

## **Job Analysis - A Basic Understanding**

**Job Analysis is a systematic exploration, study and recording the responsibilities, duties, skills, accountabilities, work environment and ability requirements of a specific job.** It also involves determining the relative importance of the duties, responsibilities and physical and emotional skills for a given job. All these factors identify what a job demands and what an employee must possess to perform a job productively.

### **What Does Job Analysis Involve?**

The process of job analysis involves in-depth investigation in order to control the output, i.e., get the job performed successfully. The process helps in finding out what a particular department requires and what a prospective worker needs to deliver. It also helps in determining particulars about a job including job title, job location, job summary, duties involved, working conditions, possible hazards and machines, tools, equipments and materials to be used by the existing or potential employee.

However, the process is not limited to determination of these factors only. It also extends to finding out the necessary human qualifications to perform the job. These include establishing the levels of education, experience, judgment, training, initiative, leadership skills, physical skills, communication skills, responsibility, accountability, emotional characteristics and unusual sensory demands. These factors change according to the type, seniority level, industry and risk involved in a particular job.

### **Importance of Job Analysis**

**The details collected by conducting job analysis play an important role in controlling the output of the particular job.** Determining the success of job depends on the unbiased, proper and thorough job analysis. It also helps in recruiting the right people for a particular job. The main purpose of conducting this whole process is to create and establish a perfect fit between the job and the employee.

Job analysis also helps HR managers in deciding the compensation package and additional perks and incentives for a particular job position. It effectively contributes in assessing the training needs and performance of the existing employees. The process forms the basis to design and establish the strategies and policies to fulfill organizational goals and objectives.

However, analysis of a particular job does not guarantee that the managers or organization would get the desired output. Actually collecting and recording information for a specific job involves several complications. If the job information is not accurate and checked from time to time, an employee will not be able to perform his duty well. Until and unless he is not aware of what he is supposed to do or what is expected of him, chances are that the time and energy spent on a particular job analysis is a sheer wastage of human resources. Therefore, proper care should be taken while conducting job analysis.

### **Purpose of Job Analysis**

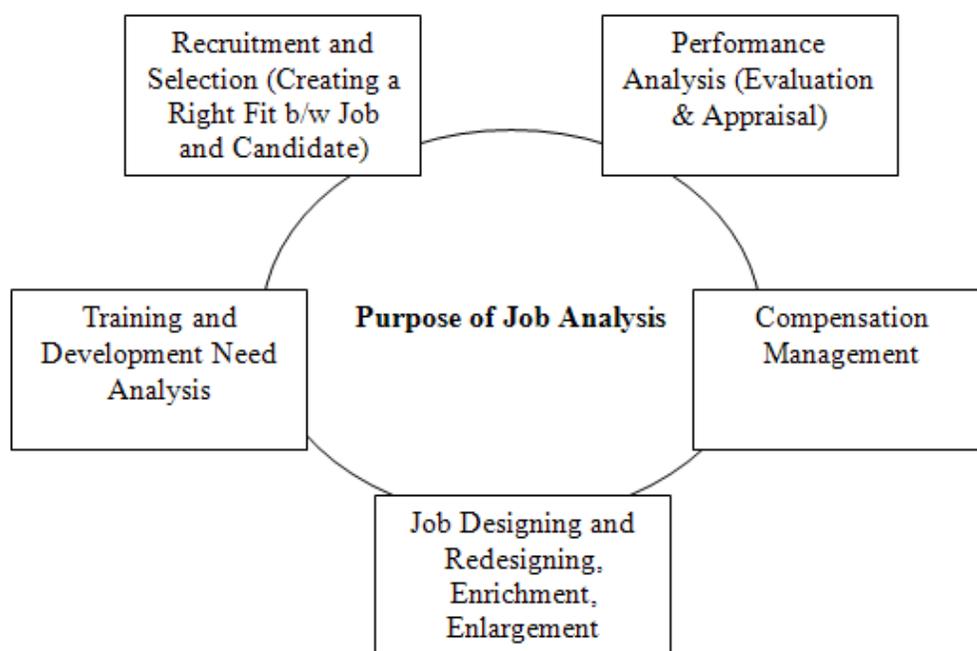
As discussed already, job analysis involves collecting and recording job-related data such as knowledge and skills required to perform a job, duties and responsibilities involved, education qualifications and experience required and physical and emotional characteristics required to perform a job in a desired manner.

The main purposes of conducting a job analysis process is to use this particular information to create a right fit between job and employee, to assess the performance of an employee, to determine the worth of a particular task and to analyze training and development needs of an employee delivering that specific job.

Let's understand the concept with the help of an example. If the job of an executive sales manager is to be analyzed, the first and foremost thing would be to determine the worth of this job. The next step is to analyze whether the person is able to deliver what is expected of him. It also helps in knowing if he or she is perfect for this job. The process doesn't finish here. It also involves collection of other important facts and figures such as job location, department or division, compensation grade, job duties, routine tasks, computer, educational, communicational and physical skills, MIS activities, reporting structure, ability to adapt in a given environment, leadership skills, licenses and certifications, ability to grow and close sales, ability to handle clients, superiors and subordinates and of course, the presentation of an individual.

## Purpose of Job Analysis

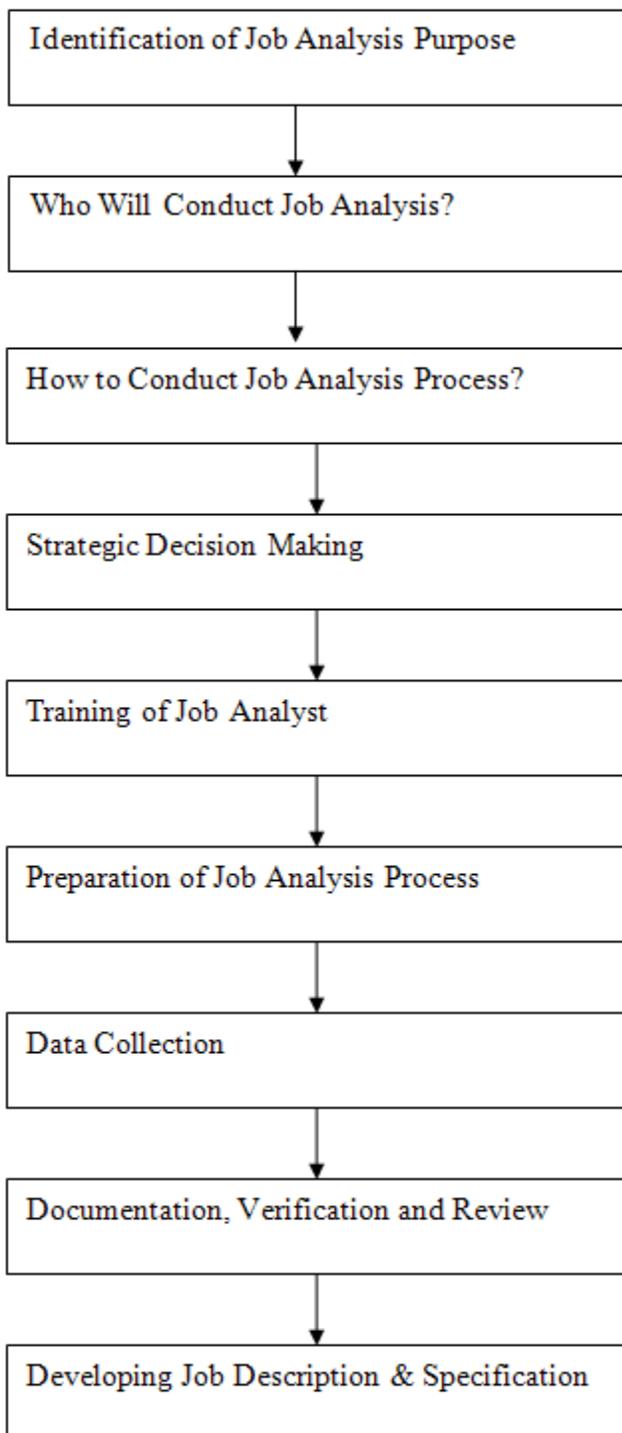
Job Analysis plays an important role in recruitment and selection, job evaluation, job designing, deciding compensation and benefits packages, performance appraisal, analyzing training and development needs, assessing the worth of a job and increasing personnel as well as organizational productivity.



- **Recruitment and Selection:** Job Analysis helps in determining what kind of person is required to perform a particular job. It points out the educational qualifications, level of experience and technical, physical, emotional and personal skills required to carry out a job in desired fashion. The objective is to fit a right person at a right place.
- **Performance Analysis:** Job analysis is done to check if goals and objectives of a particular job are met or not. It helps in deciding the performance standards, evaluation criteria and individual's output. On this basis, the overall performance of an employee is measured and he or she is appraised accordingly.
- **Training and Development:** Job Analysis can be used to assess the training and development needs of employees. The difference between the expected and actual output determines the level of training that need to be imparted to employees. It also helps in deciding the training content, tools and equipments to be used to conduct training and methods of training.
- **Compensation Management:** Of course, job analysis plays a vital role in deciding the pay packages and extra perks and benefits and fixed and variable incentives of employees. After all, the pay package depends on the position, job title and duties and responsibilities involved in a job. The process guides HR managers in deciding the worth of an employee for a particular job opening.
- **Job Designing and Redesigning:** The main purpose of job analysis is to streamline the human efforts and get the best possible output. It helps in designing, redesigning, enriching, evaluating and also cutting back and adding the extra responsibilities in a particular job. This is done to enhance the employee satisfaction while increasing the human output.

Therefore, job analysis is one of the most important functions of an HR manager or department. This helps in fitting the right kind of talent at the right place and at the right time.

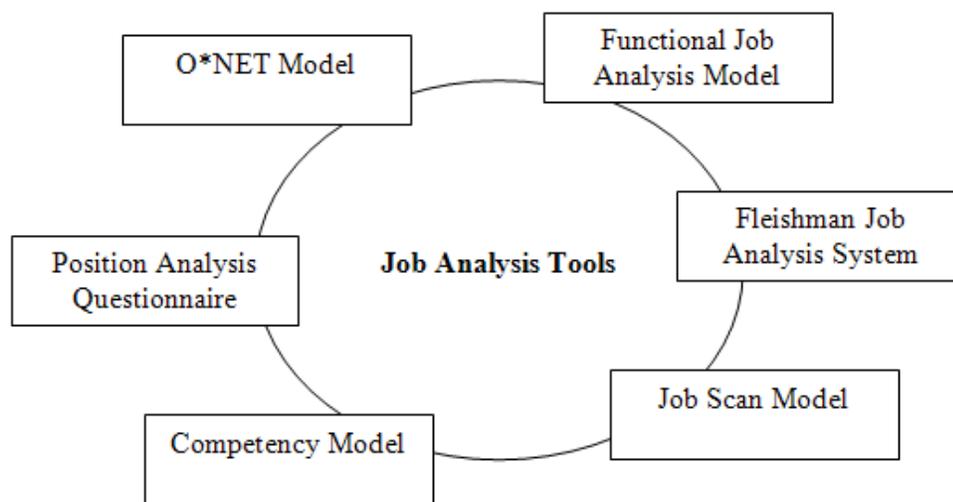
## Job Analysis Process



## Job Analysis Tools

Job Analysis supports all other management activities including recruitment and selection, training and development need analysis, performance analysis and appraisal, job evaluation, job rotation, enrichment and enlargement, a right job-individual fit creation and regulation of entry and exit of talent in an organization. The process is the basis of all these important management activities, therefore, requires solid ground preparation. A properly performed job analysis is adequate for laying strong organization foundation.

There are various tools and techniques such as O\*Net model, PAQ model, FJA model, F-JAS model and competency model that help HR managers to develop genuine job description and job specification data. Though not very new but these specialized tools and techniques are used by only a few of very high profile organizations. Not very common in use but once understood, these systematic approaches prove to be extremely useful for measuring the worth of any job in an organization.



## Job Analysis Tools

**O\*Net Model:** The beauty of this model is that it helps managers or job analysts in listing job-related data for a very large number of jobs simultaneously. It helps in collecting and recording basic and initial data including educational requirements, physical requirements and mental and emotional requirements to some extent. It also links the level of compensation and benefits, perks and advantages to be offered to a prospective candidate for a specific job.

**FJA Model:** FJA stands for Functional Job Analysis and helps in collecting and recording job-related data to a deeper extent. It is used to develop task-related statements. Developed by Sidney Fine and his colleagues, the technique helps in determining the complexity of duties and responsibilities involved in a specific job. This work-oriented technique works on the basis of relatedness of job-data where complexity of work is determined on a scale of various scores given to a particular job. The lower scores represent greater difficulty.

**PAQ Model:** PAQ represents Position Analysis Questionnaire. This well-known and commonly used technique is used to analyze a job by getting the questionnaires filled by job incumbents and their superiors. Designed by a trained and experienced job analyst, the process involves interviewing the subject matter experts and employees and evaluating the questionnaires on those bases.

**F-JAS Model:** Representing Fleishman Job Analysis System, it is a basic and generic approach to discover common elements in different jobs including verbal abilities, reasoning abilities, idea generation, quantitative abilities, attentiveness, spatial abilities, visual and other sensory abilities, manipulative abilities, reaction time, speed analysis, flexibility, emotional characteristics, physical strength, perceptual abilities, communication skills, memory, endurance, balance, coordination and movement control abilities.

**Competency Model:** This model talks about the competencies of employees in terms of knowledge, skills, abilities, behaviors, expertise and performance. It also helps in understanding what a prospective candidate requires at the time of entry in an organization at a particular designation in a given work environment and schedule. The model also includes some basic elements such as qualifications, experience, education, training, certifications, licenses, legal requirements and willingness of a candidate.

**Job Scan:** This technique defines the personality dynamics and suggests an ideal job model. However, it does not discuss the individual competencies such as intellect, experience or physical and emotional characteristics of an individual required to perform a specific job.

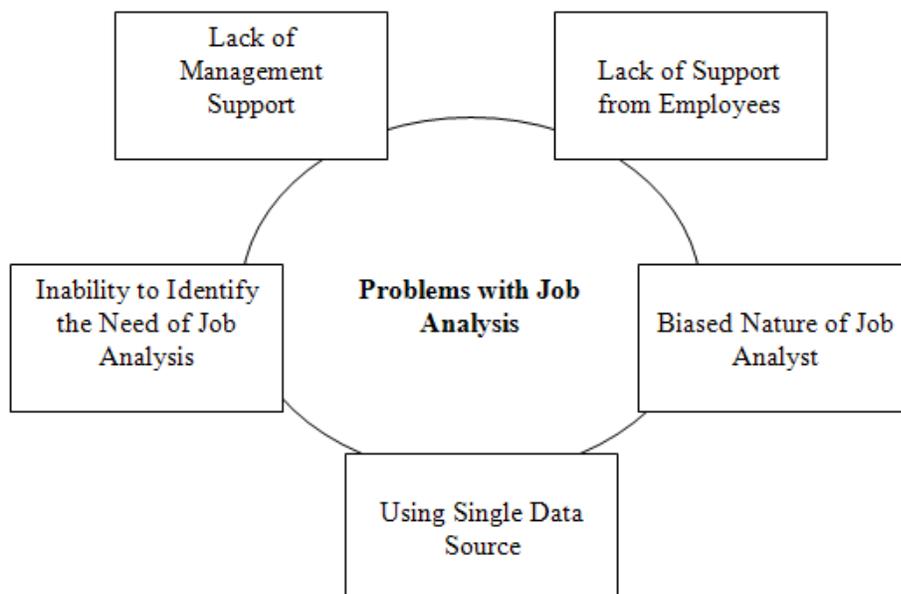
## Problems with Job Analysis

No process can be entirely accurate and fully serves the purpose. Job analysis is no exception to it. The process involves a variety of methods, tools, plans and a lot of human effort. And where 'people' are involved, nothing can be 100 percent accurate. However, they may be appropriate considering various factors including organizational requirements, time, effort and financial resources. Since the entire job analysis processes, methods and tools are designed by humans only, they tend to have practical issues associated with them. Human brain suffers with some limitations, therefore, everything created, designed or developed by humans too have some or other constraints.

Coming back to the subject, even the process of job analysis has lot of practical problems associated with it. Though the process can be effective, appropriate, practical, efficient and focused but it can be costly,

time consuming and disruptive for employees at the same time. It is because there are some typical problems that are encountered by a job analyst while carrying out the process. Let's discuss them and understand how the process of job analysis can be made more effective by treating them carefully.

### Problems with Job Analysis

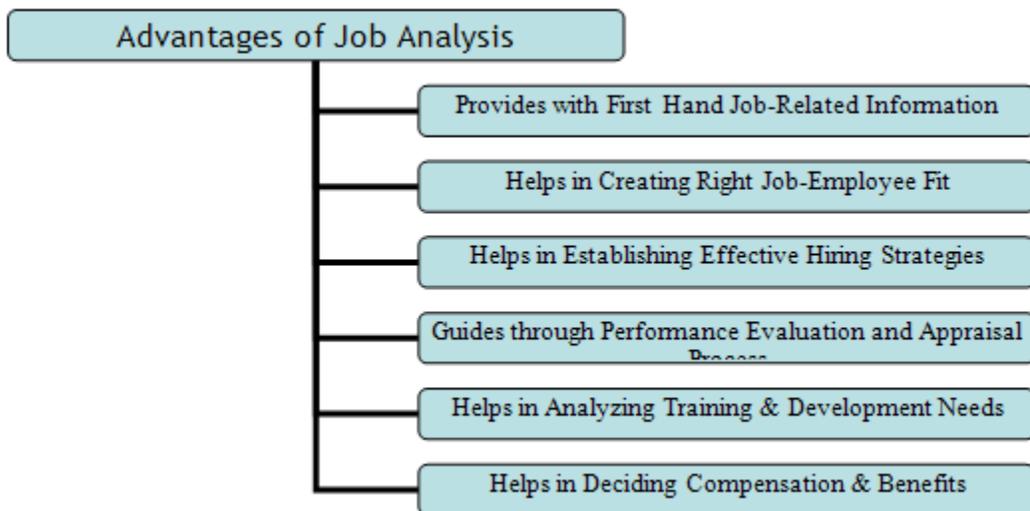


- **Lack of Management Support:** The biggest problem arises when a job analyst does not get proper support from the management. The top management needs to communicate it to the middle level managers and employees to enhance the output or productivity of the process. In case of improper communication, employees may take it in a wrong sense and start looking out for other available options. They may have a notion that this is being carried out to fire them or take any action against them. In order to avoid such circumstances, top management must effectively communicate the right message to their incumbents.
- **Lack of Co-operation from Employees:** If we talk about collecting authentic and accurate job-data, it is almost impossible to get real and genuine data without the support of employees. If they are not ready to co-operate, it is a sheer wastage of time, money and human effort to conduct job analysis process. The need is to take the workers in confidence and communicating that it is being done to solve their problems only.
- **Inability to Identify the Need of Job Analysis:** If the objectives and needs of job analysis process are not properly identified, the whole exercise of investigation and carrying out research is futile. Managers must decide in advance why this process is being carried out, what its objectives are and what is to be done with the collected and recorded data.
- **Biasness of Job Analyst:** A balanced and unbiased approach is a necessity while carrying out the process of job analysis. To get real and genuine data, a job analyst must be impartial in his or her approach. If it can't be avoided, it is better to outsource the process or hire a professional job analyst.
- **Using Single Data Source:** A job analyst needs to consider more than one sources of data in order to collect true information. Collecting data from a single source may result in inaccuracy and it therefore, defeats the whole purpose of conducting the job analysis process.

### Advantages and Disadvantages of Job Analysis

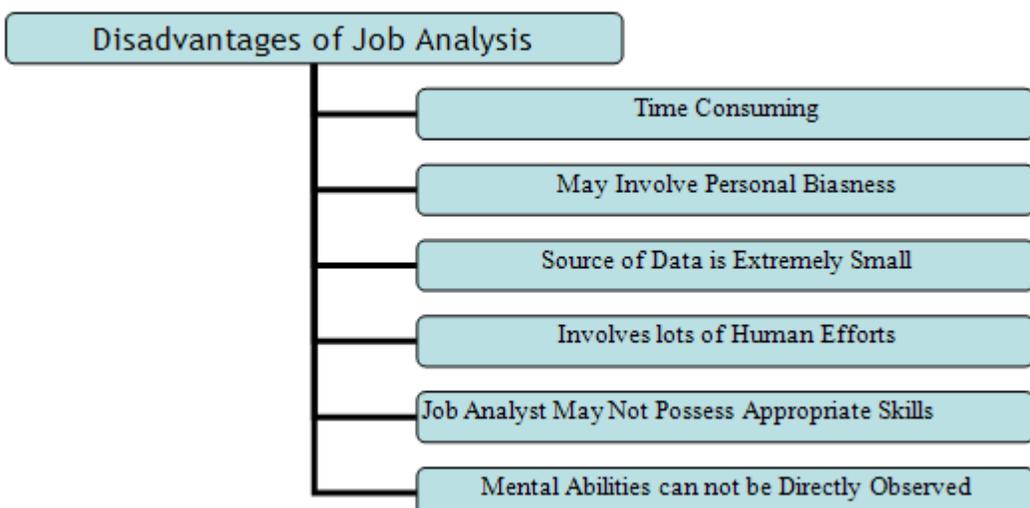
**Though job analysis plays a vital role in all other human related activities but every process that has human interventions also suffers from some limitations. The process of job analysis also has its own constraints. So, let us discuss the advantages and disadvantages of job analysis process at length.**

## Advantages of Job Analysis



- **Provides First Hand Job-Related Information:** The job analysis process provides with valuable job-related data that helps managers and job analyst the duties and responsibilities of a particular job, risks and hazards involved in it, skills and abilities required to perform the job and other related info.
- **Helps in Creating Right Job-Employee Fit:** This is one of the most crucial management activities. Filling the right person in a right job vacancy is a test of skills, understanding and competencies of HR managers. Job Analysis helps them understand what type of employee will be suitable to deliver a specific job successfully.
- **Helps in Establishing Effective Hiring Practices:** Who is to be filled where and when? Who to target and how for a specific job opening? Job analysis process gives answers to all these questions and helps managers in creating, establishing and maintaining effective hiring practices.
- **Guides through Performance Evaluation and Appraisal Processes:** Job Analysis helps managers evaluating the performance of employees by comparing the standard or desired output with delivered or actual output. On these bases, they appraise their performances. The process helps in deciding whom to promote and when. It also guides managers in understanding the skill gaps so that right person can be fit at that particular place in order to get desired output.
- **Helps in Analyzing Training & Development Needs:** The process of job analysis gives answer to following questions:
  - Who to impart training
  - When to impart training
  - What should be the content of training
  - What should be the type of training: behavioral or technical
  - Who will conduct training
- **Helps in Deciding Compensation Package for a Specific Job:** A genuine and unbiased process of job analysis helps managers in determining the appropriate compensation package and benefits and allowances for a particular job. This is done on the basis of responsibilities and hazards involved in a job.

## Disadvantages of Job Analysis



- **Time Consuming:** The biggest disadvantage of Job Analysis process is that it is very time consuming. It is a major limitation especially when jobs change frequently.

- **Involves Personal Biasness:** If the observer or job analyst is an employee of the same organization, the process may involve his or her personal likes and dislikes. This is a major hindrance in collecting genuine and accurate data.
- **Source of Data is Extremely Small:** Because of small sample size, the source of collecting data is extremely small. Therefore, information collected from few individuals needs to be standardized.
- **Involves Lots of Human Efforts:** The process involves lots of human efforts. As every job carries different information and there is no set pattern, customized information is to be collected for different jobs. The process needs to be conducted separately for collecting and recording job-related data.
- **Job Analyst May Not Possess Appropriate Skills:** If job analyst is not aware of the objective of job analysis process or does not possess appropriate skills to conduct the process, it is a sheer wastage of company's resources. He or she needs to be trained in order to get authentic data.
- **Mental Abilities Cannot be Directly Observed:** Last but not the least, mental abilities such as intellect, emotional characteristics, knowledge, aptitude, psychic and endurance are intangible things that cannot be observed or measured directly. People act differently in different situations. Therefore, general standards cannot be set for mental abilities.

### Factors affecting Job Design

A well-defined job will make the job interesting and satisfying for the employee. The result is increased performance and productivity. If a job fails to appear compelling or interesting and leads to employee dissatisfaction, it means the job has to be redesigned based upon the feedback from the employees.

Broadly speaking the various factors that affect a job design can be classified under three heads. They are:

1. Organizational Factors
2. Environmental Factors
3. Behavioural Factors

#### 1. Organizational Factors

Organizational factors that affect job design can be work nature or characteristics, work flow, organizational practices and ergonomics.

- **Work Nature:** There are various elements of a job and job design is required to classify various tasks into a job or a coherent set of jobs. The various tasks may be planning, executing, monitoring, controlling etc and all these are to be taken into consideration while designing a job.
- **Ergonomics:** Ergonomics aims at designing jobs in such a way that the physical abilities and individual traits of employees are taken into consideration so as to ensure efficiency and productivity.
- **Workflow:** Product and service type often determines the sequence of work flow. A balance is required between various product or service processes and a job design ensures this.
- **Culture:** Organizational culture determines the way tasks are carried out at the work places. Practices are methods or standards laid out for carrying out a certain task. These practices often affect the job design especially when the practices are not aligned to the interests of the unions.

#### 2. Environmental Factors

Environmental factors affect the job design to a considerable extent. These factors include both the internal as well as external factors. They include factors like employee skills and abilities, their availability, and their socio economic and cultural prospects.

- **Employee availability and abilities:** Employee skills, abilities and time of availability play a crucial role while designing of the jobs. The above mentioned factors of employees who will actually perform the job are taken into consideration. Designing a job that is more demanding and above their skill set will lead to decreased productivity and employee satisfaction.
- **Socio economic and cultural expectations:** Jobs are nowadays becoming more employee centered rather than process centered. They are therefore designed keeping the employees into consideration. In addition the literacy level among the employees is also on the rise. They now demand jobs that are to their liking and competency and which they can perform the best.

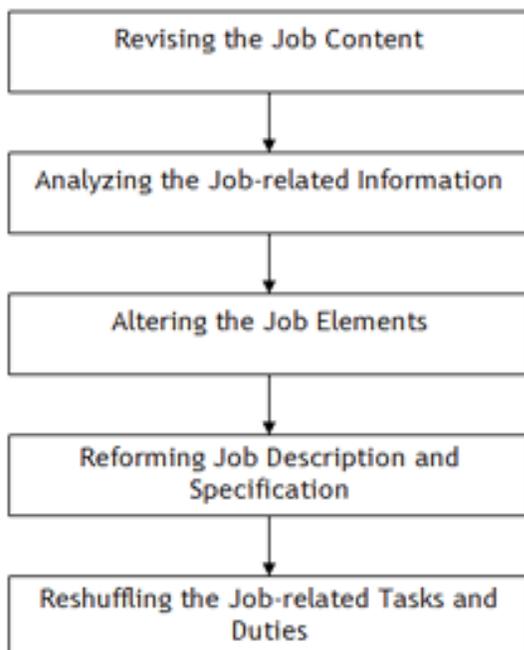
#### 3. Behavioural Factors

Behavioural factors or human factors are those that pertain to the human need and that need to be satisfied for ensuring productivity at workplace. They include the elements like autonomy, diversity, feedback etc. A brief explanation of some is given below:

- **Autonomy:** Employees should work in an open environment rather than one that contains fear. It promotes creativity, independence and leads to increased efficiency.
- **Feedback:** Feedback should be an integral part of work. Each employee should receive proper feedback about his work performance.
- **Diversity:** Repetitive jobs often make work monotonous which leads to boredom. A job should carry sufficient diversity and variety so that it remains as interesting with every passing day. Job variety / diversity should be given due importance while designing a job.
- **Use of Skills and abilities:** Jobs should be employee rather than process centered. Though due emphasis needs to be given to the latter but jobs should be designed in a manner such that an employee is able to make full use of his abilities and perform the job effectively.

### Job Redesign - Meaning, Process and its Advantages

Restructuring the elements including tasks, duties and responsibilities of a specific job in order to make it more encouraging and inspiring for the employees or workers is known as job redesigning. The process includes revising, analyzing, altering, reforming and reshuffling the job-related content and dimensions to increase the variety of assignments and functions to motivate employees and make them feel as an important asset of the organization. The main objective of conducting job redesigning is to place the right person at the right job and get the maximum output while increasing their level of satisfaction.



### Job Redesign Process

- **Revising the Job Content:** Job redesigning process involves recollecting and revising job-related information to determine the inconsistency between person and the job.
- **Analyzing Job-related Information:** Once the job analyst is through with recollecting and revising the job content, analyzing the discrepancies is the next step. It is done to determine the hindrances in performing job-related tasks and duties and investigate why an employee is not able to deliver the expected output.
- **Altering the Job Elements:** The next step is to amend the job elements. It may include cut back on extra responsibilities or addition of more functions and a higher degree of accountability. The basic aim of altering the job content is to design a job in such a manner that encourages employees to work harder and perform better.
- **Reformation of Job Description and Specification:** After altering the job elements, a job analyst needs to reform the job description and specification in order to make sure that the worker placed at a particular place is able to deliver what is expected of him.
- **Reshuffling the Job-related Tasks and Duties:** Next is to reallocation of new or altered tasks and functions to employees. It may be done by rotating, enriching, enlarging and engineering the job. The idea is to motivate the performers while increasing their satisfaction level.

## Advantages of Job Redesigning



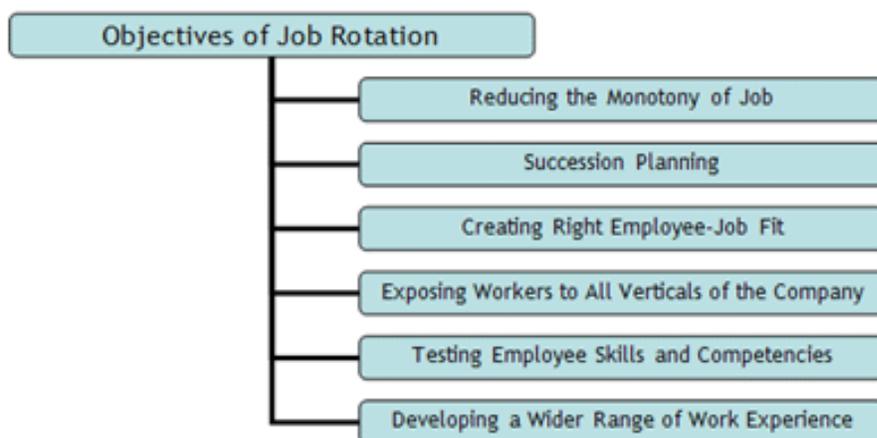
- **Enhances the Quality of Work-Life:** Job redesigning motivates the employees and enhances the quality of their work life. It increases their on-the-job productivity and encourages them to perform better.
- **Increases Organization's and Employees' Productivity:** Altering their job functions and duties makes employees much comfortable and adds to their satisfaction level. The unambiguous job responsibilities and tasks motivate them to work harder and give their best output. Not only this, it also results in increased productivity of an organization.
- **Brings the Sense of Belongingness in Employees:** Redesigning job and allowing employees to do what they are good at creates a sense of belongingness in them towards the organization. It is an effective strategy to retain the talent in the organization and encouraging them to carry out their responsibilities in a better fashion.
- **Creates a Right Person-Job Fit:** Job Redesigning plays an important role in creating a right person-job fit while harnessing the full potential of employees. It helps organization as well as employees in achieving their targets or goals.

Therefore, the purpose of job redesigning is to identify the task significance and skill variety available in the organization and reallocating the job-related tasks and responsibilities according to the specific skills possessed by an employee.

## Job Rotation - Meaning and its Objectives

Job Rotation is a management approach where employees are shifted between two or more assignments or jobs at regular intervals of time in order to expose them to all verticals of an organization. It is a pre-planned approach with an objective to test the employee skills and competencies in order to place him or her at the right place. In addition to it, it reduces the monotony of the job and gives them a wider experience and helps them gain more insights.

Job rotation is a well-planned practice to reduce the boredom of doing same type of job every day and explore the hidden potential of an employee. The process serves the purpose of both the management and the employees. It helps management in discovering the talent of employees and determining what he or she is best at. On the other hand, it gives an individual a chance to explore his or her own interests and gain experience in different fields or operations.



## Job Rotation Objectives

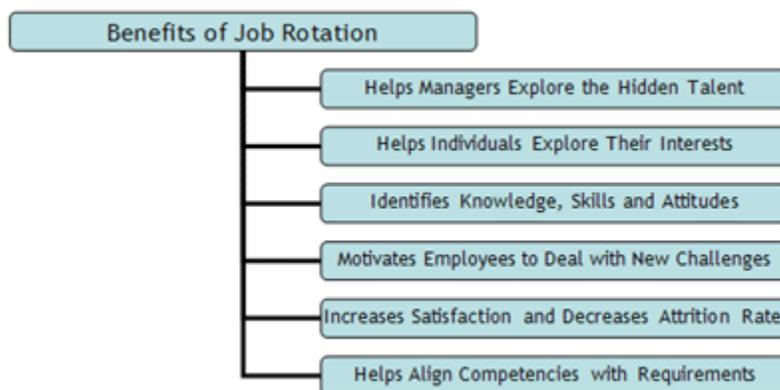
- **Reducing Monotony of the Job:** The first and foremost objective of job rotation is to reduce the monotony and repetitiveness involved in a job. It allows employees to experience different type of jobs and motivates them to perform well at each stage of job replacement.
- **Succession Planning:** The concept of succession planning is 'Who will replace whom'. Its main function of job rotation is to develop a pool of employees who can be placed at a senior level when someone gets retired or leaves the organization. The idea is to create an immediate replacement of a high-worth employee from within the organization.
- **Creating Right-Employee Job Fit:** The success of an organization depends on the on-job productivity of its employees. If they're rightly placed, they will be able to give the maximum output. In case, they are not assigned the job that they are good at, it creates a real big problem for both employee as well as organization. Therefore, fitting a right person in right vacancy is one of the main objectives of job rotation.
- **Exposing Workers to All Verticals of the Company:** Another main function of job rotation process is to exposing workers to all verticals or operations of the organization in order to make them aware how company operates and how tasks are performed. It gives them a chance to understand the working of the organization and different issues that crop up while working.
- **Testing Employee Skills and Competencies:** Testing and analyzing employee skills and competencies and then assigning them the work that they excel at is one of the major functions of job rotation process. It is done by moving them to different jobs and assignments and determining their proficiency and aptitude. Placing them what they are best at increases their on-job productivity.
- **Developing a Wider Range of Work Experience:** Employees, usually don't want to change their area of operations. Once they start performing a specific task, they don't want to shift from their comfort zone. Through job rotation, managers prepare them in advance to have a wider range of work experience and develop different skills and competencies. It is necessary for an overall development of an individual. Along with this, they understand the problems of various departments and try to adjust or adapt accordingly.

Job rotation is a well-planned management approach that is beneficial both for employees and management.

## Benefits of Job Rotation

Job rotation is considered as an effective tool for successful implementation of HR strategy. It is about settling employees at the right place where they can deliver the maximum results. In today's highly competitive world, this can be proved as the best strategy to find the immediate replacement of a high-worth employee from within the organization. Finding the most suitable people and shifting them to take on the responsibilities of a higher level is a tough task. Job rotation helps HR managers determine who can be replaced by whom and create a suitable and beneficial fit.

A properly planned and carried job rotation process plays an essential role in strengthening the position of an organization and helps it deal with uncertain and tentative outer environment. Let's discuss the benefits of job rotation process at length in order to realize its importance and the potential:



## Benefits of Job Rotation

- **Helps Managers Explore the Hidden Talent:** Job Rotation is designed to expose employees to a wider range of operations in order to assist managers in exploring their hidden talent. In the process, they are moved through a variety of assignments so that they can gain awareness about the actual working style of the organization and understand the problems that crop up at every stage. Through this process, managers identify what a particular employee is good at and accordingly he or she is assigned a specific task.

- **Helps Individuals Explore Their Interests:** Sometimes, employees are not aware of what would like to do until they have their hands on some specific job. If their job is rotated or they are exposed to different operations, they can identify what they are good at and what they enjoy doing. They get a chance to explore their interests and hidden potential.
- **Identifies Knowledge, Skills and Attitudes:** Job Rotation helps managers as well as individuals identify their KSA (Knowledge, Skills and Attitudes). It can be used in determining who needs to improve or upgrade his or skills in order to perform better. This helps in analyzing training and development needs of employees so that they can produce more output.
- **Motivates Employees to Deal with New Challenges:** When employees are exposed to different jobs or assigned new tasks, they try to give their best while effectively dealing with the challenges coming their way. It encourages them to perform better at every stage and prove that they are no less than others. This gives rise to a healthy competition within the organization where everyone wants to perform better than others.
- **Increases Satisfaction and Decreases Attrition Rate:** Exposing employees to different tasks and functions increase their satisfaction level. Job variation reduces the boredom of doing same task every day. Moreover, it decreases attrition rate of the organization. Employees develop a sense of belongingness towards the organization and stick to it till long.
- **Helps Align Competencies with Requirements:** Alignment of competencies with requirements means directing the resources when and where they are required. It assesses the employees and places them at a place where their skills, competencies and caliber are used to the highest possible extent.

Job rotation is an alternative to reduce the boredom caused due to repetitiveness of tasks and revive their willingness to handle a job and challenges involved in it with same excitement and zeal.

### **Tips for Successful Job Rotation**

Job rotation enables individuals to try their skills in other departments as well and gain from the expertise of their fellow workers. Not every individual is open to the idea of job rotation and feel it is just another waste of time. They are happy doing the same type of work for years as long as they are getting their salaries and are not even concerned with other departments.

#### **Let us go through few tips for a successful job rotation:**

Employees do not agree to job rotation as they basically do not understand the process and most importantly the importance of job rotation. They are so happy doing the same type of work for years that they find it extremely difficult to come out of their comfort zone. Since they have friends within their team, they do not like the idea of working with new people in a different department. A marketing professional would never on his own take the initiative of checking how the IT team works and would always be dependent on them throughout his life.

The concept of job rotation would only be accepted when employees understand that knowledge gained at any point of time never goes waste. You have to understand that it will definitely help you at some point of time in your career if not now. If you simply ask your sales executive to change his department with the accounts professional he would never agree. The human resource team and to some extent the functional head need to make the employees aware of the importance of job rotation and how would it make them a complete professional. In our school, though we have decided what we want to be in life but still have to study and also pass other related subjects as well. Even if you want to be a marketing professional in life you still have to study history or geography or any other subject incorporated in your curriculum. The same happens when we start our professional lives as well.

**The purpose and objective of job rotation need to be clear and well defined.** One needs to find out whether a certain individual would actually gain out of it or is it just another process we have to blindly follow? Job rotation must benefit the individual at the end of the day. It should not be a mere formality. It is foolish to shift an employee to a new department just because he/she is bored with his regular work.

**Train employees before shifting them to new departments.** Make them clear as to why a change in department was necessary and would eventually help them in their career. Find out whether the organization would benefit out of the job rotation or not?

**Carefully monitor the performance of every employee.** Divide the employees in groups and assign a mentor for them who can actually guide and help them at every step. Correct them whenever you feel they are going wrong and getting deviated from the actual purpose of job rotation.

**Give them feedbacks at every step.** Never forget to ask their experiences as well. What is the purpose of job rotation if the individual is not enjoying the work? It will further worsen the situation. If you do not feel the individual is comfortable with the change in department, please do not force him /her to do so. Job

rotation should not be a compulsion but an option for the employees. Let individuals willingly volunteer for the same. Trust me, if you force them for job rotation, neither would they understand the importance nor take it seriously. Let them realize the importance and willingly take the initiative.

### **Disadvantages of Job Rotation**

Job rotation is a process which enables individuals to know and work beyond their domain and also gain from other team members' expertise and knowledge. A multiskilled employee delivers more as compared to someone who works only for salary and hates to accept challenges in life. Like every other process, job rotation has also got some disadvantages as well.

#### **Let us go through the disadvantages of job rotation:**

**Lot of time as well as effort go in motivating and persuading employees for job rotation.** You just can't expect your team members to willingly work with people of other departments whom they don't even know at the first attempt only. Superiors have to sit with each and every individual in person and explain the benefits of job rotation first and then motivate him/her to contribute in other domains as well. Convincing employees for job rotation can sometimes be a time consuming process. As a Boss; you just can't concentrate on any other work but keep on encouraging your immediate juniors to say a yes to job rotation.

Another disadvantage of job rotation is that **individuals take some time to acquaint to a new process, set up, be friendly with other employees and so on.** Expecting miracles out of a marketing professional who has been asked to contribute in the accounts department as a result of job rotation is foolish. Individuals working beyond their expertise would definitely be able to contribute but their output would certainly not be at par with the experts. Efficiency may be lost as individuals do not become proficient in a particular task all of a sudden. Upgrading skills is no rocket science and takes time. How can a sales professional know each and every thing about the accounts team or all the softwares used by the IT team in just one day? In the same way, an individual from the MIS team would also take time to know about the specifications /features of each and every product and would never be able to convince clients to invest in the organization's products or services, the way a hard core sales professional would do. Work suffers at the end of the day and eventually the organization is at loss.

**Job rotation also leads to stress and anxiety among employees.** Employees are reluctant to come out of their comfort zone and hardly contribute in other department. For them, job rotation is another formality or process imposed on them. They simply have to follow the same as their Boss has asked them to do so. Individuals take time to open up in front of new people, express their ideas in a new team and often turn negative. They are very comfortable working with the people they have known for sometime but when it comes to new colleagues, they find it extremely difficult to adjust and thus create all sorts of problems.

Another problem of job rotation is that it does not take into account the time wasted in training someone who is not worth it and does not deserve to be in the system also. One sometimes tends to pick the wrong employee for job rotation who not only creates problems for everyone else but also misuses other departments' information and data. If someone has willingly volunteered for job rotation, the company has to give him/her an opportunity, irrespective of the fact whether he/she is actually capable of the same or not?. Anyone who is denied of the same would all of a sudden speak ill about the entire organization and lose interest in work. It is extremely difficult to find the right and deserving candidate for job rotation.

Another disadvantage of job rotation is that sometimes, employees even after working for few months, in another department hardly learn anything. All your efforts go waste when the end result is a zero.

### **Job Enrichment - Meaning and its Benefits**

Organizations are increasingly facing the heat of attrition, which is not good to health of the same. Lots of time, money and resources are spent into training an individual for a particular job and when he / she leaves the return on that investment equals null. Often it is not for the money that people leave; that may be the reason with the frontline staff but as we move towards the upper levels of organisational hierarchy, other reasons gain prominence. Many of those who quit their jobs complain of their jobs as uninteresting!

All this has compelled organisations to think of ways to make the job they offer interesting. Lots of efforts are made to keep monotony at bay; job enrichment is one of them. It is the process of making a job more interesting, challenging and satisfying for the employees. It can either be in the form of up gradation of responsibilities, increase in the range of influence and the challenges.

## How does an Organisation Enrich a Job

**Typically job enrichment involves combining various existing and new tasks into one large module of work.** The work is then handed over to an employee, which means there is an increase in responsibilities and scope. This increase in responsibility is often vertical. The idea is to group various tasks together such that natural work units are created.

In addition expanding jobs vertically also gives employee direct control over works units and employees that were formerly under the jurisdiction of top management only. While on one hand this increases the ownership of the employees in their work, it also relieves the unnecessary burden from the top management.

Job enrichment also opens up a feedback channel for the employees. Employees are frequently apprised of their performance. This keeps them on track and helps them know their weak and strong points. Performance standards are set for the employees themselves and future performances are matched against the benchmarks. All this without any serious intervention or involvement of the top management!

In a certain bank that dealt with commercial credit letters for import and export trade, the employees processed the documents in a sequence with each employee being specialised for certain aspect of verification. Often it so happened that a mistake at preceding level lead to a series of mistakes at succeeding level. Errors accumulated at each level and this result in huge loss of productivity.

The organisation decided to go for job enrichment where each employee or clerk was specialised in all aspects of processing. Each employee was now able to handle a client on his own. After some time it was found out that the transaction volume increased by 100 percent!

### Benefits of Job Enrichment

Research studies on job enrichment found out decreased levels of absenteeism among the employees, reduced employee turnover and a manifold increase in job satisfaction. There are certain cases however where job enrichment can lead to a decrease in productivity, especially when the employees have not been trained properly. Even after the training the process may not show results immediately, it takes time to reflect in the profit line.

### Benefits of Job Enlargement

The following are the major benefits of Job enlargement

1. **Reduced Monotony:** Howsoever interesting the job may appear in the beginning, sooner or later people complain of boredom and monotony. Job enlargement if planned carefully can help reduce boredom and make it more satisfying and fulfilling for the employees.
2. **Increased Work Flexibility:** There is an addition to the number of tasks an individual performs. There is thus an increased scope of carrying out tasks that are versatile and yet very similar in certain aspects.
3. **No Skills Training Required:** Since the individual has already been performing the task in the past, there is no great requirement for imparting of new skills. However people and time management interventions may be required. The job thus gets more motivational for the one performing it.

### Job Enrichment and Job Enlargement

1. The difference between job enrichment and job enlargement is essentially of quantity and quality. Whereas job enlargement means increasing the scope of job quantitatively by adding up more tasks, job enrichment means improvement in the quality of job such that employees are more satisfied and fulfilled.
2. Through job enrichment an employee finds satisfaction and contentment in his job and through job enlargement employee feels more responsible and worthwhile in the organization.
3. Job enrichment entails the functions of planning and organizing and enlargement involves execution of the same. Both complement each other, in that job enrichment empowers and enlargement executes.
4. Job enrichment depends upon job enlargement for success and the reverse is not true.
5. Job enrichment means a vertical expansion in duties and responsibilities and span of control whereas in job enlargement the expansion is horizontal in nature.

Job enrichment has been found to have greater impact in terms of motivation when compared to job enlargement. Since enrichment gives employee greater insights in managerial functioning and a better work

profile, it is looked upon as an indicator of growth and development. The same is not true in case of job enlargement which is seen as an employer tactic to increase the workload.

### **Importance of Job Rotation, Enrichment and Enlargement in Career Growth**

Every individual aspires to grow professionally and reach the pinnacle of success within the shortest possible time frame. No one wants to work at a junior or mid-level position throughout his/her life. Now a days, when the competition is so fierce, people who are multi skilled have better chances of not only getting selected in their dream companies but also earn quick promotions as compared to those who have limited skills. You will always have an upper edge over individuals who are reluctant to think out of the box and fail to contribute beyond their expertise. Why would your organization give you a promotion or a salary hike if you do not know anything beyond data entry? Job rotation, enrichment and job enlargement play a crucial role in one's career growth as they not only prepare employees for unpredictable circumstances but also help them acquire additional skills and gain new knowledge.

Believe me, **there is nothing great in doing something which you already know. Challenge lies in working on something which is not your key area.** There is nothing commendable if a marketing executive sells organization's products or services and shares a good rapport with his/her clients. After all, he/she is implementing what all has been taught to him/her in his school or college. On the other hand, if he helps the hiring team in not only recruiting suitable candidates but also ensuring a healthy culture at the workplace, then definitely his efforts need to be acknowledged and appreciated. Such an individual deserves to get a promotion for his initiative of contributing in some other department apart from his routine work. We all, at some point of time would really love to manage teams or probably open our own firm. Remember, one should always dream big. Trust me, handling a team would become a nightmare if you lack managerial skills and are not aware of what is happening in your industry on the whole. After handling diverse tasks and multiple responsibilities, one really gets the confidence required to face challenges with a smile and also come out as a winner.

**Job enlargement makes you tough and you kind of get used to working more than your capacity.** Such a quality helps you survive in high pressure jobs or tough situations where you are expected to not only meet but also exceed your targets in a very short period of time. What is the difference between a junior executive and top level manager? A junior executive is only expected to follow his superior's instructions where as a top level manager is expected not only to make his team work but also handle pressure. Remember, you are not a good boss if you are unable to handle pressure and further pass it on to your team members. An organization would only give you promotion if it feels you will be able to deliver without putting unnecessary pressure on your team members.

**Job rotation, job enrichment or for that matter job enlargement teach you to be self-dependent.** You learn not to crib or complain even in the worst situations and most importantly how to manage time. Trust me, if you master time management skills, you will never ever fail in life. One also learns how to manage relationships as a result of job rotation or job enrichment. Since you get to work with so many people with varied expertise, you not only gain from their knowledge but also learn how to deal with them. Job rotation, enrichment and enlargement teach you to do things differently.