

Job Analysis Enables Manager to Understand Jobs and Job Structures to Improve Productivity

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Abstract: *This study is based on a company case. The main problem with the Hello Cafe concept was that the employees were stressed and unsatisfied with the organisation of the work flow and this resulted in a lack of quality in customer service and inefficiency at work. These problems were related to the missing job analysis charts and job descriptions. Therefore, there was a real need to thoroughly analyse the work of everyone. The objectives were to clearly describe the main duties and clarify the responsibilities of each task. The goals of this research are, first, to define the Job analysis charts for different tasks in Hello Cafe and, second, to analyze the impact of the job analysis charts on the productivity and on the employees' job satisfaction. The findings of this research indicate that the job analysis helps to improve job satisfaction. We will show that the employees are more efficient and happier at work when the daily duties are established; in addition, job analysis helps to improve customer service. However, these results can only be applied to this particular case and can't be generalized.*

Keywords: Job analysis, Job Satisfaction, Job analysis Chart, Job Description, Productivity, Customer Service, Management.

I. INTRODUCTION

Developing an organization structure results in job which have to be staffed. "Work" is an organization primary function. The basis work activities may relate to three categories data, people and things. Under data are included synthesizing, co-ordination analyzing, compiling, copying and comparing activities. People relate to monitoring negotiating, instructing, supervising, diverting, persuading, speaking, signaling, serving and talking instructions. Job analysis enables manager to understand jobs and job structures to improve to work flow or develop techniques to improve productivity. It also involves job design or redesign co-ordination demands on available time, individual psychological needs, technical procedures and desired performances. A job may be defined as a "collection or aggregation of tasks, duties and responsibilities which as a whole are regarded as a regular assignment to individual employees", and which is different from other assignments. In other words, when the total work to be done is divided an grouped into packages, we call it a "job". Each job has a definite title based upon standardized trade specifications within a job two or more grades may be identified, where the work assignments may be graded according to skill, the difficulty of doing them, or the quality of workmanship. Thus it may be noted that a position is a "collection of tasks and responsibilities. Regularly assigned to one person". While a job is a group of positions, which involves essentially the same duties, responsibilities, skill and knowledge". A position consists of a particular set of duties assigned to an individual. There, may be say five persons all of whom are classified under the same job; and yet each may perform a slightly different work. Therefore, each person would have a different position-position of a secretary, for example it may be noted that while a job is impersonal the position.

II. JOB ANALYSIS

Many authorities have suggested that job analysis should be extended to include the role analysis. A role would consist of the total pattern of expected behavior interactions and emotions of an individual holding an assigned job. This means that there is a potential for considerable role conflict. The conflict between departments can spill over into the organ isolation. Stressful conflicts are often encountered when strong trade unions are present in the environment the role played by the holders of the identical jobs in two supervisors into different companies may look the same but the role



requirements can be substantially different. This is because organizations establish different environment based on different philosophy for instance if one company leadership philosophy is autocratic the supervisors role in dealing with the subordinates will give aggressive. He usually maintains cordial relations with his superiors but never with his subordinates.

According to John A Shubin, "Job analysis is the methodical complication and study of work data in order to define and characterize each occupation in such a manner as to distinguish it from all others". According to Flippo, "Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job". According to Dale Yoder, "Job analysis is the procedure by which the facts with respect to each job are systematically discorded and noted". According to Michel J. Jucis, "Job analysis refers to the process of studying operations, duties and organisational aspects of job in order to derive specifications or as they are called by some, job description". According to Blum, "A Job analysis is an accurate study of the various components of a job. It is concerned not only with an analysis of the duties and conditions of work but also with individual qualification of the worker".

III. BENEFITS OF JOB ANALYSIS

It is curtailed unproductive man-hour replacement of premature inventory stock when reduction in idle time thus high degree of productivity is achieved in turns of loco availability as much as 23 hours availability in a day is achieved trails are also being conducted to improve reliability reduce down time besides reducing expenditure by introducing recent technological development that are coming at the global level.

IV. LIMITATIONS OF THE STUDY

- However maximum efforts have been put to avoid any limitation but the present study may suffer from the following limitation.
- The information regarding each and every aspect of the organization is necessary to make a complex and exact reportedly. Due to shortage of time the information regarding each and every aspect could not be gathered.
- The sample of the study is limited to 50 respondents only.
- Since the study is concerned with opinion survey personnel inhibitions may take place employees may not come out with exact opinions.
- More over some of the employees have not shown interest in filing the questionnaires and some did polarity.

V. RESEARCH METHODOLOGY

(i) Data collection methods-The following steps are involved in the data collection process.

Finding out the type of information required in the investigation process.

Establishing the facts that are available at present and the additional facts required.

Identification of the sources from where the information can be available.

Selection of appropriate information collection method.

(ii) Primary Sources- Primary data is collected from a sample of 100 employees with the help of questionnaire. Through there are around 1200 employees both officers and technical staff in the organization. It is proposed to collect primary data from a sample of 150 executives due to busy schedule and other preoccupations, only 100 employees could respond to the questionnaires served on them. Apart from collecting data through the questionnaires. Personal discussions were held with some of the executives to elicit relevant information for the study.

(iii) Sampling Process-Taking into account the partial considerations such as time limit, cost, etc., the study uses a sample survey as the means of gathering primary information. A sample survey allows a person to concentrate his attention upon relatively small number of people and hence to devote more time and energy to ensure that the information collected from them is more accurate.



(iv) **Sample Size**-The sample consists 100 employees are selected from the Diesel Loco Shed Kazipet using convenience sampling method out of 100 employees selected for the study some did not responded well. Hence they had to be replaced by other employees.

(v) **Statistical Methods**-For the analysis and interpretation of primary data and secondary data, present ages are used and presentation of data through graphical and pie charts are used.

VI. USES OF JOB ANALYSIS

(i) **Employment**-It is useful in fixation of rank and status in-group of employees the category of scale of pay can be adjusted. Responsibility factor involve integrity and answerability irrespective of nature of job. Similarly, executive power also can be attribute for the granted rankers subject to the requirement of the super vision.

(ii) **Organisation Audit**-The structure of working group personnel from organisation to implement the command and give feedback they should not be ranking between which is neither having answerability, re-answerability. Such post can be safely deleted or surrounded. And audit will give the inside of different grades necessary for that part of work in-group.

(iii) **Training and Development**-Training is basic input to keep man fit for job in view of several technical developments and also natural phenomena of getting lost in touch with theoretical input and keep awareness in job. It is essential to provide training; induction, refresher and advanced training are some of the programmers in code of employment.

(iv) **Performance Appraisal**-The relative merit of individual family assessed by the performance appraisal. We can always distinct a person by his performance whether below average or above average he also gives opinion to identified the staff who contribute more to work thus save time and increase productivity. In this self appraisal are collected and verified with reference to assessment if they are provided with any of private agency of the department bodies which is great use.

(v) **Promotion And Transfer**-In Railway promotions are more or less given to staff with reliable service confidential and performance in written test wattage is given to seniority in specific cases based on independent is also awarded.

(vi) **Preventing the Satisfaction and Setting Complaint**-A grievance of employee or resisted by personnel wrap out to agencies call welfare inspectors are appraisal with chief controlling officer, Representative of Union Labour Leader and finally to the court of law. Once grievance redressed as per agencies and chief controlling officer the employee can perform to his duty in entire satisfaction.

(vii) **Discipline**-Punctually, Integrity, Accountability constitute discipline frequent attendance and enforce of attendance in time restricting holidays extra leaves are sum of the measures taken to enforce discipline. Guidelines are also provided in name of disciplinary and appealed rules any person who is not keeping up of time and will fully keeping absent from work is taken up and punished.

(viii) **Health and Safety**-Under factor at minimum requirement of health and safety will be provided. However, for convince and better wrap out with the staff and keep back health and several conditions providing them uniform washed material cream detergents to keep away from occupational diseases. "DERMITIES" is an occupational diseases in Loco for which "KOREDEX CREAM" is supplied. Number of washing and bathing aprons adequate toilets and illumination of at least 20 lumens under shed floor and 40 to 60 Lumens in the test/Lab/Office floor is provided.

VII. PROCESS OF JOB ANALYSIS IN HRM

The main purpose of this analysis is to describe and defined the distinctions among various jobs in the organization and their relationship. Job analysis is essentially a staff function which should be performed by a job analyst of personnel department the process of analyzing a job is nothing but a data collection process.

(i) **Collection of factual material**-The first step in job analysis process is to collect the factual information relating to a job various approaches can be utilized in studying a job and the four currently most popular are

Questionnaires

Narrative Descriptions

Observations

Interviews.



(ii) **Completing job description blank**-After collecting information the job analyst puts it in a standard job description form as a comprehensive draft it is a statement showing full details of the activities of the job. They may be used to separate job description forms for various activities in the job and may be compiled later on.

(iii) **Preparation of Job Specification**-Job specification is prepared on the basis of information collected. It is the statement of minimum acceptable qualities of the person to be placed on job it specifies the standards by which the qualities of the person are measured. An analyst prepared such statements taking into account the skills required in performing the job properly.

(iv) **Preparation of Reports**-On the basis of information, collected mentioning the analysis of various activities of the job the analyst prepared a report.

(v) **Approval**-The complete draft presented by the analyst and approved by the supervisor and personnel manager may now be received by the top executive. The final draft should be approved by the top line executive or by the personnel manager who is responsible for making final decision on the matter.

VIII. TECHNIQUES OF DATA COLLECTION FOR JOB ANALYSIS

(i) **Direct Observations**-Diesel Loco which is adjusted for best performance is nominated to conduct job analysis and maintenance of each sub assembly. Certain major sheds are also nominated to conduct study on components. These satisfied figures are collected from different sheds and average is taken to truncating them to common base standards and thus the job is analyzed into number of operations and rate is fixed to pay the remuneration to workers.

(ii) **Maintenance of Log Records**-Log books are opened in each section on sub assembly wise and component wise in which entries for the performance space required life-spent. This will envisage the time occupied and gives us guide lines to reschedule the maintenance work.

IX. CONCLUSION

- 80% respondents need a change in their regular job due to increase their caliber.
- Majority of respondents that they need training sessions while they enter a job.
- 70% respondent's accepting that the company loco shed once in a year under repair.
- Only one type of super charger used in the shed
- 100% respondents require other skills to perform a job well.
- Majority respondents are accepting that they are having a routine job performance
- 90% respondents are accepting that there is a scope to increase their strengths in the organization.
- Majority respondents are accepting that the selection process is inter linked with other sections.
- Through the questionnaire the data collection techniques are used for job analysis.
- Only 50% employees are having their job requirements.
- 100% employees are strongly agreeing that they have job security
- Majority employees are getting their pay and benefits perfectly.
- 80% employees are very confident on their job in a present scenario
- Majority employees need extra working hours to prefer their jobs.
- 70% employees got promoted in the organization before 5 years

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