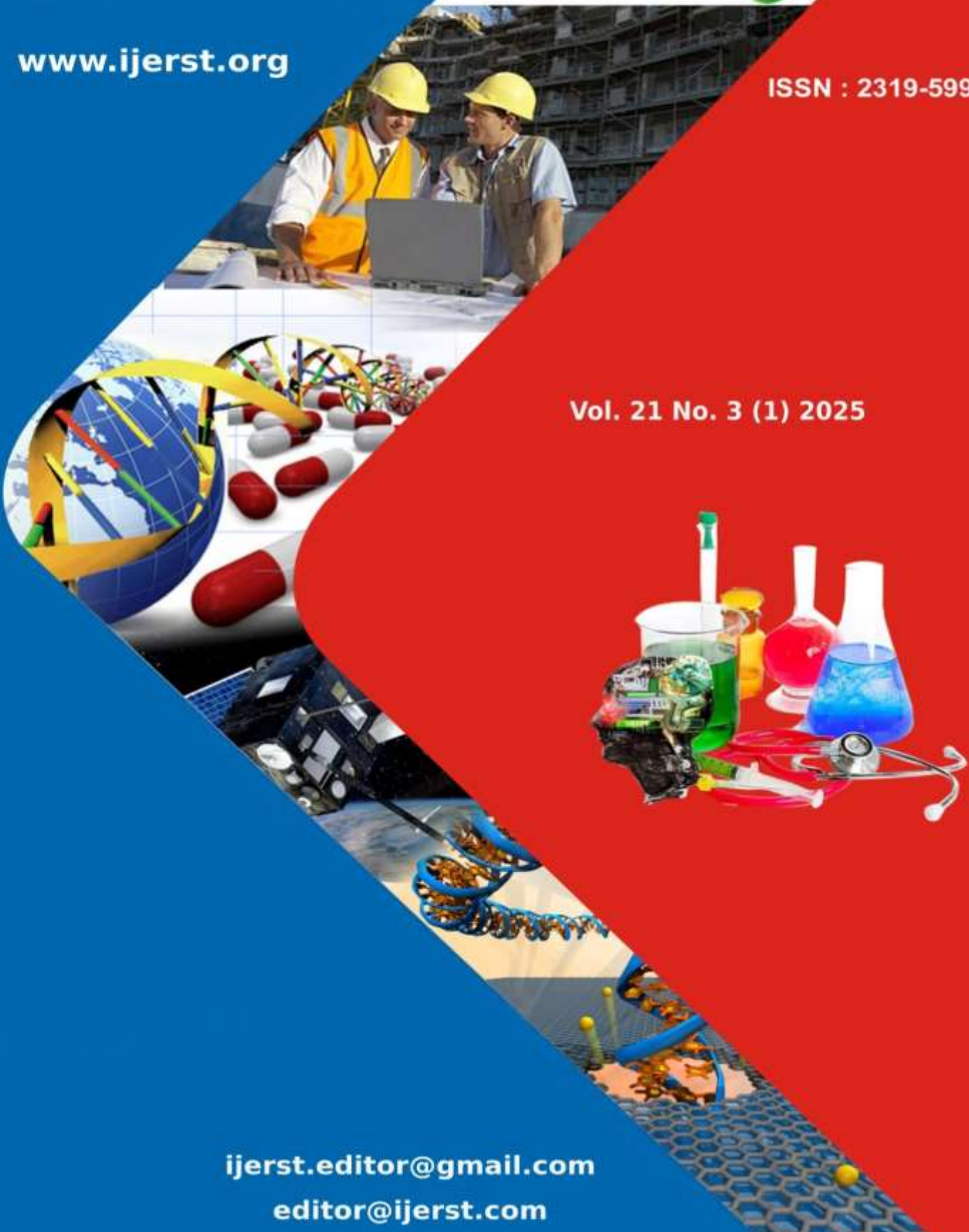




International Journal of Engineering Research and Science & Technology

www.ijerst.org

ISSN : 2319-5991



Vol. 21 No. 3 (1) 2025

ijerst.editor@gmail.com
editor@ijerst.com

Research Paper

THE ROLE OF JOB ANALYSIS IN HUMAN RESOURCE MANAGEMENT: FOUNDATIONS FOR RECRUITMENT, TRAINING, AND PERFORMANCE EVALUATION WITH REFERENCE TO HERITAGE

¹ Dr. D. Sathish Kumar, ² Yarapu Shruthi

¹Professor, ²MBA Student

DEPARTMENT OF MBA

Sree Chaitanya College of Engineering, Karimnagar

ABSTRACT

The purpose of a job analysis is to either (a) find qualified candidates to fill open positions or (b) evaluate current employees' efficiency and effectiveness on the job.

The purpose of a job analysis is to systematically define the function, duties, expectations, assessment criteria, etc. of a certain position. The necessary degree of education, expertise, training, etc., for the work may be better determined with its aid. Additionally, it shows the value of the position, which may be defined as the quantifiable impact the job has on the company and its success. Consequently, it plays a significant role in establishing the salary range for the role.

A job analysis is a useful tool for assessing available resources and developing plans to meet organizational objectives. It is the cornerstone of demand-supply analysis, recruiting, salary management, performance evaluation, and assessment of training needs.

In order to determine what skills and experiences are necessary for a certain position, it is common practice to do a job analysis. The following are some of the subcomponents of job analysis.

Consequently, a company's pay plan cannot be complete without first doing a job analysis. Organizations have to routinely do job analyses at predetermined times. Job analysis has several applications, including but not limited to: establishing pay packages, comparing employee performance to standards, and identifying skill gaps that need to be filled via training.

It all comes down to the people you choose to work for you. Hiring the first applicant "just to get it over with" is a terrible idea, no matter how tempting it seems. Before you even start searching for job applicants, take the time to figure out how many employees you need. A small business cannot afford to have deadwood on staff.

Received: 02-7-2025

Accepted: 06-8-2025

Published: 13-8-2025

I. INTRODUCTION**Job analysis**

Job Analysis is the process of describing and recording aspects of jobs and specifying the skills and other requirements necessary to perform the job.

Purpose

One of the main purposes of conducting job analysis is to prepare job description and job

specification which in turn helps to hire the right quality of workforce into the organization. The general purpose of job analysis is to document the requirements of a job and the work performed. Job and task analysis is performed as a basis for later improvements, including: definition of a job domain; describing a job; developing performance appraisals, selection

systems, promotion criteria, training needs assessment, and compensation plans.

In the fields of Human Resources (HR) and Industrial Psychology, job analysis is often used to gather information for use in personnel selection, training, classification, and/or compensation.

The field of vocational rehabilitation uses job analysis to determine the physical requirements of a job to determine whether an individual who has suffered some diminished capacity is capable of performing the job with, or without, some accommodation.

Professionals developing certification exams use job analysis (often called something slightly different, such as "task analysis") to determine the elements of the domain which must be sampled in order to create a content valid exam. When a job analysis is conducted for the purpose of valuing the job (i.e., determining the appropriate compensation for incumbents) this is called "job evaluation."

Job analysis aims to answer questions such as: 1. why does the job exist? 2. What physical and mental activities does the worker undertake? 3. When is the job to be performed? 4. Where is the job to be performed? 5. How does the worker do the job? 6. What qualifications are needed to perform the job? 7. What are the working conditions (such as levels of temperature, noise, offensive fumes, light) 8. What machinery or equipment is used in the job? 9. What constitutes successful performance?

NEED & IMPORTANCE OF THE STUDY:

JOB ANALYSIS helps the organization to follow systematic way of collecting data & information of each employee to aid planning, decision-making and submitting of returns & reports to the external agencies. This collected information about the personnel will be helpful in solving the employee's problems and organization

problems .JOB ANALYSIS maintains the data related to the employee's personal profile, career profile, and skill profile & benefit profile, which would help in their growth.

JOB ANALYSIS also maintains the data related to the personnel identification i.e. The employee code to recognize every individual with their employee codes.

JOB ANALYSIS also includes managing the salary discrepancies of employees. Some modifications are done in order to rectify the salary discrepancies of the employees.

SCOPE OF THE STUDY

The study with the prime objectives of ascertaining the employees towards the Job Analysis program, which are required to perform their jobs effectively. In **Heritage foods India limited** the studies include managers and employees.

- The study is confined and relevant only to **Heritage foods India limited** not applicable to any organization.
- The study covers motivational practices in **Heritage foods India limited** at various levels of employees.
- The study assists the management in determining the decision regarding the performance of the employee.

Objectives of Job Analysis

1. To Determine equitable wage differentials between different jobs in the organization
2. Why does the job exist? When is the job to be performed in Heritage?
3. To develop a consistent wage policy
4. To provide a framework for periodic review and revision of wages
5. What constitutes successful performance of job analysis?
6. To enable management to gauge and control the payroll costs
7. To minimize wage descriptions on the basis of age, sex, caste, region, religion, creed etc

II. METHODOLOGY

The present study has been conducted in **Heritage foods India limited** situated at Hyderabad. The online Interviews are conducted through a properly Designed questionnaire constitute the primary source of data for the study.

Unit of study

Two instruments are used; the first one is the management schedule to gather Information from management on different angles of organization. The second one intended to administer among the sample.

Research & Design

1. Research method : Survey
2. Data collection Method :
 - Primary source : Structured closed ended questionnaire
 - Secondary source : Company brochures , records , magazines (REINFOREC), Journals, Internet.
 - Research Instrument : Personal Interview with aid
 - Sampling plan : Size 100
 - Procedure : simple random sampling

LIMITATIONS:

While the computerized Human Resource Information System, described Earlier, has many benefits, it also has many problems, which need to be Addresses to before it can really be useful. Some of them are described below.

- a) It can be expensive in terms of finance and manpower requirements.
- b) Often the personnel designing JOB ANALYSIS do not have a thorough Understanding of what constitutes quality information for the users. Thus, The user managers do not get exactly the reports, which they Want Producing

information that is of quality to the users requires an Investment in time, effort and communication on the part of JOBS Managers.

- c) Computers cannot substitute human beings. Human intervention will Always be necessary. Computers can at best aid the human effort. The Quality of response is dependent upon the accuracy of data input and Quires fired. The ‘Garbage-in Garbage-out’ is the key expression in any Computerized system.
- d) In many organizations , the system is operated in batch mode with The records being updated once a week. Online facility in multi-Environmental needs to be developed so that the reports generated are not out of place with the realities.

Individual Job Analysis

The individual Job Analysis of any given occupation provides the foundation for sound decisions in pre-employment screening, task performance, consultation and ongoing training. Task analysis ensures that any system of work performance will operate and be maintained in a safe and efficient manner, reducing the potential for injury to personnel and improving productivity for the organization.

Rehabilitation Services has developed an innovative and comprehensive job analysis tool that evaluates the requirements of any occupation and provides meaningful insights into current methods of task performance, improved methods of performance, the functional requirements of the role and specific training opportunities relevant to the persons engaged in that occupation to address their occupational wellbeing.

Task analysis addresses the following elements:

- Functional Demands
- Pre-Employment Screening

- OHS Consultation Compliance
- Hazard Identification
- Safe Work Methods
- Training Programs

Functional Demands

Functional demands are the physical elements required of any occupation. They provide a direct indication of the minimal abilities required of an individual to safely, consistently and efficiently perform a task, select elements of a job and ultimately a complete occupation. This is at the core of the information required for informed pre-employment screening protocols, ensuring individuals selected for an occupation have the minimum physical abilities to carry out the role without foreseeable risk of injury due to pre-existing limitations. Identification of the functional demands of any occupation is an essential element of the preventative occupational health and safety process.

Pre-Employment Screening

Once functional demands of an individual job have been identified and defined, a reference is formally established for the matching of an individual's abilities to the requirements of the job. This is an integral element in the employment of suitable persons with the capability of meeting the physical requirements of the role, as defined by the Job Analysis. The pre-employment screening process then becomes a meaningful comparison of abilities vs. demands, rather than a singular hunt for pre-existing medical conditions.

OHS Consultation Compliance

A structured job analysis provides a direct forum for the consultation and engagement of personnel in the occupational health and safety process. An individual or small group of individuals performing the specific role being assessed will represent all similar employees and as such, have the opportunity to discuss relevant issues with the appointed consultant. Consultation of employees is a federally mandated process required of all organisations.

The job analysis forum provides a meaningful tool for engaging employees in a process designed to improve safety and workplace wellbeing. It is a proactive tool that results in an enhancement of the pre-existing consultation arrangements between the organisation and its employees.

Hazard Identification

A hazard is defined as a source or a situation with the potential for harm in terms of human injury or ill-health, damage to property, damage to the environment or a combination of these.

Hazard identification is the process of recognizing that a hazard exists and defining its characteristics. The review of any occupation by a specialized consultant inevitably results in the identification of hazards in that role. While these hazards may already be managed by the organization, the independent review of a role through job analysis ensures further scrutiny. Potential hazards are communicated to appropriate personnel in commercial confidence, allowing a structured internal approach to addressing such issues.



Safe Work Methods

The analysis of task completion techniques ensures the refinement or development of alternate safe methods of work performance. The job analysis tool provides a consistent reference for the organization to review methods of task performance in the pursuit of continual improvement and a basis for the informed

allocation of resources for items such as plant and equipment.

Training Programs

As a requirement of compliance with the Occupational Health and Safety Regulation, ‘an employer must ensure that any person who may be exposed to a risk to health and safety at the employer’s place of work is provided with any information, instruction and training necessary to ensure the person’s health and safety.

In conjunction with established national standards, the Job Analysis forms the foundation for meaningful instruction of employees in safe work methods. It is the essential element for ensuring that training is tailored and directed to the individuals actually performing the role. The benefits are improved participation, the retention of principles instructed and the application of these principles to work performance. The implementation of a meaningful training program assists in the development of a safety culture, ultimately resulting in reduced incidence of work place injury while meeting obligations under the relevant legislation.

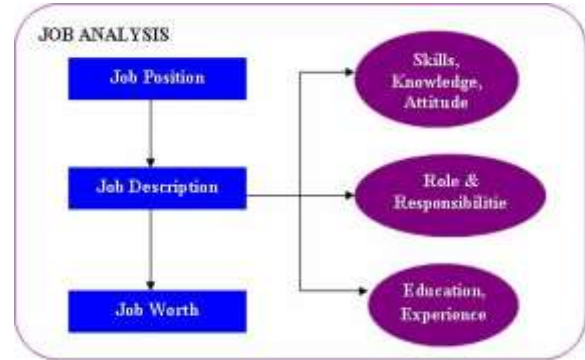
Job analysis is a systematic approach to defining the job role, description, requirements, responsibilities, evaluation, etc. It helps in finding out required level of education, skills, knowledge, training, etc for the job position. It also depicts the job worth i.e. measurable effectiveness of the job and contribution of job to the organization. Thus, it effectively contributes to setting up the compensation package for the job position.

Importance of Job Analysis

Job analysis helps in analyzing the resources and establishing the strategies to accomplish the business goals and strategic objectives. It forms the basis for demand-supply analysis, recruitments, compensation management, and training need assessment and performance appraisal.

Components of Job Analysis

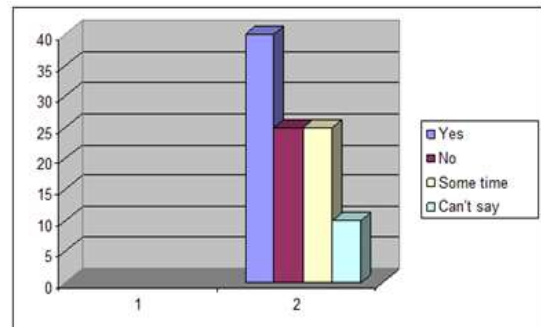
Job analysis is a systematic procedure to analyze the requirements for the job role and job profile. Job analysis can be further categorized into following sub components.



III. DATA ANALYSIS AND INTERPRETATION

1. Is the physical working conditions are taken care by superiors?

- A) Yes
- B) No
- C) Some time
- D) Can't say

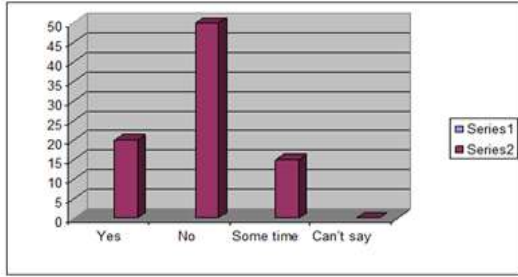


Interpretation:

40% agreed with the above proposal
 25% disagreed with the above proposal
 25% may be may not
 10% can't say

2. Are you accustomed work under many supervisors for the same nature of work?

- A) Yes
- B) No
- C) Some time
- D) Can't say

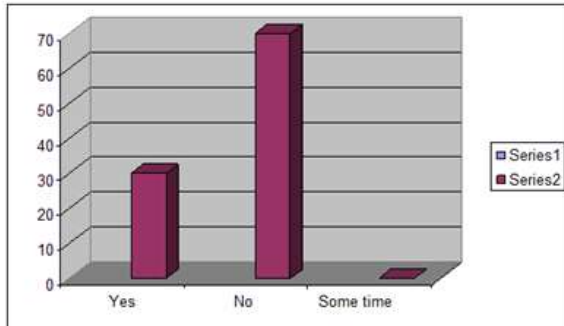


Interpretation:

- 20% agreed with the above proposal
- 50% disagreed with the above proposal
- 15% may be may not
- 0% can't say

3. Do you feel to do your duty out of your commitment to job or because of the fear of survival?

- A) Yes
- B) No
- C) Some times



Interpretation:

- 30% agreed with the above proposal
- 70% disagreed with the above proposal

IV. CONCLUSIONS

This chapter aims to derive some conclusions from the aforementioned viewpoint. Here, the researcher must admit that they are aware of the study's limits and that it is not possible to extrapolate the results from a single unit's sample to the whole industrial sector.

In order to identify the most important functions, activities, and obligations associated with a job, job analysis employs a number of techniques for doing thorough research on the subject.

To find out what skills and knowledge are necessary, a job analysis is a must. It entails gathering factual data on a job's real

requirements, as well as the knowledge, abilities, and experience needed to fulfill those demands in the community and at the university.

The ability to properly categorize and reclassify jobs, as well as establish criteria for performance evaluations, are all made possible by job analysis.

In order to better prepare for the workforce and adjust positions to meet the needs of the community and the university as a whole, it is helpful to compare the skills workers already possess with the findings of job analyses.

When it comes to informing organizational transformation and work effectiveness, job analysis (or work analysis) is a valuable tool. Despite the obvious irony, job analysis might really shine in a future when jobs don't exist, as the data it yields could lead to better process management and design. In order to develop novel work processes and produce incomparable efficiency, it is necessary to have access to data collected from job analyses. Organizations may benefit much from this often-maligned technology in the future if we take advantage of the chance that comes our way.

Examining the task's contents and the conditions needed to carry it out methodically is what a job analysis is all about. Acquiring the data needed for efficient personal or labor management is the goal here. From an educational perspective, job analysis is also crucial, as there has been a recent shift in vocational education toward using data collected from job analyses conducted on industrial sites to inform the development of education courses that aim to produce workforces capable of meeting demand.

Using job analysis data to integrate real-world tasks with classroom instruction, with an emphasis on real-world applications of job analysis data in course design and operation (including but not limited to content selection, emphasis, and deletion) and at the organizational level.

BIBLIOGRAPHY

Mc GRAW HILLCOMPANY SINGAPORE ----

- Fred Luthans

TATA MC GRAW HILL----- Harold Koontz ,

Heinz Wehrich

THE HINDU OCT 23RD 1999 ----- Chandran

Pillai. G

Web sites:

www.heritage.com

www.googlemarkets.com

www.retailindia.com