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DESIRED COMPETENCIES NEW WORK METHODS, PROCEDURES OR MANUALS JOB ANALYSIS IS USED FOR VARIOUS HR FUNCTIONS

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Procurement is the first operative function of personnel management, which can be sub divided into various sub functions like human resources planning, recruitment and selection. Management should determine the kind of personnel required for a job and the number of persons to be employed. The organization should also find out the right man for the right job in right time. The main aim of the study is, the satisfaction level of employee regarding the existing job analysis procedure. Data was collected from primary and secondary sources. Collection of the data is of primary importance the research process. Data which is collected for the purpose of research helps in proper analysis, which is helpful to conduct research effectively. Based on the findings and suggestions, we conclude that the job analysis at APSPDCL, is satisfactory. After conclusion a study of job analysis in APSPDCL, I have arrived to the following conclusions. Their skills and qualifications match with job specification company. Their job gives satisfaction and motivation towards the work. They are able to identify the same job in practice what are mentioned in the job description. Their job provides more opportunities for their growth and development. Proportionally equal number of respondents is satisfied and dissatisfied the restructuring of designation in the company.

Keywords: Job analysis, HR functions, Competencies

INTRODUCTION

The electricity is a naturally occurring force that exists all around us. Humans have been aware of this force for many centuries. Ancient man believed that electricity was some form of magic because they did not understand it. It was not until 1600 that a man named "Dr. William Gilbert" coined the term "electricity" the electricity act (2003) is a revolutionary piece of legislation enforced in India that aims to transform the power

sector in India. The act covers major issues involving generation, distribution, transmission and trading in power. The act delicens power generation completely as per the act, 10% of the power supplied by suppliers and distributors to the consumers has to be generated using renewable and non conventional sources of energy power distribution is a process which is used to move electricity from locations where it is generated to people who need it. Distribution

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takes place through a system known as the electrical grid or simply grid. The process of distribution starts at the facility where electricity is generated. A number of techniques can be used for electrical generation, most of which revolve around. In 1779, Alessandro Volta invented the first source of continuous electric current in his experiments with non-static electricity. He created a battery out of stacks of zinc and copper, with weak acids in between each layer.

HISTORY

Electricity is not a non-renewable natural energy resource that is mined or pumped from the ground. Electricity is a manufactured product. Electricity is manufactured in electric generators, and then transmitted by copper wire long or short distances to where that electricity is utilized. In today's high-technology world, the utilization of electricity is everywhere around us. The Electricity Forum is dedicated to the exchange of policy and technical information in common to electric utilities and large industrial, commercial and institutional consumers of electricity. Browse our site and learn all about electricity: the companies that generate it and the different electrical equipment technologies that help to make modern life possible.

In India, the electricity was introduced for commercial purpose. In the year 1889 first time in DARJELLING Power was generated through hydel at Hyderabad and during 1909 even through diesel also.

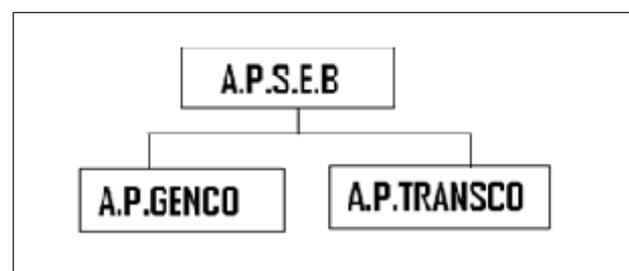
Reforms and Restructuring of Andhra Pradesh Power Sector (India)

ANDHRA PRADESH

The state of Andhra Pradesh is situated in the South Eastern part of India spreading over an area

of 275, 045 Sq Km. It has a population of 73 millions of which 73% live in rural areas. About 35% of the state's domestic product comes from primary sector (i.e.) agriculture, forestry etc., 19% from secondary sector (manufacturing sector) and 45% from tertiary sector (services sector). The per capita electricity consumption in the state is about 470 KWh per annum in FY 1999

DISTRIBUTION COMPANIES



AP GENCO: AP TRANSCO

Kothagudem TPP	SPDCL
Kothagudem V stage	EPDCL
Vijayawada TPP	NPDCL
Royalaseema TPP	CPDCL
Ramagundum TPS 'B'.	
Nellore TPS.	

THEORETICAL FRAME WORK

Introduction

Job analysis is essentially a process of relating to collecting and analyzing data relating to a job. The process of determining, by and study and reporting pertinent information relating to the nature of a specific job. It is the determination of tasks which comprise the job and the skills, knowledge, abilities and responsibilities required of the worker of a successful performance and which different one job from all others. It is systematic gathering and organization of information about a job.

DEFINITIONS OF JOB ANALYSIS

“Job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job”.

“Job analysis is a systematic exploration of the activities with in a job.It is abased technical procedure,one that is used to define the duties,responsibilities and accountabilities of a job”.

JOB ANALYSIS OBJECTIVES

1. To make effective requirement, selection and placement activites
2. To make effective human resource planning
3. To make foundations for effective management of manpower
4. To plan and implement appropriate HRD programs
5. To improve productivity
6. To determine the no of jobs and kind of jobs available in each department
7. To motivate employees for their effective performance

JOB ANALYSIS PROVIDES THE INFORMATION ABOUT THE FOLLOWING

- Source of work
- Materials and special equipment to be used
- Knowledge, skills and abilities of the holder to perform the job
- Supervision necessary
- Working condition under which the job should be performed

- Dependence of job holders to perform the job
- Interaction of job holders
- The kind of work
- The degree of complexity
- The degree of skill required
- The extent of which problems are standardized
- The extent of workers responsibility for each phase of the work; and
- The degree of and type of accountability

Supervisory responsibility should be shown to the incumbents.Brief and accurate statements should be used in order to accomplish the purpose.

BENEFITS OF JOB DESCRIPTION

Job description is helpful in the following areas of HRM.

1. Job grading and classification
2. Placement of new employees on job
3. Orientation of new employees towards basic duties and responsibilities
4. Promotions and transfers
5. Work measurement and work improvements
6. Defining the limits of authority
7. Health and fatigue studies
8. Developing performance standards
9. Establishing a common understanding of a job between management and workers
10. Determining jobs for occupational therapy
11. Employee counseling and vocational guidance
12. Organizational change and development

13. Framing questions to be asked in the selection interview

GUIDELINES FOR PREPARING JOB DESCRIPTIONS

The following hints may be use full in writing job descriptions.

1. Give a clear, concise and readily understandable picture of the whole job
2. Describe in sufficient detail each of the duties and responsibilities
3. Use active verbs, e.g., type letters, sort out mail,distribute mall, train workers, etc., before each statement
4. Avoid statements of opinion
5. Examples of work performed may be quoted
6. Ensure that a new employee can understand the job reading the job description

JOB SPECIFICATION

Job specification is written statement of qualification,traits,physical and mental characteristics that an individual must possess to perform the job duties and discharge responsibilities effectively. It is also called man specification or employee specification.

Job description: indicates what all a job involves-takes and responsibilities tagged on to ajob. Job title, duties, machines, tools and equipment, working conditions and hazards form part of job description.

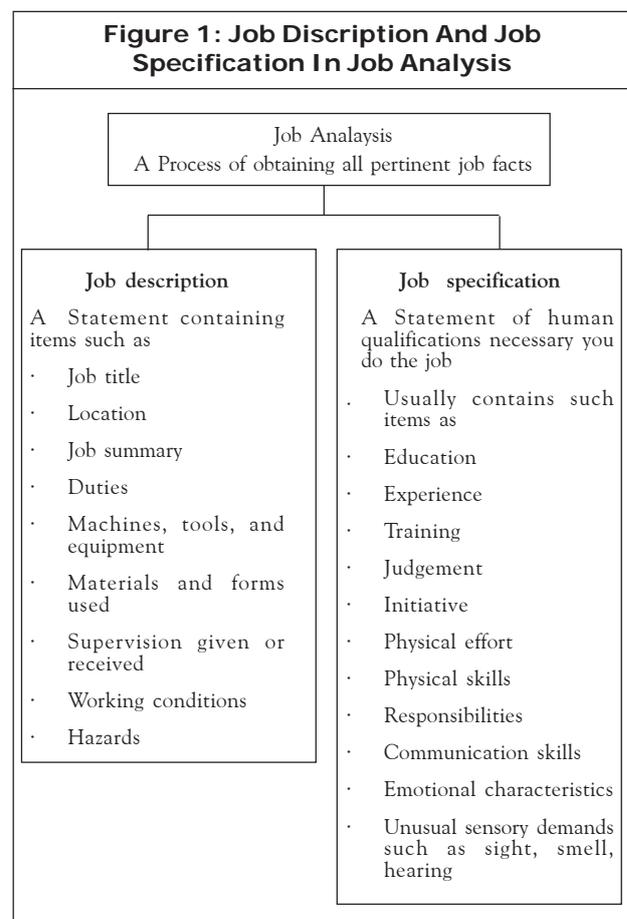
Job specification: The capabilities that the job-holder should possess form part of job specification. Education, experience, training, judgment, Skills, communication skills and the like are a part of job specification.What is important is that there should be fit between ob demands (job description) and abilities required

to discharge the tasks (job specification). Any mismatch is likely to result in job dissatisfaction that carries dysfunctional consequences like low productivity, absenteeism and turnover.

GUIDE LINES FOR CONDUCTING A JOB ANALYSIS

- Determine the desired application of the job analysis.
- Select the jobs to be analyzed.
- Gather job information.
- Verify the accuracy of the job information.
- Document the job analysis information.

JOB ANALYSIS AND COMPE-TITIVE ADVANTAGES



PROCESS OF THE JOB ANALYSIS

The figure illustrates the process of job analysis. The figure also points out the uses of information about jobs. As may be seen from the figure, job analysis is useful for several purposes, such as personnel planning, performance appraisal and the like. Each phase in the process of job analysis is explained in the paragraphs that follow.

STRATEGIC CHOICES

With regard to job analysis an organisation is required to make atleast five choices:

1. The extent of employee involvement in job analysis.
2. The level of details of the analysis.
3. Timing and frequency of analysis.
4. Past-oriented versus future-oriented job analysis.
5. Sources of job data.

TYPES OF JOB ANALYSIS INFORMATION

I. Work Activities ,A. Description of work activities (tasks)

1. How is a task performed?
2. Why is a task performed?
3. When is a task performed?

B. Interface with other jobs and equipment

C. Procedures used

D. Behaviors required on the jobs

E. Physical movements and demands of the jobs

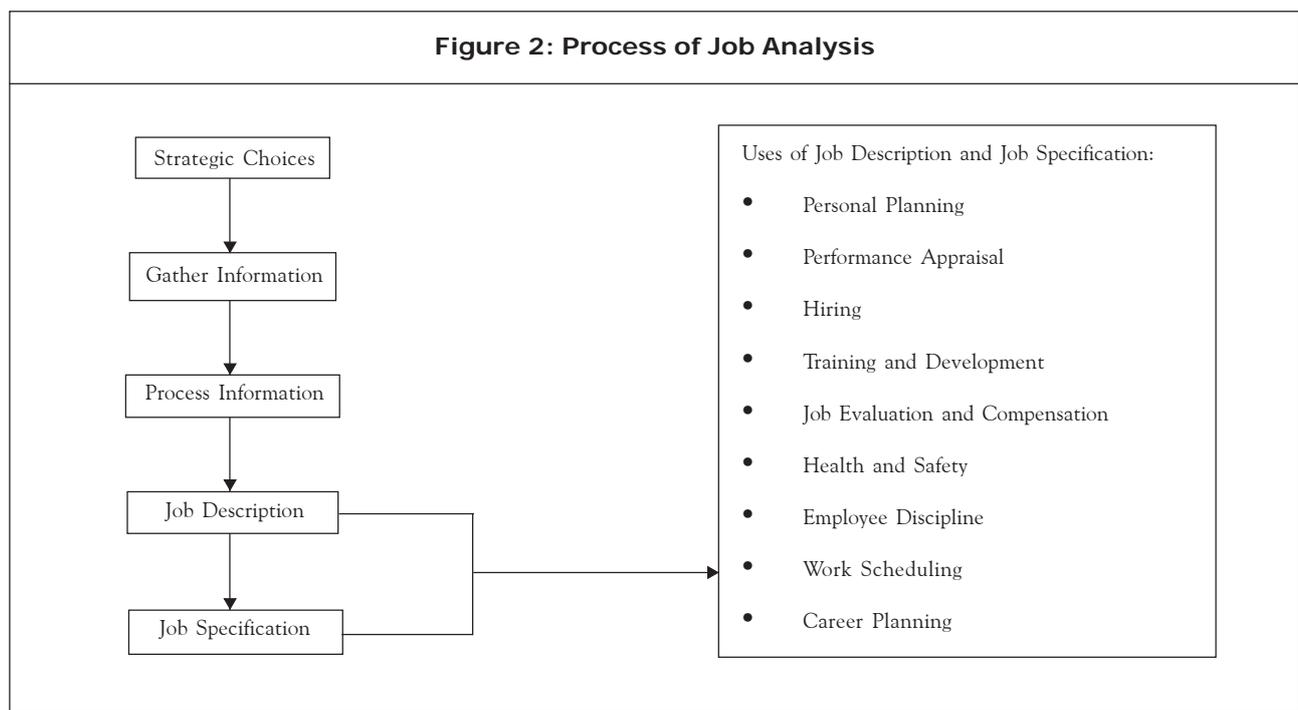
II Machines, Tools, Equipment and Work Aids Used

A. List of machines, tools, etc. used

B. Materials processed with items

C. Products made with items

D. Services rendered with items



III Job Context

A. Physical working conditions

1. Exposure to heat, dust, toxic substances
2. Indoor versus outdoor environment

B. Organizational context

C. Social context

D. Work schedule

E. Incentives (financial and non-financial)

IV Personal Requirements

A. Specific skills

B. Specific education and training

C. Work experience

D. Physical characteristics

E. Aptitudes

BENEFITS OR USES OF JOB ANALYSIS

- Employment
- Organization audit
- Training and development
- Performance appraisal
- Promotion and transfers
- Dissatisfaction and setting complaints
- Discipline
- Restriction of employment activity for health reasons and early retirement
- Wage and salary administration
- Induction
- Industrial relations
- Recruitment and Selection
- Compensation
- HRP

- Organizational design
- Placement and Orientation
- Job evaluation
- Employee counseling:
- Career Path Planning:

LIMITATIONS OF JOB ANALYSIS

- Expensive May overlook certain intangible aspects of job because of lack of familiarity.
- Needs training for effective job analysis severe time burden imposed. Objectivity may be a problem collected. Less standardization of data.
- Problems with response patterns due to ambiguity in job analysis questionnaire. Poor standardization of data restrictive job sample (unless other employees in the same job also analysis their jobs)

JOB ANALYSIS AT APSPDCL

Analysis of jobs in the organization is a APSPDCL. Considers job Analysis is as a primary task for setting a baseline that enables Human Resources (HR) professionals to effectively manage job-related activities. Personal officer is responsible for conducting the processed Job analysis at APSPDCL.

In APSPDCL job analysis is useful for many reasons. It can facilitate employee performance evaluations and promotions by identifying the level of work the employee has been accomplishing well and specifying the level of work required for the new job.

FORM OF JOB DESCRIPTION

JOB ANALYSIS RECORD FROM

Part 1	Part 2	Part 3	Part 4	Part 5
Duties / Tasks	Activities	Skills Abilities	Knowledge	Experience
Job Duties and Tasks for: "Electrical Engineer"				
1) Confer with engineers, customers, and others to discuss existing or potential engineering projects and products. 2) Design, implement, maintain, and improve electrical instruments, equipment, facilities, components, products, and systems for commercial, industrial, and domestic purposes. 3) Operate computer-assisted engineering and design software and equipment to perform engineering tasks. 4) Direct and coordinate manufacturing, construction, installation, maintenance, support, documentation, and testing activities to ensure compliance with specifications, codes, and customer requirements. 5) Perform detailed calculations to compute and establish manufacturing, construction, and installation standards and specifications. 6) Inspect completed installations and observe operations, to ensure conformance to design and equipment specifications and compliance with operational and safety 7) Prepare specifications for purchase of materials and equipment. 8) Supervise and train project team members as necessary. 9) Investigate and test vendors' and competitors' products. 11) Oversee project production efforts to assure projects are completed satisfactorily, on time and within budget. 12) Prepare and study technical drawings, specifications of electrical systems, and topographical maps to ensure that installation and operations conform to standards and customer requirements.				

APSPDCL

Name of company	Job analysis record			
	Proposed job title	Organization components	Employee report	Supervisor report to
For central staff use	Position title	Position code		Date

Job grade	:	middle management
Job title	:	credit manager
Physical & health	:	normal health , able to visit ,factories, fields
Energy level & temperature	:	height ability to adjust to increasing temperature
Mental ability	:	alertness ability to read & perceive accurately
Special abilities	:	flexibility & adaptability
Special knowledge or skills	:	must know local language skills of conciliation
Skill in operating special equipment	:	driving to two wheeler & light vehicles
Degree of personal traits		
Maturity	:	must be capable of accepting responsibility to recover
Self rehance	:	stick to own apprising decision
Creativeness	:	creative thinking in developing new schemes of advances And recovery
Particular skills	:	calculating analytical interpretation apprising ECT.... others

RESEARCH METHODOLOGY

Research means simply to say that “A search for facts answers to questions & solution to problem”. Research is the process of systematic and in-depth study of search of particular topic, subject, or area investigation, involving collections compilation presentation, interpretation of relevant detail of data. Research methodology is a way to solve the research problem systematically. It has many dimensions & research methods to constitute part of research methodology.

NEED FOR THE STUDY

Procurement is the first operative function of personnel management, which can be sub divided into various sub functions like human resources planning, recruitment and selection. Management should determine the kind of personnel required for a job and the number of persons to be employed. The organization should also find out the right man for the right job in right time.

OBJECTIVES

- To study the satisfaction level of employee regarding the existing job analysis procedure.
- To know whether the employee specification match with job specification or not.
- To study the aspects of job analysis in the organization.

DATA SOURCES

Data is collected from primary and secondary sources. Collection of the data is of primary importance the research process. Data which is collected for the purpose of research helps in proper analysis, which is helpful to conduct research effectively. The data source, which is

very important in the collection of data, is primary data and secondary data. Both primary and secondary data are taken into consideration for the study of recruitment and selection.

PRIMARY DATA

This consists of original information gathered for specific purposes. The normal procedure is to interview the people individually and / or in a group, to get the required data.

SECONDARY DATA

This consists of the information that already exists somewhere, either in some Annual Records or Magazines, etc., having been collected for another purpose. Here the researcher has both Primary as well as Secondary data.

RESEARCH APPROACH

The Questionnaire was administered through direct contact with respondents.

Sample Design :

Sample size : 100

Sampling Procedure : Convenience Sampling

Statistical tool : Simple percentage method

RESEARCH INSTRUMENT

The Research Instrument that is used in this study is Questionnaire. A questionnaire consists of a set of questions presented to the respondents for their answer. The researcher has used questionnaire as the instruments of research, to collect the information. A questionnaire consists of both open ended and closed ended questions and personally administered to the respondents.

SAMPLE SIZE

Respondents are mostly selected from the Executives and Non-Executives so the Sample Size is limited to '100' due to availability and the busy schedule of the employees

SAMPLING PROCEDURE

The Sampling method used was Random Sampling. This Sampling Method was used because of lack of time and lack of thorough knowledge about the Universe. The sampling unit mostly selected from Executives and Non-Executives. The sample size was fixed to 100 respondents; the sampling procedure is response form.

STATISTICAL TOOL

In this research various percentage are identified in the Analysis and they are presented pictorially by way of Bar Diagrams and pie charts in order to have a better quality.

QUESTIONNAIRE DESIGN

A structured questionnaire is designed consists of closed ended questions and the respondents were meet personally to get their responses.

PERCENTAGE ANALYSIS

Percentage refers to a special kind of ratio in making comparison between two or more date and to describe relationships between the data's. Percentage can also be used to compare the relative terms, the distribution of two or more series of data.

Percentage of Respondents

$$= \frac{\text{No. of Respondents}}{\text{Total Respondents}} \times 100$$

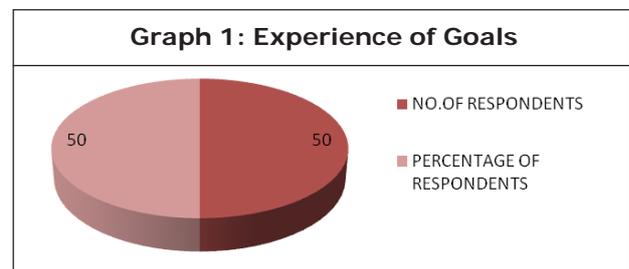
LIMITATIONS OF THE STUDY

- As time was a constraint, the study is limited to 100 respondents only.
- Collection of adequate data is difficult because of the busy schedule of employees.
- Some employees may not fill the questionnaire due to lack of interest.
- The study is restricted to kadapa branch only.

DATA ANALYSIS AND INTERPRETATION

1. Do you have at least 2 years of experience of the job?

Dimensions	No.of Respondents	Percentage of Respondents
Yes	50	50
No	50	50
Total	100	100

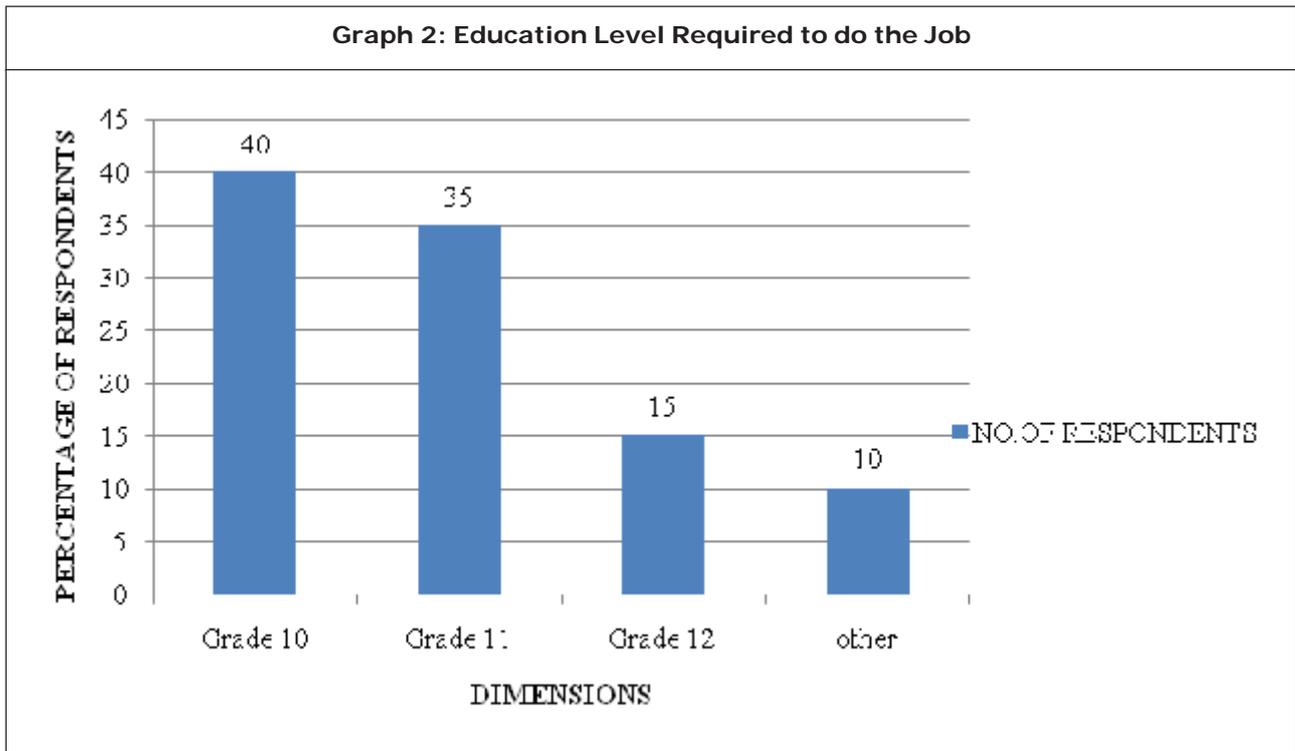


INTERPRETATION

The above table and graph shows that about 50% of the respondents have 2 years of experience in the job and 50% of the respondents does not have at least 2 years of experience of the job.

2. What is the education level you consider is required to do your job?

Dimensions	No.of Respondents	Percentage of Respondents
Grade 10	40	40
Grade 11	35	35
Grade 12	15	15
Other	10	10
Total	100	100

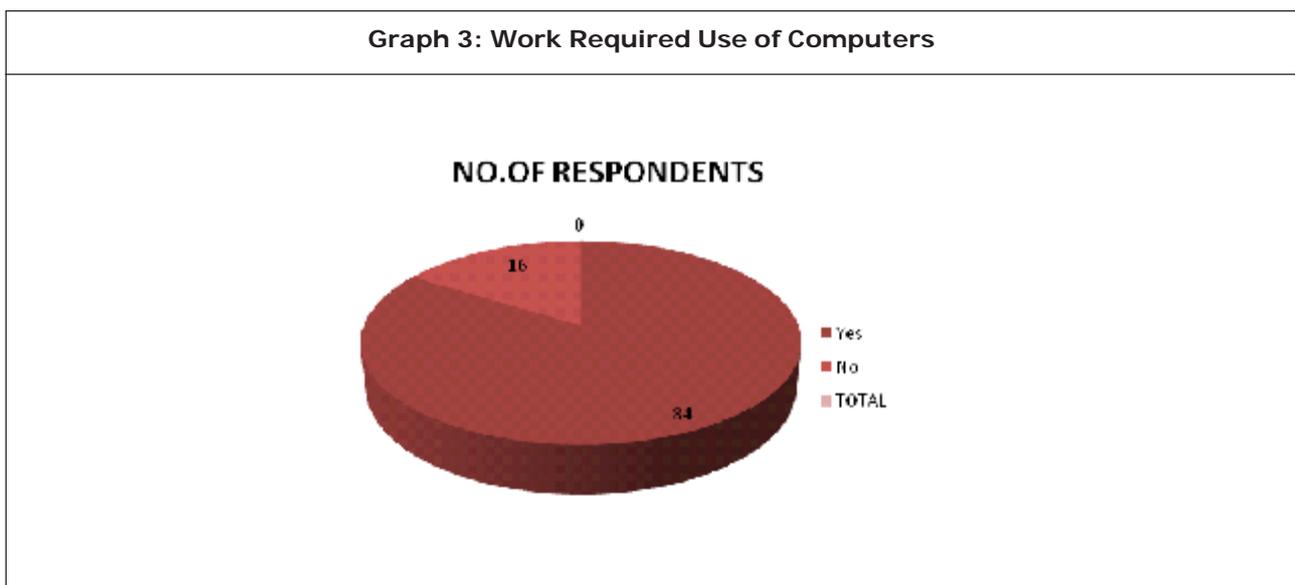


INTERPRETATION

The above table and graph shows that about 40% of the employees have grade10,35% employees have grade11,15% employees have grade12 and remaining 10% of employees have other education level in their organization.

3. Does your work require the use of computers or word processors?

Dimensions	No.of Respondents	Percentage of Respondents
Yes	84	84
No	16	16
Total	100	100



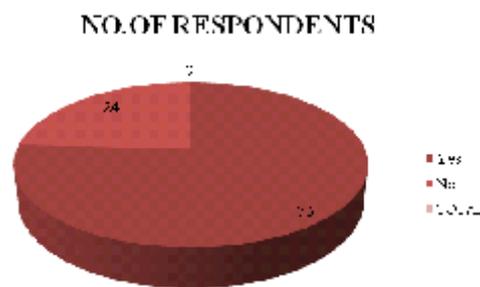
INTERPRETATION

The above table and graph shows that 84% of the respondents said that their organization work require use of computers and remaining 16% respondents said that work does not require with computers.

4. Does your job require you to develop new work methods, procedures or manuals?

Dimensions	No.of Respondents	Percentage of Respondents
Yes	76	76
No	24	24
Total	100	100

Graph 4: New Work Methods,Procedures or Manuals



INTERPRETATION

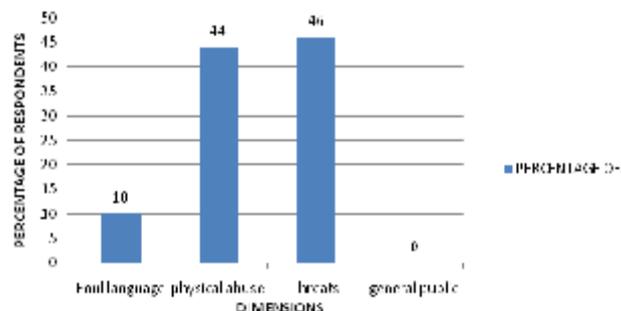
The above table and graph shows that 76% of the respondents said that job require to develop new work Methods, procedures in their

organization and 24% of respondents said that work in their organization does not require new work methods.

5. Are you exposed to any of the following conditions at your organization?

Dimensions	No.of Respondents	Percentage of Respondents
Foul language/verbal abuse.	10	10
Physical abuse	44	44
Threats	46	46
Clients,patients,students,taxpayers,generalpublic,etc.,	0	0
Total	100	100

Graph 5: Exposed to Any of the Following Conditions



INTERPRETATION

The above table and graph shows that about 10% of the employees faced foul language behaviour and 44% of the employees faced physical abuse and 45% of the employees exposed to threats in their organization.

6. Job enlargement improves the ability of employees for performing the different responsibilities of the job?

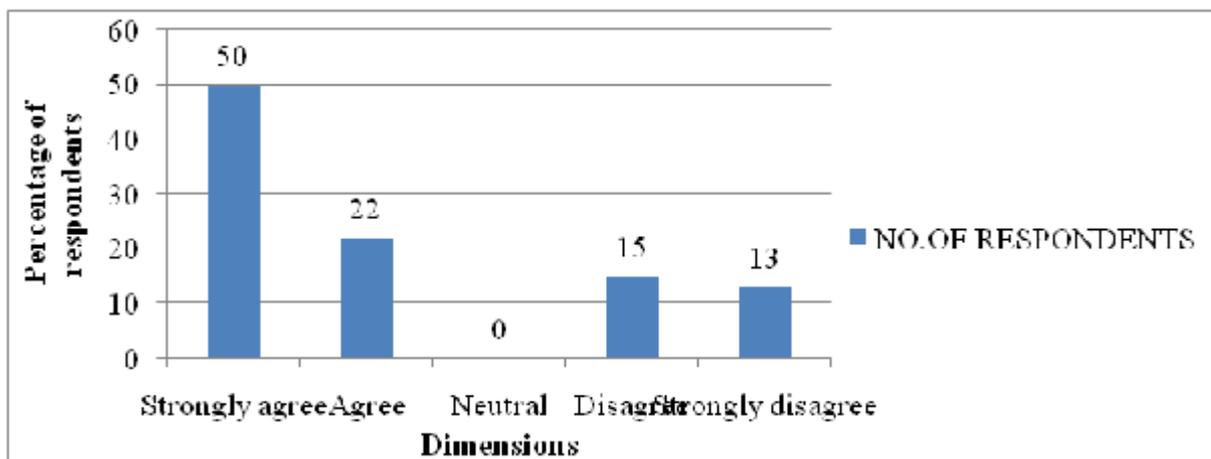
INTERPRETATION

The above table and graph shows that about 22% of employees strongly agree.50% of employees agree that job enlargement improves the ability of employees for performing different responsibilities of the job,15% of employees disagree and the remaining 13% of employees strongly disagree in the organization.

7. Are you satisfied with the job analysis activity conducted at your organization?

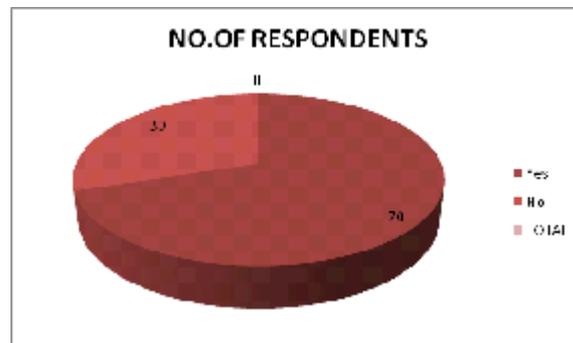
Dimensions	No.of Respondents	Percentage of Respondents
Strongly agree	22	22
Agree	50	50
Dis agree	15	0
Neutral	0	15
Strongly disagree	13	13
Total	100	100

Graph 6: Job Enlargement Improves The Ability Of Employees



Dimensions	No.of Respondents	Percentage of Respondents
Yes	70	70
No	30	30
Total	100	100

Graph 7: Job Analysis Activity Conducted At The Organization



INTERPRETATION

The above table and graph shows that about 70% of the respondents opined that their organization conducted job analysis activity and 30% said they does not satisfied with job analysis activity.

8. If the minimum amount of experience is required for performing the job?

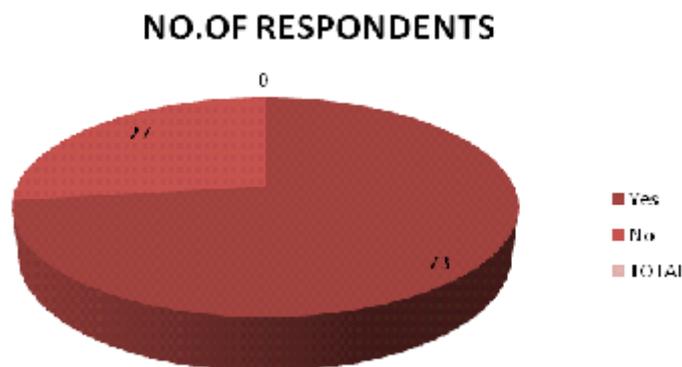
INTERPRETATION

The above table and graph shows that about 73% of the respondents opined that their organization required minimum amount of experience for performing the job, and 27% said minimum amount of experience is not required for performing the job

9. The job analysis process is in tune with work requirement at your company?

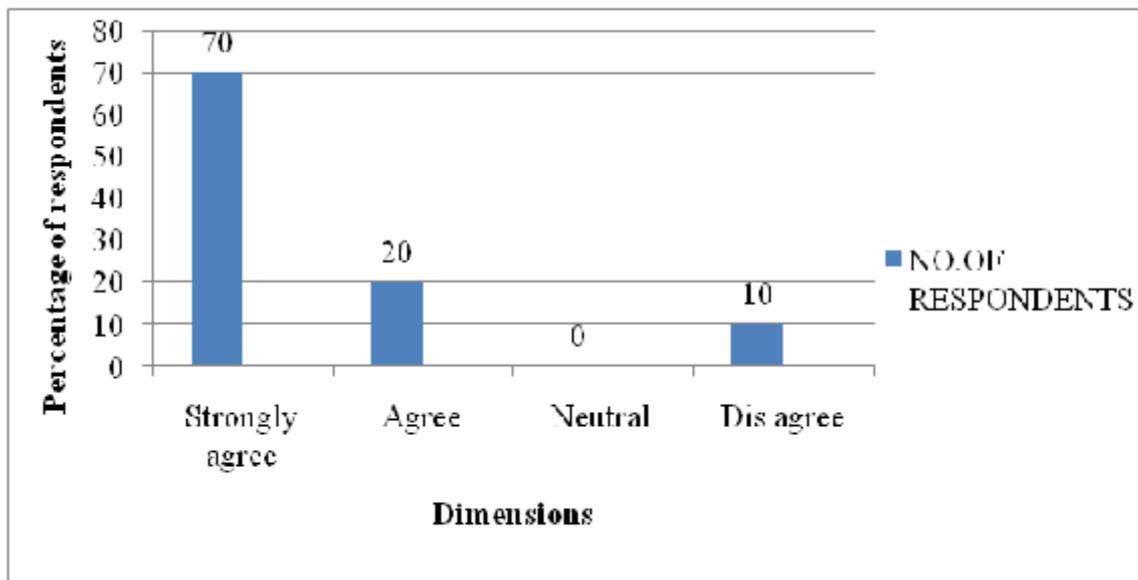
Dimensions	No.of Respondents	Percentage of Respondents
Yes	73	73
No	27	27
Total	100	100

Graph 8: Minimum Experience Required For Performing The Job



Dimensions	No.of Respondents	Percentage of Respondents
Strongly agree	70	70
Agree	20	20
Neutral	0	0
Dis agree	10	10
Total	100	100

Graph 9: Job Analysis Process Is In Tune With Work Requirement At The Company



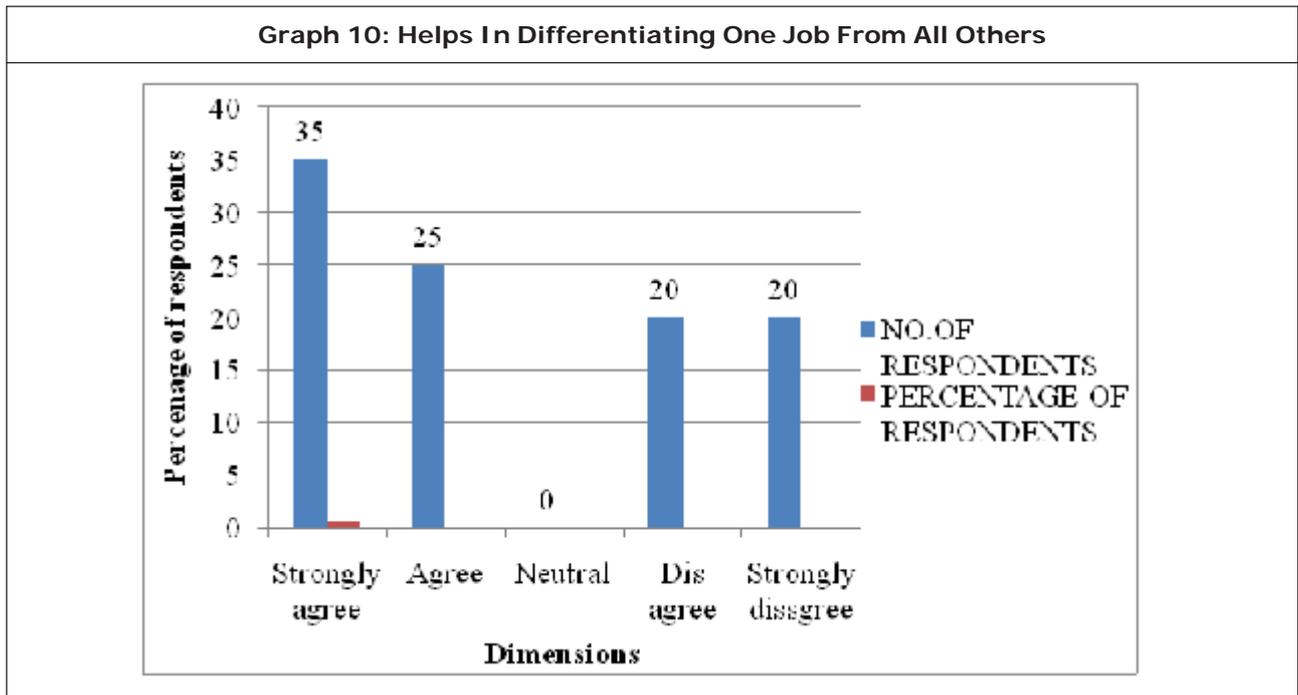
INTERPRETATION

The above table and graph shows that about 70% of respondents are strongly agree,with the job analysis process is in tune with the work

requirement at their company 20% of the respondents are agreed and only 10% disagree with this in their company.

10. Job analysis helps in differentiating one job from all others?

Dimensions	No.of Respondents	Percentage of Respondents
Strongly agree	35	35
Agree	25	25
Neutral	0	0
Dis agree	20	20
Strongly disagree	20	20
Total	100	100



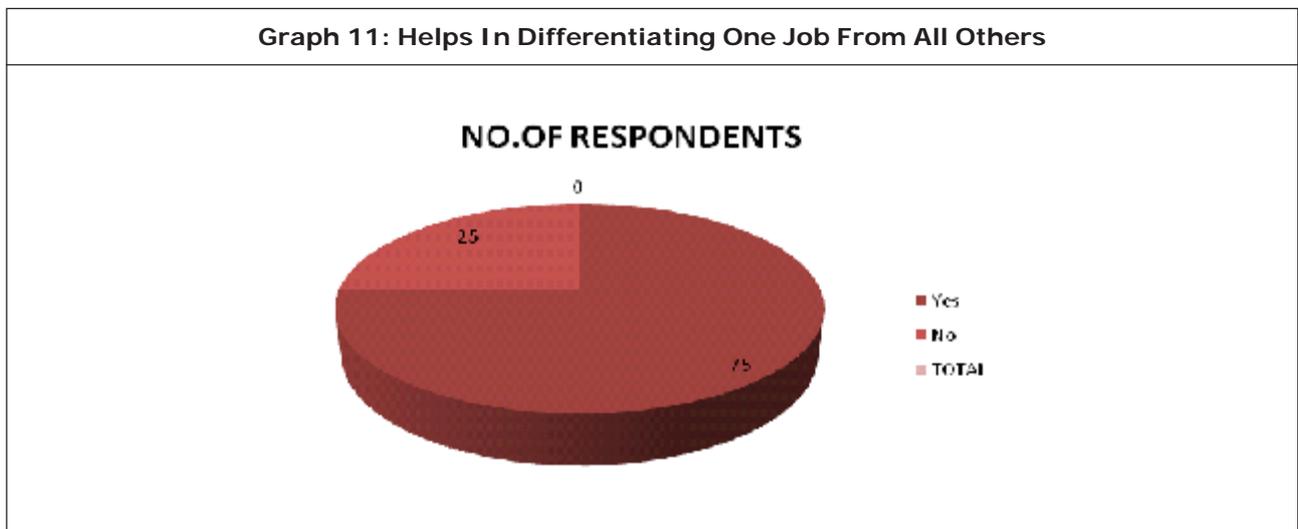
INTERPRETATION

The above table and graph shows that about 35% of the respondents are strongly agree that job analysis helps in differentiating one job from all

others 25% of the respondents agree 20% only disagree and the remaining 20% are strongly disagree in their organization

11. Are you clear with concept of job rotation?

Dimensions	No. of Respondents	Percentage of Respondents
Yes	75	75
No	25	25
Total	100	100



INTERPRETATION

The above table and graph shows that about 75% of the respondents said that the concept of job rotation is good in their organization and 25% of respondents are not clear with concept of job rotation.

- Job analysis process is an essential activity for the achievement of organizational Goals?

INTERPRETATION

The above table and graph shows that 65% of the respondents are strongly agree, 20% of respondents are agree with that the essential activity for the achievement of organizational goals

and 10% dis agree, 5% of respondents are strongly disagree with this.

- Are you satisfied with working conditions in your organization.

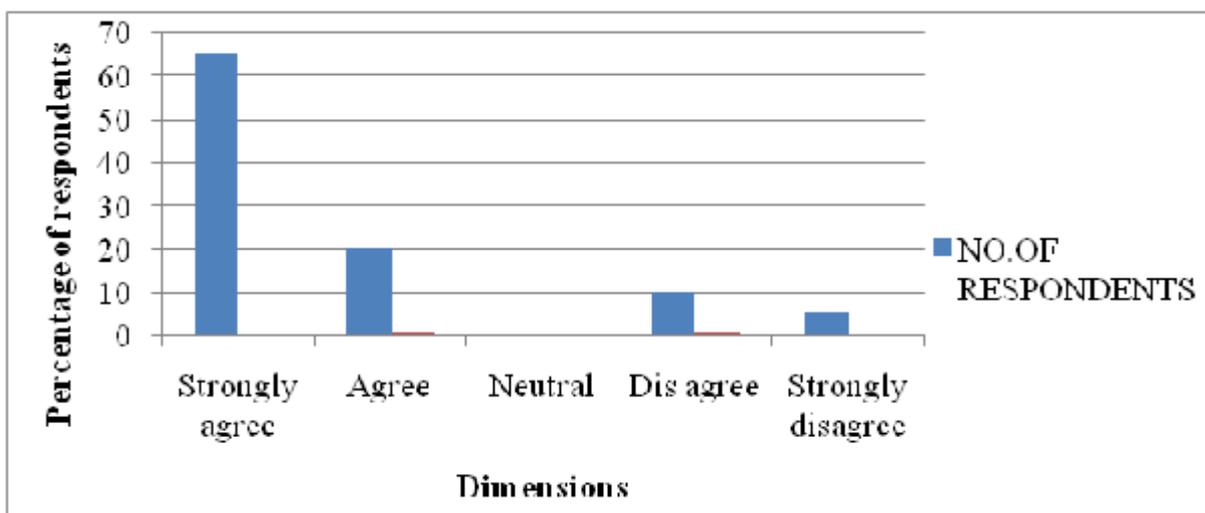
INTERPRETATION

The above table and graph shows that 54% of the respondents said that the working conditions of their organization is good and 46% said that they are not satisfied with working conditions in the organization .

- Do your organization follow different job analysis techniques such as job Satisfaction and job enrichment?

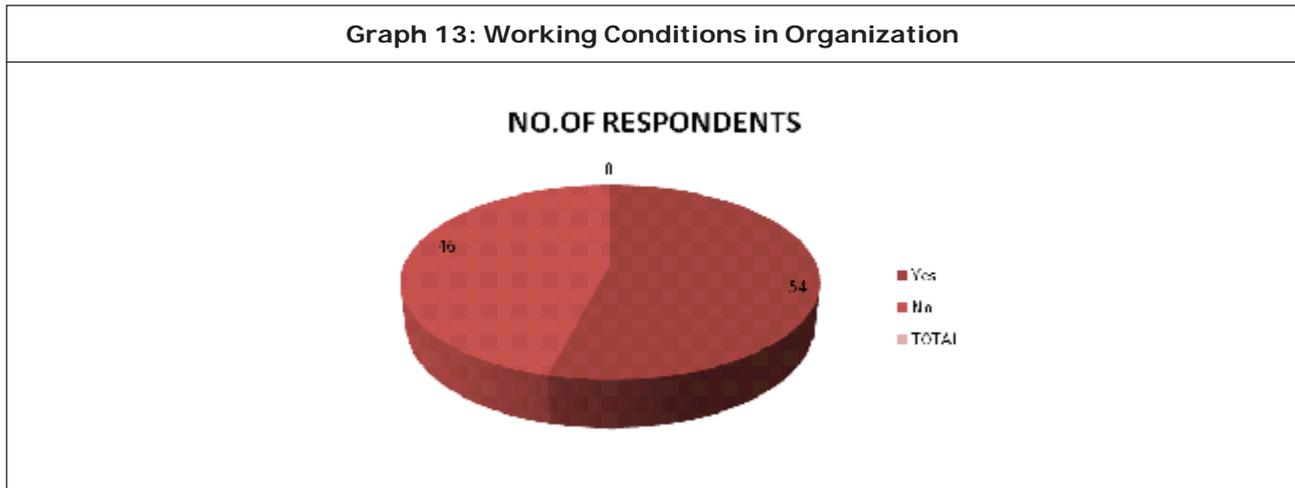
Dimensions	No.of Respondents	Percentage of Respondents
Strongly agree	65	65
Agree	20	20
Neutral	0	0
Dis agree	10	10
Strongly disagree	5	5
Total	100	100

Graph 12: Job Analysis Process is an Essential Activity for the Achievement of Goals



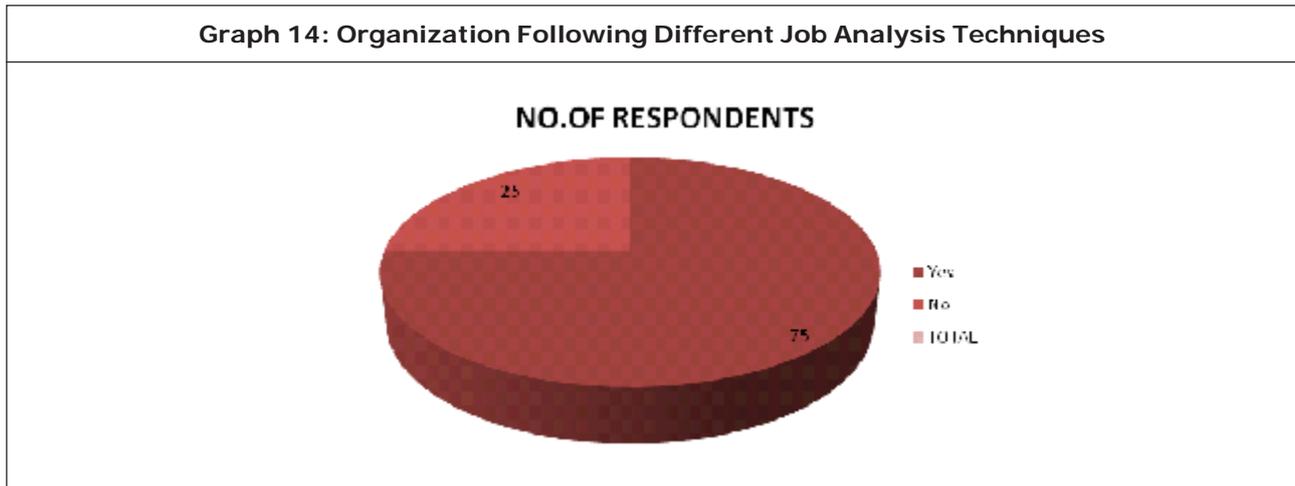
Dimensions	No.of Respondents	Percentage of Respondents
Yes	54	54
No	46	46
Total	100	100

Graph 13: Working Conditions in Organization



Dimensions	No.of Respondents	Percentage of Respondents
Yes	75	75
No	25	25
Total	100	100

Graph 14: Organization Following Different Job Analysis Techniques



INTERPRETATION

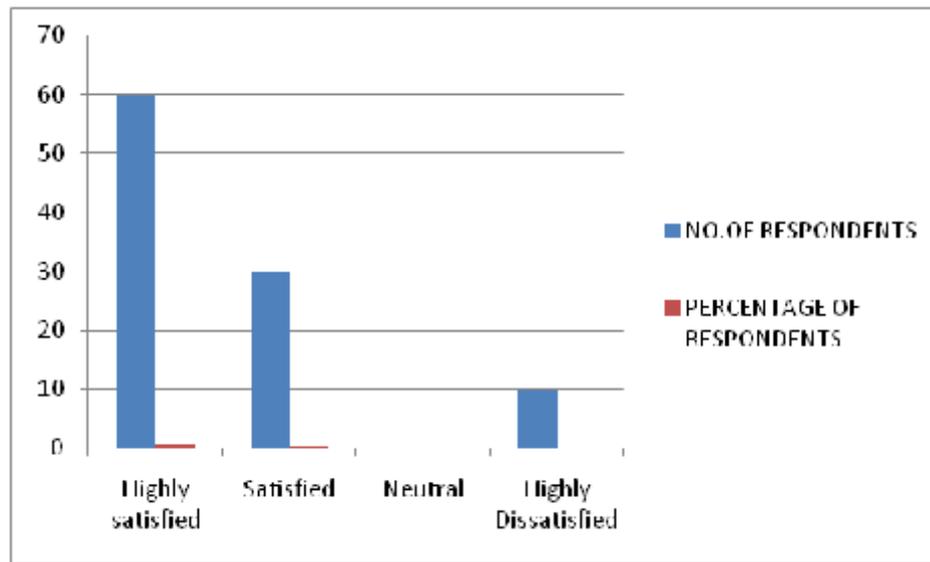
The above table and graph shows that about 75% of the respondents said that their organization follows different job analysis techniques such as

job satisfaction and job enrichment, and remaining 25% does not opined with this.

15. Are you satisfied with the impact of job rotation on productivity of organization?

Dimensions	No.of Respondents	Percentage of Respondents
Highly Satisfied	45	45
Satisfied	45	45
Neutral	0	0
Highly Dissatisfied	10	10
Total	100	100

Graph 15: The Impact of Job Rotation on Productivity of Organization



INTERPRETATION

The above table and graph shows that about 60% of the respondents are highly satisfied 30% satisfied and said that the impact of job rotation on productivity of organization, 10% are highly dissatisfied with this.

16. Are you satisfied with statement: Job rotation improves the relationship between Superior&sub ordinates?

INTERPRETATION

The above table and graph shows that about 70% of the respondents are highly satisfied, 20% of the respondents satisfied with job rotation

improves the relationship between superior and sub ordinates and 10% of the respondents highly dissatisfied with this.

17. Does job enlargement help career planning and career progression of employees?

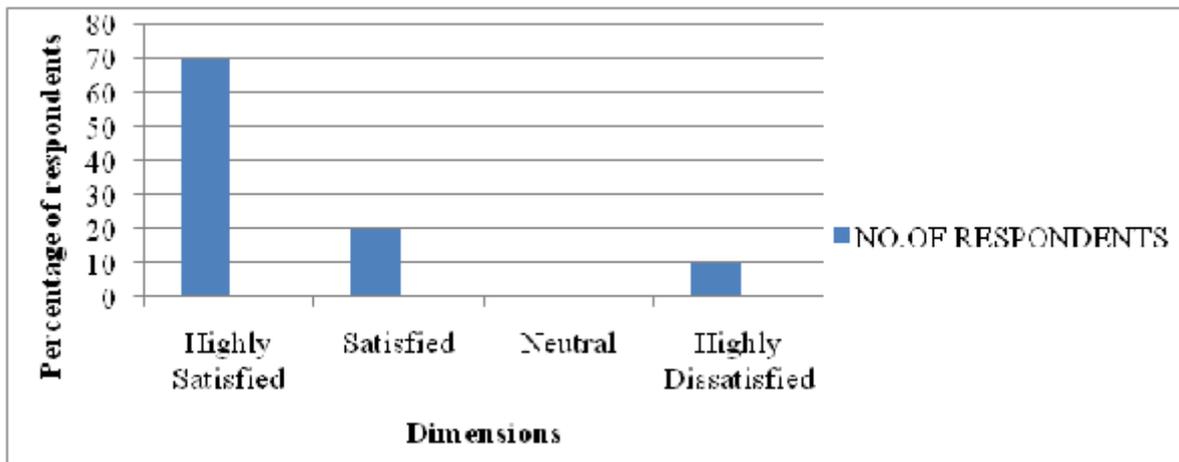
INTERPRETATION

The above table and graph shows that about 72% of respondents said that job enlargement help career planning and career progression of employees and remaining 28% of respondents does not opined with this.

18. Does job enrichment act as effective motivator for employees?

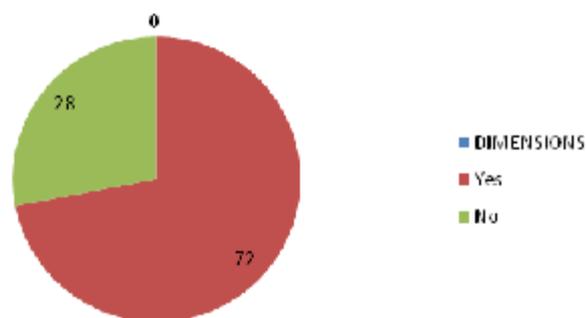
Dimensions	No.of Respondents	Percentage of Respondents
Highly satisfied	42	42
Satisfied	44	44
Neutral	0	0
Highly Dissatisfied	14	14
Total	100	100

Graph 16: Job Rotation Improves the Relationship Between Superior and Sub Ordinates



Dimensions	No.of Respondents	Percentage of Respondents
Yes	72	72
No	28	28
Total	100	100

Graph 17: Job Enlargement Help Career Planning & Career Progression



Dimensions	No.of Respondents	Percentage of Respondents
Yes	76	76
No	24	24
Total	100	100

Graph 18: Job Enrichment Act as an Effective Motivator for Employees



INTERPRETATION

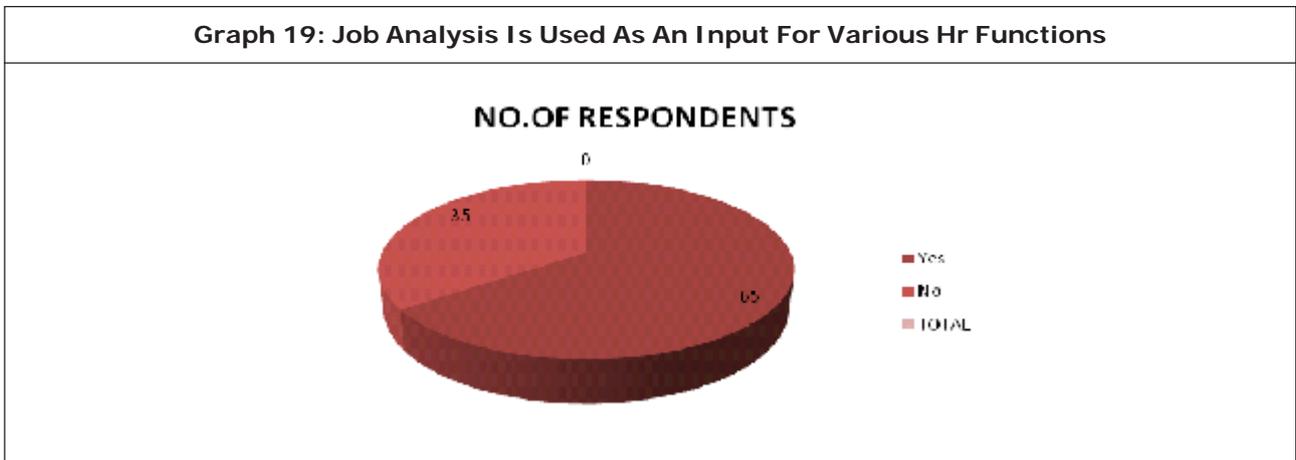
The above table and graph shows that about 76% of the respondents said that job enrichment act as effective motivator for employees in their organization and remaining 24% said that job

enrichment does not act as effective motivator for employees.

19. Does the data generated from job analysis is used as an input for various HR functions Such as Recruitment and Selection, performance appraisal, Training etc.?

Dimensions	No.of Respondents	Percentage of Respondents
Yes	65	65
No	35	35
Total	100	100

Graph 19: Job Analysis Is Used As An Input For Various Hr Functions



INTERPRETATION

The above table and graph shows that about 75% of respondents said that job analysis is used as an input for various HR functions such as Recruitment and selection, performance appraisal, training, etc., and remaining 25% said that job analysis is not used as an input for various HR functions.

20. Does personal interview helps in better & easier identification of desired Competencies?

INTERPRETATION

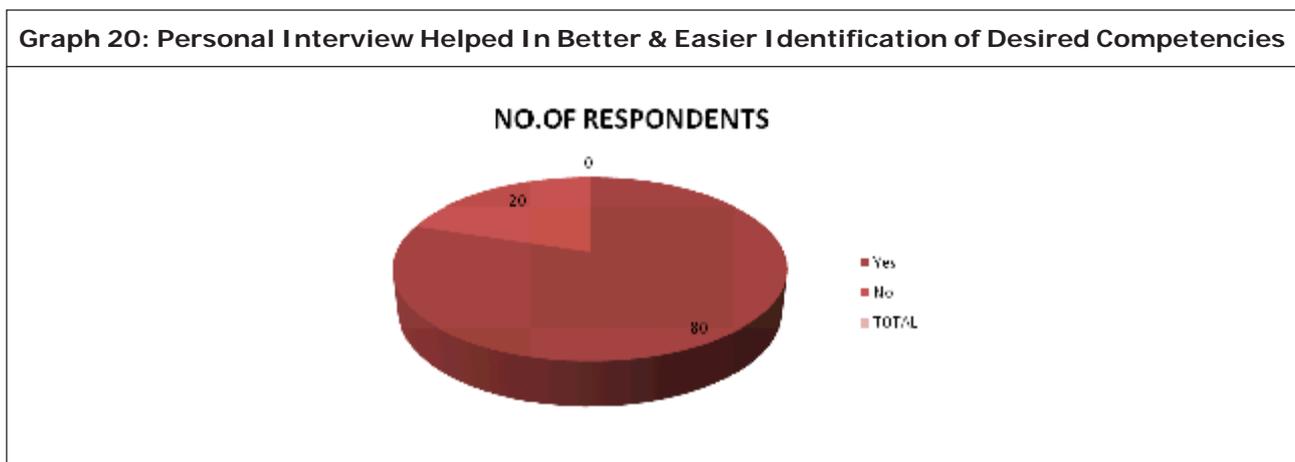
The above table and graph shows that about 80% of the respondents said that their organization personal interview helps in better and easier identification of desired competencies of employees 20% said that it does helps in identifying of desired competencies of employees.

FINDINGS, SUGGESTIONS AND CONCLUSION

FINDINGS

- About 50% of the respondents have 2 years of experience in the job and 50% of the respondents does not have at least 2 years of experience of the job.
- About 40% of the employees have grade10,35% employees have grade11,15% employees have grade12 and remaining 10% of employees have other education level in their organization.
- Mostly 84% of the respondents said that their organization work require use of computers and remaining 16% respondents said that work does not require work to be done with computers.
- About 76% of the respondents said that job require to develop new work Methods, procedures in their organization and 24% of respondents said that work in their organization does not require new work methods.

Dimensions	No.of Respondents	Percentage of Respondents
Yes	80	80
No	20	20
Total	100	100



- About 10% of the employees faced foul language behaviour and 44% of the employees faced physical abuse and 45% of the employees exposed to threats in their organization.
- About 22% of employees strongly agree. 50% of employees agree that job enlargement improves the ability of employees for performing different responsibilities of the job, 15% of employees disagree and the remaining 13% of employees strongly disagree in the organization.
- About 70% of the respondents opined that their organization conducted job analysis activity and 30% said they are not satisfied with job analysis activity.
- About 73% of the respondents opined that their organization required minimum amount of experience for performing the job, and 27% said minimum amount of experience is not required for performing the job.
- About 70% of respondents are strongly agree, with the job analysis process is in tune with the work requirement at their company 20% of the respondents are agreed and only 10% disagree with this in their company.
- About 35% of the respondents are strongly agree that job analysis helps in differentiating one job from all others 25% of the respondents agree 20% only disagree and the remaining 20% are strongly disagree in their organization.
- Mostly 75% of the respondents said that the concept of job rotation is good in their organization and 25% of respondents are not clear with concept of job rotation.
- About 65% of the respondents are strongly agree, 20% of respondents are agree with that the essential activity for the achievement of organizational goals and 10% disagree, 5% of respondents are strongly disagree with this.
- About 54% of the respondents said that the working conditions of their organization is good and 46% said that they are not satisfied with working conditions in the organization.
- About 75% of the respondents said that their organization follows different job analysis techniques such as job satisfaction and job enrichment, and remaining 25% does not opined with this.
- About 60% of the respondents are highly satisfied 30% satisfied and said that the impact of job rotation on productivity of organization, 10% are highly dissatisfied with this.
- Mostly 70% of the respondents are highly satisfied, 20% of the respondents satisfied with job rotation improves the relationship between superior and subordinates and 10% of the respondents highly dissatisfied with this.
- About 72% of respondents said that job enlargement help career planning and career progression of employees and remaining 28% of respondents does not opined with this.
- About 76% of the respondents said that job enrichment act as effective motivator for employees in their organization and remaining 24% said that job enrichment does not act as effective motivator for employees.
- About 75% of respondents said that job analysis is used as an input for various HR functions such as Recruitment & selection, performance appraisal, training, etc., and

remaining 25% said that job analysis is not used as an input for various HR functions.

- Mostly 80% of the respondents said that their organization personal interview helps in better&easier identification of desired competencies of employees 20% said that it does helps in identifying of desired competencies of employees.

SUGGESTIONS

Some of the suggestions have been chalked out based upon findings, if the organization feels valuable can be implemented by the management.

- With the compensation package adopted by the company the employees are not satisfied. because the compensation package will not meet the job levels so it is suggests to the company try to satisfy the all levels of employees by adopting a good or a employee satisfactory compensation package.
- From the job analysis we observe that proportionally half of the employee dissatisfied with the restructuring of designation. I suggest the management to create the awareness among the employees about the importance of restructuring of designation.
- If training is given the employees there is a possibility of improving the skills of the employees that matches with job specification.I suggest the management should extend the training programmed to employees.
- The organization should give importance to the experienced people equal to the freshers so that the organization doesnot lack the superiors

suggestions for the development of organization.

- The conditions like threats , verbal abuse, physical abuse etc should be avoided at the organization ignored to make the employees ease at the job.

CONCLUSION

Based on the findings and suggestions, we conclude that the job analysis at APSPDCL, is satisfactory. After conclusion an study of job analysis in APSPDCL, we have arrived to the following conclusions. Their skills and qualifications match with job specification company. Their job gives satisfaction and motivation towards the work. They are able to identify the same job in practice what are mentioned in the job description. Their job provides more opportunities for their growth and development. Proportionally equal number of respondents is satisfied and dissatisfied the restructuring of designation in the company.

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QUESTIONNAIRE (CONT.)

10. Job analysis helps in differentiating one job from all others. ()
 a) Strongly agree b) Neutral c) Disagree
 d) Agree e) Strongly dis agree
11. Are you clear with concept of job rotation? ()
 a)Yes b)No
12. Job analysis process is an essential activity for the achievement of organizational goals. ()
 a) Strongly agree b) Neutral c) Disagree
 d) Agree e) Strongly dis agree
13. Are you satisfied with working conditions in your organization. ()
 a) Yes b) No
14. Do your organization follow different job analysis techniques such as job satisfaction & job enrichment. ()
 a) Yes b) No
15. Are you satisfied with the impact of job rotation on productivity of organization. ()
 a) Highly Satisfied b) Satisfied
 c) Neutral d) Highly Dissatisfied
16. Are you satisfied with statement:Job rotation improves the relationship between superior & sub ordinates? ()
 a) Highly Satisfied b) Satisfied
 c) Neutral d) Highly Dissatisfied
17. Does job enlargement help career planning & career progression of employees? ()
 a) Yes b) No
18. Does job enrichment act as effective motivator for employees? ()
 a) Yes b) No
19. Does the data generated from job analysis is used as an input for various HR functions Such as Recruitment & Selection, performance appraisal, Training etc., ()
 a) Yes b) No
20. Does personal interview helps in better & easier identification of desired competencies.()
 a) Yes b) No

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