

**MODULE
2****Job Analysis, Job
Description and Job
Design****2.1. JOB ANALYSIS****2.1.1. Meaning and Definition of Job Analysis**

Job Analysis (JA) refers to a complete and organised study of jobs to understand the characteristics of people to be hired for vacant positions in an organisation. It is a process of gathering essential job-related information and its analysis. It gives the basis to determine the kind of information to be extracted from the applicant, past employers, and from various other sources. It is the main element of whole human resource practices; so it is very crucial in every organisation. It helps the organisation in transforming the functional goals being developed into some specific human activity.

According to Edwin B. Flippo, "Job analysis is the process of studying and collecting information relating to the operations and responsibilities of specific job".

According to Donald, "Job analysis is a method of scientifically dissecting a job in order to determine the component elements and their influence upon the length of learning period of the worker, production and labour turnover".

According to Dale Yoder, "Job analysis is the procedure by which the facts with respect to each job are systematically, discovered and noted. It is sometimes called 'job study' suggesting the care with which tasks, processes, responsibilities and personnel requirements are investigated".

2.1.2. Features of Job Analysis

Job analysis has the following features:

- 1) **Organised Way of Collecting and Analysing Information about a Job:** The fundamental element of human resource management is job analysis, which is an organised manner of collecting and analysing the information relating to job content, context, etc.
- 2) **Job Creation:** Job analysis aims to create jobs that are aligned to the organisation's work flow that is required to be completed. Job

analysis is focused on using a proper system to collect information about the performance of the people in their jobs. This information is used for creating job descriptions and job specifications.

- 3) **Linked to HR Activities:** There are a variety of methods and sources of data that can be utilised in executing job analysis. The actual assessment of job analysis begins from gathering of information and converting it into the job description and job specifications for the use of HR activities. Proper information regarding the job requirement is necessary to validate HR actions to the job. In order to be effective, HR planning, recruitment and selection must be aligned to the job requirements and the ability of every individual. Other aspects of HR like compensation, training, and employee performance appraisals must be based on the requirements of the job. Job analysis can be used to identify various job factors and duties which contribute to health and safety issues at work. Therefore, job analysis is a critical factor which affects labour-management relations.
- 4) **Re-Designs Jobs:** Job analysis gathers information on those specific features of job that makes it unique. Re-designing of jobs is another function that can be performed with the help of the information gathered through job analysis. However, the basic objective of job analysis is to know the tasks that are needed to be performed on the job and the individual capabilities that are required for it.

2.1.3. Purposes and Uses of Job Analysis

Purposes and uses of job analysis are as follows:

- 1) **Human Resource Planning:** Job analysis is used for determining knowledgeable and skilful human resource requirement in an organisation. It helps in making systematic promotion and transfer policy by displaying lateral and vertical links between different jobs.
- 2) **Recruitment:** Job analysis helps in identifying the right method and the right time to recruit people for the future vacancies in the organisation. It is necessary to recognise the skills and positions required for future vacancies to allow managers to plan for recruiting manpower in an organised way. **For example**, with the help of job analysis, an organisation which recruits MBA students for equity research realises that these vacant positions can be filled by graduates who have an aptitude for analysis. This information can be used by organisations in recruiting graduates who are available in large numbers as equity analysts, and offer them comparatively lower salary.

- 3) **Selection:** It is very difficult to choose a suitable person without having a definite idea about what is supposed to be done in a job. **For example,** if a Mega bazaar manager has not identified distinctly the job responsibilities of a clerk, then it is not easy to find whether the person who has been selected has the ability to place store items, maintain a cash register, or keep up-to-date accounts.
- 4) **Placement and Orientation:** When selection is complete, the fresh recruits have to be placed in a job that best suits their interest, behaviour and actions. When we are not assured about the job duties, it is impossible to analyse the most suitable candidate for the job. In addition, without appropriate understanding of job requirements, effective job orientation is not easy to achieve. Fresh recruits should be given a clear training about the job tasks and duties.
- 5) **Training:** Appropriate training cannot be imparted until we do not clearly state what the job is and what is required to do on the job. A current recruit or potential candidate may not require extra training, but he can be sure about the job when he is aware of the job requirements identified by job analysis.
- 6) **Counselling:** Managers offer good career guidance to the employees when they have a better understanding of the types of jobs existing in the company. Similarly, by identifying job requirements, employees become easily aware of their career options. Job analysis also helps employees know the areas which they need to develop in order to move forward in their career.
- 7) **Employee Safety:** Job analysis helps the managers in analysing hazardous conditions after studying various operations to be performed in a job. It helps in creating a healthy and safe working environment by easily improving work situations.
- 8) **Performance Appraisal:** Job analysis information is essential for the establishment of performance standards. Value of employees can be evaluated by a thorough understanding of what the employee is meant to do and what is his actual performance. Therefore, on the basis of an employee's performance, the organisations should pay him a fair remuneration.
- 9) **Job Design and Re-Design:** The process of integrating different tasks together to make a complete job is called job design. Once the jobs are thoroughly studied, it is easier to take corrective measures by analysing their weak points. Thorough and continuous monitoring can be done to remove unnecessary movements, simplifying some steps and improving existing ones. Thus, jobs can be re-designed in order to test the intellectual standard of employees.

- 10) **Job Evaluation:** Job analysis helps in identifying the value of a job on the basis of level of difficulty, type of work done, knowledge, skill and abilities required. Thus, it helps in effective designing of an equitable level of wage and salary structure of the jobs.
- 11) **Discipline:** Job analysis identifies the reason behind inability of the workers in meeting necessary performance standards. Remedial actions may be taken in due time to averse the difficult situations. In this manner, it helps in maintaining discipline in the organisation.
- 12) **Industrial Relations:** Industrial relations among managers, employees and unions can be improvised by proper job analysis and thus disputes and grievances associated with tasks and responsibilities can be settled easily.
- 13) **Compensation and Benefits:** In compensation, it is profitable to determine the relative worth of a job to the organisation before valuing the job in terms of salary. According to internal context, worth of a job increases as the task and responsibilities become important. Job with higher KSA (Knowledge, Skills, and Abilities) adds higher worth to the company.
- 14) **Support Legality of Employment Practices:** In order to support the legality of employment practices, a well arranged job analysis is necessary. In fact, the importance of job analysis is noted in employee selection method guidelines. Several times decisions of demotions, transfer and promotion are safeguarded by job analysis information. **For example**, job analysis forms a base for combining together the functional areas and infrastructure in developing a good human resource programme.

2.1.4. Process of Job Analysis

The steps followed in the procedure of job analysis are shown in **figure 2.1**:

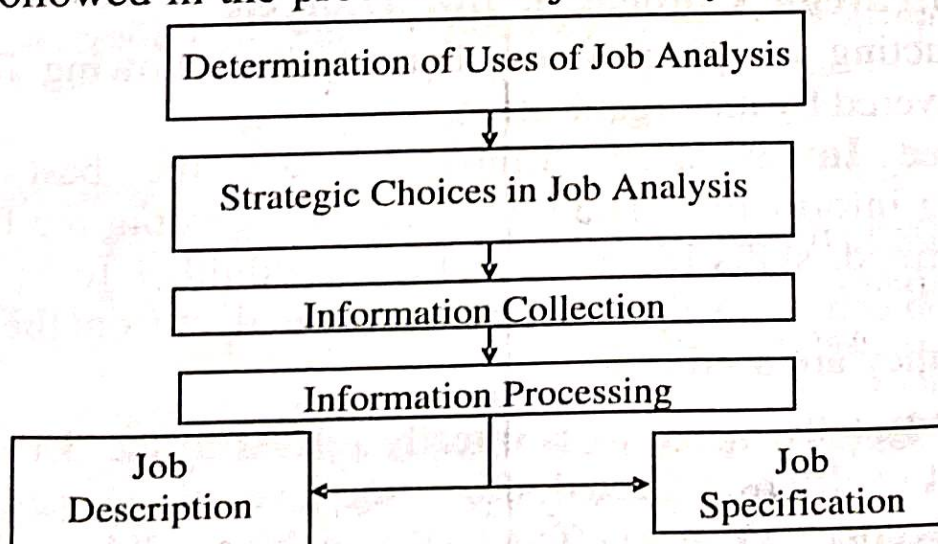


Figure 2.1: Process of Job Analysis

2.1.4.1. Identify the Job to Examine

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. For the HR practitioner and/or external consultant involved in this initial phase of the job analysis process, some key questions should be considered before proceeding:

For a New Job:

- 1) What is the actual work that would be required of an incumbent in this role, and what organisational outcomes would be met?
- 2) Are there any other jobs in the organisation that do work similar to the work identified for the proposed new job? In other words, did a similar job have to be created anywhere else in the organisation already, and if so, where and what does it look like?
- 3) Is it anticipated that the work required of an incumbent in this new role will serve a short-term need, or will it continue to meet long-term organisational objectives?

For an Existing Job:

- 1) Why does this need currently exist—an employee termination, a voluntary resignation or retiring, a transfer or promotion?
- 2) How many incumbents currently work in this job: Does one person hold this position, or do multiple incumbents work in this capacity?
- 3) What has been the history of this job? In other words, has this job encompassed the same tasks and responsibilities always, or has it been modified over time, and why?
- 4) When was the last time a job analysis was conducted for this job?

2.1.4.2. Strategic Choices in Job Analysis

While conducting the process of job analysis, following five aspects should be covered by the organisation:

- 1) **Employee Involvement:** Employees are the best source of providing information. The relevant data regarding the functions to be performed, skills required, and responsibilities to be carried-out for the job can be easily collected by the analyst from the employees because they are used to it.
- 2) **Level of Details:** Analysis is directly related to the details received. The level of details collected affects the level of analysis, i.e., higher the details collected, more effective the analysis will be and *vice-versa*. The nature and type of data collected depends on the level of analysis.

- 3) **When and How Often:** Analyst should be clear when they have to conduct the analysis and how frequently they can perform it.
- 4) **Past-Oriented versus Future-Oriented:** Many organisations follow traditional job analysis methods which are focussed on how the jobs were performed in the past and how they are performed in the current situation. But with the change in time, organisations need to adopt future-oriented job analysis methods. The focus of these methods is on preparing employees for the future jobs. They can even decide the methods to be used to perform the functions in advance. This helps the organisations to recruit and train for future jobs before the actual transformation.
- 5) **Source of Job Data:** Employees working in the organisation are the major source of information. Though there are various other sources also which may include both human and non-human means.

2.1.4.3. Determine Appropriate Information Sources and Collect Job related Data

This step includes certain aspects that should be covered while collecting data:

- 1) **Types of Job Analysis Information:** The information to be collected should be relevant and must recognise the functions to be performed, duties to be carried-out, the equipment to be used and other job related issues so that the process of job analysis can be made successful.
- 2) **Persons Involved in Information Collection:** The person who is given the responsibility of collecting data can either collect the data from a senior employee or an experienced job analyst or an employee who has good experience in that particular job.
- 3) **Methods for Data Collection:** The techniques used for data collection in job analysis are interviews, observation, questionnaire, etc.

2.1.4.4. Information Processing

After data collection, the information is processed in order to make it useful for HR functions. 'Job descriptions' and 'job specifications' are the most common outputs received after the job analysis.

The Job description comprises of job duties, the level of responsibilities, working conditions, etc. and whereas the job specification tells about the skills, education, background, qualification, training, communication skills required to perform a specific job.

2.1.5. Methods/Techniques of Job Analysis

Job analysis can be conducted using various techniques. Diverse methods of gathering data for job analysis are as follows:

- 1) **Questionnaire:** Though this method of collecting data is very time-consuming and difficult, but still clerical workers use this method on a large scale. Under this method, the job holders are asked to provide the entire significant data regarding their jobs in written form in their own words. It is a method of gathering information about any job through mail surveys.
- 2) **Checklist:** In this method, the employee is given a list of task statements and he has to simply check the tasks performed by him. Unlike questionnaire method, this method is much convenient as the employee is not accountable to anyone. However, a lot of work is done to gather suitable task statements, but it is easy to govern and can be tabulated.
- 3) **Interview:** In this method, the interview is usually conducted outside the organisation in which interviewees are either called one-by-one or in a group. The information given by all the interviewees is combined together to have a clear picture about the job. Although this method is also time-taking and expensive, but it proves to be beneficial for the company.
- 4) **Observation:** Observation method provides a clear job description as the analyst personally observes the performance of the employees and the working environment in which he is working. Usually this method is adopted by those organisations where major functions are performed by manpower and the working period is short. This method is expensive, slow and normal work functioning may also get interrupted.
- 5) **Technical Conference:** In this method, the main sources of obtaining information about the job are the supervisors and not the employees. But sometimes, the data given by them is not accurate as they provide data on the basis of their previous experiences. Some of the supervisors do not have sufficient knowledge about the jobs which are not performed by them and thus they may give wrong answers.
- 6) **Self-Recording of Diary:** It is a systematic way of collecting data regarding the job responsibilities and the time taken to perform these duties. This method is more useful at the top management level as compared to the middle and lower level employees, because it wastes a lot of time and affects the normal working of the

employees. Since in this method, employees are asked to write about the activities performed by them on a daily basis in a diary; it becomes really difficult for the employees to carry-out both the things in a limited period of time.

- 7) **Critical Incident:** Under this method, information regarding incidents of both positive and negative behaviour of the employees is collected as it may prove out to be beneficial in the job analysis process. This duty of collecting the information related to such instances is given to the supervisor. These instances can be unlimited and give information regarding critical features of the job.
- 8) **Occupational Information Network (O-NET):** The O-NET is a complete database system that provides accurate and reliable information about any job. It is a substitute to the conventional job analysis system. O-NET makes use of various indicators that can provide information about any job all over the world and thus has become an important source of gaining data even by the Central Government.
- 9) **Repertory Grid:** This technique was developed by **George Kelly** and generally takes place in the form of interviews. The main focus of this method is to understand the perception of the individuals about the job they are performing. For this, a grid is created on the basis of thoughts of job holders about the job. This method can also be used to identify the view which differentiates high quality performers from low quality performers. The behavioural signs responsible for these constructs can be easily determined by the process of laddering. It is mainly useful for interviewing subordinates.
- 10) **Task Inventory Analysis:** This method was introduced by U.S. Air Force to assess jobs of the Air Force's employees. This method is the best way of identifying KSAs (Knowledge, Skills, and Abilities) required for a job. The questionnaire prepared is tailor-made and is not pre-prepared. This method is used for developing appraisal forms, writing job descriptions, identifying suitable test of selection.

2.1.6. Problems in Job Analysis

Major problems associated with job analysis are as follows:

- 1) **Lack of Support from Top Management:** Sometimes unsupportive behaviour on the part of higher management lowers down the morale of the employees. Some high level managers create doubts in the minds of employees by not telling them clearly about their job responsibilities.

- 2) **Relies on Single Method for Data Collection:** Job analysts prefer using a single technique for evaluation, which may not prove out to be much beneficial. If a combination of two or more techniques is used, it may help in collecting more relevant and accurate data.
- 3) **Lack of Training/Motivation:** Proper job analysis can take place only if the quality data is available with the analysts. This data is mainly received through the job holders. But since these job holders are not trained, they are not able to give the quality data. They are also not appreciated or rewarded for providing data; they refuse to provide accurate information to the analysts. Thus, due to lack of motivation, this information source remains unutilised.
- 4) **Misrepresentation of Information:** Due to lack of motivation and training, few job holders even try to misrepresent the data. They may lie about the information because of the negative feeling inside them. This misleading can be either intentional or unintentional.
- 5) **Non-Involvement of Supervisor and the Employee:** Supervisors believe that the job analysis is the sole responsibility of the analysts and thus do not involve themselves in the process. But if they co-operate and support the analyst, the analysis process becomes more accurate and effective.
- 6) **Considered as a Waste of Time by Managers and Supervisors:** Job analysis is considered as a waste of time by supervisors and managers. The main reason behind this thought is that they are not aware of the outcome of job analysis and its importance to the organisation. So, they take the whole process very casually and information obtained by them seems to be misleading and insufficient.
- 7) **Employees' Fears:** Earlier the job analysis was conducted for the expansion of the jobs and to increase the production. For this the employee's salaries were reduced and sometimes they were even suspended. This fear of being thrown out of the job is still there in the minds of the employees. Thus, their fear needs to be eliminated to make the process of job analysis effective.
- 8) **Need to Update Gathered Information:** As the requirement of job changes, the information regarding these job changes should be recorded and updated. If the company uses old data for job analysis, the decisions made may prove to be incorrect.

2.1.7. Guidelines for Job Analysis

Following are the guidelines for job analysis:

- 1) **Job Analysis must be a Continuous Process:** Job analysis is an ongoing process; it is not a one-time activity and should be performed in conformity with changes taking place in job and technology. There are modifications in the job due to arrival of computers. With technological advancements, everything is becoming online and thus numbers of paperless offices are increasing day-by-day. Moreover, jobs are self-designed by the employees as they follow their own explanation of job requirements.
- 2) **Individual and Job Based Analysis:** Many times when information related to job analysis is gathered, the employee himself becomes a reference point for analysis. Thus, firms focus on individual analysis rather than job analysis. Some employees are better performance achievers than the rest. Job analysis does not include actual employee performance but it involves his future performance. Therefore, any action involving job analysis based on employee performance can be ambiguous.
- 3) **Determination of Minimum Job Requirements:** Determining minimum job requirements is one of the main elements to be considered in job analysis. Any activity undertaken for ideal requirements may not be true. Though job situations change quickly, what is ideal in present may not be ideal in the future. Therefore, any initiative in job analysis should focus on minimum requirements other than those requirements which are ideal.
- 4) **Use of Various Methods:** Using a single methodology may lead to biased results. Therefore, it is advised to use multiple methods in which outcome of one method is verified with the outcome of other methods.

2.2. JOB DESCRIPTION

2.2.1. Meaning and Definition of Job Description

Job description is a written statement which answers the questions such as what the job holder does, how the job is done, under which circumstances it is done, and the most important one, why it is done? It gives information about the job like job content and working conditions. It is descriptive in nature and explains the functions and responsibilities necessary to do a certain job specific alongwith its objectives and areas of work.

According to Robert Kreitner, "Job description is a concise document that outlines the role expectations and skill requirements for a specific job".

According to Swansburg, "A job description is a contract that should include the job's functions and obligations and tell the incumbent to whom he or she is responsible".

2.2.2. Contents of Job Description

Contents of job description are as follows:

- 1) **Job Identification:** Job identification, also known as **organisational position**, includes the job title, alternative title, departments, divisions, plant and code number of the job. The job title recognises and designates the job appropriately. The department, division, etc. indicate the name of the department and its location. The location shows the name of the place.
- 2) **Job Summary:** It delivers two significant objectives. **Firstly**, it gives a brief definition which is helpful as additional identification information. **Secondly**, it is used as a summary to direct the readers for understanding the detailed information about the job. It provides the reader a 'fast and short explanation' of the job content, generally in a few sentences.
- 3) **Job Duties and Responsibilities:** It clearly describes the duties and responsibilities to be carried-out during job with an appropriate understanding of primary, secondary and other duties. It is also considered vital for any job. It also notifies about the time limit of the job and sub-jobs.
- 4) **Relation to Other Jobs:** It helps in identifying the job in the organisation by putting the job below or above in the job hierarchy. It also shows an idea of the vertical relationship of work and process.
- 5) **Supervision:** The extent and the nature of supervision needed in each job are also indicated in the job description. Under this, the number of persons to be monitored are given alongwith their job titles and the level of supervision involved in the form of general, intermediate, or close supervision.
- 6) **Machines, Tools and Materials:** Job description also comprises of the machines, tools and materials required for performing the job. It shows the nature and difficulty of the job and aids in the execution of the training programmes.

- 7) **Working Conditions:** It gives the knowledge about the working environment such as heat, cold, dust, wetness, moisture, fume, odour, oily condition, etc. in which the job holders have to perform their work.
- 3) **Hazards:** It gives an idea about the kinds of risks to life and limbs and their chances of happening, etc.

2.2.3. Uses of Job Description

Uses of job description are as follows:

- 1) **Developing Job Specifications:** Job description helps in building-up the job specifications, which are supposed to be valuable for planning, recruiting, training and hiring people with the necessary skills for the job.
- 2) **Group Discussion:** Preliminary drafts can be utilised as the base for a fruitful group discussion, especially, if the process begins from the executive level.
- 3) **Orientation of New Employees:** Job description is useful for orienting new staff members towards their basic job responsibilities and functions.
- 4) **Developing Performance Standards:** Job description is the basic document for the purpose of developing performance standards.
- 5) **Job Evaluation:** Job description helps in evaluating the job as a wage and salary administration method.
- 6) **Helps a Manager during Interview:** A job description helps the manager in framing appropriate questions to be asked while conducting an interview.
- 7) **Vehicle for Organisational Changes:** It becomes a medium of organisational change and upgradation. It helps the top management in delegating the responsibilities.

2.2.4. Specimen of Job Description

Specimen job description of compensation manager is given below:

Title	Compensation Manager
Job Code	HR/1234
Department	HRD
Summary	Responsible for properly designing and administrating employee compensation plans.

Duties	<ol style="list-style-type: none"> 1) To conduct job analysis. 2) To make job descriptions for the present and future job positions. 3) To evaluate job descriptions. 4) To act as a Chairperson of Job Evaluation Committee. 5) To make sure that the organisational rate of compensation matches with the policy of the organisation. 6) To conduct salary surveys from time-to-time and relate the salary with employee performance. 7) To develop and execute employee performance appraisal programmes. 8) To develop and implement employee benefit programmes.
Working Conditions	Eight hours per day. Six days a week.
Reporting	Director, HR Department.

2.2.5. Guidelines for Writing Job Descriptions

Since job descriptions can be used for many different purposes, employers should take care to write them as comprehensively as possible. Following guidelines must be considered while writing job descriptions:

- 1) **Use Logical Sequence in Arrangement of Roles and Duties:** Start with the task including the percentage of time assigned to each task and be consistent.
- 2) **Be Brief and Specific:** Specific and brief description about the job should be given. Avoid using generalised statements. Give a clear and brief description of job task and duties.
- 3) **Mention Duties Clearly and Briefly:** When each duty is mentioned clearly and briefly in the job description, everybody can have a quick look on the description and it becomes easy for them to identify each and every task properly. Further, each and every task should be identified as "essential" or "non-essential".
- 4) **Avoiding Unnecessary and Ambiguous Words:** Keep sentence structure as simple as possible and avoid the use of unnecessary words that do not contribute in giving relevant information. **For example,** "Handle mail" can be written as "sort mail" or "distribute mail".
- 5) **Avoid Listing Each and Every Duty:** Begin the job description by using the phrase "primary duties and responsibilities include..." and then carry forward from there. Finish the job description by using the phrase "perform other related duties and responsibilities, as required".

- 6) **Use Particular Examples of Tasks When Necessary:** It becomes easy for the reader to understand the scope of task and duties, when appropriate examples of task wherever required are used in the job description.
- 7) **Avoid Technical Language:** A good job description should use commonly known terms and should include the job responsibilities that are easily understandable to everyone.
- 8) **Express the Number of Task Appearing Frequently:** Each task should be allotted an estimated time by using a known technique of making a column on the left side of the task with comparable percentages.
- 9) **List Duties Individually and Briefly and Avoid Narrative Paragraphs:** We are not writing an English essay. Therefore, narrative paragraphs should be avoided in order to list task and duties individually and briefly. This will make the job description clear and understandable.
- 10) **Avoid the Reference of Particular Individuals:** Do not include references of particular individuals in the job description, instead use references of job titles and positions.
- 11) **Objectivity and Accuracy in Job Description:** Avoid describing those personnel who were dismissed for poor performance and who were promoted for extraordinary performance.
- 12) **Refer to Job Titles Rather than Individuals:** For an easy description it is advisable to refer to job titles rather than referring to individuals. For example, "Report to.....Manager" instead of "Report to Mr. ABC".
- 13) **Ensure that All the Information is Job-Related and as per Equal Employment Opportunity Laws:** A job description should follow the laws and rules of equal employment opportunity while writing it. This helps in preventing the possibility of legal problems arising in future.
- 14) **Eliminate Meaningless Articles like "a" and "the" while Drafting Job Description:** The lengthy job description does not mean that the importance of the job will increase. Therefore do not draft a job description in a lengthy and comprehensive manner. One or two pages are sufficient for job descriptions.
- 15) **Begin Each Duty with Action Verbs:** Begin a sentence with an action verb and include one descriptive word indicating its main function which is to be done and thus the degree of responsibility is easily conveyed to the reader. For example, compare "authorises" to "under the authorisation of".

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2.3. COMPETENCY

2.3.1. Meaning and Definition of Competency

The terms "competency" and "competence" are generally used interchangeably but they are entirely different from each other. Competency is the possession of requisite knowledge, skills and behaviour in order to perform a job effectively. Whereas, competence refers to the unique ability of the organisation which grants it a competitive edge over its rivals. Competency is specific to an individual, whereas competence is related to the unique work of the organisation. Competence can be defined as an organisational ability grounded on job roles and activities, whereas competency is the inherent ability of an individual based on personal behaviour. Both of these terms are discussed at length below.

Competences explain what should be done to perform a job effectively. It involves breaking the jobs into separate components and connecting the two essential parts of performance – what task is to be performed and what should be the standard of performance. Competence therefore, is concerned with results in place of inputs.

According to Woodruffe, "Competence is a work-related concept which refers to areas of work at which the person is competent."

According to Tovey, "Competence is defined as the application of a blend of knowledge, skills and behaviours in the context of individual job performance."

On the other hand, competencies can be defined as individual capabilities or attributes that are essential for performing a task effectively. They can be understood in the form of qualities of a manager that enable effective utilisation of employee skills and knowledge which lead to successful performances. It is noteworthy that competencies are not permanent.

They can be developed with right guidance and support, though development of some competencies is difficult than others. Jointly, employees and managers may recognise the most critical competencies which have a direct bearing on employee's effectiveness. Studies have identified following five essential competencies at workplace – performance, cooperation, leadership, planning and lastly, problem solving and reviewing.

According to Green, "Competency is a description of measurable work habits and personal skills used to achieve a work objective."

According to Mirabile, "Competency is knowledge, skill, ability, or characteristic associated with high performance on a job."

According to Boyatzis, "Competency is an underlying characteristic of a person casually connected to effective or excellent performance in a job."

2.3.2. Characteristics of Competency

Following are the characteristics of a competency:

- 1) **Skill:** Skill refers to the utilisation of unique capabilities in performance of a given task, whether mental or physical. **For example,** tasks involving application of theoretical or practical knowledge, analysis and synthesis.
- 2) **Knowledge:** Knowledge refers to the understanding of a particular function by a person. It consists of many elements like memory, numerical ability, linguistic knowledge and knowledge about complex relations. Through the analysis of knowledge, one can predict about an individual's work or area of interest but cannot predict about his potential.
- 3) **Self-Image:** Self-Image an individual's perception about himself. It is depicted either in the form of self-confidence or low self-esteem. **For example,** one may see oneself as a leader or simply as a follower.
- 4) **Trait:** Trait refers to the physical features and permanent attributes of a person that lead to constant reactions to stimuli.
- 5) **Motive:** Motives are the needs that guide human behaviour towards achievement of a goal or avoidance of an activity. Individual's behaviour when guided by needs like achievement needs, affiliation needs, etc., is said to be guided by motives.

2.3.3. Competency Ice Berg Model

Nick Boulter et.al., have proposed this model for managerial competencies. They have stated that competency is an underlying characteristic of a person which enables them to deliver superior performance in a given job, role or situation. They have stated that managerial competencies are like iceberg, with skills and knowledge forming the tip. They stated that underlying elements of competencies are less visible but largely direct and control surface behaviour. Social role and self-image exist at a conscious level, traits and motives exist further below the surface, lying closer to person's core.

The iceberg model for competencies takes the help of an iceberg to explain the concept of competency. An iceberg which has just one-ninth of its volume above water and the rest remains beneath the surface in the sea. Similarly, a competency has some components which are visible like knowledge and skills but other behavioural components like attitude, traits, self-image, motive etc., are hidden or beneath the surface.

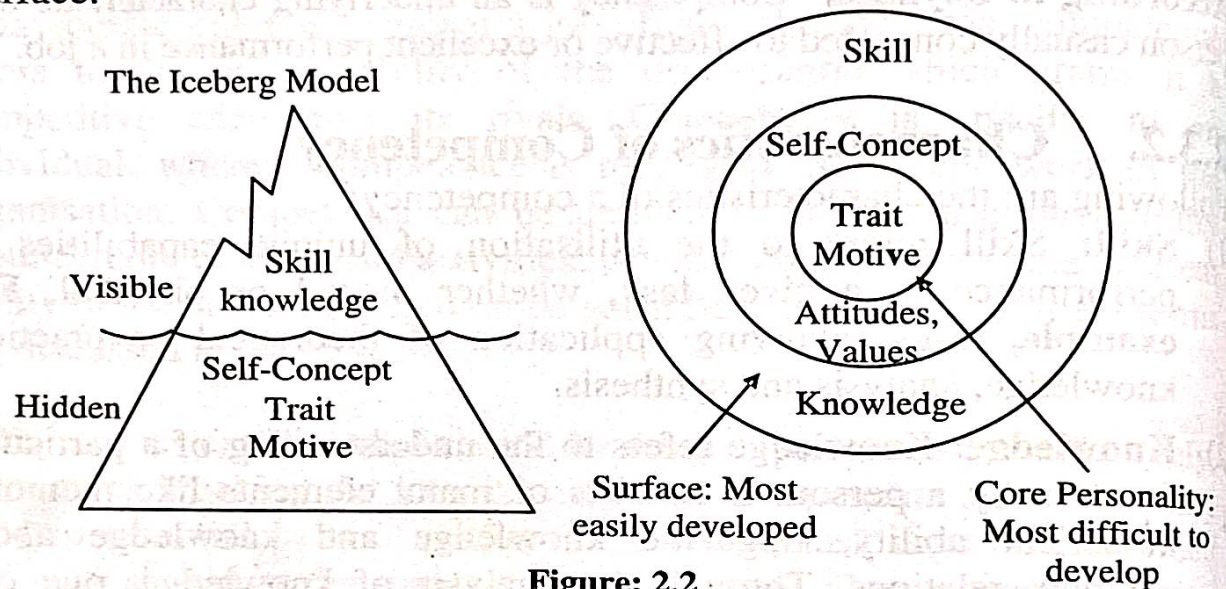


Figure: 2.2

2.3.3.1. Five Types of Competency Iceberg Model

- 1) **Knowledge:** This refers to information and learning resting in a person, such as a surgeon's knowledge of the human anatomy.
- 2) **Skills:** This refers to a person's ability to perform a certain task, such as a surgeon's skill to perform a surgery.
- 3) **Self-concept and Values:** This refers to a person's attitudes, values, or self-image. An example is self-confidence, a person's belief that he or she can be successful in a given situation, such as a surgeon's self confidence in carrying out a complex surgery.
- 4) **Traits:** Traits refer to the physical characteristics and consistent responses to situations or information. Good eyesight is a necessary trait for surgeons, as is self-control, the ability to remain calm under stress.
- 5) **Motives:** Motives are emotions, desires, physiological needs, or similar impulses that prompt action. **For example**, surgeons with high interpersonal orientation take personal responsibility for working well with other members of the operating team.

Motives and traits maybe termed as initiators that predict what people will do on the Job without close supervision.

2.3.3.2. Benefits of Iceberg Model

- 1) Identify and prioritize skills, knowledge and personal attributes required for the job.
- 2) Use past and current behaviour to predict future behaviour.
- 3) Ensure consistency and fairness of selection process.
- 4) Minimize Hiring Risks.
- 5) Communicate clear expected behaviours to job holders for becoming superior performers.
- 6) Set core organisational capabilities.
- 7) Align aggregate behaviours to vision, strategies, priorities & goals.
- 8) Promote positive behavioural change.
- 9) Introduce high performance qualities (Job, Family & Organisation Specific).

2.3.4. Importance of Competency

Following points highlight the importance of competencies:

- 1) By demonstrating effective behaviours, competencies assist an individual in determining the behavioural aspects of a performance standard;
- 2) Competencies assist the individual in dealing with complex and bigger issues confronting the organisation;
- 3) Competencies serve as a tool for self-appraisal which enables individuals to measure their own performance. Individuals also obtain feedback regarding their performance through competency-based tools; and
- 4) Competencies fill the gap created when managers focus only on education or outcomes. More particularly, competencies are specific measures of general and technical knowledge in place of general measures of declarative knowledge.

2.4. WHY COMPETENCY BASED RECRUITMENT

2.4.1. Introduction

Competency-based recruitment is a process of recruitment based on the ability of candidates to produce anecdotes about their professional experience which can be used as evidence that the candidate has a given competency. Candidates demonstrate competencies on the application form, and then in the interview, which in this case is known as a competency-based interview. The process of competency-based recruitment

is intended to be fairer than other recruitment processes by clearly laying down the required competencies and then testing them in such a way that the recruiter has little discretion to favour one candidate over another; the process assumes high recruiter discretion is undesirable. As a result of its perceived fairness, the process is popular in public services. Competency-based recruitment is highly focused on the candidates' story-telling abilities as an indication of competency, and disfavours other indications of a candidate's skills and potential, such as references.

2.4.2. Benefits of Implementing a Competency-Based Hiring Process

There are numerous benefits to employing competency examinations in your company's recruitment process. This method gives you the unique opportunity to get to know potential candidates on a more personal level before allowing them to move further along in the hiring process and glean a general understanding of how their personalities and level of expertise fit into your company culture. Competency-based hiring can also help your business achieve the following:

- 1) Greater value in recruitment process by making it easier for you to choose the best candidates for the position.
- 2) Create a more consistent and focused hiring model that highlights the pros and cons each candidate has to offer.
- 3) Eliminates biases from one candidate to another and allows you to make a fair and carefully considered decision based on the person's personal and professional attributes.
- 4) Reduces the chances of having negative employee turnaround rates by guaranteeing that only the right people are hired for each position.
- 5) Provides top notch platforms and standards for companies to receive and react to constructive feedback from potential candidates.
- 6) Improves and supports the predictive hiring model which allows employers to effectively make decisions about what they expect from potential candidates based on the performance of past employees who occupied that role within the company.

2.4.3. Sources of Recruitment

Sources of recruitment are the means of selecting the candidates for the process of recruitment. Through the sources of recruitment, one gets to know about the availability of a number of suitable candidates. When the recruitment plan demonstrating the number and type of prospective candidates is finalised, then the recruitment sources are considered. This makes it necessary to identify recruitment sources from which these candidates can be attracted.

The sources of recruitment can be internal or external.

- 1) **Internal sources** of recruitment are those where the vacancy is filled from within the organisation. These include personnel already on the payroll of an organisation, that is, its present working force. Whenever any vacancy occurs, somebody from within the organisation is upgraded, transferred, promoted or sometimes demoted.
 - i) **Present Permanent Employees:** Organisation considers the candidate from this source to higher level due to firstly availability of most suitable candidate for jobs relatively or equally to the external sources, secondly, to meet the trade union demands, thirdly to the policy of organisation to motivate the present employees.
 - ii) **Present Temporary or Causal Employees:** Organisation uses this source to fill position of lower level.
 - iii) **Retrenched or Retired Employees:** Dependent of Deceased, Disabled, retired and Present Employee.
- 2) **External sources** consist of labour market which can be tapped by way of job advertisements in newspapers and journals; employment exchanges; and notifying vacancies to educational, professional, and technical institutions. External sources includes source outside the organisation. They usually include:
 - i) New entrants to the labour force i.e. young mostly inexperienced potential employees- the college students.
 - ii) The unemployed- with a wide range of skills and abilities.
 - iii) Retired experienced persons such as mechanics, machinists, welders, accountants.
 - iv) Others not in the labour force, such as married women and persons from minority groups.

Other source includes:

- i) Campus Recruitment
- ii) Private Employment Agencies/Consultant
- iii) Public Employment Exchanges
- iv) Professional Associations
- v) Data Banks
- vi) Casual Applicants
- vii) Similar Organisations
- viii) Trade Unions

Currently, the Internet (online) has become another very potential external source of recruitment. Recommendations of employee unions may also be included in this category.

2.4.4. Different Steps of Job Search

The job search process is a linear process involving different phases, each of equal importance. To progress successfully through the job search process, candidates must be able to master each phase. The steps of the job search process are explained below:

- 1) **Self-assessment:** This involves candidates understanding their values, skills, personality traits, and job priorities along with how to utilize these attributes throughout the job search process.
- 2) **Identifying Career Opportunities:** Understanding and utilizing the multitude of resources available in locating job opportunities in recreation and leisure services is crucial to the job search process.
- 3) **Researching an Agency:** Candidates must learn as much as possible about any recreation agency they are considering for a job opportunity. The more candidates know about an agency, the more complete their application for the position will be, thereby, enhancing their opportunity to obtain an interview.
- 4) **Job Search Tools:** These tools are key elements in the application process and consist of preparing a portfolio, understanding how to use technology effectively, and developing both the cover letter and resume.
- 5) **Interviewing:** In addition to answering questions and being aware of interview behaviour, candidates must spend a considerable amount of effort preparing for the interview.
- 6) **Evaluating the Offer:** Should candidates be offered a position, they must have a strategy prepared for responding to that offer. Their preferred strategy is often influenced by individual needs and priorities.
- 7) **Navigating the Transition:** Even after candidates accept their position, there are still tasks to be accomplished. Newly hired employees should be aware of the expectations and realities their new position will demand.

2.5. JOB SPECIFICATION

2.5.1. Meaning and Definition of Job Specification

Job specification also known as **job requirement** is a by product of job analysis. It covers all the human qualities to be considered such as physical, personal, psychological responsibilities to be acquired, academic qualifications, experience, etc. It converts the job description into human qualifications so that the job can be done in a more efficient way. It aids in hiring the right person for the right position.

According to Edwin B. Flippo, "A job specification is a statement of the minimum acceptable human qualities necessary to perform a job properly".

According to Dale Yoder, "Job specification as a summary is a specialised job description, emphasising personnel requirements and designed specially to facilitate selection and placements".

2.5.2. Objectives of Job Specification

Objectives of job specification are as follows:

- 1) **To Findout Prospective Candidate:** Job specification helps in searching the potential candidate for a vacant position. It helps in evaluating the resume more rapidly and impartially. It also helps in making a list of relevant questions for interview.
- 2) **To Attract Candidates:** It is necessary to make the job specification professional and a good representative of the organisation's image to the candidate. For this purpose, the job specification must be active and precise to attract talented candidates.
- 3) **To Set-Up Competency of Organisation:** When an organisation has set-up its core competency, the job specification assists in executing the various competency programmes.
- 4) **To Identify Competencies:** It helps the employers in recognising the accurate duties and skills of the employee. It also makes the prospective candidates capable of ascertaining their capacity of satisfying the job requirements.
- 5) **To Eliminate Discrimination:** It helps in preventing the violation of equal employment opportunities laws. It sets a standard of basic skills needed for a job description and specifies the basic required qualifications or experience.

2.5.3. Contents of Job Specification

Contents of job specification relate to:

- 1) **Physical Characteristics:** It consists of age, health, strength, size of the body, body weight, poise, vision, etc.
- 2) **Psychological Characteristics or Special Aptitudes:** It covers qualities such as manual dexterity, ingenuity, mechanical aptitude, judgement, etc.
- 3) **Personal Characteristics or Fruits of Temperament:** It includes personal appearance, good and pleasing manners, emotional stability, aggressiveness or submissiveness, etc.

- 4) **Responsibilities:** It involves supervision, responsibility for process, production and equipment, safety of other people, preventing loss in monetary terms, etc.
- 5) **Other Features of Demographic Nature:** Age, sex, education, experience, language ability, etc.

2.5.4. Writing Job Specification

Below mentioned are the guidelines for writing job specification:

- 1) **Specifications for Trained *versus* Untrained Personnel:** Job specifications written for trained employees should be straightforward. If the position of an accountant, counsellor or programmer, etc., needs to be filled, the job specification might emphasise mainly on characteristics like duration of prior job, quality of trainings relevant to the job, and performance in the prior job. Hence, it is easy to determine the human requirements for hiring trained people for the job.

Whereas, in making job specifications for untrained personnel (intending to give them on-the-job training), the problems are of a more complex nature. Qualities like personality, physical traits, interests or sensory skills must be specified. These qualities display that the person has the potential to perform or to be trained to perform the job.

- 2) **Specification Based on Judgement:** Job specifications are usually a result of educated guesses of HR managers and supervisors. These judgements or educated guesses are attained using numerous methods. The job duties can simply be assessed and the human skills and traits needed for the job can be derived from that. Job description can also be chosen from the list of competencies available on the web portals like www.jobdescription.com. (For example, competencies like "plans and oversees the organisation's advertising and promotion activities" and "performs variety of clerical duties" are listed in a usual job description). Another available option is **O*NET** where the job listings are available with educational qualification, experience, and necessary skills.

Common sense is must while compiling the human requirements for a job. Job specific human traits, which can be derived out of job analysis, such as manual dexterity and qualification, are very crucial. On the other hand, the fact which cannot be ignored is that, certain work behaviours are applicable to nearly every job, even if, those behaviours might not be evident in any job analysis.

3) **Job Specification Based on Statistical Analysis:** The most secure but difficult approach is specification based on statistical analysis. This targets to statistically determine the relation between:

- i) Some human traits or predictors like intelligence, finger dexterity, or height; and
- ii) Some criteria or signs of job effectiveness like performance rated by supervisor, etc.

Below mentioned are the five steps involved in the procedure:

- i) Evaluate the job and find ways to determine job performance;
- ii) Choose personal traits such as finger dexterity which forecast successful performance;
- iii) Assess candidate for the specified traits;
- iv) Compute the successive job performance of these candidates;
- v) Perform statistical analysis of job performance and human trait (e.g., finger dexterity) relationship. The aim here is to find if the latter is forecasted by the former.

This is a more justifiable approach than that of judgemental since the legislation of equal rights forbids the use of traits which are incapable of distinguishing between low and high job performers. **For example**, hiring standards which discriminate on the basis of race, gender, religion, age, or national origin need to be shown in order to forecast job performance. This is ideally done using a study of statistical validation. Practically, most of the employers depend more on the judgemental approach.

2.5.5. Motivational Job Specification

With changing demographics and a more competitive job market, human resources are more challenged than ever before to hire, engage, maintain and keep employees happy and motivated. Workers want more choice and flexibility in how they approach tasks, for example, more opportunities to work collaboratively. They look for more opportunities to change duties, for exploration, to learn and to advance in their career in a less linear way. It is not only desirable but essential for businesses to have motivated employees. Today many human resource professionals are looking at how to design jobs, and job specification that motivate employees. These include emotional stability, flexibility, social adaptability in human relationships, personal appearance including dress, posture etc.

Research shows that there are five job components that increase the motivating potential of a job: skill variety, task identity, task significance, autonomy, and feedback.

- 1) **Skills:** People will be more motivated if they can use a variety of skills in their positions, rather than one thing repeatedly.

- 2) **Tasks:** Employees are motivated to complete tasks if they identify with them and have seen them through from start to finish. When employees feel that their work is significant to their organisation, they are motivated to do well
- 3) **Autonomy:** Employees like to be able to make decisions and have flexibility in their roles. Most employees will have lowered motivation if they feel they have no freedom or are being micromanaged.
- 4) **Feedback:** Employees need feedback (both positive and negative) in order to stay motivated.

Example of Motivational Job Specification

- 1) Interest in the job composition;
- 2) Salary expectations;
- 3) Interest in potential future job aspects;
- 4) Attitude towards Travel/Mobility/ Timings;
- 5) Attitude towards other dissonance factors like;
 - i) Dealing with difficult customers,
 - ii) High job pressure,
 - iii) Poor working environment,
 - iv) Any hazardous aspects,
 - v) Working with unknown brands,
 - vi) Contractual employment,
 - vii) Work under dictatorial.

2.5.6. Creation of Functional Specification

The functional specifications may contain requirements specific to the sector (aerospace, automotive, railways, service, telecom, etc.) and/or refer to industry documents. A functional specification serves the purpose of precisely defining a system's intended behaviour. Such a specification usually will be read by humans as well as input to synthesis tools.

To create a functional specification

- 1) Details the skills, experience, abilities and expertise that are required to do the job.
- 2) Person specification required like age, sex, experience, qualification, additional qualification.
- 3) Job Description should also include, company Roles, duties, responsibilities, essential skills from the desirable ones.

2.5.7. Creation of Behavioural Specification

Behavioural specifications play an important role in selecting the candidates for higher-level jobs in the organisational hierarchy. This specification seeks to describe the acts of managers rather than the traits that cause the acts. These specifications include judgments, research, creativity, teaching ability, maturity, trial of conciliation, self-reliance, dominance etc.

While executing and performing the duties and responsibilities, a person needs to execute a set of manners, behavioural disposition, etiquette, and conform to norms. Accomplishing the task is not an end in itself. It is the employee behaviour that constitutes the organisational culture.

Juniors learn from the demonstrated behaviours of organisational superiors. When persons are recruited, either through campus interviews or experience, they need to be acclimatized with the organisational culture. Otherwise, cultural contrast may jeopardize the functioning of the organisation.

Seniors are expected to behave in a particular manner. There cannot be a written document in this aspect. It is largely a matter of feeling. However, these are to be kept in mind during the recruitment, selection and placement process.

2.5.8. Specimen of Job Specification

Specimen job specification of compensation manager is given below:

Educational Qualification	A degree or diploma in personnel management/HRM or any other related disciplines from a recognised institution.
Work Experience	Minimum experience of 2 years in a similar post in a leading industry.
KSA (Knowledge, Skills and Abilities)	<ol style="list-style-type: none"> 1) Knowledge and expertise in the area of compensation administration in competing industries, procedures of job analysis, techniques of compensation survey, performance appraisal issues. 2) Possess skills in writing job descriptions, in conducting interviews for job analysis, in making group presentations, in performing statistical calculations. 3) Ability to organise and conduct meetings.
Work Orientation Factors	The post may require 10 per cent of travelling.
Age	Maximum 30 years.

2.5.9. Difference between Job Specification and Job Description

Basis of Difference	Job Specification	Job Description
1) Meaning	Job specification is a written summary of minimum qualification, appropriate skills, knowledge and a set of characteristics that are required by an individual to fit in a job.	Job description is a well written statement which defines roles, tasks, duties and responsibilities expected to be performed in a particular job. It is a primary tool to collect job-related data.
2) Objective	It helps the candidates to find-out whether they are eligible to apply for a particular job position or not.	It helps the organisation to gather data related to a particular job so that it can be advertised.
3) Importance	It facilitates employee development.	It helps in better job performance in an organisation.
4) Orientation	Its main orientation is towards specific human qualities which are required for a job.	Its main orientation is towards task and responsibilities to be performed on the job.

2.6. EMPLOYER BRANDING

2.6.1. Introduction

The word 'employer branding' is a combination of two words, i.e.; 'employer' and 'branding'. **Employer** is a person or an institution which hires or recruits people. **Branding** is a strategy which allows an organisation to differentiate itself from other organisation and connect with its customer to create brand loyalty.

The term 'employer branding' is defined as the process of creating reputation of the company in the mind of the employees and its customers. It is about making sure that the employee feels good about the company. Thus, employee is considered as the ambassador of the company.

Employer branding is a marketing effort of an organisation in which organisation tries to create an image of the organisation among the employees so that they may feel that organisation is the best place to

work. On the other hand, the target marketing efforts influence the perception of targeted customers and employees. A good employer branding must reduce hiring cost.

According to Simon Barrow, "Employer Branding can be defined as the package of functional, economic and psychological benefits provided by employment, and identified with the employing Company".

According to Miles & Mangold, "Employee branding is defined as "the process by which employees internalise the desired brand image and are motivated to project the image to customers and other organisational constituents".

Employer brand is a part of employee value proposition. It is what an organisation communicates to its customers and its existing employees. It includes the vision, mission, personality and culture of the organisation. A positive employer branding explains that the organisation in which employee work is best place to work. It affects the recruitment of new employees, employee engagement and retention of existing employees. Thus, it can be said that, employer branding is the overall perception of the organisation in the marketplace. It is a process of creating employer value proposition (EVP) which is conveyed to the existing and potential employees which explains that why organisation is unique and good place to work irrespective of other organisation.

2.6.2. Employer Branding Activities

Activities or sources of employer branding are as follows:

- 1) **Connecting to Campus:** Nowadays, organisations conduct various programmes to connect with the campuses. In this way, the organisation enhances its applicant pools by selecting good talent from the campuses.
- 2) **Including Motivational Factors in EVP:** In order to create employer brand it is important to include some motivational and hygiene factors in employer value propositions. For example, mentorship, global exposure, sponsorship, etc. are the motivational factors which must be included in EVP.
- 3) **Collaborating with Marketing Team:** The HR managers of organisation may collaborate with the marketing team for advertising their employee value propositions and for generating right talent pool. Sometimes, it is required that the organisation should reframe their perception in the marketplace.

- 4) **Increasing Visibility of Successful Employees:** Organisation should increase the visibility of its successful employees. By doing this organisation can take the advantage of its career progression plans under the process of employer branding. The successful employees may serve as role model for other employees.

2.6.3. Importance of Employer Branding

It is the responsibility of the organisation to understand the importance of strong employer brand and its benefits. There are following benefits of employer branding:

- 1) It is helpful for attracting and retaining the best employees for the organisation.
- 2) It enhances the financial performance of the organisation.
- 3) It increases the employee engagement and motivation.
- 4) It increases employee satisfaction, retaining existing employees, attracting candidates for the job and motivating employee so that they increase their performance.
- 5) It develops an employer-friendly environment within the organisation.
- 6) It creates that type organisation where every individual wants to work. The applicants are continuously looking for those organisations which offers more benefits.

2.6.4. Guidelines for Developing Employer Branding

Guidelines for developing employer branding are as follows:

- 1) **Know the Organisation's Business, Vision, Mission, Values and Culture:** It is important to understand the objectives, vision and mission of the organisation. An employer must understand what type of people is required for the fulfillment of Organisational objectives.
- 2) **Conduct Internal Research:** Organisation should conduct internal research to understand the perception of employees and its target customers about the organisation. It is also important to identify the top talent of organisation and ask what they like most about the organisation in which they work.
- 3) **Conduct External Research:** Some external research should also be conducted by the organisation to understand the image of the organisation in the market. Internet searches, applicant survey, etc. are the methods through which external researches are conducted within the organisation.

- 4) **Define an Employee Value Proposition:** Organisation should define employee value proposition that clearly states the value of the brand that the organisation is developing. The employee brand should really reflect what is special about the organisation and should be aligned with its customer brand.
- 5) **Develop an Employee Marketing Strategy:** An employee marketing strategy should also be developed for the purpose of employer branding. This strategy must have two approaches. Firstly, the recruitment strategy should be focused towards the targeted applicants. Secondly, the organisation should focus towards communicating employee value proposition to the existing employees of the organisation.
- 6) **Align the Employer Brand with the Overall Company Brand:** In order to ensure a holistic branding approach, organisation should work with the marketing and communication groups.
- 7) **Ensure that the People and Management Practices Support the Organisation's Employer Brand:** It should be ensured by the organisation that management practices are aligned with organisation's employer branding. Thus, coaching, compensation, training and several HR practices should support the brand.
- 8) **Develop and Use Metrics:** In order to assess the success of employer brand, various metrics should be developed within the organisation. Employee referrals, employee satisfaction, brand awareness, etc. are the examples of metrics.

2.7. SOCIAL MEDIA AND HR

2.7.1. Introduction

Social media is a place where citizens across the world meet each other virtually and share a dialogue with each other. It is a super set beyond communication and a tool for social interaction. Social media and its popularity especially amongst today's Gen Y followed by Gen X, and to extent baby boomers the late adopters. This has brought about the see through change in which the HR managers today have started recruiting scanning candidates profile live via different types of social media. A new way of working is emerging rapidly in the enterprise, fuelled by instant access to information on mobile devices and on-going information-sharing through social networking. The prevalence of social networking and collaboration systems outside the workplace is changing how individuals, regardless of their age, expect to interact with technology and colleagues on the job.

The HR industry is using social media to source and recruit top talent and, social media is where the candidates are. In fact, two-thirds of hiring managers say they've found successful candidates through social media. Social media, already so effective at digitally bringing people together, facilitating the sharing of ideas, and spurring conversation, is proving to be an excellent resource when it comes to attracting great employees. It also lets recruiters have access to fairly comprehensive views of candidates, whether or not the applicant intends that to be the case, which provides another way to sidestep potentially unpleasant surprises (and hiring fails).

Social media have actually transformed every stage of the recruiting process in significant ways so much so that the traditional recruiting funnel can be recast in "social" terms. At the top of the funnel are activities like social advertising (i.e., placing job ads on social networks like Facebook), social sourcing (i.e., searching for candidates who meet certain criteria on networks like LinkedIn), and social referrals (i.e., having current employees share position openings with their online personal and professional networks). And at the bottom of the funnel is social screening (i.e., reviewing a candidate's public activity in social networks to identify potential hiring risks).

2.7.2. Role of Social Media in Managing Human Resource

Role of social media in managing HR is as follows:

- 1) **Sourcing and Pipeline Talent:** Paper resumes are a thing of the past. Finding candidates has never been easier than it is right now with the rise of social technology. Because 96% of the online population is on at least one social network, having a multi-channel sourcing strategy has never been more important. With social technology, the world has become smaller. It is important to recognise, however, that while new technologies make it easier to find talent, this boost from social media is also making sourcing for talent much more complex and candidates even more segmented. In turn, the role of "sourcer" has evolved to that of a marketer, technologist, detective and the best salesperson at the company.
- 2) **Employer Branding and Talent Attraction:** Employer branding is maturing into a profession of its own. Social has made employer branding extremely complex, which means one needs a dynamic content marketing approach to his/her recruiting strategy. Employer branding today is all about content. Posting stories on social media by creating videos with employees and bring it all together.

Organisations should be consistent with branding, promote social accounts wherever and whenever they can, showcase employee videos and have live social feeds on their glass door profile.

- 3) **Candidate Experience and Engagement:** Before social, recruiting was transactional and impersonal. But now, social and mobile applications can be easy and extremely user-friendly. People have always been talking about the company, and social technology and online communities have transformed talent acquisition by enabling candidates to join the conversation. Engage talent and gather insights to help make the company culture something worth tweeting about. In today's connected and mobile world, candidate expectations are high, which means recruiters need to focus on making their lives easier on mobile. With social also comes the need for transparency. Real-time communication is absolutely necessary. Engage with audience and encourage them to learn more about company and brand. In short, it is all about building talent communities and shifting away from reactive recruiting environments towards the present.
- 4) **Talent Acquisition Technology:** Social media sites like Facebook and Pinterest have completely transformed how we think of recruiting technology. CRM technology is now fused with social technology, from capturing social profile data to conversations and engagement. The time for candidate relationship management is now – capture rich living profile data that can be stored and utilised for strategic recruitment initiatives.

The ability to create internal databases of social profiles, competitor intelligence and past applicants is at our fingertips. A rising trend in talent acquisition technology is towards open web sourcing tools. Technology like this simplifies the vastness of web sources to a single search of aggregated information on talent, making sourcing more efficient and saving recruiters time in identifying top talent.

- 5) **Recruiting Analytics and Metrics:** The great thing about social media is that every bit of it is measurable. It is no longer just about time-to-fill or cost-per-hire – recruiters have to start thinking about engagement metrics, reputation, brand impressions and source analytics. One needs help from employees and leadership to make his/her social strategy successful. Getting employees engaged and signed on as ambassadors is a must to succeed, and so is communication from leaders to the organisation as a whole explaining the mission and plan.

2.7.3. Changes in HR through Social Media

Here are five major changes in HR that social media have brought about:

- 1) **Talent Recruitment:** Gone are the days when managers simply advertised a job in the newspaper or on a corporate website and sat back to wait for resumes. Now employer can look for "passive candidates" – i.e., people who might be interested in changing jobs and have the qualifications employer need, but have not contacted to employer – via all sorts of social media applications. And even when evaluating active candidates in the traditional recruiting mode, employer can use social media to dig into their backgrounds and find out both what makes them tick and how a range of people think about them.
- 2) **Training and Learning of Employees:** The face-to-face, instructor-led model will always have a place in the training mix. But social media – either through third-party sites or the own internal social platform allows employer to supplement such training with collaborative learning, games with a business objective, and/or tailored online courses.
- 3) **Monitor Employees Activities:** On the downside, for at least some people, social media allows HR executives to monitor the activities of their employees. If employees are posting to their personal social media accounts during the day and those posts do not relate to work, or relate in a negative way, then the company can enforce its social media policy. Some companies allow employees to use social media throughout the day so long as their posts relate to the company in a positive way. **For example**, members of the media (newspapers, T.V. stations and radio stations) encourage their employees to post on social media regularly in order to keep the public informed.
- 4) **Communication with Employees:** Another way social media has impacted human resources is that companies are now beginning to communicate with their employees using social media. Some companies will talk to employees on Twitter to discuss company events so that the public can learn about them. Other companies use messaging apps such as Google Hangouts to talk with employees in one location or all over the world.
- 5) **Company Branding:** When it comes to reinforcing the brand of a company, social media is becoming the go-to place for marketing teams and human resource departments. When an issue arises with the image of a company due to a customer complaint or other reason, the HR department can take to social media to reinforce the brand of the company and make sure the outcry does not get out of control and turn into a viral frenzy.

2.8. JOB DESIGN

2.8.1. Meaning and Definition of Job Design

Job design means combining different tasks in order to make an entire job. It refers to structuring the job specifications, methods, contents, and job relationships in such a way that it efficiently meets different organisational and technological requirements alongwith the personal requirements of the job holder.

For example, the job design for a mechanist would involve specifications regarding the type of machines that he would be expected to operate, how they would be operated, and the expected performance standards.

The job design for a manager may comprise of identification of responsibilities and goals, defining decision-making responsibility areas, and setting up suitable success indicators.

According to Davis, "Job design is the specification of the content, methods and relationships of jobs in order to satisfy technological and organisational requirements as well as the social and personal requirements of the job holder".

According to Michael Armstrong, "Job design is 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 superior subordinates and colleagues".

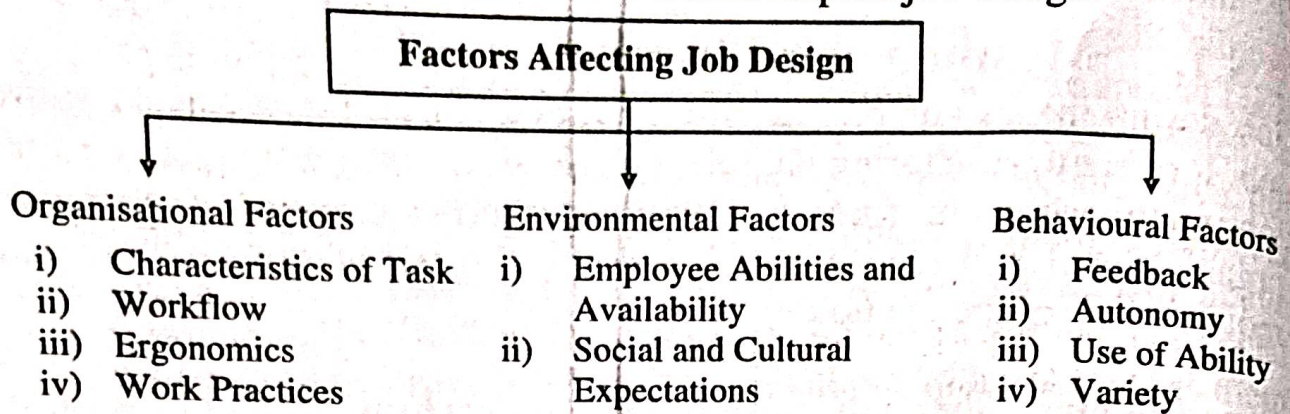
2.8.2. Purposes of Job Design

Following are the main purposes of job design:

- 1) Enhancing the quality of work life.
- 2) Meeting the quality and production targets of the company.
- 3) To increase motivation, satisfaction and safety of employees.
- 4) Making jobs such that they fulfil the organisational as well as technological requirements.
- 5) To make employees capable of implementing their decision-making power and prudence, and bring about flexibility and prompt response with regard to the diverse needs of the marketplace.

2.8.3. Factors Affecting Job Design

Following are the different factors which impact job design:



1) **Organisational Factors:** The following are included under this:

- i) **Characteristics of Task:** A number of tasks are combined together to form a job or a group of jobs in a job design. An employee might be designated on major task, made up of many interrelated smaller tasks. Alternatively, task functions might be divided among different teams working together on the same task or attached to each other as assembly line. Following three elements form the internal structure of any task:
 - a) Planning (selecting the appropriate strategy, timing and resources needed),
 - b) Executing (implementing the strategy), and
 - c) Controlling (observing performance and growth, and taking remedial actions when needed).

All the three elements must be included in a perfect job design.

- ii) **Workflow:** The nature of product or service significantly affects the amount of work done in an organisation. In order to attain efficient results, the balance and correlation between jobs is proposed by the products and services are rendered. **For example,** before building the fenders of a car, its frame is built, and the doors are attached after this. Balance in the job is obtained only when the sequence in which the tasks are to be done is finalised.
- iii) **Ergonomics:** Jobs are designed in such a way that they are physically and characteristically suitable for the people, who are going to perform so that they can work efficiently. With the help of ergonomics, employers can design the jobs in a manner that balances the demands of the job and physical ability of the employees. Ergonomics, without altering the basic characteristic of the job changes the location of the switches, tools and other facilities, keeping in mind that the main concern is proper handling of the job.

- iv) **Work Practices:** Work is performed in a definite pattern. This pattern can either be traditional or designed according to the collective intention of the workers. In either case, the HR department has limited options while designing a job, especially when the pattern is a part of management-union relations. If work practices are ignored, the outcomes will not be favourable.
- 2) **Environmental Factors:** Following are the environmental factors:
- i) **Employee Abilities and Availability:** The ability and availability of the employees, who are performing the task, need to be balanced against the efficiency consideration.
 - ii) **Social and Cultural Expectations:** With time, workers' knowledge, literacy and awareness has enhanced significantly. Alongwith this, their expectations from the job have also increased. As a result, the job needs to be designed in such a manner that it meets the worker's expectation.
- 3) **Behavioural Factors:** Behavioural factors refer to human needs, and the importance of fulfilling those needs. More consideration is given to higher-level needs. The jobs with the following dimensions are considered more satisfying and demanding by people with higher-level needs:
- i) **Feedback:** Employees prefer working on a complete product or on some important aspect of it in order to achieve meaningful feedback on their performance. This feedback can be attained by self-evaluation of their achievement and defining the feedback.
 - ii) **Autonomy:** It refers to taking responsibility for one's work. It also implies having the freedom to control the way one responds to the environment. Employees with jobs that give them the authority to take decisions feel more responsible towards their jobs, and have higher level of self-esteem and recognition. Alternatively, jobs with low level of autonomy witness employees displaying poor performance and lethargy and lack of interest.
 - iii) **Use of Ability:** The employees must believe that in order to perform their jobs efficiently, they must exercise skills and capabilities that they value.
 - iv) **Variety:** Errors, that are result of fatigue, can be reduced by personnel specialists by introducing variety in the job. This is because lack of variety causes boredom which in turn causes fatigue, thereby resulting in the mistakes on the part of the workers.

2.8.4. Techniques of Job Design

Following are the techniques of job design:

- 1) **Job/Work Simplification:** This is a technique with the help of which jobs are specialised or simplified. A particular job is fragmented into smaller tasks (e.g. building a car) where each task is allocated to different person. Work simplification precisely comprises of:
 - i) Mechanical movement of work,
 - ii) Doing work such as that on assembly line repetitively,
 - iii) Deciding the tools and techniques to be used in advance,
 - iv) Limiting interaction between employees, and
 - v) Need of lesser skills.

Simplification of work is done keeping in mind the unskilled and less paid employees also.

- 2) **Job Enlargement:** This technique involves an increase in the number of duties and tasks that make up one complete job. Practically, job enlargement is the opposite of work simplification. When more duties and tasks are added to the existing job, it does not imply that enhanced capabilities and skills will be needed to do the task.
- 3) **Job Rotation:** In the same way with job enlargement, this technique increases the variety of tasks. This is done by shifting workers working at the same level from one task to another task in a given period of time. Job rotation does not involve a fixed time period. It can either be scheduled hourly, daily or weekly. For example, the duties of a nurse might be rotated monthly, taking care of geriatric patients for a month, then rehabilitation patients the next month, and surgical patients every third month.
- 4) **Job Enrichment:** When a job is enriched, it holds more autonomy and responsibilities (vertical enrichment). The variety of tasks also increases (horizontal enrichment) and so does the opportunity to grow. The workers need less supervision and are capable of doing more controlling and planning and self-evaluation. It can also be said that the duties of the supervisor (planning, controlling, supervising and instructing) are now performed by the workers themselves.
- 5) **Autonomous and Self-Directed Teams:** As a result of empowerment, the teams become self-directed or independent. An integrated group that responsibly works to complete a segment or an entire work process, the output of which is a product or service to an

external or an internal customer, is called a self-directed work team. Team members, to a certain extent join hands to handle regular issues at work, improve operations and efficiently plan and control the task at hand. However, empowered teams too have weaknesses which must not be left unnoticed.

2.8.5. Approaches to Job Design

Following are the important approaches towards job design:

2.8.5.1. Job Characteristics Model of Effective Job and Job Satisfaction

Hackman and Oldham devised the job characteristic theory which states that when employees are rewarded for the work they do and when they get satisfaction out of their work, they will work hard.

They proposed that job designers should add performance, satisfaction and motivation into job design.

This approach states that every job can be expressed in the form of five major job dimensions which are as follows:

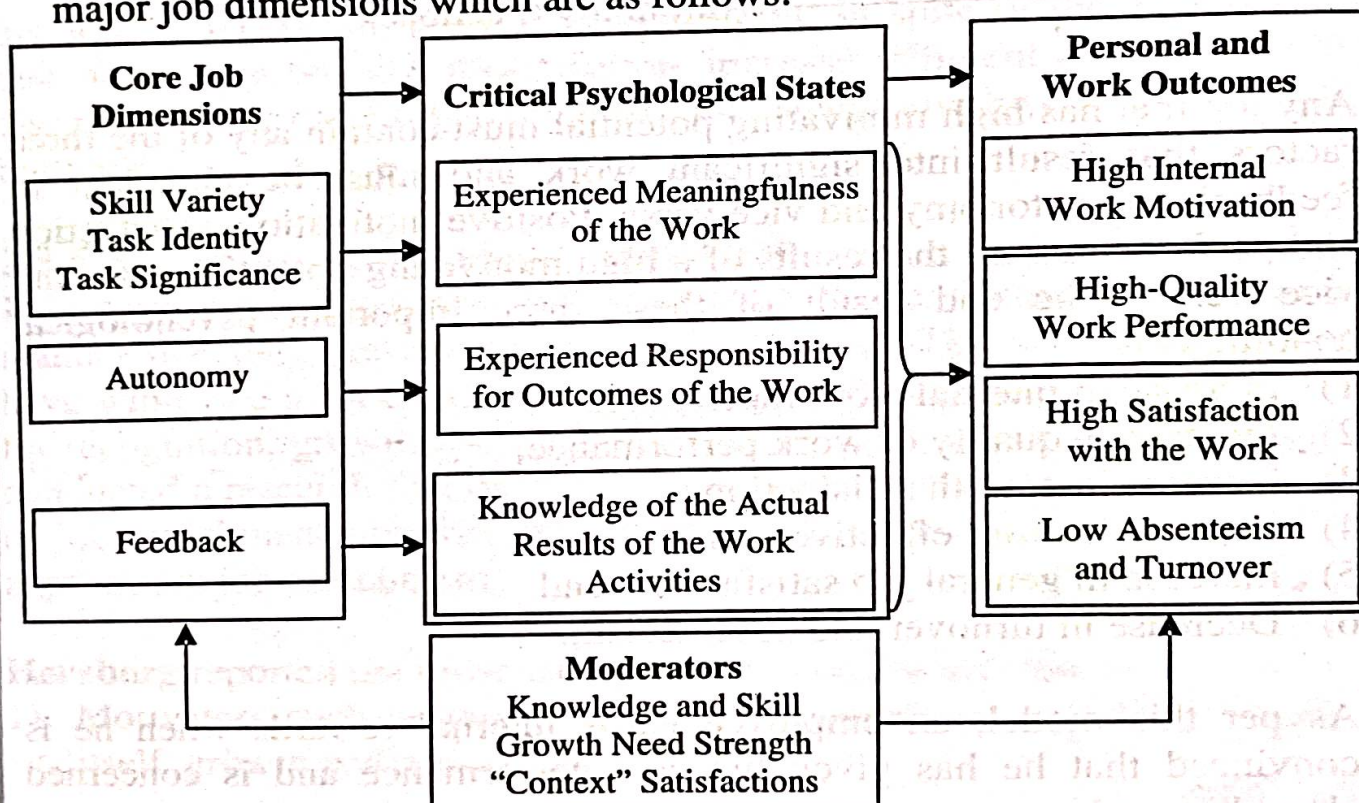


Figure 2.3: Job Characteristics Model

- 1) **Skill Variety:** Every job needs a variety of diverse activities where the workers can employ their diverse skills and talents. This is referred to as skill variety.
- 2) **Task Identity:** The extent to which completion of the entire and a particular piece of work is needed by the job.

- 3) **Task Significance:** The extent to which the job considerably impacts the lives or work of others.
- 4) **Autonomy:** The extent to which significant independence, freedom, and prudence is given to the employee while forecasting the work and deciding the course of action to be implemented.
- 5) **Feedback:** The extent to which an employee needs accurate information regarding the efficacy of his performance.

This justifies that when a job contains core characteristics, the employee attains a psychological satisfaction that he is doing work of value. The autonomic factor imbibes a sense of personal responsibility towards the outcome and the feedback factor makes the employee psychologically aware of his performance on the job. A single predictive index also called 'motivating potential score' is formed out of combination of core job dimensions. It can be calculated by using the following formula:

$$\frac{\text{Skill Variety} + \text{Task Identity} + \text{Task Significance}}{3} \times \text{Autonomy} \times \text{Feedback}$$

Any job that has high motivating potential must contain any of the three factors that result into significant work and must be abundant in feedback and autonomy and vice versa. Positive motivation, satisfaction and performance are the results of a high motivating potential score and vice versa. The end result of these three important psychological conditions is:

- 1) Increase in internal work motivation,
- 2) Increase in quality of work performance,
- 3) Increase in growth satisfaction,
- 4) Increase in work effectiveness,
- 5) Increase in general job satisfaction, and
- 6) Decrease in turnover and absenteeism.

As per this model, an employee earns internal rewards when he is convinced that he has given his best performance and is concerned about his work.

2.8.5.2. Engineering Approach

The engineering approach envisioned by F.W. Taylor and others, considered 'task idea' as the most important single element. "The work designated to each workman is properly planned ahead of time by the management and assigned to the workman in the form of clearly written

instructions, where the work that needs to be done is accurately described. This specification comprises of what the task is, how it is to be done, and the exact time that needs to be devoted to it." Hence, the principles that scientific management offers to job design can be summed up as:

- 1) Work needs to be studied scientifically. In order to get the benefits of specialisation, **Taylor** promoted routinisation and fragmentation of work.
- 2) Work must be arranged in a manner that increases the efficiency of workers.
- 3) Workers should be selected in such a way that they match the job requirements.
- 4) Workers should be given proper training for the work they perform.
- 5) Outstanding performances should be monetarily rewarded.

The principles governing job design appear to be very balanced and attractive as they discuss about enhanced organisational performance. With time, specialisation and routinisation make the worker expert in his area of work and hence increase output. In spite of the assumption that specialisation and routinisation increase efficiency, it has been discovered by behavioural scientists that many employees do not like routine jobs.

2.8.5.3. Human Relations Approach

This approach discovered that jobs need to be designed in such a manner that they are rewarding and interesting. The last twenty years have witnessed a lot of work being pointed towards satisfying the need for recognition, growth and responsibility of the incumbents. **Herzberg** conducted a research that made the idea of need satisfaction with the aid of job enrichment popular. Job characteristic model is a very popular approach to job enrichment.

Herzberg reported the presence of two kinds of factors that are:

- 1) Motivators such as recognition, achievement, responsibility, work itself, growth and advancement, and
- 2) Hygienic factors (that help only in sustaining the employee on the job and within the company) such as organisational policies, working conditions, job security, pay and interpersonal relations. In the opinion of **Herzberg**, job dissatisfaction occurs when maintenance factors are not commenced up to the required extent in the job. It is not necessary that once the required maintenance factors are made available, the employee is fully satisfied. If motivators are established in the job

content, employee satisfaction will increase, increasing productivity as a result. **Herzberg** further stated that sufficient hygienic factors need to be introduced by the job designer in order to diminish dissatisfaction and develop motivating factors. Hence, **Herzberg** emphasised that while designing jobs, psychological needs of the employees must be kept in mind.

2.8.6. Importance of Job Design

Following are the reasons due to which job design is important:

- 1) **Gives Job Feedback:** Effective job design provides the employees with feedback on their performance which is expected from them.
- 2) **Permits Adjustment:** Job design enables the employees to change their tasks according to their habits, social and personal needs, and conditions at the workplace.
- 3) **Motivates Employees:** The level of motivation and job satisfaction of the employees are enhanced by job design. Alongwith this, employees also achieve work life balance and increased level of morale.
- 4) **Improves Performance:** The efficiency and overall performance of the organisation are increased by job design. It can also assist the organisation in increasing its profits thereby improving its bottom line.
- 5) **Stresses on Training Employees:** Training is a crucial aspect of job design. Job design does not work on the belief of "leave them alone". Rather, it believes in training employees to make them conscious of what work they have to perform and how to do it.
- 6) **Schedules Work as well as Rest:** By giving a clear picture of the total hours an individual needs to devote to his job, job design provides appropriate work and rest schedule.