

Business Studies

Class - XII

17/6/2020

Experience :

At least five years' experience in a similar position in a large organisation of repute.

Age :

Preferably above 30 years and below 45 years.

Other Attributes :

- (a) Good health
- (b) Pleasing manners
- (c) Fluency in speaking and writing
- (d) Analytical and decision-making skills
- (e) Ability to work long hours
- (f) Innovative approach
- (g) Good knowledge of computer applications.

2.4 MEANING AND RELEVANCE OF JOB ENLARGEMENT

Meaning : Job Enlargement is the process of increasing the scope of a job by adding more tasks to it. The related tasks are combined. The widened and more complex job is expected to satisfy the higher order needs of employees. Due to variety of tasks, an employee gets the opportunity to make greater use of his mind and skill. In the words of Strauss and Sayles, "It implies that, instead of assigning one man to each job, a group of men can be assigned to a group of jobs and then allowed to decide for themselves how to organise the work. Such changes permit more social contacts and greater control over the work process." For example, in a company there are three groups of sales persons for three different sales functions namely booking orders, delivering the product and providing after-sales service. Under job enlargement, all the groups are merged together so that every salesperson performs all the three functions.

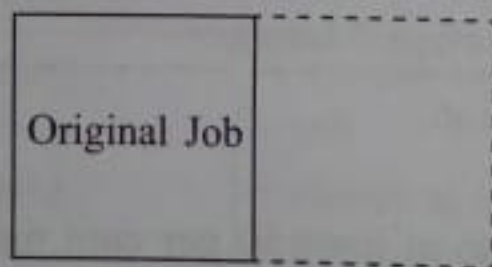


Fig. 2.2 : Job Enlargement

Relevance : Job enlargement reduces monotony and boredom by providing the

employee a more complete or whole job to do. It helps to increase interest in work and efficiency. It is also a method of training and developing more versatile employees. But it does not increase the depth of a job. Enlarged jobs require longer training period as there are more tasks to be learned.

2.5 MEANING AND RELEVANCE OF JOB ENRICHMENT

Meaning : Job Enrichment involves designing a job in such a way that it provides the worker greater autonomy for planning and controlling his own performance. It is based on the assumption that in order to motivate employees, the job itself must provide opportunities for achievement, recognition, responsibility, advancement and growth. Through job enrichment, a job is made more interesting and challenging thereby removing the functions of narrow specialisation. An employee whose job is enriched will perform the management functions of planning and control so far as his own work is concerned.

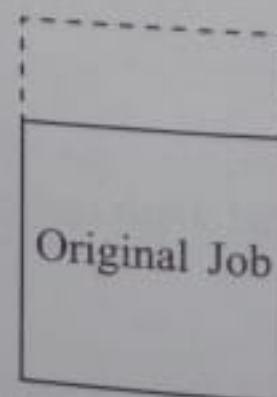


Fig. 2.3 : Job Enrichment

(iv) Training, guiding and encouraging employees, whenever necessary.

(v) Integrating the enriched jobs into the daily work routine of the organisation.

Relevance : Job enrichment provides the following benefits :

(i) It makes the job interesting thereby reducing monotony and boredom for the jobholder.

(ii) It provides job satisfaction to the jobholder by making the job challenging.

(iii) It helps to reduce employee absenteeism and employee turnover.

(iv) It improves motivation of jobholder through opportunity for advancement and growth in career.

(v) It helps to increase quantity and quality of job performance.

2.6 MEANING AND RELEVANCE OF MANPOWER ESTIMATION

Meaning : Before starting recruiting or hiring employees, a company must estimate the number of employees and the quality of employees, it will need during a future time period. Such estimation is called manpower estimation or **manpower planning**. According to Eric Vetter, manpower estimation is "the process by which management determines how an organisation should move from its current manpower position to its desired manpower position. Through it management strives to have the right number and the right kind of people at the right place, at the right time, doing things which result in both the organisation, and the individual receiving maximum long range benefit." There are two dimensions of manpower estimation – quantitative, and qualitative.

1. Quantitative Aspect. This aspect of manpower, estimation involves estimating the number of employees required in a future time period. In order to estimate the quantity of required manpower, workload analysis and work force analysis are done.

(a) **Workload Analysis :** Under workload analysis, the workload of each department is estimated. The total workload divided by workload per employee will yield the number of employees needed in the department. Suppose, a factory decides to produce 50,000 cars during 2018-2019. Standard man hours needed to produce one car are 10. Total man hours will be $50,000 \times 10 = 5,00,000$. Man hours available per worker are 2500 per year. The

factory will require $\frac{5,00,000}{2500} = 200$

workers during 2018-2019.

(b) **Work Force Analysis :** All the existing workers in the factory are not likely to be available during 2018-2019. Some of the current workforce or manpower will be lost due to retirement, resignation, promotion, etc. In order to estimate the loss of current workforce, workforce analysis is done. The work history of each of the existing workers in the factory is prepared. On the basis of past experience, the loss of manpower is 10 percent every year. If 160 workers are already employed in the factory only 144 (160-16) workers will be available in 2018-19. The factory will have to recruit 56 (200-144) new workers next year.

2. Qualitative Aspect. The estimate of the knowledge, skills, experience, etc. of required manpower is the qualitative aspect of manpower estimation. The quality of manpower can be judged on the basis of job analysis and job specification or man specification.

Relevance : Manpower estimation or manpower planning is relevant and helpful in the following ways :

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- (ii) It has emp
- (iii) It has the

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Table 2.5 : Distinction between Job Enlargement and Job Enrichment

| Basis of Distinction | | Job Enlargement | Job Enrichment |
|----------------------|-----------------------|---|---|
| 1. | Nature | It involves expansion or horizontal loading of a job. | It involves vertical loading of job. |
| 2. | Contents | Under it more tasks of a similar nature are added to the job. | Under it quality of the job is improved. |
| 3. | Purpose | Its purpose is to reduce monotony in performing repetitive jobs by lengthening the operating cycle. | Its purpose is to make the job more challenging and satisfying. |
| 4. | Skills Required | It may not require acquisition of high level skills on the part of job holders. | It requires acquisition of higher level skills on the part of job holders. |
| 5. | Direction and Control | It does not reduce the need for direction and control by the superior. | It reduces the need for direction and control by the superior as the jobholder uses self-direction and control. |

Job enrichment needs to be differentiated from job enlargement. Job enlargement involves a horizontal loading of the job by adding a variety of operations which the jobholder will perform. On the other hand, job enrichment consists of a vertical loading of the job so that the jobholder himself controls the planning and execution of his job. In job enlargement, employees are given

more work at the same level of responsibility. Jobs are restructured so that they become more meaningful interesting and challenging. Controls are reduced to provide greater freedom of action and to increase accountability. For instance, an employee may be assigned total responsibility for a complete job. Job enrichment involves grouping together jobs at different levels.

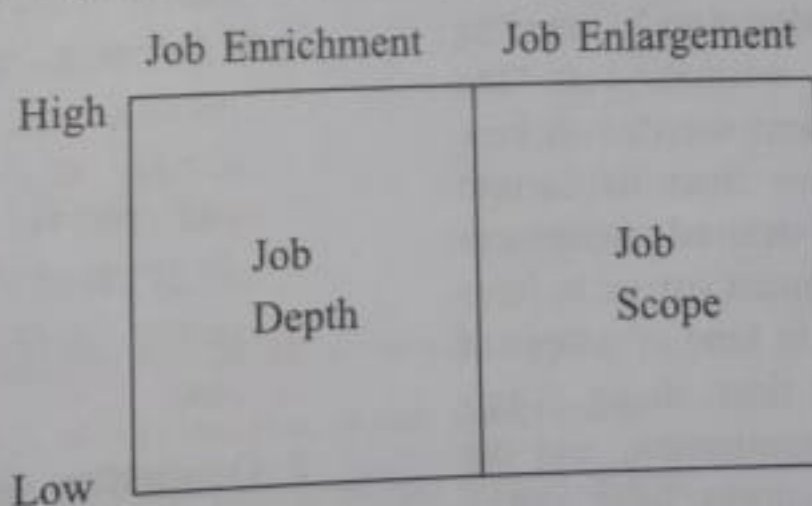


Fig. 2.4 : Comparison of Job Enrichment and Job Enlargement

Steps in Job Enrichment

The process of job enrichment consists of the following steps :

- Selecting jobs which are amenable to job enrichment.
- Identifying the changes that may enrich the selected jobs.

- Changing the contents of a job so as to provide self-control, responsibility, achievement and advancement. This can be done by forming natural work groups, combining tasks and opening feedback channels.

- ✓ (i) It helps to ensure that the organisation has the required number and required quality of manpower to fill all the job vacancies. Otherwise, it cannot achieve its goals.
- ✓ (ii) It helps to avoid excess and shortage of employees for various jobs.
- ✓ (iii) It facilitates expansion and growth of the enterprise.
- ✓ (iv) It leads to better utilisation of manpower and reduces wastage of manpower.
- ✓ (v) It is useful in anticipating and controlling costs of manpower.
- ✓ (vi) It helps in planning for physical facilities like staff quarters, canteen, office furniture and equipment, etc.

SUMMARY

Job analysis is a formal and detailed study of a job to obtain all the pertinent facts about the job. It is useful in all functions of human resource management. Job description is a summary of the contents of a job. It is useful in understanding and improving the job. Job specification or man specification is a summary of the qualifications the jobholder must possess. Job enlargement is increasing the scope of a job by adding more elements or tasks to it. Job enrichment means increasing the autonomy and responsibility so that the job becomes more interesting and challenging. Manpower estimation is the process of estimating the quantity and quality of manpower needed during a future time period. Workload analysis and workforce analysis are used to estimate the quantity of required manpower. Job analysis, job description and job specification are helpful in estimating the quality of required manpower.

EXERCISES

Short Answer Type Questions

1. Define Job Analysis.
2. Define Job Description.
3. Define Job specification.
4. Define Manpower Estimation.

Long Answer Type Questions

1. Explain the meaning and relevance of Job Analysis.
2. Discuss the meaning and relevance of Job Description.
3. Explain the meaning and Relevance of Job specification.
4. Discuss the meaning and Relevance of Job Enlargement.
5. Explain the meaning and Relevance of Job Enrichment.
6. Distinguish between :
 - (a) Job Description and Job specification
 - (b) Job Enlargement and Job Enrichment
7. What is Manpower Estimation? Explain its quantitative and qualitative aspects.



Questions:

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- Q1. Define the term Job Enlargement.
- Q2. Discuss the relevance of Job Enlargement.
- Q3. Define the term Job Enrichment.
- Q4. Discuss the relevance of Job Enrichment.
- Q5. Distinguish between Job Enlargement and Job Enrichment.
- Q6. What is Manpower Estimation?
- Q7. Discuss the relevance of Manpower Estimation.