# UNIVERSITY COLLEGE OF COMMERCE & MANAGEMENT STUDIES

**M.COM BUSINESS ADMINISTRATION**
**3rd SEMESTER**

**SUBJECT NAME**
**HUMAN RESOURCE MANAGEMENT**

**UNIT – II**
**HUMAN RESOURCE FORECASTING, JOB ANALYSIS & JOB DESIGN**

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| 3. | **Job Design :** Meaning, Definitions, Elements, Objectives, Importance, Factors, Techniques, Major Approaches of Job Design, Process, Difference between Job Analysis & Job Design |
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# HUMAN RESOURCE FORECASTING

# MEANING OF HUMAN RESOURCE FORECASTING

* Human Resource Forecasting determines the movement of the organization 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 organizational objectives .

* Human Resource Forecasting is a continuous process of searching the right kind and number of people at right time and at right places, to perform in the organization bringing benefits to the enterprise and individuals .

* The Human Resource Forecasting should be in tune with the overall planning of the organization .



Human Resource
Planning
Forecasting
Demand and Supply

# DEFINITIONS OF HUMAN RESOURCE FORECASTING

* There are various authors who defined the meaning of Human Resource Forecasting :

* **According to Dale S. Beach,** "HRF is a process of determining and assuring that the organization will have an adequate number of qualified persons available at the proper times, performing jobs which meet the needs of the enterprise and which provide satisfaction for the individuals involved ."

* **According to Leon C. Megginson,** "Human Resource Forecasting is an integration 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 organizational objectives and satisfy the individual's needs and goals of organizational members ."

* **According to Coleman Bruce,** "Human Resource Forecasting is the process of determining human resource requirements and the means for meeting these requirements in order to carry out the integrated plans of the organization ."

# CHARACTERISTICS OF HUMAN RESOURCE FORECASTING

* **From the study of meaning and various definitions, the following characteristics of Human Resource Forecasting are as follows :**
* **1.** It has well defined objectives .
* **2.** Human Resource Forecasting determines Human Resource Needs .
* **3.** It keeps human resource inventory .
* **4.** It adjusts demand and supply of Human Resource
* **5.** It creates a proper work environment .
* **6.** It is prepared to assess the future requirement of manpower in the organization .
* **7.** It is a continuous process .
* **8.** It focuses on the optimum utilization of resources in the organization .
* **9.** It is influenced by environmental changes .
* **10.** It is an integral part of overall corporate plan of the organization .

# ESSENTIALS OF EFFECTIVE HUMAN RESOURCE FORECASTING

**Integration of HRF with organization plans**

**+**

**Support from Top Management**

**+**

**Existence of fully fledged HR Department**

**+**

**Formulation of HR Policies**

**=**

**ESSENTIALS OF HRF**

# ESSENTIALS OF EFFECTIVE HRF (CONTINUE)

* **1. Integration of HRF with Organization Plans :** To meet objectives or goals organization plans and formulate policies in respect of production, finance, sales and marketing, profit . The HRF should be integrated with the overall business planning of the organization . Human Resource requirement in every function of the organization should be adequately planned .

* **2. Support from Top Management :** Human Resource Forecasting is impossible without full backing of the top management . HR manager process staff authority . He can advice but implementation rest with top management .

* **3. Existence of Fully Fledged HR Department :** There must be a fully fledged HR Department which takes care of acquisition and development of human resources of the organization .

* **4. Formulation of HR Policies :** The policies in respect of promotion, transfer, training, compensation and other benefits are the prerequisites of effective HR Forecasting . They should be taken care of properly .

# OBJECTIVES OF HUMAN RESOURCE FORECASTING

* **1.** Ensure adequate supply of HR as and when required .

* 2. Ensure proper use of existing HR in the organization .

* 3. Forecast future requirements of human resources with different levels of skills .

* 4. Assess surplus or shortage, if any, of human resources available over a specified period of time .

* 5. Anticipate the impact of technology on jobs and requirements for human resources .

* 6. Control the human resources already deployed in the organization .

* 7. Provide lead time available to select and train the required additional human resource over a specified time period .

* 8.  Making assessment human resource requirements for future and making plans for recruitment and selection .

* 9.  Determining training and development needs of the enterprise .

* 10.  Minimize the imbalances caused due to non-availability of human resources of right kind, right number in right time and at the right place .

# IMPORTANCE OF HUMAN RESOURCE FORECASTING

* **The Importance of Human Resource Forecasting are as follows :**

* **1.** It fulfills the corporate need for quality workforce .

* 2. It reduces the labour cost substantially .

* 3. It maintains a balance between demand for and supply of human resources .

* 4. It facilitates increase in skills, abilities and potentials of the workforce through training and development .

* 5. It provides multiple gains to the employees by way of promotions, increase in salary, and other fringe benefits .

* 6. It facilitates comparison and evaluation of alternate HR policies .

* 7. It provides for welfare, health and safety of the employees in the form of residential accommodation, schools, hospitals, stores, and recreation clubs thus increases the productivity .

* 8. It enables the assessment of human resources for future requirements .

* 9. It clears the way for effective motivation of the employees of the organization .

* 10. It helps in increasing the profit, prosperity, growth and development of Organization in changing competition .

HUMAN RESOURCE PLANNING AND HUMAN RESOURCE FORECASTING

# FACTORS AFFECTING HUMAN RESOURCE FORECASTING

* **1.** Changing Goals & Strategies of Organization
* **2.** Environmental uncertainties
* **3.** Outsourcing
* **4.** Nature of Job
* **5.** Assumptions about estimated manpower
* **6.** Organizational Growth Cycle
* **7.** Changes in Market
* **8.** Changes in Technology
* **9.** Competition
* **10.** Business Combination
* **11.** Trade Unions
* **12.** Government Legislations

# PRE-REQUISITES OF HUMAN RESOURCE FORECASTING

* **Before forecasting of Human Resource for the organization, some of the pre-requisites are as follows which helps in achieving the objectives of the organization :**

* **1.** Clearly Defined Objectives of the Organization

* **2.** Time and Money Facility

* **3.** Effective Information System

* **4.** Experience of existing human resources

* **5.** Co-ordination and Integration

* **6.** Support of Administrative System

* **7.** Participation of current manpower in the organization

# PROCESS OF HUMAN RESOURCE FORECASTING

Demand /Supply Forecasting

Current Human Resource Stock

Determining Net Requirement

Objectives of HRF

Redeployment & Redundancy

Evolution of Human Resource Forecasting

Employment Programme

Training & Development

# PROCESS OF HUMAN RESOURCE FORECASTING (CONTINUE)

* **1. Objectives of human resource planning:** human resource planning must be matched with overall organizational plans. It should be concerned with filling future vacancies rather than matching existing personnel with existing jobs.

* **2. Current manpower stock:** Current manpower stock must be continuously maintained by every department. Manpower inventory must have the detailed bio data of each individual . this record not only help in employee development but also in the finding out the surplus/ shortage of manpower.

* **3. Demand/ supply forecasting:** firstly the organization must check the demand of manpower after every one year, two-year so on. For this purpose **employment trends** to show the number of employees on payroll during last say three years to show the trend. Replacement needs arise due to the death, retirement or termination of the employees. Growth and expansion helps in creating a number of positions at work place. After the demand forecasting it is also important to check the supply of the different type of personnel for this purpose human resource audit, replacement charts can be prepared.

* **4. Determining net requirement:** human resource manager must check the demand and supply of the manpower before deriving at any conclusion.

# PROCESS OF HUMAN RESOURCE FORECASTING (CONTINUE)

* **5. Redeployment and redundancy:** in redeployment the surplus employees in one department can be transferred to another department where deficit of employees estimated and in case of redundancy where surplus employees can not be redeployed they can be offered voluntary retirement scheme.

* **6. Employment programme:** here it is required to prepare programmes of recruitment, selection, transfer and promotion to achieve organization goal.

* **7. Training and development:** it is very necessary for the employees to keep them updated in the job they are doing.

* **8. Evaluation of Human resource planning:** after doing all the above steps it is necessary to evaluate the effectiveness of human resource planning.

# TECHNIQUES OF HUMAN RESOURCE FORECASTING



- Delphi Technique
- Nominal Technique
- Brainstorming
- Ratio Analysis
- Trend Analysis
- Scatter Plot
- Regression Analysis
- Work Study Analysis

Techniques of Human Resource Forecasting

# TECHNIQUES OF HUMAN RESOURCE FORECASTING (CONTINUE)

* **1. Delphi Technique :** In the Delphi Technique, a panel of relevant people is chosen to address an issue . It facilitates group decision making . The main objective of the Delphi Technique is to predict future developments in a given area by integrating the independent opinions of the experts .

* **2. Nominal Technique :** In this technique, a nominal group exists in name only with members having minimal interaction before producing a decision . Participants are asked to write their ideas anonymously . Then the facilitator collects the ideas, and the group votes on each idea . The group should be prepared and encouraged to embrace the process .

* **3. Brainstorming :** Brainstorming is a group or individual's creativity technique by which efforts are made to find a conclusion for a specific problem by gathering a list of ideas spontaneously contributed by its member(s) . The success of this technique depends on : each member's capacity, willingness to hear thoughts, use the thoughts as a stimulus, spark new ideas of their own, and feel free to express them .

* **4. Ratio Analysis :** Ratio Analysis is a forecasting technique for determining future staff requirements by using ratios .It means making forecasts based on the ratio between any casual factor and the number of employees required . Ratio Analysis assumes that productivity remains the same

# TECHNIQUES OF HUMAN RESOURCE FORECASTING (CONTINUE)

* **5. Trend Analysis :** Trend Analysis means studying a firm's past employment needs over the years to predict the future . The purpose of this technique is to identify trends that might continue . It provides an initial estimate .

* **6. Scatter Plot :** A scatter plot is a graphical method used to help identify the relationship between two variables . If an HR Manager can forecast the level of business activity, he should also be able to estimate personnel requirements .

* **7. Regression Analysis :** This is similar to Ratio & Trend Analysis . In this, the forecast is based on the relationship between sales volume and employee size . A firm first draws a diagram depicting the relationship between sales and workforce size . It then calculates regression line – a line that cuts right through the center of the points on the diagram . By observing the regression line, one can find out number of employees required at each volume of sales .

* **8. Work-Study Techniques :** Work-Study Technique can be used when it is possible to apply work measurement to calculate length of operations and the amount of labor required .

# JOB ANALYSIS

# MEANING OF JOB ANALYSIS

* **Job Analysis** is the procedure of exploring systematically the facts and functions within a job .

* It is one of the important functions of the Human Resource Manager who through this process of job analysis knows the duties and responsibilities and accountabilities of a job and qualifications .



* The Job Analysis is done systematically because it is basically a technical procedure involving compilation of information relating to successful performance of job and determination of relationship with other jobs and evaluating and prescribing the required qualifications, skill and knowledge necessary for it .

# DEFINITIONS OF JOB ANALYSIS

* **There are various authors who defined the meaning of Job Analysis :**
* **According to Flippo,** "Job Analysis can be defined as the process of studying and collecting information relating to the operations and responsibilities of a specific job ."

* **According to Terry,** "Job Analysis is the process of critically examining the components of a job, both separately and in relation to the whole, in order to determine all the conditions and duties ."

* **According to Michael J. Jucius,** "Job Analysis refers to the process of studying the operations, duties and organizational aspects of jobs in order to device specifications, or as they are called by some-job specifications ."
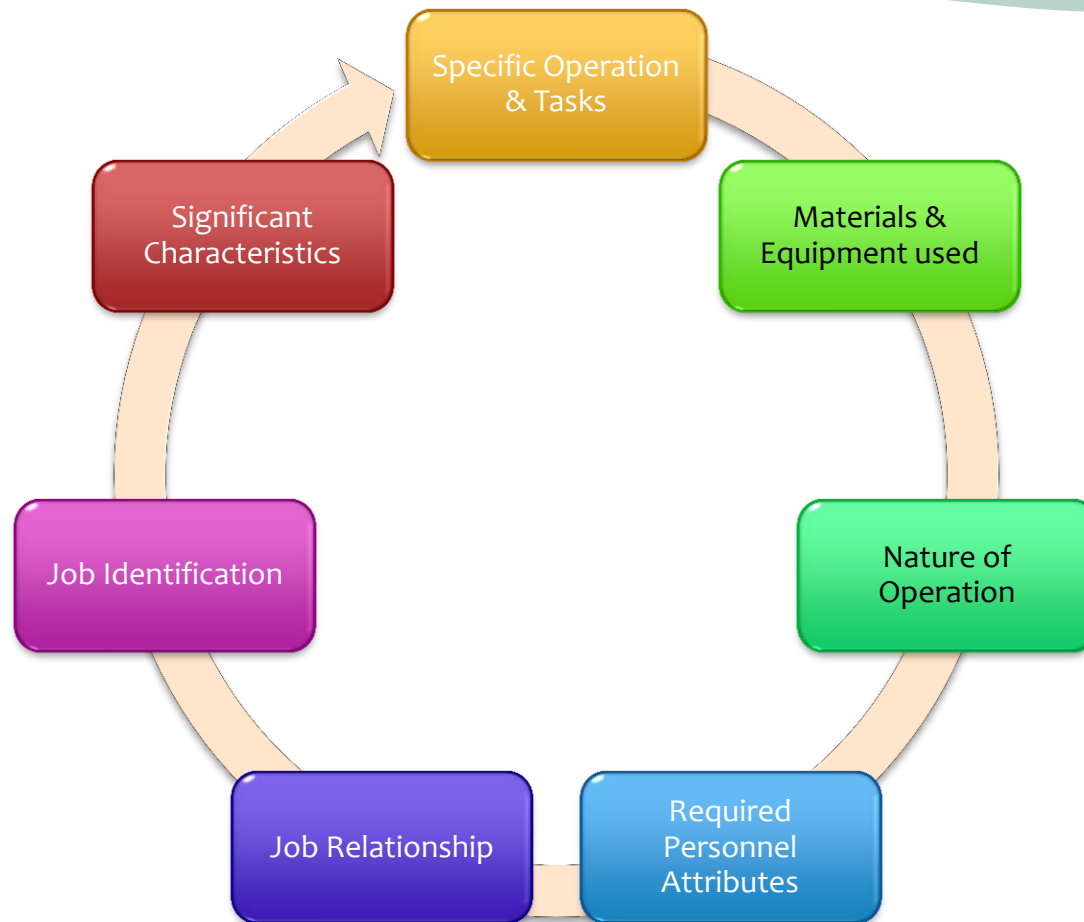
# CHARACTERISTICS OF JOB ANALYSIS

* **After reading the meaning and definitions of Job Analysis, the characteristics of Job Analysis are derived as follows :**
* **1.** Job Analysis Collects information about the job's actual work activities

* **2.** Job Analysis collects information about human behaviour like sensing, communicating, deciding & writing .

* **3.** The employer may also want information about the job's performance standards through Job Analysis .

* **4.** Job Analysis includes the Job Context in which it includes such matters as physical working conditions, work schedule, and the organizational and social context .

* **5.** Job Analysis includes information regarding the job's human requirements, such as job-related knowledge or skill and required personal attributed .

# CONTENTS OF JOB ANALYSIS

# CONTENTS OF JOB ANALYSIS (CONTINUE)

* **1. Job Identification :** Its title, including its code number .

* **2. Significant Characteristics of a job :** Its location, physical setting, supervision, union jurisdiction, hazards and discomforts .

* **3. What the typical worker does :** Specific operation and tasks that make up an assignment, their relative timing and importance, their simplicity, routine or complexity, the responsibility or safety of others for property, funds, confidence and trust .

# CONTENTS OF JOB ANALYSIS (CONTINUE)

* **4. Which materials & equipment a worker uses :** Metals, plastics, grains, yarns, milling machines, punch presses and micrometers .

* **5. How a Job is performed - Nature of Operation :** Lifting, handling, cleaning, washing, feeding, removing, drilling, driving, setting up and many others .

* **6. Required Personnel Attributes :** Experience, training, apprenticeship, physical strength, co-ordination or dexterity, physical demands, mental capabilities, aptitudes and social skills .

* **7. Job Relationship :** Experience required, opportunities for advancement, patterns of promotions, essential co-operation, direction, or leadership from and for a job .
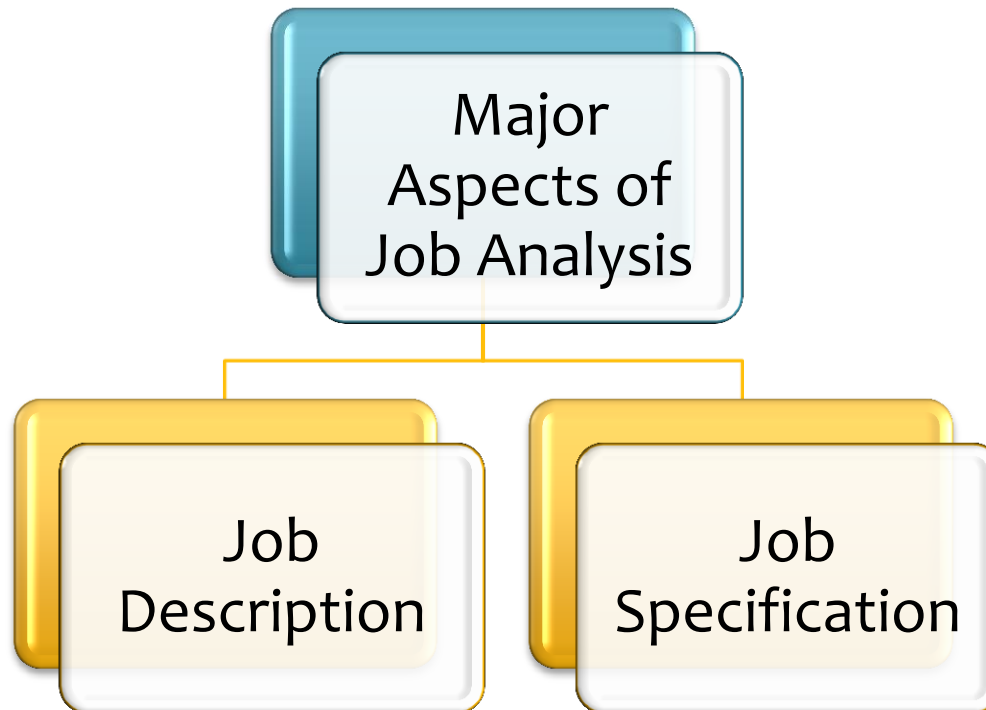
# OBJECTIVES OF JOB ANALYSIS

* **1.** Discuss the relationship between job requirements and the performance of HRM functions .

* **2.** Indicate the methods by which job analysis is typically completed .

* **3.** Identify and explain the various sections of job descriptions .

* **4.** Provide examples illustrating the various factors that must be taken into account in designing a job .

* **5.** Discuss the various job characteristics that motivate employees .

* **6.** Simplification in work

* **7.** Establishment of standards of performance

* **8.** Support to other personnel activities

# MAJOR ASPECTS OF JOB ANALYSIS

* **There are two major aspects of Job Analysis :**

```
            ┌─────────────────┐
            │     Major        │
            │   Aspects of     │
            │  Job Analysis    │
            └─────────────────┘
                     │
          ┌──────────┴──────────┐
   ┌──────────────┐      ┌──────────────┐
   │     Job       │      │     Job       │
   │  Description  │      │ 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 .
* 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 .

# PURPOSE 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 of 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 a job .

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

# USAGES OF JOB SPECIFICATION

* **The usages of Job Specification includes :**
* **1.** Personnel Planning

* **2.** Performance Appraisal

* **3.** Hiring

* **4.** Training and Development

* **5.** Job Evaluation & Compensation

* **6.** Health and Safety

* **7.** Employee Discipline

* **8.** Work Scheduling

* **9.** Career Planning
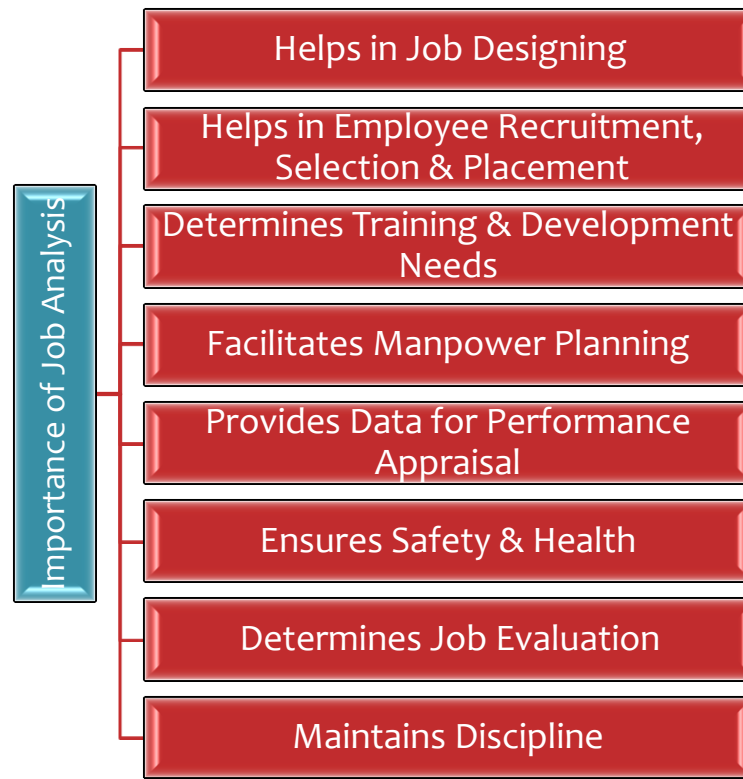
# CONTENTS OF JOB DESCRIPTION & JOB SPECIFICATION

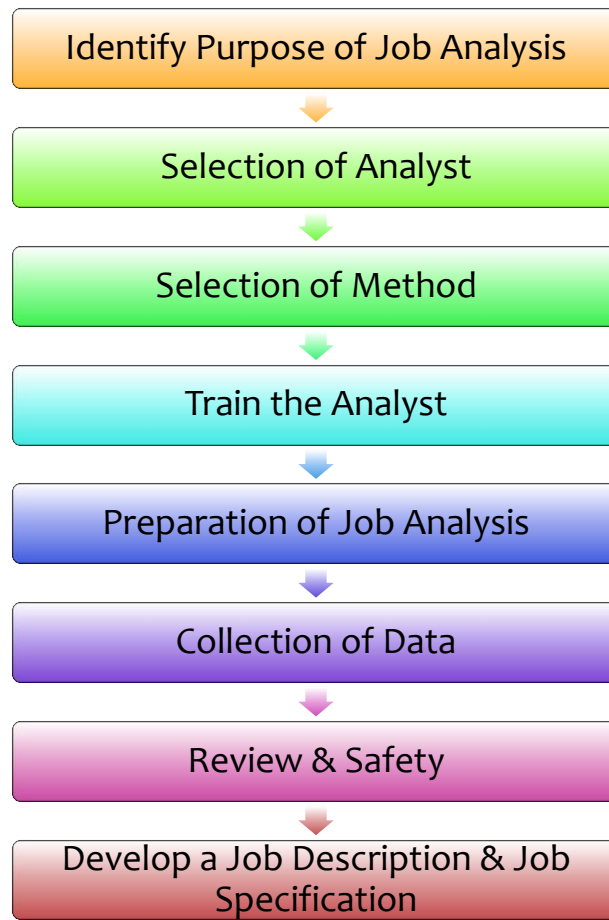| JOB DESCRIPTION | JOB SPECIFICATION |
| --- | --- |
| A statement containing items such as : | A statement of human qualifications necessary to do the job . Usually contains such items as : |
| Job Title | Education |
| Location | Experience |
| Job Summary | Training |
| Duties | Judgment |
| Machines, tools & equipment | Initiative |
| Materials & forms used | Physical Effort & Physical Skills |
| Supervision given or received | Responsibilities |
| Working Conditions | Communication Skills |
| Hazards | Emotional Characteristics |
|  | Unusual Sensory Demands such as sight, smell & hearing |

# DIFFERENCE BETWEEN JOB DESCRIPTION & JOB SPECIFICATION

| Basis | JOB DESCRIPTION | JOB SPECIFICATION |
|---|---|---|
| **Meaning** | It is a concise written statement, explaining about what are the major requirements of a particular job . | It is the statement which explains the minimum eligibility requirements, for performing a particular job . |
| **What is it ?** | It expresses what a prospective employee must do when he will get the placement . | It expresses what an applicant must possess for getting selected . |
| **Prepared from** | Job Analysis | Job Description |
| **Lists out** | Job Title, Duties, Tasks and Responsibilities involved in a job . | Employee's qualification, skills and abilities . |
| **Comprises of** | Designation, place of work, scope, salary range, working hours, responsibilities, reporting authority | Educational Qualifications, Experience, Skills, knowledge, age, abilities, work orientation factors etc. |

# IMPORTANCE OF JOB ANALYSIS

* **The Importance of Job Analysis are as follows :**

Importance of Job Analysis

- Helps in Job Designing
- Helps in Employee Recruitment, Selection & Placement
- Determines Training & Development Needs
- Facilitates Manpower Planning
- Provides Data for Performance Appraisal
- Ensures Safety & Health
- Determines Job Evaluation
- Maintains Discipline

# PROCESS OF JOB ANALYSIS

Identify Purpose of Job Analysis

⬇

Selection of Analyst

⬇

Selection of Method

⬇

Train the Analyst

⬇

Preparation of Job Analysis

⬇

Collection of Data

⬇

Review & Safety

⬇

Develop a Job Description & Job Specification

# PROCESS OF JOB ANALYSIS (CONTINUE)

* **1. Identify purpose of Job Analysis :** Frist of all we should identify the purpose of Job Analysis . Otherwise we will not be able to collect all the pertinent information concerning job analysis and job analysis methods .

* **2. Selection of Analyst :** We have to choose analyst to whom responsibilities will be assigned for job analysis . The Analysts will be taken from professional human resource, line managers, incumbents or consultants .

* **3. Selection of Method :** We will select representative positions to analyze because it may not be necessary to analyze all jobs and there may be too many similar jobs to analyze . After selecting representative jobs, we must identify the appropriate method which is the best one in order to analyze a particular job .

* **4. Train the Analyst :** If we use internal analyst then we have to give them appropriate training so that they can use the selected methods of job analysis in an efficient and effective way .

# PROCESS OF JOB ANALYSIS (CONTINUE)

* **5. Preparation of Job Analysis :** It includes communicate the project in the organization and preparing the documentation .

* **6. Collection of Data :** Job Analysts will collect data relating to job activities, employee behaviours, working conditions, human traits and abilities to perform the job, etc.

* **7. Review & Verify :** Analysts must verify the collected data to confirm that the information is factually correct and complete .

* **8. Develop a Job Description & Job Specification :** Then the next and last process is to develop a Job Description and Job Specification from the Job Analysis information . A Job Description is a written statement that describes the activities and responsibilities of the job, working conditions, safety and hazards . A Job Specification summarizes the personal qualities, traits, skills and background required for getting the job done .

# METHODS OR TECHNIQUES OF JOB ANALYSIS

* **The Methods or Techniques used for determining the knowledge, skill, abilities required for successful performance of the job under Job Analysis are as follows :**

**Observation Method**

**Questionnaire Method**

**Interview Method**

**Daily Recording of Activities Method**

**Records Maintained by the Human Resource Department**

# METHODS OR TECHNIQUES OF JOB ANALYSIS (CONTINUE)

* **1. Observation Method :** Under this method, the Job Analyst observes the employees at work . This is the most reliable method of seeking first hand information relating to the job . The information obtained through direct observation may be verified and supplemented from the supervisor of the section .

* **2. Questionnaire Method :** Under this method, the structured questionnaire is prepared and is distributed among the employees by the job analyst . This is a good and less expensive method to seek necessary information in respect of job but there is no way to take feedback .

# METHODS OR TECHNIQUES OF JOB ANALYSIS (CONTINUE)

* **3. Interview Method :** Under this method, the workers working on the jobs and their supervisors individually are contacted and asked questions in respect of the jobs performed by them . Group Interviews can also be conducted for extracting information from the employees . A care is to be taken in group interview as group dynamics may become a hurdle in effective exploration of information . This method is time consuming .

* **4. Daily Recording of Activities Method :** Under this method, the employees are asked to record day-to-day activities in a diary . This serves as a good source of information but lot of time is required to maintain the correct information on the part of the employee . The precious time is wasted in maintaining the diaries .

* **5. Records maintained by the Human Resource Department :** The records in respect of various jobs and their incumbents by the Human Resource Department also become the source of information . For obtaining factual information, a combination of methods may be worked out . The immediate outcome of Job Analysis process is Job Description & Job Specification .

# PROBLEMS IN JOB ANALYSIS

* **The Problems of Job Analysis are as follows :**

# JOB DESIGN

# MEANING OF JOB DESIGN

* Creating a **Job Design** is the succeeding step to **Job Analysis**

* **Job Design** is the process of organizing work into the tasks required to perform a specific job .

* It involves the conscious efforts to organize tasks, duties and responsibilities into a unit of work to achieve certain objectives .

* An HR Manager should have a keen interest in the design and specification of individual jobs within the organization .

* **Job Analysis** provides information about the skills and competency required to perform a job efficiently . Conversely, **Job Design** strives at organizing tasks, duties and responsibilities associated with a job to achieve organizational as well as individual objectives .

# DEFINITIONS OF JOB DESIGN

* **There are various authors who defined the meaning of Job Design :**

* **According to Davis (1966),** "Job Design is the specification of the content, methods and relationships of jobs in order to satisfy technological and organizational 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 terms of techniques, systems and procedures, and on the relationships that should exist between the job holder and his superior, subordinates and colleagues ."

# ELEMENTS OF JOB DESIGN

* **Jobs where employees experience a high level of job satisfaction generally have at least one or more of the following elements :**

Task Variety

Task Identity

Task Significance

Autonomy

Job Feedback

# ELEMENTS OF JOB DESIGN (CONTINUE)

* **1. Task Variety :** Task Variety varies the tasks to be performed so that an individual employee can move from one job to another at various points of time . Change in mental activity takes place through movement from one job vertical to another and changes in the physical well-being take place through different body postures for different nature of jobs .

* **2. Task Identity :** Tasks should fit together to make a complete job, since this gives the employee a sense of doing a whole job from the beginning till the end, with a visible output .

* **3. Task Significance :** By establishing task significance, organizations can make workers feel that they have achieved something meaningful in course of their working . This establishes their importance and enhances their self-esteem .

# ELEMENTS OF JOB DESIGN (CONTINUE)

* **4. Autonomy :** To ensure autonomy in job design, organizations should wherever possible, give inputs to their employees, on how their jobs should be done – the order of tasks, the speed of work, etc. Thereafter, these employees should be given a free hand, by reducing the extent of supervision and control so that they start realizing that they are doing their own jobs and that they are the job owners .

* **5. Feedback :** The last element of Job Design is the provision of feedback . Feedback provides an opportunity to workers to understand their strengths and weaknesses and in the process helps them to mature and achieve greater perfection in future job assignments .

# OBJECTIVES OF JOB DESIGN

* **The main objectives of designing a job are as follows :**
* **1.** Facilitating the interest of employees towards the job and enhancing their satisfaction .
* **2.** Increasing employee motivation and productivity .
* **3.** Enhancing employees' skills by identifying their training needs .
* **4.** Covering the modern needs of employee participation .
* **5.** Ensuring safer working environment .
* **6.** Making the communication process clear and effective in the organization .
* **7.** Improving the quality of working life of employees
* **8.** Eliminating the unnecessary levels of supervision, checking and control .
* **9.** Establishing high-level standards for customer service .
* **10.** Minimizing cost by reducing wastage .

# IMPORTANCE OF JOB DESIGN

# FACTORS AFFCTING JOB DESIGN

* **The Factors that are likely to affect Job Design can be enumerated as follows :**
* **1.** Job Specialization and Repetitive operations .
* **2.** Changing Technology
* **3.** Labour Union Policies
* **4.** Abilities of present personnel
* **5.** Adequate availability of potential personnel
* **6.** Interaction among jobs with the system
* **7.** Psychological and social needs that can be met by the job

# METHODS & TECHNIQUES OF JOB DESIGN

* **Robertson & Smith (1985) recommended some strategies for analyzing jobs :**

* **1.** Review literatures and other existing data such as prevailing job descriptions, training manuals, assessing job designs from the manuals of technology providers or vendors, etc.

* **2.** Interview immediate managers to understand the responsibilities and tasks required for for performing the job well .

* **3.** Interview the current employees, who are presently doing the job, in the same line, and assess the job requirements .

* **4.** Observe employees while they do their jobs .

* **5.** Encourage employees to do the job individually, wherever possible .

* **6.** Write Job Descriptions, detailing all the findings and observations .

# MAJOR APPROACHES OF JOB DESIGN
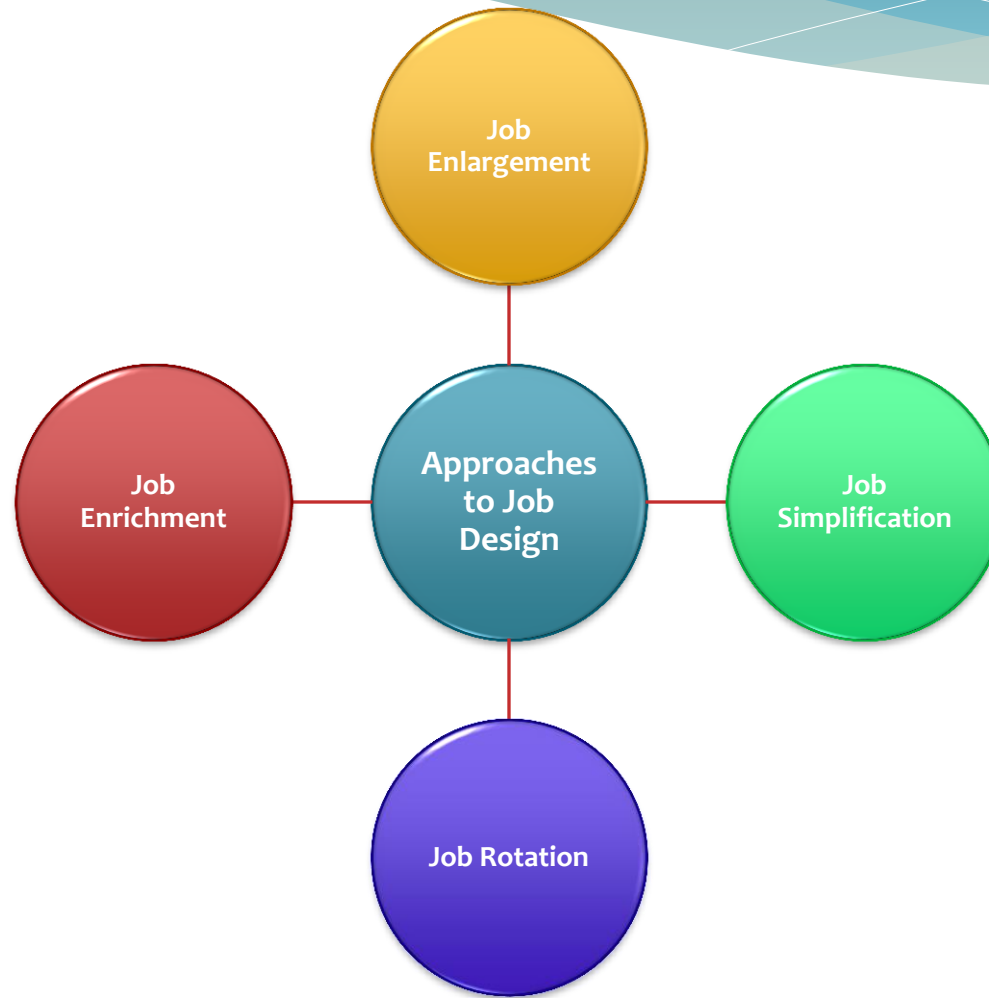
# MAJOR APPROACHES OF JOB DESIGN (CONTINUE)

* **1. Job Enrichment :** It is an approach to job design that is based on the assumption that in order to motivate personnel, the job itself must provide opportunities for achievement, recognition, responsibility, advancement and growth . It gives employees more opportunities for autonomy and feedback . It also gives them more responsibilities that require decision making, such as scheduling work, determining quality, etc.

* **2. Job Enlargement :** It involves adding more tasks to a job or assignment of varied tasks or duties of the jobs of employees at the same level . Enlargement is done only on the horizontal level i.e. the jobs remains the same, but of larger scale than before . A recent study found that by expanding the scope of job, workers found benefits such as mere satisfaction, reduce boredom, monotony and increased motivation .

# MAJOR APPROACHES OF JOB DESIGN (CONTINUE)

* **3. Job Simplification :** Under this approach, the complete job is simplified by breaking 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 is done so that employees who gain proficiency in doing the repetitive task require less training . This will lower down training costs and in turn increases productivity and profit .

* **4. Job Rotation :** This is one of the methods to reduce boredom which implies moving of employees from one job to another within a working group so that there is some variety and relief from boredom of monotonous jobs . It is horizontal or lateral transfer, where employees are shifted to another activity to meet the needs of work scheduling . It not only reduces boredom and monotony of job but also increases employee's skills and knowledge .

# PROCESS OF JOB DESIGN

Analyze the existing work situation using observation, feedback & Organizational data

↓

Identify technical, managerial and administrative tasks to be performed

↓

Identify needs and aspirations of employees for new position

↓

Decide how the job will fit in which the work group

↓

Consult with key stakeholders and money as required

↓

Implement changes slowly, provide training, consult & use feedback to modify

↓

Include procedure for review of progress

↓

Assess & review progress and discussion with employees

# CONCLUSION

* *Human Resource Forecasting is a very sophisticated job to do and nowadays, there are so many college graduates battling to be employed .*

* *So, the tasks of a good planning are to screen the applicants well in order to make sure that they are qualified for the job that they are applying for .*

* *Nowadays, Job Analysis also defines a way in which research is done in order to gather information needed to understand what the job will entail and what kind of skills are required .*

* *Job Design essentially involves integrating job responsibilities or content and certain qualifications that are required to perform the same .*

* *YouTube Link of Human Resource Forecasting :*
*https://www.youtube.com/watch?v=mErZi1dnGVs*

* *YouTube Link of Job Analysis : https://www.youtube.com/watch?v=UcJdqUozL1s*

* *YouTube Link of Job Design : https://www.youtube.com/watch?v=hf910wE5bLM*