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**“A study on Employees Job Clarity with special reference to
whirlpool of India Private Limited Pondicherry”**

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ABSTRACT

To be competitive in today’s increasingly complex and rapidly changing environment, organizations must retain personnel and promote the well-being of employees. The aim of projecting the job clarity is to find out the necessity of the job requirement. Unless the employee knows required level of tasks or functions and responsibilities of their position to perform the job, they may not in a position to carry out the tasks effectively. Here, the role of job clarity takes importance. Therefore it requires the study of job description and job profile of an employee helps to know the person in depth role of functions of the job and other aspects in the job. After making thorough study of the job clarity, one can understand the position of their roles and



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responsibilities in their area and that helps them to perform their job efficiently and thereby improve the overall growth of the particular concern. The organization has to lose heavily if the employees have not understood the job clarity and it may lead to waste of effort, time, money because people are not sufficiently clear about their responsibilities begin or end, or because they are ill equipped to carry out the responsibilities they have been given. How much frustration is caused when people are blamed for mistakes which occurred, not because of lack of application, but because of lack of clarity? Clarity is disambiguation. Clarity can refer to one's ability to clearly visualize an object or concept. Job clarity was assessed for measuring the clarity of employees' job responsibilities. A well defined organization structure with clear definition of job requirements will Help ensure that roles are redesigned and compensated appropriately; Contribute to building an appropriate talent pool to fill job vacancies; and Provide for carrier progression and advancement—important factors in talent recruitment and retention.

Key words: job clarity, level of tasks, depth role, responsibilities, clearly visualize

CHAPTER – I

CHAPTER-I

1.1. INTRODUCTION

Job analysis involves developing a detailed description of the tasks involved in a job, determining the relationship of a given job to other jobs, and ascertaining the knowledge, skills, and abilities necessary for an employee to successfully perform the job. Information gathered by

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using one or more of the job analysis methods results in the organization being able to create a job description and job specification.

The job description and specification have historically been important documents for guiding the selection process. The job description can be used to describe the job to potential candidates. The job specification keeps the attention of those doing the selection on the list of qualifications necessary for an incumbent to perform a job and assists in determining whether candidates are qualified.

Manpower inventory is concerned with telling 'what employees can do,' job analysis assesses 'what employees are doing.' From job analysis, specific details of what is being done and the skills utilized in the job, is obtained. Job analysis enables managers to understand jobs and job structures to improve to work flow or develop techniques to improve productivity. It also involves job design or redesign, coordinating demands on available time, individual psychological needs, technical procedures, and desired performances.

A job may be defined as a "collection or aggregation of tasks, duties and responsibilities which as a whole, are regarded as a regular assignment to individual employees," and which is different from other assignments. In other words, when the total work to be done is divided and grouped into packages, we call it a "job." Each job has a definite title based upon standardized trade specifications within a job; two or more grades may be identified, where the work assignments may be graded according to skill, the difficulty of doing them, or the quality of



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workmanship. Further, a job may include many positions, for a position is a job performed by, related to, a particular employee.

POSITION OR JOB DESCRIPTION (JD)

“Job description” is an important document which is basically descriptive in nature and contains a statement of job analysis. It provides both organizational information (location in structure, authority, etc.) and functional information (what the work is). It defines the scope of job activities, major responsibilities, and positioning of the job in the organization. It provides the worker, analyst, and supervisor with a clear idea of what the worker must do to meet the demands of the job. Job description describes ‘jobs,’ not job holders.’ The movement of employees due to promotion, quits, etc. would create instability to job descriptions if people rather than jobs are described.

NECESSITY OF JOB DESCRIPTION

Lack of clarity in job description can lead to workplace chaos. A job description outlines the responsibilities and functions that are assigned to a particular position or role. In effect, it provides clarity about what an employee is supposed to do. Job descriptions provide an opportunity to clearly communicate a company’s direction and the position of an employee in the scheme of things. A good job description dovetails into deliverables-performance management and career development opportunities. Employees have a clear idea of the organizational expectations, their key result areas and the parameters against which their performance would be measured.

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Ambiguous job descriptions can add to workplace confusion, hurt communication and make people muse over what is expected of them. Job descriptions are critical during performance appraisals where if the profile has been well defined to employees, they cannot claim being unaware of their duties. In an industry, which constantly evolving and where workforce requirements change often, it is imperative that job profiles are clearly drafted and communicated for the betterment of the individual and the organization. Stiff competition, recruitment targets in large volumes and quick turnaround times make it all the more crucial that organizations get it right the first time and leave no room for doubt.

The description should be built in a way that allows for growth in the organization and individual competencies. Continuous improvement then becomes a part of the organizational culture. Job description plays a vital role and this is leveraged by most of the core human resource systems. It is used for recruitment and selection, career mapping or pathing, training and development, organization design, compensation and benefits and manpower planning. The fact that it provides an overview of scope and responsibility of the job and maps the skills or competencies makes it a handy tool.

Job profile is an integral part of the recruitment process. It can be used to obtain employee ownership and support for the position and to trace the parameters of the skills and abilities sought for the position. Clearly defined job descriptions can help companies make wise hiring decisions. Hiring the best can be facilitated through job description since it is a tool to assess the best fit. Wrong fit will impact the organization adversely and the fallout is that it hits

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key metrics around productivity and retention. Right job description gets the right talent. Employees are able to clearly understand and deliver, thus impacting overall productivity levels.

Job profiles must be flexible so that employees are comfortable cross training, helping another team member accomplish a task, and confident enough of making appropriate decisions to serve their customers. They should be comfortable taking reasonable chances and in the process stretching their limits. They should not be encouraged to think, 'that's not my job.'

Job description helps top executives, especially when they jointly discuss one another's responsibilities. Overlapping or confusion can then be pointed out; questions can be raised about the major thrust of each position, and problems of structure can be identified. A job description becomes a vehicle for organizational change and improvement.

The use of 'job descriptions' in the management of organizations and human resources is progressively changing to the writing and use of 'role statements'. This is because the manner in which a job is described in a typical job description is essentially in the form of enlisting the tasks and duties to be performed. Consequently, it fails to articulate the dynamism and evolving expectations that one has in the execution of the responsibilities of that position. Unclear job descriptions lead to problems like lack of clarity in defining deliverables and mismatch in expectations between the management and the employees. Such descriptions hinder performance management and career development. If employees are clueless about their responsibilities and functions, their productivity is affected and hence the business suffers.



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This can affect the team performance as well, as a result of under-utilized resources. The ambiguity can impact the relationship between a manager and his subordinate. “Managers may not utilize the tasks that the employee can do very well or push the employees to do the tasks he or she may not be skilled at. Either way, discontent develops or you either have a hostile work culture or face attrition,” cautions Coelho of cranes software.

JOB CLARITY

Clarity is disambiguation. It is the property of being clear or transparent. Clarity can refer to one’s ability to clear visualize an object or concept. Clarity refers to sharpness and image resolution. Job clarity was assessed for measuring the clarity of employees’ job responsibilities.

BENEFITS OF JOB CLARITY

- Clarity of responsibilities and expectations
- Much clearer and more rigorous appraisal process
- Better definition of training needs.
- More selective recruitment process.

CHAPTER – II

2.1.OBJECTIVES OF THE STUDY

- a) To study the on- going job activity.
- b) To identify the potentials by the way of job description and job profile.
- c) To define the job description and the role of the employees on the job entrusted.
- d) To reduce the redundancy of job.



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- e) To provide an insight of the career growth and career progression, plan.
- f) To study the imbalance in the departmental function through job description and job profile.

2.2.SCOPE FOR THE STUDY

The present study of the project covers only a sample survey of 50 out of 220 employees. In the further study they can cover the full sample survey of employees in order to get more information regarding other areas in an organization and that helps in improving the performance in better ways.

2.3.LIMITATION OF THE STUDY

The focus of the study was to evaluate the employee's job clarity at whirlpool of India limited. Some of the limitations were-

- Due to the heavy workload, the promptness of response by the senior employees was low.
- Some of the employees were hesitant in giving their whole-hearted opinions due to the fear of the management.

CHAPTER – III

3.1.REVIEW OF LITERATURE FROM JOURNALS AND ARTICLES

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Organization functions are increasingly complex and challenging. Globalization, competition, advancement in information technology increased work demand, decreasing the utilization of resources, changing environment in work place and work force and other challenges are the important factors to be studied. This factor has to be studied in depth and changes occurring on these fields may be more important for the effective management of the organization. The changes on the above factors may also be addressed in respect of development of human resources management.

Employees influence the success of the organization because the performance and productivity depend on the knowledge, skill, behaviors, attitudes and well being of personal. If there is any lack of any such criteria as said above the success of the organization may be in question. So, it is imperative that individual responsible for personal decisions know how to increase the performance of the employees by improving their criteria as stated above. Therefore the organization has to keep the employees to be more vibrant and increase their job involvement by adopting various techniques.

So, a well defined organization should have the clear idea about the job requirement and the employees involved in such job are given the clear vision up clarity on the job. If the employees understand the clarity on the job the required output on the job can be successfully carried out by the organization. So these are all requires a standard method to improve the performance of the personal and promote the well being of the personal.



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The organization has to lose heavily if the employees have not understood the job clarity and it may lead to waste of effort, time, money because people are not sufficiently clear about their responsibilities begin or end, or because they are ill equipped to carry out the responsibilities they have been given. How much frustration is caused when people are blamed for mistakes which occurred, not because of lack of application, but because of lack of clarity? Clarity is disambiguation. Clarity can refer to one's ability to clearly visualize an object or concept.

Job clarity was assessed for measuring the clarity of employees' job responsibilities. A well defined organization structure with clear definition of job requirements will:

- Help ensure that roles are redesigned and compensated appropriately;
- Contribute to building an appropriate talent pool to fill job vacancies; and
- Provide for carrier progression and advancement – important factors in talent recruitment and retention.

Wagner and Harter, Gallup's who has summarized the book called "**The Element of Great Managing**", stated about job clarity as "Knowing what's expected". Gallup's data show that groups which more strongly agrees with the statement that, "I know what expected of me at work" turning higher productivity, profitability and safety performance than groups which do not strongly agree. Here they are not stating about their understanding of the job, but knowing how it fit into the roles of others and how the job contributes to the whole. The author offers two analogies: The flight deck of an aircraft carrier and symphony orchestra. In both the cases each

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person must not only know his or her own role extremely well, but also how to fit seamlessly into the entire effort. Another key distinction is that it is not clarity about process that matters. What really makes a difference to employee engagement and results is clarity about outcomes. Not, "Here's what we need to do," so much as, "Here's what we need to achieve."

JOB DESCRIPTION

A job description outlines the responsibilities and functions that are assigned to a particular position or role. In effect, it provides clarity about what an employee is supposed to do. "For employers, job descriptions establish wage, salary ranges and grades and promote a process-driven culture. For employees, job descriptions are useful to gain equity in compensation and a way to be reassured that there are no discriminatory pay policies in the company," says **Jude Coelho, Executive Vice-president, Human Resources, and Cranes Software International.**

A good job description not only defines the roles but responsibilities as well. **Anshuman Ray, HR Country Manager, Synopsis India** adds, "It's also an interface of the job with internal and external customers, reporting relationship and challenges that the job offers.

It provides a sense of how much impact the job can make by providing 'a degree of accountability' as much as it attempts to align the job with the overall business group charter."

An organization's goals are defined through job descriptions and it involves both the management and the Human Resource. **Suman Kumar Seal, HR Manager, Cisco Systems India** states, "A job description becomes the factor to look at if people are not doing what the



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organization wants them to do. In the IT industry, an employee would have multiple roles and therefore it becomes imperative for the HR to facilitate the process, thereby deriving a proper job description with the help of management and line management.”

Faisal Nadeem Saiyed, Manager, HR, CSC India states, “We align individual development objectives with the organizational growth plan. To achieve these, well-laid out job descriptions at all levels are critical, as they are the granular representation of the organizational structure. Job descriptions give a clear road map to our employees for individual growth that ultimately accumulates into organizational growth.”

“Job description also ensures that an organization does not dilute its standards or competency levels, which is important for protecting the spirit of ‘meritocracy’,” points out **Ray of Synopsys**.

Caroll L. Shartle, otis and lenhert have provided the following suggestions for making the job analyst’s task simple:

1. Introduce yourself so that the worker knows who you are and why you are there;
2. show a sincere interest in the interest in the worker and the job that is analyzed;
3. do not try to tell the employees how to do his job;
4. try to talk to the employees and supervisors in their own language;
5. do not confuse the work with the workers;
6. do a complete job study within the objectives of the programmes; and
7. Verify the job information obtained.



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3.2. RESEARCH METHODOLOGY

It is purely and simply the framework or a plans for the study that guides the collection and analysis of data. Research is the scientific way to solve the problem and it's increasingly used to improve market potential. This involves exploring the possible methods, one by one, and arriving at the best solution, considering the resources at the disposal of research.

DESCRIPTIVE STUDY

A study, which wants to portray the characteristics of a group of individuals or situations, is known as descriptive study. The main objective of descriptive study is to know the job clarity among the employees. To be of maximum value, a descriptive study must collect data for a define purpose.

DATA COLLECTION

The required data for the project has collected from both Primary Source Secondary Source and internal data. Both primary as well as secondary sources of data were utilized in the project.

PRIMARY DATA

Primary data are measurement that are observed & recorded on a part of an original study. When the data required for a particular study can be found neither in the internal records of the enterprise not in published sources it may become necessary to collect primary data.

SECONDARY DATA



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The data which was already collected and used for some other persons/purpose & it is useful to the present problem it will be called as secondary data for also include available in accounting, finance, production, personnel, quality control, etc.

SAMPLING PROGRESS

Sampling Unit

All white Collar Employees of whirlpool of India Ltd , Puducherry.

Duration

Three month duration

TYPES OF SAMPLING

Type of sampling used in this survey was convenience sampling. In this method, the sampling units chosen for total workers of equal to all grades and equal to major departments.

SAMPLE SIZE DETERMINATION

Sample size restricted as the set of the sample is one organization. This sample size was determined as 100

SAMPLING TECHNIQUE

Universe of study

The first step in developing any sample design is to clearly define the set of objects technically called the universe to be studied. In this case the universe included all employees of whirlpool of India Ltd Puducherry.

Questionnaire construction



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In constructing questionnaire, care was taken to investigate the difficulties that the respondent may face while answering them. It was prepared keeping in view the objective of the study. During the constructing care was taken to avoid questions, which may lead to misinterpretation. The question thus constructed was a structured one so as to collect all the relevant information. The questions were arranged in a logical order/sensible sequence. The questionnaire consists of a variety of questions presented to the employees for their response. Dichotomous questions and multiple choice questions were used in constructing the questionnaire.

STATISTICAL TOOLS

Tool for Data Collection

Questionnaire was used as a tool for data collection as it provided the advantages of allowing the respondents to answer at their convenience and faster data collection. The questionnaire explicitly stated the purpose of study as academic and assured confidentiality of information solicited from the respondent.

1. Percentage method

2. Weighted average method

3. Correlation:



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CHAPTER – IV

4.1 FINDINGS OF THE STUDY

An array findings and conclusions have emerged from the analysis. It is listed as follows:

- Most of the respondents of 48% are falling under the age group of 30 – 40 years and 46% are falling under the age category of lesser than 30.
- Most of the respondent of 94% were male and only 6% were the female respondent.
- Most of the respondent from the technical category were 73% and the remaining 27% were from the non – technical.
- Most of the employees fall under above 5 to 10 years of experience record 47% and 35% of respondents fall under below 5 years and few respondents fall under above 10 years.
- Most of the respondents of 40%, their roles and responsibilities are communicated through manager in charge and few through interview and co-employees.
- Most of the respondents of 40% were aware of the job entrusted to them and a few of them were unaware of the job entrusted.
- Most of the employees of 55% agree to the work load based on job clarity and remaining 10% of the respondents say job clarity does not exist on work load.

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- Most of the respondents of 40% are falling under the awareness level of 25 – 50% of job clarity at the time of joining and few under the awareness level of 0 – 25%.
- Most of the respondents of 40% are falling under the level of job clarity after the involvement of 50 – 75% and few of them are under the level of 0 – 25%.
- Most of the respondents of 48SSS% are falling under the awareness level of 50 – 75% of their roles in the active participation in the organization.
- Most of the respondents agree with the job provided to them is based on qualification and their work experience.
- Most of the respondents of 94% agree that delegation of powers was entrusted to execute the job and few respondents reported that the powers were not delegated to them.
- Most of the employees of 88% agree that training inputs are available in the organization.
- Most of the respondents were known their job clarity effectively through meeting and few through supply of brochures.
- Most of the respondents of 72% were reveals that benefits of job clarity are high and few respondents of 24% reported that job clarity is very little in the work place.
- Most of the employees ranked their benefits of job clarity by giving first preference to management involvement than other aspects.
- From the rank correlation it is known that the awareness level of job clarity at the time of joining and the level of job clarity improved after the involvement of the job is positively correlated.



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4.2. SUGGESTIONS AND RECOMMENDATIONS

- Employees may be given proper guidance about their duties and responsibilities on the job entrusted to them.
- Regular coordination and supervision helps to obtain the better result and as well as helps to improve the overall growth of an organization.
- The organization can plan to conduct regular reviews with their employees in order to find out the status of their job performance and to plan necessary improvements.
- To improve the performance of the employees, it requires concentrating more on training.
- The training program for the employees has to be conducted once in 6 months or in a year for the contribution towards job clarity.
- A separate forum or team can also be set up to keep an update on the performance of the employees after training.
- Discussion on job specification can be conducted at various level meeting may improve the performance of the employees in the organization.
- Job description form and periodic job analysis can be improved.

4.3. CONCLUSION

The present study reveals that the awareness level of job clarity among employees was around 50 – 75%. In order to improve that the performance of the employees it require more concentration on training, discussion on job specification conducting various level meeting may



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improve the performance of the employees in the organization. Thereby cent percent of job clarity can be achieved.

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