

Programme: Master in Social Work,
Dept. of Sociology, Patna University
CC-9: HRM, Sem-II

Topic/Content:

Job Analysis, Job Description, Job Specification & Job Evaluation:

Concept of Job:

A job may be understood as a division of total work into packages/positions. According to Dale Yoder ‘, “A job is a collection or aggregation of tasks, duties and responsibilities which as a whole, is regarded as a regular assignment to individual employees and which is different from other assignments”. Thus, a job may be defined as a group of positions involving some duties, responsibilities, knowledge and skills.

Each job has a definite title based on standard trade specializations within a job. Each job is different from other jobs like peon, clerk, supervisor, and accountant, manager, etc. A job may include many positions. A position is a particular set of duties and responsibilities regularly assigned to an individual.

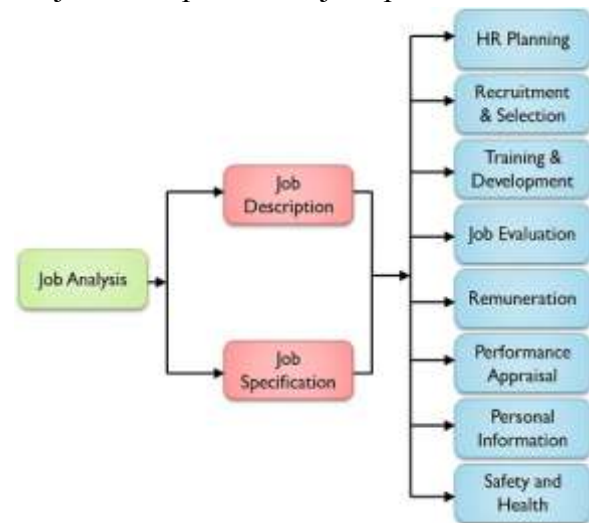
Job Analysis:

Job analysis refers to the process of collecting information about a job. In other words, it refers to the anatomy of the job. Job analysis is performed upon ongoing jobs only. It contains job contents. For example, what are the duties of a supervisor, grade II, what minimal knowledge, skills and abilities are necessary to be able to adequately perform this job? How do the requirements for a supervisor, grade II, compare with those for a supervisor, grade.

According to *Jones and Decothis* “Job analysis is the process of getting

information about jobs: specially, what the worker does; how he gets it done; why he does it; skill, education and training required; relationship to other jobs, physical demands; environmental conditions”

Edwin B. Flippo has defined job analysis as the process of studying and collecting information relating to the operations and responsibilities of a specific job. The immediate products of this analysis are job descriptions and job specifications”.



Why job analysis?

Job analysis is useful for overall management of all personnel activities. The same is specified as follows:

1. Human Resource Planning:

The estimates the quantity and quality of people will be required in future. How many and what type of people will be required depends on the jobs to be staffed. Job-related information available through job analysis is, therefore, necessary for human resource planning.

2. Recruitment and Selection:

Recruitment succeeds job analysis. Basically, the goal of the human resource planning is to match the right people with the right job. This is possible only after

having adequate information about the jobs that need to be staffed. It is job analysis that provides job information. Thus, job analysis serves as basis for recruitment and selection of employees in the organisation.

3. Training and Development:

Job analysis by providing information about what a job entails i.e., knowledge and skills required to perform a job, enables the management to design the training and development programmes to acquire these job requirements. Employee development programmes like job enlargement, job enrichment, job rotation, etc.

4. Placement and Orientation:

As job analysis provides information about what skills and qualities are required to do a job, the management can gear orientation programmes towards helping the employees learn the required skills and qualities. It, thus, helps management place an employee on the job best suited to him/her.

5. Job Evaluation:

The job evaluation refers to determination of relative worth of different jobs. It, thus, helps in developing appropriate wage and salary structures. Relative worth is determined mainly on the basis of information provided by job analysis.

6. Performance Appraisal:

Performance appraisal involves comparing the actual performance of an employee with the standard one, i.e., what is expected of him/her. Such appraisal or assessment serves as basis for awarding promotions, effecting transfers, or assessing training needs. Job analysis helps in establishing job standards which may be compared with the actual performance/contribution of each employee.

7. Personnel Information:

Increasing number of organisations maintain computerized information about their employees. This is popularly known as Human Resource Information System (HRIS). HRIS is useful as it helps improve administrative efficiency and provides decision support^ Information relating to human resources working in the organization is provided by job analysis only.

8. Health and Safety:

Job analysis helps in identifying and uncovering hazardous conditions and unhealthy environmental factors such as heat, noise, fumes, dust, etc. and, thus, facilitates management to take corrective measures to minimise and avoid the possibility of accidents causing human injury

Process of job analysis:

Job analysis is as useful is not so easy to make. In fact, it involves a process.

1. Organizational Job Analysis:

Job analysis begins with obtaining pertinent information about a job'. This, according to Terry is required to know the makeup of a job, its relation to other jobs, and its contribution to performance of the organization.

Such information can be had by dividing background information in various forms such as organization charts i.e., how the particular job is related to other jobs; class specifications i.e., the general requirement of the job family; job description i.e., starting point to build the revised job description, and flow charts i.e., flow of activities involved in a particular job.

2. Selecting Representative Jobs for Analysis:

Analyzing all jobs of an organization is both costly and time consuming. Therefore, only a representative sample of jobs is selected for the purpose of detailed analysis.

3. Collection of Data for Job Analysis:

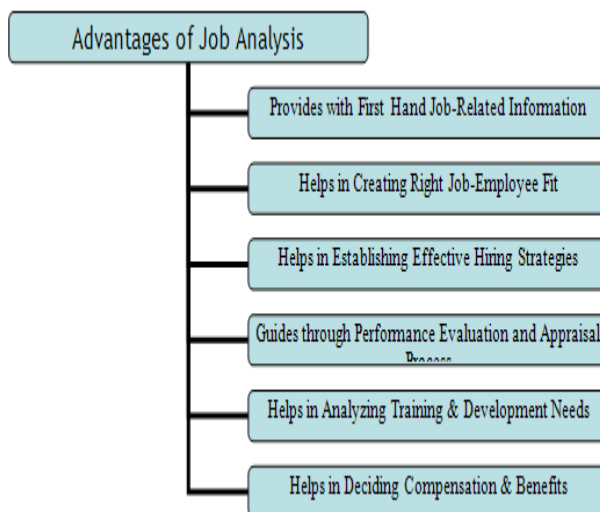
In this step, job data features of the job and required qualifications of the employee are collected. Data can be collected either through questionnaire, observation or interviews. However, due care should be taken to select and use the method of data collection that is the most reliable in the given situation of the job.

4. Preparing Job Description:

The job information collected in the above ways is now used to prepare a job description. Job description is a written statement that describes the tasks, duties and responsibilities that need to be discharged for effective job performance.

5. Preparing Job Specification:

The last step involved in job analysis is to prepare job specification on the basis of collected information. This is a written statement that specifies the personal qualities, traits, skills, qualification, aptitude etc. required to effectively perform a job.



Job Description:

Job description is prepared on the basis of data collected through job analysis. Job description is a functional description of the contents what the job entails. It is a narration of the contents of a job. It is a description of the activities and duties to be performed in a job, the relationship of the job with other jobs, the equipment and tools involved, the nature of supervision, working conditions and hazards of the job and so on.

All major categories of jobs need to be spelled out in clear and comprehensive manner to determine the qualifications and skills required to perform a job. Thus, job description differentiates one job from the other. In sum, job description is a written statement of what a job holder does, how it is done, and why it is done.

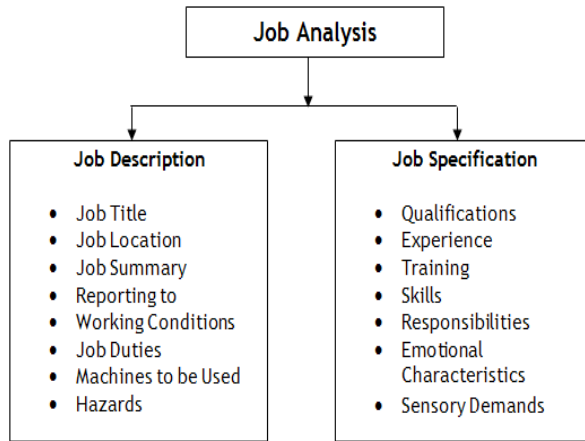
Objectives

1. Grading and classification of jobs
2. Placement and Orientation of new employees
3. Promotions and transfers
4. Outlining for career path
5. Developing work standards
6. Counselling of employees
7. Delimitation of authority

Job Specification:

While job description focuses on the job, job specification focuses on the person i.e, the job holder. Job specification is a statement of the minimum levels of qualifications, skills, physical and other abilities, experience, judgment and attributes required for performing job effectively. In other words, it is a statement of the minimum acceptable qualifications that an incumbent must possess to perform a given job. It sets

forth the knowledge, skills and abilities required to do the job effectively.



Job specification specifies the physical, psychological, personal, social and behavioural characteristics of the job holders.

Usages of Job Specification: The usages of job specification include:

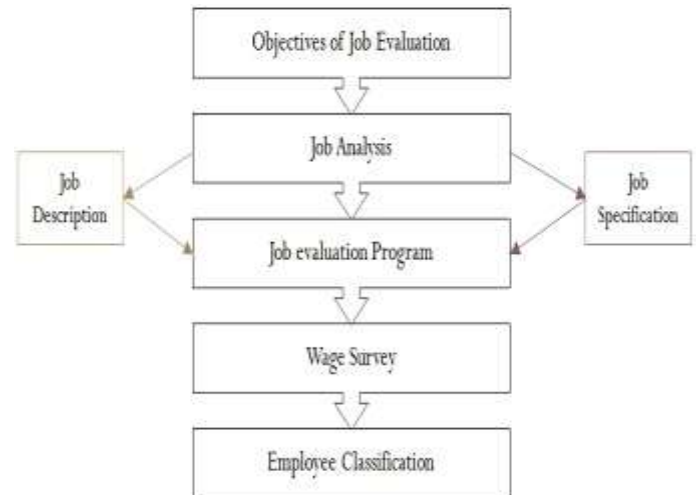
1. Personnel planning
2. Performance appraisal
3. Hiring
4. Training and development
5. Job evaluation and compensation
6. Health and safety
7. Employee discipline
8. Work scheduling
9. Career planning

Table S.1: Job Contents

Job Description	Job specification
A statement containing items such as	A statement of human qualifications necessary to do the job. Usually contains such items as
<ul style="list-style-type: none"> • Job title • Location • Job summary • Duties • Machines, tools, and equipment • Materials and forms used • Supervision given or received • Working conditions • Hazards 	<ul style="list-style-type: none"> • Education • Experience • Training • Judgement • Initiative • Physical effort • Physical skills • Responsibilities • Communication skills • Emotional characteristics • Unusual sensory demands such as sight, smell, hearing.

Job Evaluation:

Job evaluation is a comparative process of establishing the value of different jobs in a hierarchical order. It allows one to compare jobs by using common criteria to define the relationship of one job to another. This serves as basis for grading different jobs and developing a suitable pay structure for them.



It is important to mention that job evaluation cannot be the sole determining factor for deciding pay structures because job evaluation is about relationships, and not absolutes. The techniques used for job

evaluation include ranking, job classification, points rating, etc.

Summary:

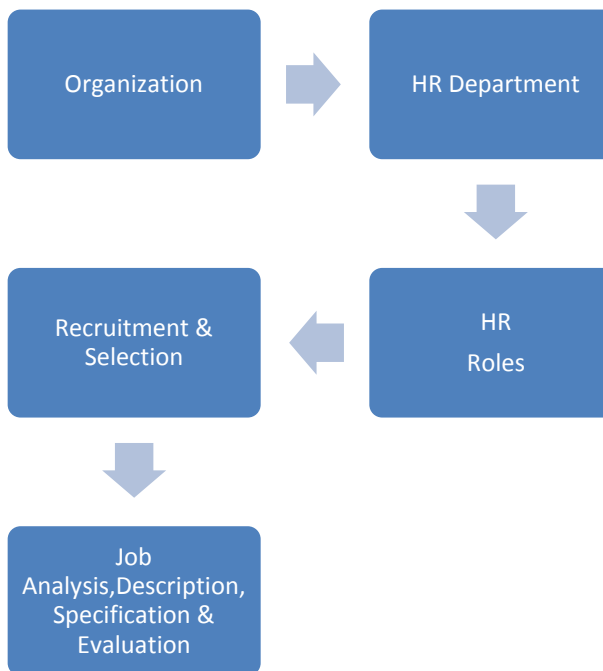
Difference between Job Analysis, Job Description, Job Specification & Job Evolution

Job Analysis: A process of examining the various components of a job and the circumstance in which it is performed.

Job Description: It is description of the duties, scope and responsibilities associated with the job.

Job Specification: The minimum acceptable qualification that a job incumbent must possess to perform the job successfully.

Job Evaluation: A techniques used to establish the relative worth of job in a job hierarchy.



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