CHAPTER 6

WORK BEHAVIOUR IN HUMAN RESOURCE MANAGEMENT AND PRODUCTIVITY

6.0 CONCEPT OF WORK BEHAVIOUR

Behaviour in an organization has become a special subject of study. In simple words it can be defined as the 'knowledge of human behaviour at work'. Traditionally, the behaviour of the employees was simple and predictable, but thanks to large scale industrialization and unprecedented technological boom it has taken complicated and diversified shapes within an organization. The human relations approach is no longer applicable in the management of human resources, as understanding and molding an employee's behaviour at work is not only of academic interest, but is also of practical importance. It has become necessary to learn about human behaviour within an organization for improving its performance. An organization is not a successful unit until and unless it understands, predicts and controls human behaviour. Organizational behaviour is a part of total management, but plays a crucial role in every area of Management, and has been accepted by all the concerned people. It is an accepted fact that an organization can develop only when its people are developed.

Human behaviour is developed not in a vacuum but is shaped every time by the behaviour of others and environmental factors. The behaviour of a worker depends on the behaviour of his boss or immediate superior. If the supervisor is more friendly, trusting, informal, approachable and competent, the productivity of worker will increase and they will undertake more challenging job.

Behaviour is predictable by understanding people and situations. Different behaviour is exercised by different people. Beneath these
differences, there are some common behaviour traits which may ordinarily be exercised by people. Therefore, it is possible to predict behaviour. The systematic study of behaviour may help to predict behaviour accurately. The cause and effect analysis, quantification of two variables of behaviour and experimental research provides important information about behaviour and its influencing factors.

6.0.1 INDIVIDUAL WORK BEHAVIOUR

Individual employees are the focal points of an organization. They work in the organization to satisfy their needs, egos and experiences. Each employee has his own physical, psychological and social needs for which he uses his own traits and experiences. His work behaviour is influenced not only by his biological inheritance, but is also affected by his interactive environment, viz. family relationships, racial background, social setup, religious beliefs, technological innovations and so on. Individuals are made up of all these factors, although they have their own perceptions, learning and personality to shape their behaviour. Their desires, needs, wants, attitudes, drives, goals and experiences have specific work behaviour. Individual behaviour can be unfolded by studying and understanding individuals in the above context. There may be a number of psycho-social and economic factors shaping human behaviour at work. The study, research and use of these factors help management to mould and modify the behaviour of employees for achieving organizational objectives through increasing their efficiency and effectiveness.

Behaviour of individuals, groups and organizations have a great influence on the productivity process because their attitudes, values beliefs, knowledge, desires, goals and other factors directly affect the productivity. In fact, they are reflected in the process of productivity.
6.0.2 Attitudes

In every culture, there are different sets of attitudes and values which affect behaviour. It becomes necessary to know the attitudes of members of an organization because they have to perceive specific aspects like pay, hours of work, promotion etc, of their job life in the wider context of their generalized attitudes. Attitudes are also known as "frames of reference". They provide the background against which facts and events are viewed.

There are three components of attitude:

1. Cognition
2. Affect
3. Behaviour

Cognition - It is the mental process involved in gaining knowledge and comprehension, including thinking, knowing, remembering, judging, and problem solving. The cognition component of an attitude reflects a person's perceptions or beliefs. Cognitive elements are evaluative beliefs and are measured by attitude scales or by asking about thoughts.

Affect - It is the emotional component of an attitude and refers to the person's feelings that result from his or her beliefs about a person, object or situation. A person who believes that hard work earns promotions may feel anger or frustration when he or she works hard but is not promoted. The affective component tends to become stronger as an individual has more frequent and direct experience with a focal object, person or situation.

Behaviour - This component refers to the individual's behaviour that occurs as a result of his or her feeling about the focal person, object or situation. An individual may complain, request a transfer, or be less productive because he
or she feels dissatisfied with work. The behavioural component of an attitude refers to an intention to behave in a certain way towards someone or something.

6.1 WELFARE TO WORK CONCEPT

The modern concept of labor welfare entails all those activities of the employers, which are directed towards providing the employees with certain facilitative services to maintain the morale of the workers to ultimately achieve the objectives of the organization. It is not only in the interest of the employees to provide them with necessary medical benefits, recreation facilities, retirement benefits, etc., but also in the interest of the organization itself because employees feel satisfied if they are provided with such services and they like to be committed to the organization. Though these are merely maintenance factors and not motivations, yet they are necessary for the health of the organization since they bear close connection with productivity of labor.

In the world of changing values, where ideologies are rapidly undergoing transformation, rigid statements about the field of labor welfare need to be revised. Labor welfare work in increasing with changing opportunities and needs to meet varying situations. It is also increasing with the growing knowledge and experience of techniques. An able welfare officer would, therefore, include in his welfare programme the activities that would be conducive to the well-being of the worker and his family. The test of a welfare activity is that it removes, directly or indirectly, any hindrance, physical or mental of the worker and restores to him the peace and joy of living. Thus welfare work embraces the worker and his family.

The following list, which is by no means exhaustive, gives the items under which welfare work should be conducted inside and outside the work place:
1. **Conditions of Work Environment:**

   (a) The workshop sanitation and cleanliness must include the regulation of temperature, humidity, ventilation, lighting, elimination of dust, smoke, fumes and gases, convenience and comfort during work, operative postures, sitting arrangement etc; distribution of work hours and provision for rest times, meal time, breaks, and workmen's safety measures.

   (b) The factory sanitation and cleanliness must consist of: provision of urinals, lavatories and bathing facilities; provision of spittoons, water disposal, disposal of wastes and rubbish, general cleanliness; white-washing and repair of buildings and workshop; ingress, egress, passage and doors; and care of open spaces, gardens and roads.

   (c) Provision and care of drinking water;

   (d) Canteen Services;

   (e) Management of workers' cloakrooms, rest rooms and library.

Coming to BEIL Ghaziabad when the personae in the sample survey we asked:
Is the organization providing the basic facilities like cleaning, water, canteen etc., the response was quite heartening as is clear from the following table and diagram.

<table>
<thead>
<tr>
<th>Option</th>
<th>Response %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>5</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>80</td>
</tr>
<tr>
<td>Disagree</td>
<td>15</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>0</td>
</tr>
</tbody>
</table>

Table 6.1

As much as 80% respondents strongly agree with cleaning, water and canteen facility provided by BEL.
(2) **Workers' Health Services.**

These should include:

(a) **Factory health center**: playgrounds, health education; medical examination of workers and health research.

(b) **Factory dispensary and clinic** for general treatment; treatment of individual diseases, fatigue and treatment of accidents.

(c) **Women and child welfare work**: anti-natal and prenatal care; maternity aid; infant welfare; créches; women's general education; health and family welfare.

(d) **Workers' recreation facilities**: playgrounds, outdoor life; athletics' gymnasium and women's recreation.

(f) **Education**: Provisions of reading rooms; libraries; circulating library; visual education; pictorial education; of workers' children nursery schools; primary schools; women's general education with emphasis on hygienic, sex life, family planning, child care, domestic economy and home handicrafts.

When the respondents were asked above the sufficiency of working conditions, they were by and large satisfied with the existing state of affairs in this area.
Working Conditions

<table>
<thead>
<tr>
<th>Option</th>
<th>Response %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Agree</td>
<td>78</td>
</tr>
<tr>
<td>Strongly Agree</td>
<td>9</td>
</tr>
<tr>
<td>Disagree</td>
<td>7</td>
</tr>
<tr>
<td>Strongly Disagree</td>
<td>6</td>
</tr>
</tbody>
</table>

Table 6.2

Fig. 6.2

Again 80% respondents agree with better working conditions in the BEL.

Similarly in respect of training programmes at regular intervals, the response was positive in respect of well over 80% cases as is clear from the following table 6.3 & fig. 6.3
Training Programmes at Regular Interval

<table>
<thead>
<tr>
<th>Option</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>80</td>
</tr>
<tr>
<td>No</td>
<td>10</td>
</tr>
<tr>
<td>Can't Say</td>
<td>10</td>
</tr>
</tbody>
</table>

Table 6.3

![Bar Chart Image](image)

Fig. 6.3

(3) **Labor Welfare Programme**:

These should cover: factory council consisting of representatives of labor and employers; workmen's arbitration council, vocational and job adjustment, social welfare departments; co-operation with personnel administration especially for case investigation, interview and vocational testing; employment, follow-up and research bureau.
(4) **Labor's Economic Welfare Programme**:

These should include: co-operatives or fair price shops for fair price shops for consumer necessities, especially grains, vegetables, milk, meat, oils and ghee, cloth and daily requirements, co-operative credit society, thrift schemes and savings bank, unemployment insurance, health insurance, employment bureau, profit-sharing and bonus schemes and factory transport service.

(5) **General Welfare Work**:

This should relate to housing and family care.

**6.1.1 Rationale For Work Welfare Measures In BEL**:

In India, welfare is of the statutory and the non-statutory kinds. Though statutory welfare ensures a bare minimum of facilities and reasonably good working conditions, employers are free to provide, or not to provide, non-statutory measures in varying degrees. Why are such organizations involved in extensive welfare measures? This question can be viewed from the point of view of the workers, the unions, and the employers.

From the view-point of workers, welfare measures must eliminate risk and insecurity. This is to ensure their personal safety and provide them with the equipment and atmosphere needed to draw a fair day's wage without any feeling of guilt. Give the workers' economic constraints, probably due to large families, organizations should provide facilities such as transport, medical aid, crèches, and subsidized food required by the worker.
Employers provide amenities to discharge their social responsibility, raise the employees' morale, use the work force more effectively and reduce turnover and absenteeism. Benefits such as bonus, etc., are bound by length of service, thus ensuring that an employee will remain for a certain minimum period at least. Though paternalism may be out-dated, many managers feel, while others are convinced, that welfare benefits not only raise employee morale but also make it easier for employers to attract and hire competent personnel. Welfare helps build a positive image of the organization and facilitates dealings with the union.

All this is as true of BEL as any other organization in public or private sector. When the respondents were approached to know in which of the areas they are in favour of change more than 60% wanted change in policies of the organization and 27% desired change in the organization culture. Only 9% were in favour of some change in the physical layout.

**Change in Organizational Policies**

<table>
<thead>
<tr>
<th>Option</th>
<th>Response %</th>
</tr>
</thead>
<tbody>
<tr>
<td>Physical Layout</td>
<td>9</td>
</tr>
<tr>
<td>Organizational Culture</td>
<td>27</td>
</tr>
<tr>
<td>Policies of Organization</td>
<td>64</td>
</tr>
</tbody>
</table>

Table 6.4
6.1.2 Types of Welfare Services

Employee welfare services may be classified into two broad categories.

- **Intramural** - These services are provided within the establishment. These include latrines and urinals, washing and bathing facilities, crèches, rest shelters, canteens, uniform, medical aid, library, recreation facilities, free or subsidized food, etc.

- **Extra-mural** - These services are provided outside the establishment. These consist of housing accommodation, transport, maternity benefits, children's education, sports fields, family planning, and child welfare, holiday homes, leave travel facilities, workers cooperative stores, fair price shops, credit societies, vocational guidance, interest free loans, etc.
On another level these services may be categorized primarily into three types:

- Economic
- Recreational
- Facilitative

**Economic Services**: These provide some additional economic security over and above wages or salaries, such as pension, life assurance, credit facilities, etc. The employees often need money for purchase of bicycle, scooter, T.V., washing machine, etc. to raise their standard of living. The employees may also be induced to build their own funds for future contingencies.

**Recreational Services**: Management may provide for recreational facilities so that more agreeable informal atmosphere is promoted through the contacts and relationships built up in the recreational events. By arranging various games the management, co-operation and understanding among the employees will increased. Management may also provide for reading rooms, libraries, radios, T.V. etc. for the recreation of the employees.

**Facilitative Services Include**

- Canteen, rest rooms and lunch rooms
- Housing Facilities
- Medical Facilities
- Washing Facilities
- Educational Facilities
Leave travel concession etc.

6.1.3 Working procedure of BEL under the Establishment Department:

Functions and activities of Establishment Department include:

- Recruitment
- Induction
- Confirmation
- Wages & salary administration
- Increment
- Pay promotion
- Promotion
- Pay anomaly
- Annual merit/performance appraisal
- Resignation
- Retirement/voluntary retirement/desmissal
- Final settlement
- Intra & inter-unit transfer
- Grant on advances
- Annual advance to non-executives
- Multi-purpose advances
- Scooter/motor cycle/ car advances
- Reimbursement of conveyance
6.2 Job Satisfaction & Human Resource Activities

Job satisfaction is one of the most crucial but controversial issues in industrial psychology, and behavioural management in organizations. It ultimately decides the extent of employee motivation through the development of organization climate or environment. Job satisfaction is in regard to one's feelings or state-of-mind regarding the nature of one's work. Job satisfaction can be influenced by a variety of factors, e.g., the quality of one's relationship with their supervisor, the quality of the physical environment in which they work, degree of fulfillment in their work etc. Various studies have been conducted to find out the factor, which determine job satisfaction and the way it influences productivity in the progression. In brief job satisfaction is a generalized attitude, which is the result of many specific attitudes in three major areas viz:

- Situational factors or specific job factors
- Individual characteristics and traits
- Group of social relationship outside the job

These factors can never be isolated from each other for analysis but indication of their relative importance in job satisfaction may be obtained through the use of statistical techniques.
6.2.1 Models Of Job Satisfaction

Job Satisfaction Model

Factors leading to dissatisfaction
- Poor pay
- Poor compensation
- Poor work conditions
- Lack of promotions
- Poor benefits offering
- Lack of job security

Factors leading to satisfaction
- Good leadership practices
- Good manager relationship
- Recognition
- Advancement
- Personal growth
- Feedback and support
- Clear direction and objectives

When these conditions are optimal, job dissatisfaction will be eliminated. However, these factors do not increase job satisfaction.

When these factors are optimal, job satisfaction will be increased.

6.2.2 Factors Influencing Job Satisfaction

1. Organization development factors
   - Brand of organization in business field and comparison with leading competitor
   - Missions and Vision of organization
2. Policies of compensation and benefits factors
   - Wage and salary
   - Benefits
   - Rewards and penalties

3. Promotions and career development factors
   - Opportunities for promotion
   - Training program participated or likely to be availed
   - Capacity of career development

4. Work task factors
   - Quantity of task
   - Difficult level of task

5. Relationship with supervisor factors
   - Level of coaching
   - Level of assignment for employee
   - Treatment to employee etc
6. Working conditions and environment factors

- Tools and equipment
- Working methods
- Working environment

7. Corporate culture factors

- Relationship with coworkers
- Level of sharing etc.

8. Competencies, Personalities and Expectations of Employee

- Competencies and personalities of employee are suitable for job?
- Expectations of employee are suitable for policies of organization?

The researcher interviewed personnel at levels and found that regular and reasonably good salary is the greatest factor (accounting for 90%) of job satisfaction. Other factors including pension (with just 10%) come next. This is clear from fig. 6.5

<table>
<thead>
<tr>
<th>Factors for Job Satisfaction</th>
</tr>
</thead>
<tbody>
<tr>
<td>Option</td>
</tr>
<tr>
<td>-----------------</td>
</tr>
<tr>
<td>Promotion etc.</td>
</tr>
<tr>
<td>Salary</td>
</tr>
</tbody>
</table>

Table 6.5
6.2.3 Importance Of Job Satisfaction

1. Importance for Employer

- Enhances employee retention.
- Increases productivity
- Increases customer satisfaction
- Reduces turnover, recruiting, and training costs.
- Enhances customer satisfaction and loyalty.
- Makes employees more energetic.
- Improves teamwork.
- Ensures higher quality products and/or services due to more competent, energized employees.
2. **Importance for Employees**

- Employees will believe that the organization will be satisfying in the long run.
- They will care about the quality of their work.
- They will create and deliver superior value to the customer.
- They are more committed to the organization.
- Their works are more productive.

6.2.4 Steps taken at BEL to ensure of employee satisfaction

**Step 1 - Employee satisfaction study / research.**

Each quarter, HR Manager reviews the information needed to determine the satisfaction of employees based on the following basis:

- Information and results of the periodical surveys put before the directors.
- Comments by company directors.
- Proposal by HR staff and Department managers.
- Other contents in the perusal of this process.
Step 2 - Develop evaluation plan:

- Pursuant to the need to evaluate, HR Manager creates a draft of content assessed in a prescribed form and attaches it to his proposals.

- HR manager also discusses with other managers about content and method assessed. Then the draft must be sent to the director for approval.

- Methods of appraisal should also be indicated clearly. Software can also be used for such appraisal.

To review the current appraisal technique

The researcher conducted personal interviews with the respondents to know whether they are satisfied with the current appraisal technique. Over 70% of them gave positive replies, 24% gave no answers. Negative response accounts for a minuscule minority. See the table and figure below.

<table>
<thead>
<tr>
<th>Options</th>
<th>Response</th>
</tr>
</thead>
<tbody>
<tr>
<td>Yes</td>
<td>72</td>
</tr>
<tr>
<td>No</td>
<td>4</td>
</tr>
<tr>
<td>Can't Say</td>
<td>24</td>
</tr>
</tbody>
</table>

Table 6.6
Step 3 - Transfer form to employees:

- Conduct sufficient number of surveys.
- Preparing small envelopes enough based on the number of surveys conducted.
- Preparing large envelopes by the department concerned.
- Deployment to Manager / Supervisors about survey plan
- Move the survey to department heads. Each employee to receive 01 form attached with an envelope.
- When employees have completed the assessment, it must be closed in an envelope duly pasted before sending it to the departmental head.
- Head of department is responsible for collecting envelopes and then sending them to HR department.
Step 4 - **Gather and analyze data**:

- Within 3-5 days from the date of distributing survey forms. HR department is responsible for collecting survey data and send it to the director.
- Based on the opinions of staff, Director of the company will assign people to enter and analyze data.
- Analysts are responsible to analyze survey data and preparation of reports.
- Presentation of results to directors, department managers.
- Communication of the results to employees through employees meeting, Company newsletters, memoranda and feedback meetings conducted by trained leaders to clarify and identify issues.
- Development of plans by department managers to respond to issues identified in feedback sessions.

Step 5 - **Implement improvement**

- HR department is responsible for implementing improvement solutions, supervising results and reporting the same to the director.

6.2.5 **Factors which can improve employee satisfaction**

6.2.5.1 **Organization development**

Building a corporate culture that requires employees to be an integral part of the organization can be an effective way
of getting the most from the talents or competencies brought to
the organization by each employee. But how many know about
such a work culture? Very few indeed.

**Relationship between supervisors and Subordinates**

Lack of good relationship with management is the key factor
resulting in dissatisfaction of employees. The company should
see to it that management is impartially fair to staff and ever-
ready to listen and respond to their grievances as well as extend
all possible help to them.

**Promotions and career development**

In the interest of greater productivity the company
should develop programs to promote all titles in the
organization.

It should also develop training programs for employees and
build programs for career development of each title.

At the same time it should build channels of communication
in organization, relationship with co-workers and a healthy
sharing culture.

Working conditions and environment should be salutary
enough for occupational health and safety.
BEL Ghaziabad is a public sector undertaking engaged in producing equipments of great strategic importance for national defense. A healthy environment and work culture is the sine qua non for the smooth working of such an organization. Fortunately the management of BEL Ghaziabad has been and is alive to this factor which is a must for maintaining a satisfactory level of productivity.

6.3 Job Satisfaction & Productivity

Physical and mental health: The degree of job satisfaction affects an individual's physical and mental health. Since the job satisfaction is a type of mental feeling its favorableness or unfavorableness affects the individual psychologically, which ultimately affects productivity.

In fact this is a direct relationship between job satisfaction and productivity. The higher the level of job satisfaction, the more the productivity. In this respect the position obtaining in the various units of BEL is quite viable. It is because the company is quite alive to the welfare of its employees at all levels. Apart from efficient environment management and provision of suitable awards and recognition, there are very good relations among staff – executives, subordinates – skilled, semi skilled and unskilled. The company has made generous provision of funds to be spent on welfare schemes. The following fig. 6.7 records the levels year by year during the decade 2002-2003 to 2011-2012 in respect of expenditure on employee welfare vis-a-vis their numbers.
Employee Welfare at BEL (2002-03 to 2011-12)

Fig. 6.7

In the year 2002-03 the numbers of employees was 13750 and the amount earmarked to welfare was Rs. 36761 lakh which workout to Rs. 2.7 lakh per capita. This rose to Rs. 108123 lakh in 2011-12 whereas the numberical strength fell down to 10791 which amounts to more than 10 lakh per head. With the increase in the amount of welfare of employee the level of their productivity went up correspondingly. (Fig. 6.8)

Impact on Productivity

Fig. 6.8
In 2002-03 productivity rose to Rs. 250802 lakh (about 19 lakh per head) which short up to Rs. 570363 (i.e. about Rs. 53.7 lakh per head). In this way final allocation to employees' welfare and gain in terms of increase in productivity recorded a fourfold increase in this last decade.

The figures speak for themselves and highlight an irrefutable link between employee welfare leading to their job satisfaction and productivity.

6.4 JOB ANALYSIS & HUMAN RESOURCE ACTIVITIES

Every organization has a formal mechanism of appraising performance of its employees. BEL Ghaziabad also has a special administrative order which lays down the mechanism of appraising performance of its employees from time to time. This order has been revised as and when warranted.

Significance and Uses of Job Analysis

Job analysis programme is a major ingredient of sound personnel management. It is necessary for forecasting future human resource requirements, job evaluation, job modifications and writing job description. The significance and uses of job analysis programme comprise:

1. **HR Planning**: It helps in determining the number and kinds of jobs and qualification needed to fill the jobs.

2. **Recruitment**: Job analysis provides understanding of what an employee is expected to do on the job. This information relating to the tasks, responsibilities, knowledge and skills serves as a realistic basis in the recruitment programme.
3. **Selection of Personnel**: The selection procedure is framed according to the requirements of the job and the qualification of the candidate.

4. **Training and Development**: Job information helps in formulating training and development programmes. Development programmes are administered to help the employees to gain the necessary skill and knowledge of the task in hand.

5. **Job design or redesign**: Job analysis information helps in designing, redesigning jobs by industrial experts through time and motion study, considering work specification, work measurement and work improvement.

6. **Job Evaluation**: Job evaluation is required for better performance. It helps in salary and wage administration. It helps in calculating the worth of a job.

7. **Performance Appraisal**: Performance of the employees can be judged objectively if clear-cut standards of performance for every job are established.

8. **Career Planning**: Job analysis also provides a clear idea of opportunities in terms of career paths and jobs available in the organization. Keeping this in view the employees and the organization both can make efforts for career planning and career development.

9. **Safety and Health**: Job Analysis provides an opportunity to uncover and identify hazards conditions and unhealthy environment factor like heat, noise, fumes, dust, etc. This
information ultimately helps the management to fortify safety and health of workers by removing the unhealthy conditions in the working environment.

**Process of job Analysis**

Job analysis is formal and detailed examination of jobs. It is concerned with a systematic investigation of the tasks, duties and responsibilities necessary to do a job. Job analysis identifies what people do in their job and what they require in order to do job satisfactorily.

After understanding the above significance of job analysis we can easily describe the process of job analysis. The major steps in job analysis process are:

**Step 1:** Organizational Analysis

First of all, an overall picture of various jobs in the organization has to be obtained.

**Step 2:** Selection of Representative Position

It is not possible to analyse all the all the jobs therefore, sample representative positions are considered for analysis.

**Step 3:** Collection of Data

Relevant data related to job and the requirement for its competent performance is collected from organization charts, job descriptions, etc.
Step 4: Preparation of Job Specification

This step involves describing the contents of the job in terms of functions, duties, responsibilities, operations, etc.

Job specification is a written statement of personnel attributes in terms of traits, training, experience needed to carry out the job.

Step 1

Collection of Data

Step 2

Selection of Representative Position

Step 3

Organizational Analysis

Step 4

Preparation of Job Description

Step 5

Preparation of Job Specification

Step 5: Preparation of Job Specification

6.4.1 Methods Of Job Analysis

Different methods of collecting data for job analysis in the organization are:

1. Personal observations.
2. Questionnaire method.
4. Personal interview.
1. **Personal Observation**: Information regarding the material and equipments used, the working conditions and probable hazards, the nature of work performed by the employee, etc. This methods is useful only when job consists of observable physical ability.

2. **Questionnaire Method**: This is a more sophisticated and scientific approach to obtain data regarding the job from employees. The information is useful only when it is tabulated properly and systematically.

3. **Log Records**: In big organizations every employee maintains a daily record of the duties he performs. He marks the time at which task has started and also mentions the time of completing the task. But log records do not provide information regarding the equipments used, the supervisor subordinate relation in the work environment, working condition etc.

4. **Personal Interviews**: This method is costly and time consuming. Job analysis may conduct personal interviews with the job holders and managers. And record the answers for the purpose of job analysis.

**6.5 Behavioural Aspects Of Job Analysis**

The first and immediate result of job analysis is a job description. Job description gives a precise picture of features of each
job in terms of task contents and occupational requirements. Job description describes 'jobs' and not 'job holders'.

A well thought out job description has several advantages and serves various important functions. Job description contains the following information:

1. Job title
2. Job location
3. Job Summary
4. Duties
5. Machines, tools and equipments
6. Materials and forms used.
7. Supervision
8. Working Conditions
9. Hazards

Job description serves as an important basis for wage and salary administration. It also makes easy in identifying the training needs of the employees. One should remember that job tends to be dynamic not static and job description should change accordingly.

Job specification contains a statement of human qualifications necessary to do job. Usually it contains such items as:

1. Education level
2. Experience
3. Training
4. Judgment skills
5. Initiative
6. Physical Efforts
7. Physical Skills
8. Responsibilities
9. Communication skills
10. Emotional characteristics.

Job specification or man specification is a statement of human minimum acceptable qualities necessary to perform a job satisfactorily. It helps in finding out what kind of person to recruit and for what qualities that person should be tested. These specifications broadly relate to:

1. Physical characteristics.
2. Personal characteristics.
3. Psychological characteristics.
4. Responsibilities.
5. Demographic characteristics.

Job specifications are based on the opinion of the supervisor and the HR manager. There is always considerable disagreement concerning human requirement for work. Hence, personal judgment is desirable in such matters.

6.6 Job Analysis & Productivity

Job designing which is the most crucial part to achieve worker's efficiency and to attain organizations objectives easily. Therefore, it has an impact on both the employees and on the organization. Poorly designed jobs often result in boredom reduced motivation, low level of job satisfaction and ultimately an increase in the organization cost. Many of these negative aspects could be avoided or minimized though the proper identification of significant job components. Again, jobs that are not satisfying or not too demanding are difficult to fill.
Job design which is the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in working on the jobs in terms of techniques, systems and procedures, and on the relationships that should exist between the job holder and his supervisor, subordinate and colleagues. Infact job design is an attempt to create a match between job requirements and human attributes as is clear from the following :

![Job Analysis Diagram]

<table>
<thead>
<tr>
<th>Job Description</th>
<th>Job Specifications (Human Qualification requirements)</th>
</tr>
</thead>
<tbody>
<tr>
<td>(1) Job identification (Job title, location, etc.)</td>
<td>Physical characteristics</td>
</tr>
<tr>
<td>(2) Job Summary in brief.</td>
<td>Psychological characteristics</td>
</tr>
<tr>
<td>(3) Duties to be performed</td>
<td>Education</td>
</tr>
<tr>
<td>(4) Job's relation to other jobs</td>
<td>Training &amp; Experience</td>
</tr>
<tr>
<td>(5) Supervision given/taken</td>
<td>Personal skills</td>
</tr>
<tr>
<td>(6) Machines tools &amp; equipments</td>
<td>Special skills</td>
</tr>
<tr>
<td>(7) Materials and forms used</td>
<td>Demographic characteristics</td>
</tr>
<tr>
<td>(8) Technological aspects</td>
<td>Computer literacy and training</td>
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Only basis the foregoing theoretical discussion it is worthwhile to examine the state of affairs obtaining at BEL Ghaziabad. To maintain productivity level in a big public undertaking engaged in manufacturing equipment of strategic importance for our air forces is of crucial importance. During investigation it was found that productivity in this and other units of BEL has been constantly on the increase. It means there does exist an efficient net work to take care of this important aspect of HR Management. Of course it will be to much to say that all is well in every aspect of job analysis. The researcher along with examining the annual records and other relevant
documents of the company, made certain on the spot surveys and interviewed executives and other staff manning different departments and put straight questions to them. The replies and the data thus collected is not altogether depressing yet it leaves something to be desired. For example when he asked some executing whether they were fully convinced with uneducational and technical qualifications of the staff under them, they were found to be some what hesitant in giving satisfactory answers. Similarly about the training and refresher courses and avenues of promotion, the responses were varied ranging from confident & positive to nearly mum or evasive. Even so the overall positions is satisfactorily and given the proper and serious attention and taking steps can record further improvement in productivity which is the very life blood of any organisation.