranking Method

(i) The main demerit of the ranking method is that there are no definite standards of judgment and also there is no way of measuring the differences between jobs.

(ii) It suffers from its sheer unmanageability when there are a large number of jobs.

2. Grading Method

Grading method is also known as 'classification method'. This method of job evaluation was made popular by the U.S. Civil Service Commission. Under this method, job grades or classes are established by an authorised body or committee appointed for this purpose. A job grade is defined as a group of different jobs of similar difficulty or requiring similar skills to perform them. Job grades are determined on the basis of information derived from job analysis.

The grades or classes are created by identifying some common denominator such as skills, knowledge and responsibilities. The example of job grades may include, depending on the type of jobs the organisation offers, skilled, unskilled, account clerk, clerk-cum-typist, steno typist, office superintendent, laboratory assistant and so on.

Merits of Grading Method

(i) This method is easy to understand and simple to operate.

(ii) It is economical and, therefore, suitable for small organizations.

(iii) The grouping of jobs into classifications makes pay determination problems easy to administer.

(iv) This method is useful for Government jobs.

Demerits of Grading Method

(i) The method suffers from personal bias of the committee members.

(ii) It cannot deal with complex jobs which will not fit neatly into one grade.

(iii) This method is rarely used in an industry.

3. Points Rating

This is the most widely used method of job evaluation. Under this method, jobs are broke down based on various identifiable factors such as skill, effort, training, knowledge, hazards, responsibility, etc. Thereafter, points are allocated to each of these factors.

Weights are given to factors depending on their importance to perform the job. Points so allocated to various factors of a job are then summed. Then, the jobs with similar total of points are placed in similar pay grades. The sum of points gives an index of the relative significance of the jobs that are rated.

Merits of Points Rating

- (i) It is the most comprehensive and accurate method of job evaluation.
- (ii) Prejudice and human judgment are minimized, i.e. the system cannot be easily manipulated.
- (iii) Being the systematic method, workers of the organization favour this method.
- (iv) The scales developed in this method can be used for long time.
- (v) Jobs can be easily placed in distinct categories.

Demerits of Points Rating

- (i) It is both time-consuming and expensive method.
- (ii) It is difficult to understand for an average worker.
- (iii) A lot of clerical work is involved in recording rating scales.
- (iv) It is not suitable for managerial jobs wherein the work content is not measurable in quantitative terms.

4. Factor Comparison Method

This method is a combination of both ranking and point methods in the sense that it rates jobs by comparing them and makes analysis by breaking jobs into compensable factors. This system is usually used to evaluate white collar, professional and managerial positions.

Merits of Factor Comparison Method

- (i) It is more objective method of job evaluation.
- (ii) The method is flexible as there is no upper limit on the rating of a factor.
- (iii) It is fairly easy method to explain to employees.
- (iv) The use of limited number of factors (usually five) ensures less chances of overlapping and over-weighting of factors.
- (v) It facilitates determining the relative worth of different jobs.

Demerits of Factor Comparison Method

(i) It is expensive and time-consuming method.

(ii) Using the same five factors for evaluating jobs may not always be appropriate because jobs differ across and within organizations.

(iii) It is difficult to understand and operate.

Job Design, Features, Benefits

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Job design is the process of formation of structure to work activities. This is a systematic process of organizing specific job. It is thus, the logical sequence of job analysis which provides the job related data and skill requirement of the incumbent.

It is the management function of organizing tasks, duties and responsibilities into a unit of work. It helps to set the purpose, fix and task characteristics and duties. Job design is another words, can be defined as the integration of job content and the method of doing the job. This combines the qualification, skills and experience required for the job intrinsic and extrinsic rewards associated with job, and the basic relationship between organizational needs and employee needs.

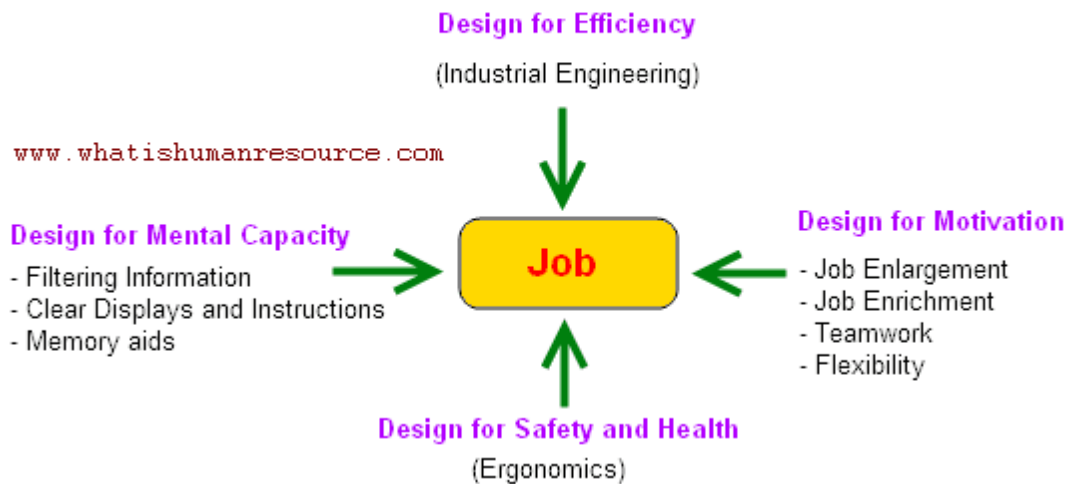
Job design affects the productivity of employees and hence organization. Scientifically designed job becomes the basis of employee motivation. Poorly designed job decreases the productivity or organization as they discourage employees.

Job design is the subject matter to change. It may be affected by so many factors like job factors, organizational factors, behavioral factors, technological factors and environmental factors. So, it should be changed or modified from time to time.

The main purpose of job design is to increase the productivity of organization. Some of the major purpose of job design is to improve quality and quantity of goods/services, reduce operation costs and reduce turnover and training costs.

For our purpose, job design is the process of collecting job related information and grouping them in such a way that a manageable job can be created with sufficient motivational reward system. This prepares not only the job package but also the qualification, skills, experience and additional qualities required for the job. Job design, in this way, prepare the job description (What to do?), job specifications (what are required to accomplish the job?) and the job evaluation (whether the jobs are ranked or structured properly?). In broader sense, job design is the process of creating organizational structure so that the basis of evaluation of job and hierarchy is estimated. It is the basis of functional relationship between various areas of functions.

JOB DESIGN



These situations call for job design, the process of defining the way work will be performed and the tasks that a given job requires, or job redesign, a similar process that involves changing an existing job design. To design jobs effectively, a person must thoroughly understand the job itself (through job analysis) and its place in the larger work unit's work flow process (through work flow analysis). Having a detailed knowledge of the tasks performed in the work unit and in the job, a manager then has many alternative ways to design a job. As shown in Figure , the available approaches emphasize different aspects of the job: the mechanics of doing a job efficiently, the job's impact on motivation, the use of safe work practices, and the mental demands of the job.

Job design is the process of:

- (a) Deciding the contents of the job.
- (b) Deciding methods to carry out the job.
- (c) Deciding the relationship which exists in the organization.

Job analysis helps to develop job design and job design matches the requirements of the job with the human qualities required to do the job

Job design principles can address problems such as;

- Work overload,
- Work under load,
- Repetitiveness,
- Limited control over work,
- Isolation,
- Shift work,
- Delays in filling vacant positions,
- Excessive working hours, and
- Limited understanding of the whole job process.

Job design is sometimes considered as a way to help deal with stress in the workplace.

Features of Good Job Design

Good job design accommodates employees' mental and physical characteristics by paying attention to:

- Muscular energy such as work/rest schedules or pace of work, and
- Mental energy such as boring versus extremely difficult tasks.

Good job design:

- Allows for employee input. Employees should have the option to vary activities according to personal needs, work habits, and the circumstances in the workplace.
- Gives an employee a sense of accomplishment.
- Includes training so the employee knows what tasks to do and how to do them properly.
- Provides good work/rest schedule.
- Allows for an adjustment period for physically demanding jobs.
- Provides feedback to the employees about their performance.
- Minimizes energy expenditure and force requirements.
- Balances static and dynamic work.
- Job design is an ongoing process. The goal is to make adjustments as conditions or tasks change within the workplace.

Benefits of Job Design

The following are the benefits of good job design:

1. Employee Input

A good job design enables good job feedback. Employees have the option to various tasks as per their personal and social needs, habits and circumstances in the workplace.

2. Employee Training

Training is an integral part of job design. Contrary to the philosophy of "leave them alone" job design lies due emphasis on training people so that are well aware of what their job demands and how it is to be done.

3. Work / Rest Schedules

Job design offers good work and rest schedule by clearly defining the number of hours an individual has to spend in his/her job.

4. Adjustments

A good job design allows for adjustments for physically demanding jobs by minimizing the energy spent doing the job and by aligning the manpower requirements for the same.

Job design is a continuous and ever-evolving process that is aimed at helping employees make adjustments with the changes in the workplace. The end goal is reducing dissatisfaction, enhancing motivation and employee engagement at the workplace.

Techniques of Job Design (Describe job design as an organizational tool)

Job enlargement, job enrichment, job rotation, and job simplification are the various techniques used in a job design exercise. A well-designed job will encourage a variety of 'good' body positions, have reasonable strength requirements, require a reasonable amount of mental activity, and help foster feelings of achievement and self-esteem.

Achieving good job design involves administrative practices that determine what the employee does, for how long, where, and when as well as giving the employees a choice where ever possible.

1. Job Simplification

Job is simplified or specialized. The job is broken down into small parts and each part is assigned to an individual.

To be more specific, work simplification is mechanical pacing of work, repetitive work processes, working only on one part of a product, predetermining tools and techniques, restricting interaction amongst employees, few skills requirements.

Work simplification is used when jobs are not specialized.

2. Job Rotation

Job rotation means systematically moving workers from one job to another.

When incumbents become bored with routine jobs, job rotation is an answer to it. Here jobs remain unchanged, but the incumbents shift from one job to another.

On the positive side, it increases the intrinsic reward potential of a job because of the different skills and abilities needed to perform it. Workers become more competent in several jobs, know a variety of jobs and improve the self-image, personal growth.

Further, the worker becomes more valuable to the organization. On the negative side, it may not be much enthusiastic or efficiency may not be more.

Besides jobs may not improve the relationships between task, while activities and objectives remain unchanged. Further training costs also rise and it can also de-motivate intelligent and ambitious trainees who seek specific responsibilities in their chosen specialties.

3. Job Enlargement

Job enlargement means assigning workers additional same-level activities. Job enlargement changes the jobs to include more and/or different tasks. It means expanding the number of tasks or duties assigned to a given job. Job enlargement is naturally opposite to work simplification.

Adding more tasks or duties to a job does not mean that new skills and abilities are needed. There is only horizontal expansion.

It is with the same skills taking additional responsibilities like extending working hours etc. Job enlargement may involve breaking up the existing work system and redesigning a new work system.

4. Job Enrichment

Job enrichment is improvisation of both tasks efficiency and human satisfaction by building into people's jobs, quite specifically, greater scope for personal achievement and recognition, more challenging and responsible work and more opportunity for individual advancement and growth.

An enriched job will have more responsibility, more autonomy (vertical enrichment), and more variety of tasks (horizontal enrichment) and more growth opportunities. The employee does more planning and controlling with less supervision but more self-evaluation.

5. Job Reengineering

Reengineering means redesigning a business process so that small multidisciplinary self-managing teams get the task done together, all at once. Reengineering identifies the desired outcome of a system or subsystem and restructures jobs and even departments to radically increase performance.

Often this is done by eliminating unneeded steps and clustering related responsibilities into one job or team organized around the process.

Recruitment of Employees, Meaning, Process of Recruitment, Sources of Recruitment

December 6, 2022

Recruitment refers to the process of **attracting, identifying, and selecting potential candidates** to fill vacancies within an organization. It is a key human resource function aimed at building a qualified and competent workforce. The main objective of recruitment is to ensure that the organization has the right number of people, with the right skills, in the right positions, at the right time.

The recruitment process typically begins with identifying a vacancy, followed by job analysis and preparation of a job description. Then, suitable candidates are sourced either internally (from within the organization) or externally (through advertisements, recruitment agencies, online portals, etc.). Once candidates are identified, they are screened and shortlisted for interviews and assessments.

Effective recruitment not only fulfills staffing needs but also contributes to organizational success by **bringing in individuals who align with the company's values, culture, and long-term goals**. It helps reduce employee turnover, increases productivity, and enhances morale. A well-structured recruitment process ensures fairness, transparency, and equal opportunity for all applicants.

| Sources of Recruitment:

- Internal sources of recruitment which means recruitment from within the organization.
- External sources of recruitment means recruitment from outside the organization.

Internal sources of recruitment which means recruitment from within the organization

Internal sources of recruitment refer to filling job vacancies from within the organization's existing workforce. This method is cost-effective, boosts employee morale, and promotes career development. Below are the key types:

Promotions

Promotion is a method of internal recruitment where an employee is elevated to a higher position with increased responsibilities, status, and pay. It rewards merit, experience, and seniority, and boosts employee morale. Promotions motivate employees to perform better and offer a clear career path. Since promoted individuals already understand the company culture and systems, training time is reduced. It also fosters loyalty and retention, as employees see tangible career growth opportunities within the organization.

Transfers

A transfer involves shifting an employee from one department, location, or job to another within the same organizational level. It does not involve a change in salary or rank but is useful in balancing manpower, solving employee grievances, or developing multi-skilled staff. Transfers help in optimizing human resources and maintaining organizational flexibility. This method encourages learning, increases exposure, and prepares employees for broader roles by giving them a chance to gain experience in different units.

Internal Job Postings (IJP)

Internal Job Postings allow current employees to apply for vacant positions advertised within the organization. This process promotes transparency and provides equal opportunities for advancement. Employees who feel valued and trusted are more likely to stay longer and perform better. IJP helps identify internal talent and encourages skill development. It is a cost-effective method, as hiring from within reduces the expenses and time associated with external recruitment while improving cultural fit and employee satisfaction.

Employee Referrals

Employee referrals involve current employees recommending suitable candidates for job openings within the organization. Though sometimes considered an external source, it is internal in approach as it relies on the internal workforce's network. It is cost-effective, often yields high-quality candidates, and improves the cultural fit. Referred candidates tend to be more committed and trustworthy. Referral schemes with incentives encourage participation and help the HR department tap into hidden talent pools with minimal effort and expense.

Re-employment of Former Employees

Some organizations choose to rehire ex-employees who had a good performance history and left on positive terms. These individuals, also called "boomerang employees," are familiar with the company's operations and culture, reducing the learning curve. Rehiring also restores institutional knowledge and builds a dependable workforce. It is economical, efficient, and strategic, especially in roles that demand specific experience or loyalty. Re-employment ensures a lower risk in recruitment as the individual's past performance is known.

Upgrading Temporary Employees

Temporary or contract employees who show good performance and commitment may be promoted to permanent roles. This source helps companies observe the abilities of workers before offering long-term employment. It is a low-risk strategy, as these individuals already understand organizational policies and procedures. Upgrading also reduces recruitment and training costs. It boosts employee morale by offering job security and serves as a motivational tool for temporary staff to prove themselves for permanent opportunities

Succession Planning

Succession planning is a proactive internal recruitment process where organizations groom current employees to fill future key roles. Through training, mentoring, and experience, high-potential employees are prepared in advance. This ensures business continuity and leadership development. Succession planning identifies talent early and provides career paths, reducing dependency on external hiring for strategic positions. It builds a pool of capable leaders who are aligned with company values and objectives, supporting long-term organizational stability and growth.

Internal Promotions Based on Performance Appraisal

Performance appraisals help identify employees who consistently exceed expectations and are ready for higher responsibilities. Based on these assessments, managers can promote or reassign individuals to roles that match their skillsets and potential. This process supports merit-based progression, improves employee engagement, and fosters a culture of fairness and recognition. Internal promotions through appraisals also reinforce performance-driven environments where high-achieving employees are rewarded, leading to enhanced productivity and organizational commitment.

External sources of recruitment mean recruitment from outside the organization:

Employment Exchanges

Employment exchanges are government-run platforms that match job seekers with employers. Organizations register job openings, and the exchange provides a list of suitable candidates. This source is commonly used for public sector recruitment or to fulfill statutory obligations. It is cost-effective, helps maintain social equity in employment, and reaches a wide range of job seekers, especially for unskilled and semi-skilled roles. However, the quality of candidates may vary, and screening is often time-consuming.

Campus Recruitment

Campus recruitment involves selecting fresh graduates from colleges and universities. Employers visit institutions to conduct interviews and assessments. It is an efficient way to attract young, energetic, and trainable talent. Campus hiring supports succession planning and builds a future talent pool. Though graduates may lack experience, they bring fresh ideas and enthusiasm. Companies often invest in training and onboarding programs to shape them into long-term assets. This method is widely used in IT, finance, and engineering sectors.

Employment Agencies

Employment agencies, including private consultants and staffing firms, provide recruitment services to organizations. These agencies help source, screen, and recommend candidates for various job roles. Specialized agencies offer industry-specific recruitment, such as healthcare, IT, or finance. While they charge a fee, they save time

and reduce the effort required by internal HR teams. Employment agencies are particularly useful for filling middle and senior-level roles or finding candidates with niche skill sets and experience.

Online Job Portals

Online job portals like Naukri, Indeed, and Monster allow companies to post job openings and receive applications from a vast talent pool. These platforms offer search filters and applicant tracking tools, making the recruitment process efficient and transparent. Online recruitment is cost-effective and available 24/7. It enables employers to access candidates from different regions and industries. However, the large number of applicants may include irrelevant profiles, requiring HR to spend time on initial screening.

Social Media Recruitment

Social media platforms such as LinkedIn, Facebook, and Twitter are increasingly used for recruitment. LinkedIn is especially popular for professional hiring, enabling recruiters to post jobs, network with candidates, and view resumes. Social media allows organizations to showcase their work culture and attract passive candidates who may not be actively job-seeking. This method is low-cost and reaches a tech-savvy audience. However, recruiters must verify credentials carefully, as online profiles may not always be accurate.

Walk-in Interviews

In walk-in interviews, candidates directly appear at the company premises on a specified date without prior appointments. This method is ideal for bulk hiring, particularly in industries like retail, BPOs, and hospitality. It allows immediate screening, saves advertising costs, and speeds up the recruitment process. However, walk-in interviews may attract a large number of unsuitable candidates, requiring extensive filtering. It is a practical approach when urgent staffing is needed for entry-level or operational roles.

Recruitment through Advertisements

Job advertisements are published in newspapers, magazines, television, and online platforms to attract applicants. This method offers wide visibility and reaches diverse audiences. Advertisements can be targeted to specific regions, demographics, or professions. They are ideal for mid-level or specialized job roles. However, advertising can be expensive and may result in an overwhelming number of applications. A well-drafted job ad helps attract the right candidates and strengthens the employer's brand image in the job market.

Referrals from External Networks

Organizations also rely on business partners, suppliers, or professional networks for candidate referrals. These sources are often trusted, as they are based on personal or professional recommendations. Candidates referred by known external contacts usually have a higher level of trustworthiness and cultural compatibility. Though not always

formal, this source can be highly effective for senior roles or specialized jobs. It reduces hiring time and risk, as recommendations are often based on firsthand knowledge or reputation.

| Process of Recruitment:

Step 1. Identifying the Vacancy

The recruitment process begins with identifying the need for a new employee. This occurs due to resignations, retirements, business expansion, or new project demands. Managers assess job roles, departmental workloads, and workforce gaps. This step ensures that hiring is justified and aligned with organizational goals. It also helps in determining whether the vacancy requires a full-time, part-time, contractual, or temporary position. Proper identification of the vacancy sets the foundation for an efficient recruitment process.

Step 2. Job Analysis and Description

Once the vacancy is identified, the next step is job analysis. It involves gathering detailed information about the duties, responsibilities, skills, qualifications, and experience required. A job description is then prepared, outlining the position's objectives, tasks, reporting structure, and working conditions. It serves as a guide for both recruiters and applicants, ensuring clarity. Accurate job descriptions reduce confusion, improve candidate matching, and serve as a legal reference for performance evaluation and dispute resolution.

Step 3. Developing a Recruitment Plan

In this step, the HR department formulates a recruitment strategy. It includes deciding the sources of recruitment (internal or external), the method of advertising, the time frame, and the budget. The recruitment plan must align with organizational goals, company policy, and manpower planning. A clear plan improves coordination, resource allocation, and timeline adherence. It also helps in selecting the most effective sourcing methods to attract the right talent while minimizing hiring costs and delays.

Step 4. Attracting Candidates

Attracting candidates involves promoting the job vacancy to potential applicants through various channels. These include job portals, advertisements, campus drives, referrals, social media, and employment agencies. The organization aims to reach a large and diverse pool of talent. A compelling employer brand, attractive compensation, and career growth opportunities are highlighted to generate interest. This step is critical, as the quality of applicants depends largely on the reach and appeal of the recruitment message.

Step 5. Receiving Applications

Once the vacancy is advertised, interested candidates begin submitting their applications. These may include resumes, cover letters, portfolios, or online forms. HR collects and organizes applications for further screening. During this phase, applicant data is entered into a tracking system for easy access and sorting. The objective is to gather all relevant information systematically, ensuring that every candidate is given a fair opportunity to be considered based on their qualifications and experience.

Step 6. Screening and Shortlisting

Screening involves evaluating the applications against the job requirements. Candidates who meet basic criteria are shortlisted for the next stage. Screening methods include resume checks, phone interviews, aptitude tests, and pre-employment questionnaires. This step helps filter out unqualified applicants and narrows the pool to the most suitable candidates. The goal is to save time in the final selection and ensure that only those who closely match the job profile proceed further.

Step 7. Conducting Interviews and Selection

Shortlisted candidates are invited for interviews, which may be conducted in multiple rounds, including HR, technical, and managerial interviews. The purpose is to assess communication skills, subject knowledge, attitude, and cultural fit. Additional selection tools like group discussions, case studies, and practical tasks may be used. After evaluation, the best-fit candidate is selected. This stage ensures that the chosen individual not only meets the qualifications but also aligns with the company's values and work style.

Step 8. Making the Job Offer and Appointment

Once a candidate is selected, the organization extends a formal job offer. It includes details such as salary, designation, joining date, benefits, and terms of employment. Upon acceptance, the candidate is issued an appointment letter, and onboarding arrangements begin. This final step formalizes the employment relationship and integrates the new hire into the organization. Ensuring transparency and clear communication during the offer stage helps build trust and improves employee retention from day one.

Factors affecting Recruitment

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These are broadly classified into two categories:

1. Internal Factors
2. External Factors

1. Internal Factors:

The internal factors also called endogenous factors are the factors within the organisation that affect recruiting personnel in the organisation. Some of these are mentioned here.

Size of the Organisation:

The size of an organisation affects the recruitment process. Experience suggests that larger organisations find recruitment less problematic than organisations with smaller in size.

Recruiting Policy:

The recruiting policy of the organisation i.e., recruiting from internal sources (from own employees) and from external sources (from outside the organisation) also affects recruitment process. Generally, recruiting through internal sourcing is preferred, because own employees know the organisation and they can well fit into the organisation's culture.

Image of Organisation:

Image of organisation is another internal factor having its influence on the recruitment process of the organisation. Good image of the organisation earned by a number of overt and covert actions by management helps attract potential and competent candidates. Managerial actions like good public relations, rendering public services like building roads, public parks, hospitals and schools help earn image or goodwill for the organisation. That is why blue chip companies attract large number of applications.

Image of Job:

Just as image of organisation affects recruitment so does the image of a job also. Better remuneration and working conditions are considered the characteristics of good image of a job. Besides, promotion and career development policies of organisation also attract potential candidates.

2. External Factors:

Like internal factors, there are some factors external to organisation which has their influence on recruitment process.

Demographic Factors:

As demographic factors are intimately related to human beings, i.e., employees, these have profound influence on recruitment process. Demographic factors include sex, age, literacy, economic status etc.

Labour Market:

Labour market conditions i.e., supply and demand of labour is of particular importance in affecting recruitment process. For example, if the demand for a specific skill is high relative to its supply, recruiting employees will involve more efforts. On the contrary, if supply is more than demand for a particular skill, recruitment will be relatively easier.

In this context, the observation made by 11PM in regard to labour market in India is worth citing: "The most striking feature in the Indian Labour market is the apparent abundance of labour yet the 'right type' of labour is not too easy to find".

Unemployment Situation:

The rate unemployment is yet another external factor having its influence on the recruitment process. When the unemployment rate in a given area is high, the recruitment process tends to be simpler. The reason is not difficult to seek. The number of applicants is expectedly very high which makes easier to attract the best qualified applicants. The reverse is also true. With a low rate of unemployment, recruiting process tends to become difficult.

Labour Laws:

There are several labour laws and regulations passed by the Central and State Governments that govern different types of employment. These cover working conditions, compensation, retirement benefits, and safety and health of employees in industrial undertakings.

Child Labour (Prohibition and Regulation) Act, 1986, for example, prohibits employment of children in certain employments. Similarly, several other acts such as Employment Exchange (Compulsory Notification of Vacancies) Act, 1959, the Apprentices Act, 1961; die Factory Act, 1948 and the Mines Act, 1952 deal with recruitment.

Legal Considerations:

Another external factor is legal considerations with regard to employment. Reservation of jobs for the scheduled castes, scheduled tribes, and other backward classes (OBCs) is the popular example of such legal consideration. The Supreme Court of India has given its verdict in favour of 50 per cent of jobs and seats. This is so in case of admissions in the educational institutions also.

Selection: Process of Selection, Stages

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Finding the interested candidates who have submitted their profiles for a particular job is the process of recruitment, and choosing the best and most suitable candidates among them is the process of selection. It results in elimination of unsuitable candidates. It follows scientific techniques for the appropriate choice of a person for the job.

The recruitment process has a wide coverage as it collects the applications of interested candidates, whereas the selection process narrows down the scope and becomes specific when it selects the suitable candidates.

Stone defines, 'Selection is the process of differentiating between applicants in order to identify (and hire) those with a greater likelihood of success in a job'.

Steps Involved in Selection Procedure:

A scientific and logical selection procedure leads to scientific selection of candidates. The criterion finalized for selecting a candidate for a particular job varies from company to company.

Therefore, the selection procedure followed by different organizations, many times, becomes lengthy as it is a question of getting the most suitable candidates for which various tests are to be done and interviews to be taken. The procedure for selection should be systematic so that it does not leave any scope for confusions and doubts about the choice of the selected candidate (Figure 5.6).

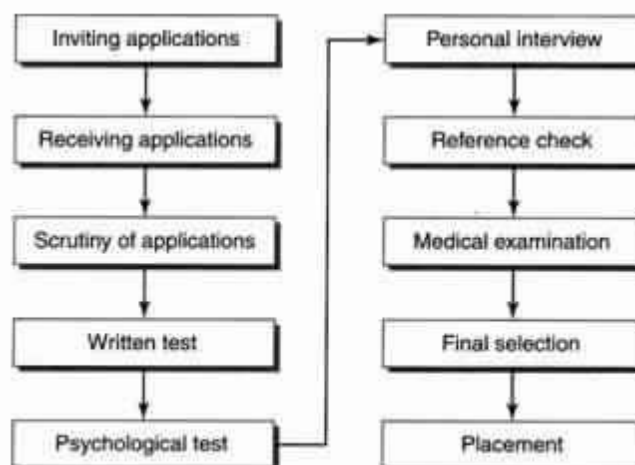


Fig. 5.6 Steps Involved in Selection Procedure

Inviting applications:

The prospective candidates from within the organization or outside the organization are called for applying for the post. Detailed job description and job specification are provided in the advertisement for the job. It attracts a large number of candidates from various areas.

Receiving applications:

Detailed applications are collected from the candidates which provide the necessary information about personal and professional details of a person. These applications facilitate analysis and comparison of the candidates.

Scrutiny of applications:

As the limit of the period within which the company is supposed to receive applications ends, the applications are sorted out. Incomplete applications get rejected; applicants with un-matching job specifications are also rejected.

Written tests:

As the final list of candidates becomes ready after the scrutiny of applications, the written test is conducted. This test is conducted for understanding the technical knowledge, attitude and interest of the candidates. This process is useful when the number of applicants is large.

Many times, a second chance is given to candidates to prove themselves by conducting another written test.

Psychological tests:

These tests are conducted individually and they help for finding out the individual quality and skill of a person. The types of psychological tests are aptitude test, intelligence test, synthetic test and personality test

Personal interview:

Candidates proving themselves successful through tests are interviewed personally. The interviewers may be individual or a panel. It generally involves officers from the top management.

The candidates are asked several questions about their experience on another job, their family background, their interests, etc. They are supposed to describe their expectations from the said job. Their strengths and weaknesses are identified and noted by the interviewers which help them to take the final decision of selection.

Reference check:

Generally, at least two references are asked for by the company from the candidate. Reference check is a type of crosscheck for the information provided by the candidate through their application form and during the interviews.

Medical examination:

Physical strength and fitness of a candidate is must before they takes up the job. In-spite of good performance in tests and interviews, candidates can be rejected on the basis of their ill health.

Final selection:

At this step, the candidate is given the appointment letter to join the organization on a particular date. The appointment letter specifies the post, title, salary and terms of employment. Generally, initial appointment is on probation and after specific time period it becomes permanent.

Placement:

This is a final step. A suitable job is allocated to the appointed candidate so that they can get the whole idea about the nature of the job. They can get adjusted to the job and perform well in future with all capacities and strengths.

Placement

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Placement is understood as assigning jobs to the selected candidates. Assigning jobs to employees may involve a new job or different job. Thus, placement may include initial assignment of job to new employee, on transfer, promotion or demotion of the present employees. Here placement refers to the assignment of jobs to new employees only.

Placement involves assigning a specific job to each one of the selected candidates. However, placement is not as simple as it looks. Instead, it involves striking a fit between the requirements of a job and the qualifications of a candidate.

Pigors and Myers have defined placement as “the determination of the job to which an accepted candidate is to be assigned, and his assignment to that job. It is a matching of what the supervisor has reason to think he can do with the job demands (job requirements), and what he offers in the form of pay rolls, companionship with others, promotional possibilities, etc.”.

The importance of placement lies in the fact that a proper placement of employees reduces employees’ turnover, absenteeism, accidents and dissatisfaction, on the one hand, and improves their morale, on the other.

It has been customary in most of the organisations to put employees initially on a probation period with a view to adjudge their suitability for the job in the organisation. The probation period may vary from organisation to organisation ranging from one to two years. Having found the employees’ performance satisfactory during the probation period, their jobs are regularised.

Importance

1. If the employees are properly placed, they will enjoy their work and organisation will not have to suffer the problem of employee turnover.
2. If employees don’t like their work, they start making excuses from the job and remain absent. Effective placement will keep the absenteeism rate low.
3. Morale of workers increases because they get the work of their choice, if correctly placed.
4. Workers will work attentively and safety of workers will be ensured and lesser accidents will happen.
5. Workers will be satisfied with their jobs and there will be no reasons for disputes, so human relations will improve.
6. Through proper placement, misfit between the job and person can be avoided.
7. Efficient and effective performance of individual tasks will ensure the achievement of organisational goals.
8. Productivity i.e., ratio of output to input increases as wastage and abnormal losses decrease.

Placement should be done keeping into view the job and social, psychological & emotional needs of person.

Principles:

(i) Job requirement: Man should be placed on the job according to the requirement of the job rather than qualification and requirement of the man.

(ii) Qualification: The job offered should match with the qualification possessed by an employee.

(iii) Information: All the information relating to the job should be given to the employees along with the prevailing working conditions. They should also be made known that they have to pay penalty for wrong doing.

Features:

1. Man should be placed on the job according to the requirements of the job. The job should not be adjusted according to the qualifications or requirements of the man. Job first; man next should be the principle of placement.
2. The job should be offered to the man according to his qualifications. The placement should neither be higher nor lower than the qualifications.
3. The employee should be made conversant with the working conditions prevailing in the industry and all things relating to the job. He should also be made aware of the penalties if he commits a wrong.
4. While introducing the job to the new employee, an effort should be made to develop a sense of loyalty and cooperation in him so that he may realise his responsibilities better towards the job and the organisation.
5. The placement should be ready before the joining date of the newly selected person.
6. The placement in the initial period may be temporary as changes are likely after the completion of training. The employee may be later transferred to the job where he can do justice.

Proper placement helps to improve employee morale. The capacity of the employee can be utilised fully if he is placed on the job for which he is most suitable. Right placement also helps to reduce labour turnover, absenteeism and accident rates. If a candidate adjusts himself to the job and continues to perform as per expectations, it might mean that the candidate is properly placed.

Limitations:

Employees Expectations:

What the new employee expects from his job is the first problem in his placement. If he expects high salary, independent and challenging work but the job offers low salary, dependent and routine work, the employee finds himself misfit to his job.

Job Expectations:

Sometimes, the employee's expectations from his job are more than his abilities or skills. In such a case, the personnel manager finds the mismatch between the employee and the job.

Technological Change:

Sometimes, technological changes bring radical changes in job description and specifications, resulting in the mismatch between the employee and the job.

Changes in Organizational Structure:

Some strategic changes like mergers, acquisitions, amalgamations, delayering, downsizing etc. bring about changes in organizational structure, which in their turn, bring about changes in the jobs. Such changes are likely to result in misfit between the employees and the job.

Social and Psychological Factors:

Some social and psychological factors involved in team work or group formation result in the mismatch between employees and the jobs.

Loyalty and Co-operation:

Every effort should be made to develop a sense of loyalty and co-operation in employees to make them understand their responsibilities

Socialization and Induction

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Socialization

It is the process of adaptation. It is the process by which new employees attempt to learn and inculcate the norms and values of work roles in an organization. Learning and inculcating the norms and values of work group are necessary for proper adjustment and job performance.

1. Socialization is based on several assumptions
2. New employee suffer from anxiety and require adjustment.
3. socialization strongly affects employee programme and stability of organization.

Pre arrival stage

It recognizes that all the new recruits arrive in the organization with a set of values, norms, expectations and learning. This includes both the work to be done and the organization. For example in a business schools, student acquire certain idea's regarding the nature of their future jobs, pay packages, and carrier progress. At the recruitment stage many organizations give job preview which helps the prospective employees to learn more about the job and the organization.

Encounter stage

When the new employees join the organization, he encounter the realities of the situation in term of his job, work culture, subordinates and peer's. if the expectations of the individual are in the tune with the organizational realities, he adapt organization quickly. On the other hand, if there is a marked difference between expectations and realities, socialization is essential to replace his previous assumptions with realities. At the other extreme, the individual cannot recognize with the values and norms of the organization and quits the job.

Metamorphosis stage

In this stage, the new employee acquire the skills require to adjust with the values and norms of the organization. He brings necessary change in his attitude and role behaviour to suit the organization's culture. Such changes make the employee self confident and he feels accepted by other member's of the organization. The completion of socialization process is characterized by fellings.

Induction

Induction or orientation can help overcome these problems. Once an employee is selected and placed on an appropriate job, the process of familiarizing him with the job and organization begins. This process is called induction.

Induction is “the process of receiving and welcoming an employee when he first join a company and giving him the basic information he needs to settle down quickly and happily and start work”.

The new employee is introduced to the job and the organization. The purpose of orientation is to make the new entrant feel at home and develop a sense of pride in the organization and commitment to the job. The new comer is explained his duties and responsibilities, company policies and rules, and other relevant information to get acquainted and accommodated with the organization.

“Induction is a planned introduction of employees to their jobs, their co-worker’s and the organization”.

Induction conveys three types of information:

General information about the daily work routine.

A review of the organization’s history, founding further objectives, operations-product and employee contribution.

A detailed presentation in broacher’s of the organization and policies, work rules and employee benefits.

Objectives of induction

- To help the new comer overcome his natural shyness and nervous in meeting new people in a new environment.
- The idea is to make the new people feel at home.
- Coordination will developed with co-workers.
- Make good relationship, good initial impression of a company, work supervision.
- To build up the new employee’s confidence in the organization and in himself so that he may become an efficient employee.
- To give the new comer necessary information such as location of cafeteria, toilets and locker room, rest periods and leave rules etc.

Advantages of formal induction

- Induction helps to build up a two-way channel of communication between management and workers.
- Proper induction facilities informal relations and teamwork among employees.
- Effective induction helps to integrate the new employee into the organization and to develop a sense of belonging.
- Induction is helpful in supplying information concerning the organization, the job and employee welfare facilities.
- A formal induction programme proves that the company is taking sincere interest is getting him off to a good start.

Contents of induction programme

1. Brief history and operations of the company.
2. Products and services of the company.
3. The company organization structure.
4. Location of department and employee facilities.
5. Policies and procedure of the company.
6. Rules, regulations and daily work routines.
7. Grievance procedure.
8. Safety measure.
9. Standing order and disciplinary procedure.
10. Terms and conditions of the service including wages, working hours, overtime holidays etc.
11. Suggestion schemes.
12. Benefits and services of employees.
13. Opportunities for training, promotion and transfer.

Promotions

The employees are given the promotions to higher posts and positions as and when vacancies are available or when new posts are created at the higher levels. It is quite common in all types of organizations. It is the product of internal mobility of the employees due to change in organizational processes, structure etc. It is better than direct recruitment which satisfies many human resources problems of the organization and helps in achieving organizational objectives. Promotion means higher position to an employee who carries higher status, more responsibilities and higher salary. The higher status and salary is the two most important ingredients of any promotion. It is an advancement of employee to a higher post with greater responsibilities and higher salary, better service conditions and thus higher status.

Purpose of Promotion

- To motivate employees to higher productivity.
- To attract and retain the services of qualified and competent people to recognize and reward the efficiency of an employee.
- To increase the effectiveness of the employee and the organization.
- To fill up higher vacancies from the within the organization.
- To build loyalty, morale and the sense of belongingness in the employee.
- To impress upon others that opportunities are available to them too in the organization, if they perform well.

Promotion Policy

We have seen policy is the guideline for action. Policy varies with organization. So the promotion is very sensitive to employees, it is very essential. The promotion policy should be clearly stated, widely circulated, and fully explained to their employees. The promotion policy which influences the number of factors of the organization such as, morale, motivation, turnover of the personnel in the organization. The personnel department of the organization must develop an effective promotion policy. This should be in written, flexible subject to situations. In order to make the promotion policy successful, it is necessary that the employees' assessment and confidential reporting system should be objective as far as possible so that every employee has faith in promotion policy and hence induced for better performance to get promotion.

The promotion policy should consider merit, potential and seniority of the employees. The merit factor requires a good procedure for evaluating the performance of the employee. The performance of each employee should be appraised periodically and should form the part of personal record.

Principles of Promotion

Promotion is a double edged weapon. If handled carefully, promotion is a double edged weapon. If handled carefully, it contributes to employee satisfaction and motivation. If it is mishandled, it leads to discontentment, frustration, skepticism, bickering among the employees and culminates in a high rate of employee turn over, HR department has taken the responsibility of designing, implementing the total promotion policy in an organization. The policy of promotion should be clear in the following matters:

- The management must take it clear where to fill-up higher positions by internal promotions or recruit people from outsides. Generally speaking, top positions by external recruitment. The lower positions should however, are filled up by promotions from within.
- When it has been decided to fill-up higher positions with promotions, further decisions on determining the basis of promotion should be made by the management. The basis of promotion may be seniority or merit or both.

The merit's are:

- It is easy to administer.
- There is less scope for subjectivity or arbitrariness in fixing seniority.
- Labor Unions welcome seniority based promotions.
- Seniority and experience go hand in hand; therefore, it is right and proper to make promotions on this basis.
- Subordinates are willing to work under an older boss who are given many years of service to the company.
- Loyalty is rewarded.

Demerits are:

- Seniority is no indication of competence.
- In spite of judicial pronouncement, there are no single criteria for fixing the seniority of an employee.
- Young and competent people get frustrated and might leave the organization.

If the competency is the basis for promotion, an employee whose performance is the best, as revealed by performance appraisal, is promoted. He or She beats all others by his or her merit is rewarded.

The **merits** of promotion by competency:

- Efficiency is encouraged, recognized and rewarded.
- Competent people are retained because better prospects are open to them.
- Productivity increases.

The **disadvantages** of promotion by merit are:

- Discontentment among senior employees.
- Scope for favouritism.

- Loyalty and length of service are not rewarded.
- Opposition from union leaders.

Demotion

Demotion is the opposite of promotion. It is a downward movement of employees in the organizational hierarchy with lower status and lower salary. It is the downwarding process and is insulating to an employee. Demotion is the punishment for incompetence or mistake of serious nature on the part of the employee. It is serious types of the penalty or punishment and should be given rarely and only under exceptional circumstances and tactfully. Demotions may be necessary under the following conditions:

- When the organization reduces activities, officer occupying certain posts are demoted.
- Errors in the promotions already made are corrected through demotions.
- It may be necessary to use demotions as a tool of disciplinary action against erring employees.

The tool of demotion should be used only when it is absolutely necessary. However, there should not be any injustice to any of employees in this regard. Demotions should be made for genuine reasons. Promotions are easily as they affect their status, career and position. Demotion usually treated as an insult and naturally resented by the employees in one way or the other. It is, therefore, desirable to avoid demotions as far as possible. Demotions should be an exception but not the normal rule of the organization.

Demotion Policy

Demotion is very harmful for the employee's morale. It is an extremely painful action, impairing the relationships between people permanently. While effecting the demotions, managers should extremely careful not to place himself on the wrong side of the fence. It is therefore, very necessary to formulate a demotion policy so that there may be no grievances on the part of the unions and the employee concerned.

Demotions should have serious impact on need fulfillment. Needs for esteem and belongingness are get frustrate leading to a defensive behaviour on the part of the person demoted. There may be complaints, emotional turmoil, inefficiency or resignations. Hence, demotions are very rarely resorted to by managers. Manager prefers to discharge the employees rather than face the problems arising from the demotions.

Employee Transfers, Purpose, Types, Advantages, Disadvantages

December 6, 2022

A transfer is a change in job assignment. It is the movement of an employee from one job to another without involving any substantial change in his duties, responsibilities, required skill, status and compensation. A transfer does not imply any ascending (promotion) or descending (demotion) change in status or responsibility.

According to Edwin B. Flippo, "Transfer is a change in job where the new job is substantially equal to the old in terms of pay, status and responsibilities."

According to Dale Yoder, "A transfer involves the shifting of an employee from one job to another without special reference to changing responsibility or compensation. Transfer may involve promotion, demotion or no change in status and responsibility."

Thus, transfer is a horizontal or lateral movement of an employee from one job, section, department, shift, plant or position to another at the same or another place, where his salary, status and responsibility are the same.

Purposes of Transfer

Transfers are generally resorted to with a view to attain the following:

1. To Meet the Organisational Requirements

Organisational changes may demand the shift in job assignments with a view to place the right man on the right job.

Such changes may be changes in technology, changes in the volume of production, production schedule, product line, quality of products, change in the job pattern, fluctuations in the market conditions, reallocation of or reduction in the workforce due to a shortage or a surplus in same section so that layoffs may be avoided, filling in of the vacancies which may occur because of separations or because of the need for suitable adjustments in business operations.

In short, the purpose of transfers is to stabilize employment in an organization.

2. To Meet Employees' Requests

Sometimes, transfer is done at the request of the employer himself. Employee may need transfer in order to satisfy their desire to work under a different superior in a department/region where opportunities for advancement are bright, in or near their native place or place of interest, doing a job where the work itself is challenging etc.

3. To Ensure Better Utilization of the Employees

An employee may be transferred because the management feels that he is not performing satisfactorily and adequately and when the management feels that he may be more useful or suitable elsewhere, where his capacities would be better utilized.

4. To Make the Employees More Versatile

Employees may be shifted from one job to another to expand their capabilities. Job rotation may prepare the employee for more challenging assignments in future.

5. To Adjust the Workforce

Workforce may be transferred from a plant where there is less work to a plant where there is more work. Thus, the employees who have been in service of an organization are not thrown out of employment but adjusted elsewhere.

6. To Provide Relief to the Employee

Transfers may be made to give relief to employees who are overburdened or doing hazardous jobs for long periods. Transfer may also be made to break the monopoly of the employee. The climate of a place may be unsatisfactory for an employee's health. He may request a transfer to another place, where his health may not be affected by the climate.

7. To Reduce Conflicts and Incompatibilities

Where employees find it difficult to get along with colleagues in a particular section or department, they could be shifted to another place to reduce conflicts.

8. To Penalise the Employees

Transfers may be effected as disciplinary measures to shift employees indulging in undesirable activities to remote, far flung areas.

9. To Maintain a Tenure System

In senior administrative services of the Government and also in industries or where there is a system of annual intake of management trainees, the employee holds a certain job for a fixed tenure but is made to move from job to job with a view to enable him to acquire variety of experience and skills and also to ensure that he does not get involved in politicising informal groups.

To Accommodate Family Related Issues

Family related issues cause transfers, specially among female employees. When they get married, the female employees want to join their husbands and this fact necessitates transfers or resignations.

Types of Transfer of employee

Transfers may be classified on the basis of purpose or unit

(A) On the Basis of Purpose

1. Production Transfers

A shortage or surplus of the workforce is common in different departments in a plant or several plants in an organization. Surplus employees in a department have to be laid off, unless they are transferred to another department. Transfers effected to avoid such inevitable layoffs are called production transfers.

2. Replacement Transfers

A replacement transfer is the transfer of a senior employee to replace the junior employee or a new employee, when the latter is laid off or shifted to another job. Sometimes, it is a temporary arrangement to make use of the services of the senior personnel.

3. Versatility Transfers

Versatility transfers are effected to make employees versatile and competent in more than one skill. It aims at giving training to the employees of various jobs of similar nature having different operations. It helps the employees to get themselves prepared for promotions and also helps the employer in developing the effective manpower prepared to handle the higher openings.

4. Shift Transfers

When the unit runs in shifts, employees are transferred from one shift to another on similar jobs. In some undertakings, where shifts are operated regularly, employees may be recruited permanently for the shift, but in some cases they are rotated from one shift to another as a matter of practice, because many employees dislike second or third shift assignment as it interferes with their social or family engagements.

5. Remedial Transfers

Remedial transfers are effected at the request of the employees and are, therefore, called personal transfers. Personal transfers take place because the initial placement of an employee may have been faulty or the worker may not get along with his supervisor or with other workers in the department.

He may be getting too old to continue his regular job or working conditions may not be well adapted to his personal health. If the job is repetitive, the employee may stagnate and would benefit by transfer to a different kind of work.

6. Precautionary Transfers

Such transfers are made as a precautionary measure to avoid the misuse of office or misappropriation of funds by the employees. In some undertakings, there are more chances of misuse of office or misappropriation of funds than others. Generally it is

mentioned in the transfer policy of the organisation that an employee cannot stay at one post for more than 3 years or so.

(B) On the Basis of Unit

1. Sectional Transfers

These transfers are made within the department from one section to another. The main purpose of such transfers may be to train the workers and prepare them to handle the operations of different sections of the department.

2. Departmental Transfers

Transfers from one department to another department within the plant are called departmental transfer. Such transfers are made if the nature of work is same or substantially the same in both the departments such as clerical or routine jobs.

3. Inter-Plant Transfers

If there are more than one plants under the control of same management, transfer may be made from one plant to another on varied reasons. Such transfers are called inter-plant transfers.

Benefits

- **Relations Improvement:** It improves supervisor-employee relations.
- **Increases Motivation:** It increases motivation and productivity through avoidance of monotony.
- **Ensures Future Promotions:** It develops the employees for future promotions.
- **Increases Productivity:** It increases the productivity and effectiveness of the organisation overall.
- **Provides Job Satisfaction:** It provides greater job satisfaction to the existing employees.
- **Improvement:** It improves the skills of the existing employees.
- **Stabilisation:** It helps to stabilise fluctuating work requirements.
- **Remedial:** It remedies faulty placements.

Disadvantages:

- **Inconvenient:** Transfers from one place to another is caused much of inconvenience and cost to the employee and his family members relating to housing, education to children, etc.
- **Adjustment Problems:** Adjustment problems to the employee to the new job, place, environment, superior and colleagues.
- **Loss of Time:** Transfer from one place to another result in loss of many days.
- **Reduces Contribution of Employees:** Company initiated transfers result in reduction in employee contribution.

- **An Adverse Effect:** Discriminatory transfers affect employee morale, job satisfaction, commitment and contribution.

Employee Separations, Reasons

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Employee separation is a sensitive issue for any organization. Usually, an employee leaves the organization after several years of service. Thus, the permanent separation of employees from an organization requires discretion, empathy and a great deal of planning. An employee may be separated as consequence of resignation, removal, death, permanent incapacity, discharge or retirement. The employee may also be separated due to the expiration of an employment contract or as part of downsizing of the workforce. Organizations should never harass the employees, especially in the case of resignation, just because they are quitting the organization. In fact, a quitting employee of the organization must be seen as a potential candidate of the future for the organization and also the brand ambassador of its HR policies and practices. However, many organizations are still treating their employees as “expendable resources” and discharging them in an unplanned manner whenever they choose to do so. Each organization must have comprehensive separation policies and procedures to treat the departing employees equitably and ensure smooth transition for them. Further, each employee can provide a wealth of information to the organization at the time of separation. Exit interviews can be conducted by the HR department to ascertain the views of the leaving employees about different aspects of the organization, including the efficacy of its HR policies.

Reasons for Separation of Employees

Employee separation constitutes the final stage in the staffing process of an organization. An employee can leave the organization for any reason which he deems fit for seeking separation. However, separation is classified basically into two types. These are: voluntary separation and involuntary separation. Voluntary separation refers to the separation of employees on their own request, while involuntary separation means the separation of employees for organizational reasons which are beyond the control of the employees.

- **Voluntary Separation** Voluntary separation, which normally begins after a request is placed in this regard by the employee, can happen due to two reasons: professional reason and personal reason. We shall now discuss these reasons in detail.
- **Professional reasons** Employees may seek separation when they decide to seek better positions, responsibilities and status outside the present organization. Efficient employees would seek to expand their realm of knowledge and skills continuously by working in different capacities/positions in various organizations. In their quest for greater responsibility, power and status, they may seek separation from the organization.

- **Personal reasons** The important personal reasons for voluntary separation are relocation for family reasons like marriage of the employees and health crisis of family members, maternity and child-rearing. For instance, when working women get married, they often prefer to settle in the partners place of occupation. Similarly, an employee may seek voluntary separation to look after the child or parent.
- **Involuntary Separation** As mentioned earlier, an involuntary separation is caused by the factors which remain beyond the purview of the employees. However, these factors may be classified broadly into health problems, behavioural problems and organizational problems. We shall now discuss these factors in detail
- **Health problems** Major health problems crippling the employees may make them invalid or unfit to continue in the profession. For instance, accidents causing permanent disabilities and illness of the employees like brain stroke and other terminal illnesses can lead to their involuntary separation. Death of employees is another factor which results in their involuntary separation.
- **Behavioural problems** An employee's objectionable and unruly behaviour within the organization may also lead to his involuntary separation from the organization. When the employees behaviour is unethical or violates the code of conduct in force, the organization may initiate disciplinary actions, which may eventually result in his termination. This may constitute an act of involuntary separation. Consistent failure to reach performance goals by an employee can also result in his involuntary separation.
- **Organizational problems** Organizational problems are another important factor that contributes to the involuntary separation of employees. The poor financial performance of an organization may cause it to terminate the services of some of its employees as part of cost control measure. Such terminations are also classified as involuntary separation. Similarly, automation, organizational restructuring and rationalization can also result in employee termination, discharge or layoff, broadly called involuntary separation.