

BBA (ITM) SEM - III

HUMAN RESOURCE MANAGEMENT – I

(CODE: UM03DBBI21)

UNIT – 1 HUMAN RESOURCE PLANNING (HRP) & JOB ANALYSIS

- Human Resource Planning: Concept, Objectives, Process
- Job Analysis: Meaning, Process
- Job Description and Job Specification (Contents)
- Job Design: Meaning, Factors, Methods

HUMAN RESOURCE PLANNING

HUMAN RESOURCE PLANNING: CONCEPT

Human resources are the most important assets of any organisation. The success or failure, growth and development of the organisation depend on human resources. The organisation must therefore acquire knowledgeable, skillful, trained, talented and potential human resources to attain and accomplish the organisational objectives. A great care needs to be taken in their acquisition. The human resource planning provides necessary direction in this regard to the human resource management in the light of overall organisational objectives.

The organisational objectives determine the required number, type and kind of human resources and for their acquisition the process of human resource planning begins. The human resource planning bridges the gap between the organisational plans and human resource management. It is a conscious determination of direction and composition of human resources of the organisation. The Human resource planning provides the necessary groundwork and set the stage ready for manpower procurement to fill up various positions in the organisation.

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The human resource planning must be in tune with the human resource policy of the organisation. Human resources are the most valuable intellectual assets; hence their planning should be done carefully. Organisations used to neglect people as they cannot establish ownership over them like in case of other resources. Now it has been realized that neglecting human resources may cost heavily to the organisation. Human resource planning help in tracing a route, finding a way for acquiring human resources.

Human resource planning determines the movement of the organisation from the present human resource position to the anticipated one. It is a process which determines and assures the required number and kind of people at proper time and at proper places to accomplish the organisational objectives.

The human resource planning is a continuous process of searching the right kind and number of people at right time and at right places, to perform in the organisation bringing benefits to the enterprise and individuals. The human resource planning should be in tune with the overall planning of the organisation.

A properly implemented human resource planning leads to improvement in productivity and helps in attaining enterprise goals. It also helps in minimizing labour turnover. Human resource planning enables management in placing right people in right positions and at right time. This is possible if the human resource department is well integrated into the organisation's functioning and is given a free hand to play its role.

The forecasting of human resources need should be carefully done and acquire them in advance as far as possible. Effective planning ensures the organisation with the right number and kind of people with proper skills and abilities at the most appropriate time. The human resource planning may aim at short, medium or long-term. The short term human resource planning may concentrate only on recruitment and selection of personnel's, while medium term human resource planning aims to make provisions for training and development of human resources apart from their acquisition.

The long-term human resource planning has broader aim in sight hence concentrates on their acquisitions, training and development, health, welfare and safety, determining wages, salaries, bonuses and other fringe benefits, maintaining human resources

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information system, performance evaluation, career planning, managing stress counselling etc. The human resource development requires long term planning. This will ensure organisation's development and growth. Each organisation has to pass through various stages of growth. Human resource planning adopted by the organisation differs according to the different stages.

During infancy of the organisation the human resource planning is according to the needs of the organisation. During this stage government also provides various concessions such as taxes holiday, power at low rate etc. The aim is to let the enterprise grow. In the growing organisation human resource planning acquires a new dimension of anticipating for human resources and cares for their development. The fully grown and established organisation adopts long-term human resource planning.

The stock of current human resources and their potentialities is taken, performances are evaluated. The organisation can develop and keep human resources information in a computer software and make it available to all line and human resource managers to make an at hand assessment of human resource inventory which helps in planning for human resources.

The human resource planning is taking stock of current human resource inventory and forecasting the need for future. The human resource information system can play a supportive role in decision-making in this regard. This makes easier for the managers to make decisions regarding recruitment, promotion, transfer, training and wage fixing.

Human resource planning is the decision making process regarding procurement, development, compensation, information, welfare, appraisal and safety of human resources. It is a process of visualizing the organisational plans and objectives into a reality by providing quantitative and qualitative human resource requirements through their proper utilization.

The formulation and choice of human resource planning depends upon the type and kind of organisation. It may prefer short term or long-term, flexible or rigid human resource planning. It mostly depends in turn upon the strategy adopted by the organisation.

Human resources are multifaceted resources. They not only differ in their abilities, skills, potentialities, capabilities, enthusiasm, techniques but also possess more than one quality. Human resource planning takes into account the stock of these typical skills inventory maintained by the human resource department while forecasting for the future need.

The overall organisational plan is integrated with human resource plan. Human resource determines and sets the goals for performing human resource functions of acquisition, development, compensation, promotion, transfer, retention, termination, retirement, welfare, safety to facilitate accomplishment of corporate objectives.

DEFINITIONS

E W Vetter viewed human resources planning as “a process by which an organisation should move from its current manpower position to its desired manpower position. Though planning management strive to have the right number and right kind of people at the right place at the right time, doing things which result in both the organisation and the individual receiving maximum long-run benefit.”

According to Leon C Megginson, human resources planning is “an integrated approach to performing the planning aspects of the personnel function in order to have a sufficient supply of adequately developed and motivated people to perform the duties and tasks required to meet organisational objectives and satisfy the individual needs and goals of organisational members.”

According to Terry L. Leap and Michael D Crino, “HRP includes estimation of how many qualified people are necessary to carry out the assigned activities, how many people will be available and what, if anything, must be done to ensure that personnel supply equals personnel demand at the appropriate point in the future.”

According to Dale. S. Beach human resource planning is, “a process of determining and assuring that the organisation will have an adequate number of qualified persons, available at proper times, performing jobs which meet the needs of the enterprise and which provide satisfaction for the individuals involved.”

Geisler opines, “HRP is the process – including forecasting, developing controlling – by – which a firm ensures that it has the right number of people and the right kind of people at the right places at the right time doing work for which they are economically most useful.”

OBJECTIVES OF HRP

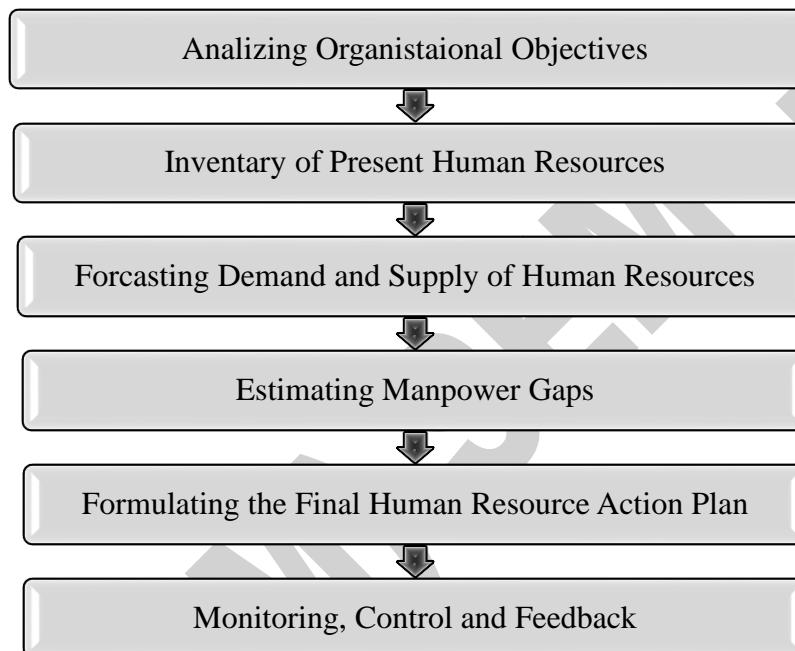
The important objectives of human resource planning in an organisation are:

1. To recruit and maintain the human resources of required quantity and quality
2. To foresee the employee turnover and make the arrangements for minimizing turnover and filling up of consequent vacancies
3. To meet the needs of the programmes of expansion, diversification, etc.
4. To foresee the impact of technology on work existing employees and future human resource requirements
5. To improve the standards, skill, knowledge, ability, discipline, etc.
6. To assess the surplus or shortage of human resources and take measures accordingly
7. To maintain congenial industrial relations by maintaining optimum level and structure of human resources
8. To minimize imbalances caused due to non – availability of human resources of the right kind, right number in right time and right place
9. To make the best use of its human resources
10. To estimate the cost of human resources.

HRP PROCESS

Human resource planning is a process through which the right candidate for the right job is ensured. For conducting any process, the foremost essential task is to develop the organizational objective to be achieved through conducting the said process.

Six steps in human resource planning are presented in Figure



1. Analysing Organizational Objectives:

The objective to be achieved in future in various fields such as production, marketing, finance, expansion and sales gives the idea about the work to be done in the organization.

2. Inventory of Present Human Resources:

From the updated human resource information storage system, the current number of employees, their capacity, performance and potential can be analysed. To fill the various job requirements, the internal sources (i.e., employees from within the organization) and external sources (i.e., candidates from various placement agencies) can be estimated.

3. Forecasting Demand and Supply of Human Resource:

The human resources required at different positions according to their job profile are to be estimated. The available internal and external sources to fulfill those requirements are also measured. There should be proper matching of job description and job specification of one particular work, and the profile of the person should be suitable to it.

4. Estimating Manpower Gaps:

Comparison of human resource demand and human resource supply will provide with the surplus or deficit of human resource. Deficit represents the number of people to be employed, whereas surplus represents termination. Extensive use of proper training and development programme can be done to upgrade the skills of employees.

5. Formulating the Human Resource Action Plan:

The human resource plan depends on whether there is deficit or surplus in the organization. Accordingly, the plan may be finalized either for new recruitment, training, interdepartmental transfer in case of deficit of termination, or voluntary retirement schemes and redeployment in case of surplus.

6. Monitoring, Control and Feedback:

It mainly involves implementation of the human resource action plan. Human resources are allocated according to the requirements, and inventories are updated over a period.

The plan is monitored strictly to identify the deficiencies and remove it. Comparison between the human resource plan and its actual implementation is done to ensure the appropriate action and the availability of the required number of employees for various jobs.

JOB ANALYSIS

CONCEPTS: JOB ANALYSIS

Before we proceed to explain the concept of job analysis, let us first understand the meaning of the term ‘job’ itself

Job:

In simple words, 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 specialisations 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 I? These are the questions that job analysis answers.

Let us consider a few important definitions of job analysis.

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”.

In the opinion of Herbert G. Hereman III, et. al., “A job is a collection of tasks that can be performed by a single employee to contribute to the production of some product or service provided by the organisation. Each job has certain ability requirements (as well as certain rewards) associated with it. Job analysis is the process used to identify these requirements”. Now, job analysis can be defined as an assessment that describes jobs and the behaviours necessary to perform them.

There are two major aspects of job analysis:

These are:

1. Job Description
2. Job Specification

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.

Purposes of Job Description:

Job description is done for fulfilling the following purposes:

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

Contents of Job Description and Job Specification:

The contents of job description and job specification are presented as follows:

Job Description	Job Specification
<p>A Statement containing items such as</p> <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 condition➤ Hazards	<p>A Statement of human qualifications necessary to do the job. Usually contains such items as</p> <ul style="list-style-type: none">➤ Education➤ Experience➤ Training➤ Judgement➤ Initiative➤ Physical efforts➤ Physical skills➤ Responsibilities➤ Communication skills➤ Emotional characteristics➤ Unusual sensory demands such as sight, smell, hearing

PROCESS OF JOB ANALYSIS

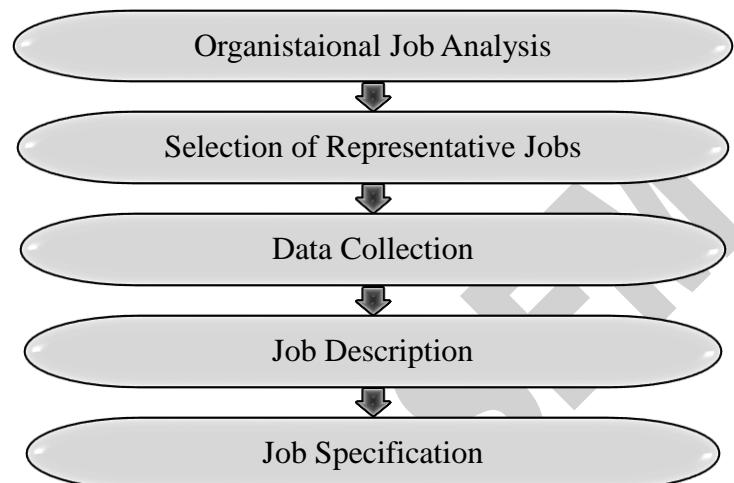
Job analysis is as useful is not so easy to make. In fact, it involves a process.

Though there is no fool-proof process of making job analysis, following are the main steps involved in job analysis:

1. Organisational 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 organisation.

Such information can be had by dividing background information in various forms such as organisation 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:

Analysing all jobs of an organisation 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. The job analysis process discussed above is now delineated in Figure 5.1.

JOB DESIGN**JOB DESIGN: CONCEPT**

What is job design? As we just explained, job analysis provides job-related data as well as the skills and knowledge required for the incumbent to perform the job. A better job performance also requires deciding on sequence of job contents. This is called 'job design'.

Job design is a logical sequence to job analysis. In other words, job design involves specifying the contents of a job, the work methods used in its performance and how the job relates to other jobs in the organisation.

A few definitions on job design are produced here with a view to help you understand the meaning of job design in a better manner. Michael Armstrong has defined job design as "the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job, in terms of techniques, systems and procedures, and on the relationships that should exist between the job holder and his superiors, subordinates and colleagues".

Mathis and Jackson have defined job analysis as "a process that integrates work content (tasks, functions, relationships), the rewards (extrinsic and intrinsic), and the qualifications required (skills, knowledge, abilities) for each job in a way that meets the needs of employees and organisations."

Popplewell and Wildsmith define job design in these words: "involves conscious efforts to organise tasks, duties, and responsibilities into a unit of work to achieve certain objectives". Having gone through the above definitions of job design, it can now be

described as a deliberate attempt made to structure both technical and social aspects of the job to attain a fit between the individual (job holder) and the job.

The very idea is that job should be designed in such a way as to enable employees to control over the aspects of their work. The underlying justification being that by doing this, it enhances the quality of the work life, harnesses the potential of the workers in a more effective manner and thereby improves employee performance.

FACTORS AFFECTING JOB DESIGN:

Job design is not an exclusive one. It affects and is also affected by various factors.

All the factors that affect job design are broadly classified into three categories:

1. Organisational factors
2. Environmental factors
3. Behavioural factors.

A description of each of these follows:

1. Organisational Factors:

The various factors under organisational factors include task features, work flow, ergonomics, work practices, etc.

A brief description of these follows:

Task Features:

A job design involves a number of tasks performed by a group of workers. Further, each task consists of three internal features, namely, (i) planning, (ii) executing, and (iii) controlling. An ideal job design needs to integrate all these three features of tasks to be performed.

Work Flow:

The very nature of a product influences the sequences of jobs, i.e., work flow. In order to perform work in an effective and efficient manner, the tasks involved in a job need

to be sequenced and balanced. Consider the car as a product. The frame of a car needs to be built before the fenders, and similarly the doors will be built later. Thus, once the sequences of tasks are determined, and then the balance between tasks is established.

Ergonomics:

Ergonomics refers to designing and shaping job in such a manner so as to strike a fit between the job and the job holder. In other words, jobs are designed in such a way to match job requirements with worker's physical abilities to perform a job effectively.

Work Practices:

Practice means a set way of doing work based on tradition or collective wishes of workers. While designing jobs, these work practices need to be taken into consideration. Evidences are available to state that ignoring work practices can result in undesirable consequences F.W. Taylor determined work practices by time and motion study.

Such determination requires repeated observations. However, the accuracy of the determined work practice is subject to distortions depending on the competence of the observer and deviations from the normal work cycle. Another limitation of this method is its applicability only when production is underway.

2. Environmental Factors:

Environmental factors include social and cultural expectations, and employee ability and availability. These are discussed one by one.

Social and Cultural Expectations:

Gone are days when workers were ready to do any job under any working conditions. But, with increase in their literacy, education, knowledge, awareness, etc. have raised their expectations from the jobs. In view of this, jobs for them need to be designed accordingly.

It is due to this reason that the job design now is characterised by the features like work hours, rest breaks, vacations, religious beliefs, etc. Disregarding these social

expectations can create dissatisfaction, low motivation, high turnover and low quality of working life”.

Employee Ability and Availability:

The various task elements should be included in accordance with the employee abilities and capabilities. Incorporating job elements beyond the employee ability will be causing mismatch between the job and the job holder.

Therefore, due consideration should be given to employee ability while determining job design. Henry Ford did follow it. He made job design simple and requiring little training for assembly line considering that most potential workers lacked any automobile-making experience.

3. Behavioural Factors:

Behavioural factors are based on the premise that people are influenced to work to satisfy their needs. Higher the need, more one finds job challenging.

One's behaviour at work is governed by certain factors are:

Autonomy:

Autonomy means freedom to control one's actions/responses to the environment. Research studies report that jobs that give autonomy to workers also increase sense of responsibility and self esteem. On the contrary, absence or lack of autonomy can cause workers apathy to jobs and, in turn, low and poor performance.

Use of Abilities:

Workers perform jobs effectively that offer them opportunity to make use of their abilities. Workers find such jobs as interesting and challenging.

Feedback:

Job design should be determined in such a way that workers receive meaningful feedback about what they did. Feedback helps workers improve their performance.

Variety:

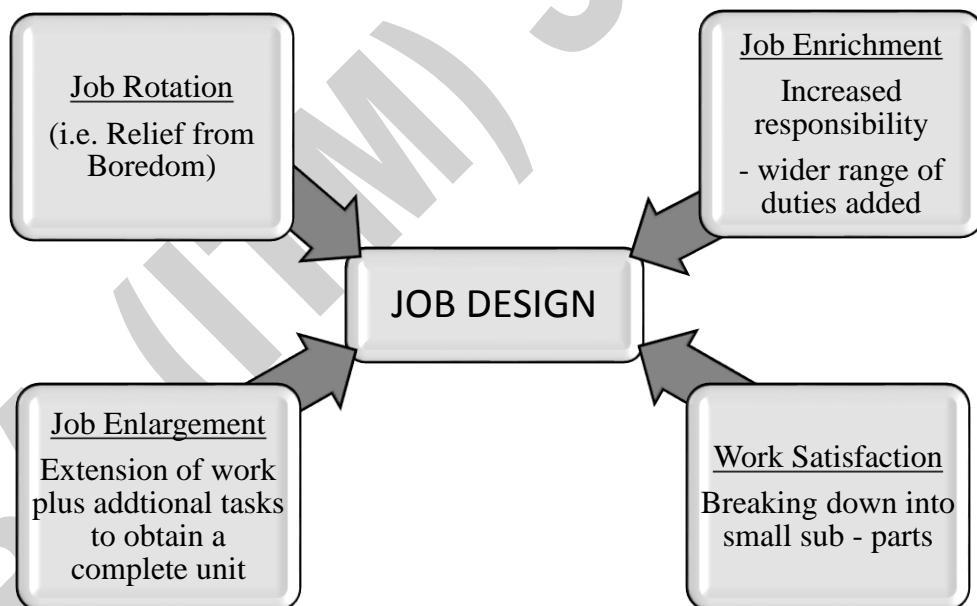
Lack of variety, or say doing the same work, causes boredom which, in turn, leads to fatigue. Fatigue causes mistakes and accidents. But, by incorporating elements of variety in the job, boredom, fatigue and mistakes can be avoided and the job can be done in more effective and efficient manner.

JOB DESIGN: METHOD/ TECHNIQUES

Some of the most important methods/techniques of job design are as follows: 1. Work Simplification 2. Job Rotation 3. Job Enrichment 4. Job Enlargement.

How to design jobs? Jobs can be designed to range from very simple to highly complex depending on the use of the worker's skills.

Some of the popular methods of job design used are:



1. Work Simplification
2. Job Rotation
3. Job Enrichment
4. Job Enlargement

A discussion of each of these is in order.

1. Work Simplification:

Under this method, the job is simplified by breaking it down into small sub-parts. Then, each part of the job is assigned to a worker who does the same task over and over again. This enables the worker to gain proficiency and fitness in doing the repetitive task. This increases worker's productivity, on the one hand, and, in turn, profits, on the other. The training costs of so simplified jobs are virtually nil because very low level of skill is required to do these simplified jobs.

However, due to the repetitive job, workers feel boredom. They tend to remain absent frequently. Boredom also leads to mistakes and accidents. On the whole, the quality and quantity of output gets adversely affected. Thus, the company may not always reap the benefits of task specialization due to work simplification.

2. Job Rotation:

One solution to boredom, as seen in work simplification, is job rotation. Job rotation implies the moving of employees from job to job without any change in the job. In case of job rotation, an employee performs different jobs, but of the same nature.

The advantages of job rotation are:

- (i) It removes boredom
- (ii) It broadens employee's knowledge and skill.
- (iii) Employees become competent in several jobs rather than only one.

However, job rotation suffers from certain disadvantages also:

- (i) Frequent shifting of employees across the jobs causes interruption in the job routine,
- (ii) Employees may feel alienated when they are rotated from job to job.
- (iii) The employees who look for more challenging assignments may still feel frustrated.

3. Job Enlargement:

Job enlargement involves adding more tasks to a job. This is a horizontal expansion in a job. By adding more tasks to job, job enlargement expands job scope and gives variety of tasks to the job holder. For example, a mail-sorter's job could be enlarged to include physically delivering the mail to the various departments in the organization.

Job enlargement reduces boredom and monotony by providing the employee more variety of tasks in the job. Thus, it helps increase interest in work and efficiency. A recent study found that by expanding the scope of job, workers found benefits such as more satisfaction, enhanced customer service, and less errors.

It is said that job enlargement removes boredom and contributes to employee motivation. However, the same is not validated in practice. Even with job enlargement, the job could become boring to employee after a time especially when the job was already monotonous.

That's why Frederick Herzberg tempted to say that job enlargement is singly "adding zero to zero", meaning that "One set of boring tasks (zero) is simply added to another set of boring tasks (zero)". That is very possibly the reasons why job enlargement is usually resisted by employees.

4. Job Enrichment:

Another approach to designing motivating jobs is job enrichment. Reasons for job enrichment being installed are varied. The excessive job specialisation (through job rotation) have been dehumanising the work by making the worker's job routine, repetitive and removing all challenges from it.

As such, human capabilities are not being fully utilised under such conditions and it is creating frustration among the workers and alienating them from their jobs. Moreover, workers today are better educated and higher paid.

Job enrichment involves adding motivating factors to job. Thus, job enrichment is a vertical expansion of a job by adding more responsibility and freedom to do it. Fredrick

Herzberg et.al describe job enrichment as that type of improvement in the context of the job which may give a worker more of a challenge, more of a complete task, more responsibility, more opportunity for growth, and more chance to contribute his ideas.

Job enrichment increases job depth, which refers to the degree of control employees have over their work. Job enrichment can improve the quality of work output, employee motivation, and satisfaction. Let a real case be quoted.

In the Traveller's Insurance Company, the job of a key operator was enriched to include:

- (a) Working for one particular department;
- (b) Communicating directly with user-clients;
- (c) Checking one's own quality;
- (d) Establishing a personal work schedule, and
- (e) Correcting one's errors.

The result was all-encouraging:

- (a) An increase in the quantity of output by 31%
- (b) Decrease in the error rate by 8.5%.
- (c) Decrease in absenteeism by 3%

Job enrichment is founded on the Herzberg's two factor theory of motivation. Herzberg has outlined the process involved in a job enrichment programme. This is summarized in Table.

Table : Principles of Job Enrichment:

Change aimed at enriching jobs	Motivation generated by the changes
1. Removing some controls while retaining accountability	Responsibility and personal achievement
2. Increasing the accountability of individuals for own work	Responsibility and recognition

3. Giving a person complete a natural unit of work (Division/area).	Responsibility, achievement and recognition
4. Granting additional authority to an employee in his activity. Give more job freedom.	Responsibility, achievement and recognition.
5. Making periodic reports directly available to the worker himself rather than to his superior	Internal recognition
6. Introducing new and more difficult tasks not previously handled.	Growth and learning
7. Assigning individuals specific or specified tasks enabling them to become experts.	Responsibility, growth and advancement
