

INTRODUCTION

JOB ANALYSIS

As we know, employees are the important pillars of an organization. As a matter of fact, the profit and losses of an organization are determined largely by how well employees perform their duties. Selecting the right person for the right place and job, capacity building, and paying a proper salary and benefits are therefore of extreme importance. The narrow focus of job analysis centers on using a formal system to gather data about what people do in their jobs. Job analysis mainly helps us understand the job, the activities to be carried out, and the skills required to carry out the activities. The basic building block of HR management, job analysis, is a systematic way of gathering and analyzing information about the content, context, and human requirements of jobs. Most other functions in HR are based on and affected by job analysis. It can be said that job analysis is a systematic and thorough examination of job. It refers to a scientific and systematic study of a work in order to collect all relevant information about the job.

According to **Mondy and Noe (1996)**, job analysis is the systematic process of determining the skills, duties and knowledge required for performing job in an organization. It is an essential and pervasive human resource technique.

Brannick, Levine and Morgeson (2007) defined job analysis as a systematic method of discovering the purpose of a job by dividing it into smaller units, where one or more written products arise from the process in order to explain what is achieved on the job or what skills are required to perform the job effectively.

Job analysis has grown in importance as the workforce and jobs have changed. To be effective, HR planning, recruiting, and selection should all be based on job requirements and the capabilities of individuals identified by job analysis. Job analysis is also useful in identifying job factors and duties that may contribute to workplace health and safety. employee relations issues. Information coming from job analyses that can help make the distinction among jobs, including the following:

- Work activities and behaviours
- Interactions with others
- Performance standards;
- Financial and budgeting impact;
- Machines and equipment used;
- Working conditions;
- Supervision given and received;
- Knowledge, skills, and abilities needed

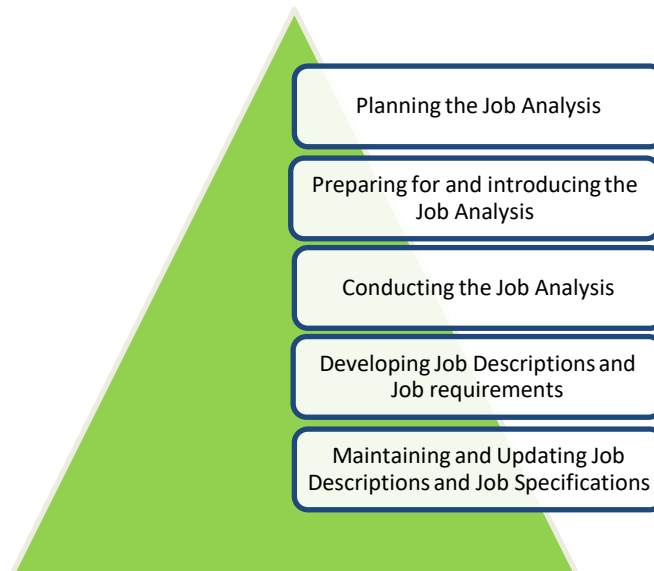
The uses of job analysis are as follows:-

1. Employee Selection: - It is difficult to understand how an employee will be chosen unless there is an understanding of the tasks that must be completed, the abilities required to complete those tasks, and the obligations themselves. Those criteria must be defined in order to choose tests or create interview questions that will determine

whether a particular candidate possesses the knowledge and abilities needed to fulfill the job requirements.

2. Training and Development: - Human resource managers can benefit from job analysis since it helps workers understand what qualifications, abilities, and experiences are required for a particular position. Plans for skill enhancement strategies and capacity building programs may vary depending on the demands of the job.
3. Job Description: - One of the written outputs of the job analysis is a brief report summarizing the tasks and obligations listed in the job description. To put it simply, the job analysis is a written report that outlines the process for determining the responsibilities and job description.
4. Job Classification: - Job analysis enables a human resource manager to classify jobs into groups, sub groups and teams based on similarities in duties and responsibilities. Job analysis is useful for determining salary, incentives, benefits, transfer and promotions.
5. Performance appraisal: - A performance appraisal compares every employee real performance with her/his performance criteria. In order to address job duties and performance criteria, human resource managers use job analysis reports.
6. Discovering unassigned duties and responsibilities: - Job analysis can help reveal unassigned duties and responsibilities.
7. Job design: - The job analysis information can be used to define the best way to do a job. Job design is the division of job tasks allocated to an employee in an organization that determines what the employee is doing, how, and why.
8. Human resource planning: - Job analysis provides a basis for human resource planning and for suitable selection and recruitment of employee. It reveals the personality and skills of employee required for a job.
9. Working condition: - Job analysis provides information about unhealthy, risk and hazardous working environmental condition in various jobs.

Stages in Job Analysis Process: -



- A. Planning the Job Analysis: Before beginning the job analysis process, data collection from managers and employees is planned. The most significant factor is determining the job analysis objectives, which can range from as simple as updating job descriptions to as thorough as altering the organization's compensation programs. Whatever the goal, the effort needs the cooperation of upper management.

- B. **Preparing for and introducing the Job Analysis:** Job analysis preparation comprises identifying the jobs that will be analyzed. The next step is to analyze organization charts, existing job descriptions, past job analysis information, and other resources for planning purposes. This step also determines who will undertake the job analysis and what approaches will be employed. A critical component is identifying and explaining the process to the right managers, affected employees, and others.
- C. **Conducting the Job Analysis:** If questionnaires are used, it is generally beneficial for employees to return them to supervisors or managers for assessment before handing them over to those performing the job study. Questionnaires should be accompanied by a letter that explains the process and provides directions for completing and returning them. Interviews may be conducted after questionnaires are returned to obtain more information. Once the data from job analyses has been compiled, it should be organized by job, organizational unit, and job family.
- D. **Developing Job Descriptions and Job requirements:** In the fourth stage, job analysts create job descriptions and job requirements. Generally, organisations believe that having managers and employees develop job descriptions is not advisable for a variety of reasons. First, it diminishes consistency in format and information, both of which are critical given the legal implications of job descriptions. Second, managers and employees' writing skills vary, so they may produce job descriptions and job specifications that reflect what they do and their personal qualities, rather than what the job demands. However, completed drafts should be reviewed with managers and supervisors, and then employees, before they are finalized.
- E. **Maintaining and Updating Job Descriptions and Job Specifications:** Once job descriptions and specifications have been completed and reviewed by all appropriate individuals, a system must be developed for keeping them current and posted on a firm's intranet source. One effective way to ensure that appropriate reviews occur is to use current job descriptions and job specifications as part of other HR activities.

There are few methods of Job Analysis: -



Observation:

The observation approach involves a manager, job analyst, or industrial engineer seeing the individual executing the job and taking notes to define the activities and obligations. The utility of the observation approach is limited because many jobs lack complete and easily observable

job tasks or job cycles. Thus, observation may be more beneficial for repetitive tasks when combined with other methods.

- a. **Work sampling-** One of the observation type is work sampling, that does not require attention to each detailed action throughout an entire work cycle. This method allows a manager to determine the content and pace of a typical workday through statistical sampling of certain actions rather than through continuous observation and timing of all actions. Work sampling is particularly useful for routine and repetitive jobs.
- b. **Employee Diary/Log-** Another observation method requires employees to “observe” their own performances by keeping a diary/log of their job duties, noting how frequently those duties are performed and the time required for each one. Although this approach sometimes generates useful information, it may be burdensome for employees to compile an accurate log. The logging approach can be technology-based, reducing some of the problems.

Interviewing:

Interviews involve a manager or HR specialist speaking with employees about their job duties. Standardised interview forms are commonly used to record information. To get detailed job details, both the employee and their supervisor must be interviewed. Sometimes, group or panel interviews are used. A team of subject matter experts (SMEs) who have varying insights about a group of jobs is assembled to provide job analysis information. This option may be particularly useful for highly technical or complex jobs.

Questionnaires:

The questionnaire is a popular way for collecting job-related data. A survey instrument is created and distributed to employees and managers to complete. The questionnaire method has the significant advantage of allowing information on a large number of tasks to be acquired inexpensively and quickly.

Job Analysis and O*Net:

The US Department of Labour (DOL) provides a number of resources for job analysis. Over the years, many entities have developed and used the resources. Functional job analysis applies a competency-based approach to job analysis. A functional definition of what is done in a work can be created by considering the three components of data, people, and things. The degrees of these components have traditionally been used to identify and compare key features of over 120 jobs listed in the Dictionary of Occupational Titles (DOT). According to the HR Online description, O*Net is currently the primary DOL resource for employers, offering a variety of valuable goods.

Combination Methods:

A number of different ways to obtain and analyze information about a job exist. Each method has strengths and weaknesses, and a combination of methods generally may be more appropriate than one method alone. Regardless of the methods used, job analysis provides the information necessary to develop job descriptions and job specifications

Computerized Job Analysis Systems:

With the expansion of information technology and Web-based resources, computerized job analysis systems have been developed. An important feature of technological job analysis is the

specificity of data that can be gathered and compiled into a job analysis database. As a result, a technology-based job analysis system can often reduce the time and effort involved in writing job descriptions. These systems often store banks of job duty statements that relate to each of the task and scope statements of the questionnaires.

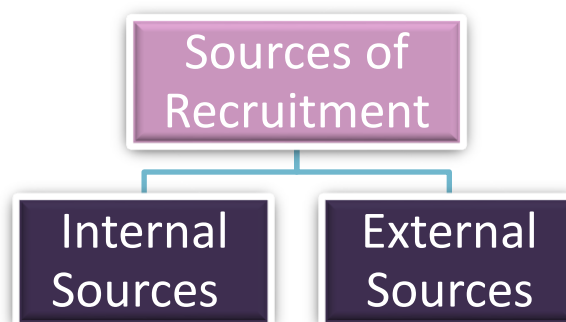
RECRUITMENT

Recruitment entails calculating available positions and making appropriate procedures for their selection and appointment. To attract job applicants, the organisation must promote the position in a way that encourages them to respond. To be cost effective, the recruitment process should attract quality applicants while providing enough information for unqualified candidates to self-select out. Thus, the recruitment process begins with the search for new recruits and concludes with the submission of their applications. The end result is a pool of candidates from which new workers are chosen.

Edwin Flippo defined "Recruitment as the process of searching for prospective employees and stimulating them to apply for jobs in the Organization."

Management must recruit more candidates in order to raise the selection ratio, allowing the best qualified candidate to be chosen from among those available. Recruitment is positive since it attempts to increase the number of applicants, whereas selection is slightly negative because it picks the most acceptable individuals while eliminating the unfit ones. Though the job of recruiting appears to be simple, a variety of issues complicate its effectiveness.

There are broadly two categories of sources of Recruitment:



1. Internal Sources - 'Internal sources' are people who already work for an organisation.

Internal sources typically include;

- (a) retrenched employees,
- (b) retired employees, and
- (c) dependents of dead employees.

When a vacancy emerges, someone from inside the organisation gets promoted, transferred, or even demoted.

2. External Sources - External sources exist outside of an organisation. The Organisation may hire:

- (a) Employees from other organisations;
- (b) Job seekers registered with employment exchanges;
- (c) Students from reputable educational institutions;
- (d) Candidates referred by unions, friends, relatives, and current employees;
- (e) Candidates forwarded by search firms and contractors;
- (f) Candidates responding to the Organization's advertisements; and
- (g) Unsolicited applications/walk-ins.

The methods of recruitment can be broadly divided into two: internal methods and external methods:

- a. **Internal Method** - The following are the most commonly used internal methods:
 1. **Promotions and transfers** are utilised to fill gaps within the organisation. A transfer is a lateral change within the same grade, from one job to another. It may result in changes in duties and responsibilities, working circumstances, and so on, but it will not necessarily affect salary. Promotion, on the other hand, is the transition of an employee from a lower to a higher level position, which is typically accompanied with changes in duties, responsibilities, prestige, and worth.
 2. **Job postings** are another method of hiring from within. In this strategy, the organisation advertises employment openings on bulletin boards, electronic media, and other comparable channels. One of the primary benefits of this technique is that it allows highly qualified employees to hunt for growth possibilities within the company rather than seeking greener pastures elsewhere.
 3. **Employee referral** means using employees' own networks to find career opportunities. It is a recommendation from a current employee for a job application. "It takes one to know one" is the philosophy behind employee recommendation. Employees working in the Organisation are encouraged to recommend the names of known individuals working in other Organisations for a potential opening in the near future.
- b. **External Method** – Following methods are used for recruitment:
 1. **Advertisements**: – Companies use advertisements to attract potential job candidates. These include newspaper advertisements, trade, professional, and technical magazines, radio and television commercials, and so forth. In recent years, this medium has grown as vibrant, vivid, and innovative as consumer advertising.
 2. **Campus Recruitment**: - This is a direct approach of recruiting people that involves visiting academic institutions such as colleges and universities. Recruiters visit reputable educational institutions to find job seekers with the necessary technical or professional abilities. Job seekers are given advance notice of available positions and recruiters. The Company obtains a thorough profile of job seekers through a continuous exchange of information with the relevant organisations.
 3. **Unsolicited Applicants/Walk-ins**: Companies typically receive unsolicited applications from job searchers at various points in time. The amount of such applications is determined by economic conditions, the company's image, and the

- job seeker's assessment of the types of positions that may be offered, among other factors. Such applications are often stored in a database, and when a relevant job emerges, the company will notify the candidates to apply through a formal channel.
4. **Private Employment Search Firms:** A search firm is a private employment agency that keeps computerised lists of suitable applicants and charges a fee to firms who want to hire from the list.

Recruitment Process:-

The recruitment process is a systematic one, beginning with finding individuals and ending with scheduling and performing interviews. This technique necessitates a lot of resources and time.



The recruitment process is immediately followed by the selection process i.e. the final interviews and the decision making, conveying the decision and the appointment formalities.

SELECTION

The most valuable asset of any large-scale organization is the high-caliber personnel. Good morale and motivation bind the employees together and breed enthusiasm and goodwill in them, leading to better output. An important part of personnel selection, therefore, is to make reasonably sure that the person appointed to any position is interested in the work he has to do. The acquisition of new employees is the most important and complex task. Finding and employing the best individuals available is every personnel manager's goal. Finding and putting people to work is an expensive proposition. As a result, the selection process must be extremely rigorous in order to create a top-tier workforce. Individual differences are a

significant part of workforce selection. Individuals vary in their capacity to undertake different types of tasks. They differ in terms of physical qualities, intelligence and intellectual abilities, interests, temperament, and character. Because of these large differences in human abilities, the problem of proper selection becomes a very important one for modern industry.

Before employees can be recruited, selected, or placed on the job, they must first receive systematic and precise occupational knowledge. Although the need for comprehensive occupational information has been realized, most personnel and employment departments have done little to address it. Careful and thoughtful drafting of a job specification for each key type of work, followed by consistent and conscientious use of these requirements, reduces errors in the selection process. A recruitment and selection programme can be made more positive and successful if

- (a) there is a cultivation of the best employment market for the positions involved;
- (b) use of attractive recruiting literature and of adequate publicity;
- (c) employment of up-to-date tests of high selectivity and reliability;
- (d) adequate search for candidates from within the service
- (e) a placement programme that puts the right man on the right job; and
- (f) a follow-up probationary programme as an integral part of the selection process.

SELECTION PROCESS:

Selection activities follow a standard pattern, beginning with an initial screening interview and concluding with the final employment decision. The selection process typically consists of eight steps:



- (1) **Initial screening interview:** - The first step in the selection process involves initial screening of potential candidates. This initial screening is, in effect, a two-step procedure:
 - (a) screening inquiries
 - (b) screening interviews.

If the company's recruiting efforts were effective, they would have a pool of potential applicants. The organisation can eliminate some respondents based on job descriptions and specifications. Perhaps candidates lack the necessary experience or education. The screening interview also provides a fantastic opportunity for HRM to define the job in sufficient detail so that candidates can determine whether or not they are serious about applying. Sharing job description information frequently enables unqualified or marginally qualified candidates to voluntarily withdraw from consideration at a low cost to the applicant or the organisation. Phone interviews are an efficient approach to

conduct screening interviews. Another important point during the initial screening phase is to identify a salary range. Most workers are concerned about their salaries, and even if a job opening sounds exciting, a low salary may drive away excellent talent. During this phase, if proper HRM activities have been conducted, you should not need to mask salary data.

- (2) **Completion of the application form:** - Following the phone screening interview, applicants may be asked to fill out the organization's application form. This may be as simple as requesting merely the applicant's name, address, and phone number. Most organisations may prefer a more thorough employment profile. The application form summarises candidates' life, abilities, and accomplishments based on job performance (see to Diversity Issues in HRM). Applications acquire the information that the organisation desires and need in order to make an appropriate decision.
- (3) **Pre-employment tests:** - Pre-employment tests are quite useful in determining who would succeed on the job. Hundreds of tests can be used as selecting techniques. They can assess intelligence, spatial ability, perceptual abilities, mechanical comprehension, motor ability, and personality characteristics. Employers recognise that investing in time and cost for these exams, along with other selection methods and a thorough hiring procedure, leads to higher-quality hires. There are several sorts of testing.
- (4) **Comprehensive interview:** - Applicants who pass the initial screening, application form, and requisite examinations are often invited to a complete interview. The applicant may be interviewed by HRM interviewers, senior management inside the organisation, a potential supervisor, coworkers, or any combination of the above. In truth, Disney, like most other organisations, conducts many interviews for applicants. The full interview assesses a candidate's motivation, values, capacity to perform under pressure, attitude, and fit with the organisational culture, which are not easily addressed by the application form or tests.
- (5) **Conditional job offer:** - A conditional job offer is typically provided after a job seeker has completed each step of the selection process. An HRM representative often makes conditional employment offers. A conditional job offer means that if certain requirements are met, such as passing medical, physical, or substance abuse tests, the offer will become permanent.
- (6) **Background Investigation:** - The next phase in the process is to conduct background checks on potential workers. Background investigations, often known as reference checks, are designed to ensure that the information on the application form is correct and complete.
Sometimes simply informing applicants that the firm will review all references and prior employers is sufficient to prevent them from fabricating any information. HRM should request that candidates sign a waiver authorising the organisation to examine their

court records, references, previous employers, and education. Background information is commonly obtained from the following sources:

- i. References
- ii. Former employers
- iii. Educational Accomplishments
- iv. Credit References
- v. Criminal Records
- vi. Online Searches
- vii. Background checks

(7) **Medical or physical examination:** -The next-to-last step in the selection process may be to have the applicant undergo a medical/physical examination. Physical exams can only be used as a screening tool to eliminate candidates who are unable to physically meet the demands of the job.

(8) **Permanent Job Offer:** -Individuals who successfully complete the previous procedures are now considered eligible for the employment offer. The decision on who makes the final employment offer is based on numerous variables. An HRM person often makes the offer for administrative objectives such as completing wage forms, preserving EEO statistics, and stating that employment is not assured.

PERFORMANCE APPRAISAL

A performance appraisal is an examination of an employee's job performance. It entails quantitatively and qualitatively assessing an employee's previous and present performance in relation to his specific function and the potential he brings to a business. To provide a fair assessment of employee performance, performance criteria must be properly developed and judiciously applied. It goes without saying that there is a distinction to be made between inspecting a machine for maintenance and evaluating human productivity. Performance appraisal is regarded as a critical component of human resource management.

Scholars use different terminologies to denote it. **Meggioson (1967)** prefers to use the term "employee appraisal" while **Cunning (1972)** uses the term, "staff assessment".

Heigel (1973), "Performance appraisal is the process of evaluating the performance and qualifications of the employees in terms of the requirements of the job for which he is employed; for purposes of administration; including placement, selection for promotion, providing financial rewards and other actions which require differential treatment among the members of a group as distinguished from actions affecting all members equally." The primary purpose of performance appraisal is to help each man handle his current job better. (**Rowland, 1970**).

Appraisal Process

- A. **Establish Performance Standards:** A supervisor's expectations of employee work performance must be clear enough in her mind so that she will be able to, at some later date, communicate these expectations to her employees, mutually agree to specific job performance measures, and appraise their performance against these established standards.
- B. **Communicate Expectations:** Establishing performance standards requires clear communication to ensure staff understand their expectations. Job performance requirements are often unclear and imposed without employee input, exacerbating the issue. Effective communication requires two-way exchange, not just information transfer from supervisor to employee.
- C. **Measure Actual Performance:** The third stage of the appraisal process is performance measurement. To determine actual performance, we need information. It's important to consider both the method and content of measurements. Managers often utilise four kinds of information to measure performance: personal observation, statistical reports, oral reports, and written reports.
- D. **Compare Actual Performance with Standards:** The fourth step in the appraisal process is comparing actual performance to standards. This stage identifies differences between standard and real performance. The performance appraisal form should outline and explain the performance standards. Include an explanation of performance levels and their relative acceptability to the standard. This serves as a helpful feedback tool for the management to discuss during the assessment process.
- E. **Discuss the Appraisal with the Employee:** Appraising performance involves evaluating another person's contribution and competence, which can be an emotionally charged task. Employees' self-esteem and performance are heavily influenced by how they perceive their appraisal. Delivering positive news is easier for both appraisers and employees than delivering negative information. Appraisal discussions can have both positive and bad motivational outcomes.
- F. **Initiate Corrective Action if Necessary:** The final phase in the appraisal is to identify corrective action if needed. There are two types of corrective actions: immediate, which focus on symptoms, and basic, which address root issues. Immediate corrective action is frequently referred to as "putting out fires," while basic corrective action addresses the root cause of divergence and aims to permanently adjust the discrepancy.

Performance Appraisal Methods:

There are various methods of performance appraisal:

Graphic Scale: The most common performance appraisal technique is the graphical scale. This strategy establishes articulated attributes such as work quality, quantity, dependability, and attitudes, among others. The rater marks a form with a checkmark next to the word or phrase that describes the level of quality for each factor. There are numerous scales made by various professionals that can be customised to fit certain scenarios.

Ranking: Persons of comparable cadres are ranked in order of merit. For example, if there are eight professors in a college, they may be classified as 1, 2, 3, etc. It requires easy ordering, which becomes challenging when there are 20 or more examples involved. Paired comparison is one of the ranking techniques employed. In this procedure, the rater compares each employee to everyone else in the group. The final ranking is determined by the number of times the employee is rated higher than the others. The rater must make $n(n-1)/2$ judgements, where n is the number of males to be ranked. The method is unsuitable for large groups because the quantity of required judgements becomes unmanageable.

Forced Distribution Method: In this method, job performance is measured on a five-point scale. The best job performance is at one end of the scale, while bad job performance is at the other. A fixed percentage of employees is assigned to the best, middle, and worst ends of the scale. The supervisor is instructed to assign around 10% of his men to the highest end of the scale, 20% to the next category, 40% to the intermediate category, 20% to the bracket adjacent to the lowest end, and 10% to the lowest bracket. The supervisor's opinion is considered final. Regardless of subjectivity, the method is used to analyse employee performance. This might be demonstrated with the use of a table.

Critical Incident Method: This strategy entails keeping a record of particularly positive or terrible situations in the employee's work life during the period under consideration. Such excellent or negative occurrences might be used to assess an employee's fortitude and practical skills. Bad incidents do not imply low ranking. It is important to assess how the individual employee rises to the challenge and works his way through the difficulties.

Forced Choice Rating Method: The rater is asked to choose one statement from two or four that he believes is most characteristic of the employee and one that is least, or both. In essence, the forced choice system is an attempt to develop an objective technique of arriving at the same answers that top management would arrive after a lengthy and laborious procedure.

Group Appraisal: The appraiser group comprises of three to four people, including the immediate supervisor, who share their opinions collectively. Others' assistance could also be sought to address aspects of employee performance and personality that the immediate supervisors may have overlooked. For a fair review, members sought for appraisal must have some touch with the subject. These members could be senior managers, colleagues, or subordinates.

Nomination: This strategy requires appraisers to discover extremely good and exceptionally terrible performers within the company. The latter group is singled out for corrections. Both groups are investigated to get academic understanding regarding 'organisational climate' and specific 'efficiency drivers'. Academic inquiry regarding poor performance is also required.

Work Sample Tests: In this procedure, workers are given work sample tests that serve as the foundation for their assessment and evaluation. It offers valuable practical contributions for training and employee development activities.

Result-Oriented Performance Appraisal System: This technique assesses the extent to which targets are met in relation to overall objectives in order to determine personnel merit. Value addition by an individual employee is considered and sought to be quantified.