

# JOB ANALYSIS AS AN IMPORTANT HUMAN RESOURCES MANAGEMENT FUNCTION

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## ABSTRACT

Human resources management seriously takes care of the employees' potentials. For this purpose the placement in an appropriate job position according to the employees' skills, talent and performances contributes to increased job satisfaction is inevitable. Thus they are more motivated to achieve high performance and self-development in the context of improved personal performance required to execute the duties of a particular job position. On the other hand, changes affect the shifting of work activities in workplaces. It implies the need for re-analysis of each job, after which each one of them will be designed and staff will be allocated according to their competencies.

In order the human management resources sector to function seamlessly to increase the effectiveness and efficiency of the company it is inevitable to perform work analysis. Although it is an expensive and difficult process that is most often avoided, the benefit of it is multiple in terms of making an appropriate description of the tasks of the job position, responsibilities and powers, but also in terms of the changed needs of modern competencies of employees.

This paper is a review of the validity of the job analysis in the human resource management.

**Key words:** human resource management, work analysis, job description, job specification, redesign of the work place, compatibility of competencies, work activities



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## 1. INTRODUCTION

The late twentieth and early twenty-first century we are witnessing the emergence of strong challenges in economic sciences. The major progress of information technology, as well as science and technology in general, alter the characteristics of the organizational business environment, which is becoming increasingly more complex. In this situation of extreme importance is the active involvement of organizations in creating change and quickly adapting to the changing conditions.

Over the past two decades, a growing number of management and HR professionals have argued that investment in sound HR practices and programmes pays off for an organization through improved productivity and superior financial performance. Peter Drucker (2002)

Organizations acknowledge that only by anticipating and taking action aimed at developing and retaining the necessary and educated employees, as well as efficient management of human resources, they can be successful in the environment characterized by dramatic and continuous industrial change and economic development.

The work analysis is one of the functions of human resource managers. It results in two important documents, namely the job description and job specification. Staff planning is based on them, whether it is about strategic human resources planning or as part of the annual planning of the company. At this stage of development of human resources in the country it is necessary to analyze the situation in the environment to conclude which changes are needed for the organizations to introduce in its management of intellectual capital in order to increase their efficient operation.

## 2. JOB ANALYSIS

Job analysis organizes the information for that position such as tasks, knowledge, skills, abilities and other attributes known as KSAO - Knowledge, Skill, Ability and other personal characteristics. This an activity that human resources managers have to constantly deal with because it is the basis for human resource planning, giving important information necessary for the development and job specification. Good human resource planning involves meeting current and future personnel needs. The manager ensures that personnel needs are met through ongoing analysis of performance objectives, job requirements, and available personnel, coupled with knowledge of employment laws (Fred C. Lunenburg, 2012)

Job analysis is one of the most important activities of human resource management and can perform multi-functions. A regular or proactive job analysis practices help to identify factors that shape the employees' motivation and job satisfaction. Organizational performance is a multifaceted concept. (Amos, T., Ristow, A. & Ristow, L. 2004).

The researchers have established co-relationship between organizational performance and job analysis in context to human resource management but the relationship between HRM practices like job analysis – job performance, the intervening process recruitment, connecting job analysis is yet to be explored in a full flow. (Wickstrom G., Bendix T., 2000)

Organizations often do not pay enough attention to the job analysis. The reason is the expensive procedure in which managers do not want to invest because they see no direct benefit, but the lack of a person who is expert enough to do the analysis in the workplace.

As a result of constant changes in the scope and manner of performance in the workplace, the skills and competencies required for the job position are changing too. Companies might find a transition from conventional job analysis approaches to competency-focused ones worthwhile in view of the rapidly changing nature of jobs and job requirements in the present environment. (C.M. Siddique, 2004). Therefore it needs constant review and revision of the job analysis that should be constantly available to the managers as well as to the employees.

With the development of information tools, cognitive analysis of the job position differs from the behavioral analysis, and it is becoming increasingly important. Behavioral analysis of workplace is questioning employees, while the cognitive studies the mental structures (cognitive architecture) and mental processes (perceiving, recognizing reasons, memory, deductive and inductive analysis, forecasting) that are essential for the successful execution of tasks.

The job analysis can offer a solution for most effective work organization (classification of work), improving ineffective processes (redesign work), planning training for introducing new employees into existing processes, or existing workers in new processes, establishes criteria assessment of employment effect, adequate and fair compensation, advance planning of employees throughout their careers. With increasing recognition of the HR–performance linkage, it has been suggested that organizations that actively pursue job analysis as an HR planning strategy are likely to gain competitive advantage (Dessler, 2003).

### **3. JOB DESIGN**

An important aspect of the operation is the eligibility between the employee and the workplace or the suitability of the characteristics of an employee with the characteristics of the workplace. If the employee is not suitable for a job position then there are two solutions - to change the employee or to change job position. Changing the employee or changing their behavior, experience, knowledge is a process that needs a longer period of time. Suitability between employee and workplace easily can be changed by changing the workplace or through its redesign.

Motivational techniques that have been used successfully by numerous managers is the formation of autonomous work groups. These groups are organized to perform special tasks or projects. The group itself chooses the way of work, organization and procedures. After performing the task, the group's work ceases, employees return to previous job positions while a new group is formed. This procedure significantly

increases interest in work, motivation, satisfaction and the organizational commitment.

With the development of information and communication technology the number of organizations using global teams is growing, and usually those are virtual teams. The team is influenced by the geographic distance, but also they are virtually close, connected with communication technologies. Technology, training team members and virtual management are the key factors affecting the success of virtual teams.

To carry out the changes in the organization, in redesigning jobs, the willingness to accept change by employees should be taken into consideration..

There are three types of people:

- relatively quickly adjustable - 20% with the introduction of the changes remain good workers, and under good leadership are equally motivated and productive
- slower adjustable - 60% initially reluctant, but soon follows adjustment
- unadjustable - 20% of the change followed against their will, withdraw, become aggressive, avoid work, to a lower-ranked workers refer authoritarian or dictatorial style. Resistance last long, sometimes without stopping.

During changes in the organization, employees who change quickly perceive changes in competition and challenge, slower adjustable experience frustration, but they overcome it, while unadjustable express open hostility.

When designing the workplace, working conditions should be taken into consideration, which significantly affects long-term ability of employees to perform their duties. In developed organizations a lot of money are invested for creating better working atmosphere and ergonomic

shaping jobs. The term ergonomics relates to the scientific discipline that addresses the improvement of productivity, health safety and providing comfort to employees on their jobs.

Today there are ergonomics departments in charge of arranging workplaces and advising employers to achieve optimal working conditions. This includes the rest breaks at work and recommendations for relaxation. Programs that warn the employee that need to take a break are also designed to improve the productivity. Improving workplace conditions lead to a reduction in sick leave and organizational satisfaction that markedly affects its competitiveness.

#### **4. METHODS OF JOB ANALYSIS**

Data of job analysis can be provided by using multiple methods. The method of monitoring involves observation and recording of:

- the employee works (which tasks are performed, the work flow)
- how the employee performs the tasks
- the use of equipment and materials
- What is the working environment in which the work takes place.

This method is practical for analyzing repetitive (routine) work, but for complex jobs analysis it becomes more and more expensive. The method of observation is simple, but is not recommended for inexperienced observers, as they may underestimate or overestimate some aspects of job. There may be the appearance of so-called Hawthorn effect, i.e. the change in the behavior of respondents and their working performance with self-actualization that they participate in the analysis. The Hawthorne effect concerns research participation, the consequent awareness of being studied, and possible impact on behavior. (Chiesa M., Hobbs S., 2008) In this method it is important to know the job that is analyzed, to explain the intent to the employees, and the observer to maintain a low profile and to be sensitive

to the subjectivity of interpretation. To address this type of effect, researchers sometimes use two sets of control groups: a so-called “Hawthorne control group” that does not receive treatment, but mirrors the treatment group with respect to the levels of attention that are devoted to them and are made equally aware of experimental participation, as well as a second control group that is unaware that they are being experimented upon (e.g., John G. Adair, Donald Sharpe, and Cam-Loi Huynh 1989). Any differences in output between the “Hawthorne control group” and the other control group are attributed to a Hawthorne effect (Levitt, Steven D., and John A. List., 2011.)

When using the method of interview there is a possibility to check all ambiguities about the job the moment you are doing the interview. The deficiency of the method is that the procedure for collecting data can be too long and sometimes employees are not willing to realistically assess the requirements of the place - feel that the work should be displayed in a more complex way than it is to secure additional points in the assessment of performance.

Questionnaires method is commonly used method that allows collecting data from a large number of employees in a short time. Due to the inability to verify the information provided by employees, a lot of time is needed so that the questions in the questionnaire can be defined more clearly. The questionnaire may include questions with offered answers (closed questions) or questions with space to write the answers (open type). Although the application of the questionnaire takes a minimum of time, the structure of the questionnaire, and the processing and interpretation of results require additional experience and knowledge.

Common areas covered by the questionnaire for job analysis include :

- Duties and percentage of time needed for each duty
- Supervision / monitoring
- Decisions adopted
- Contact with others people
- Physical dimensions
- Characteristics of the employee needed for the job

Long time diaries, interviews, observation were used to analyze the managerial job position, but the gathered data could be used for comparing management activities in different organizations. Hence, the need to develop a standardized questionnaire for classification of management activities and behaviors. Questionnaire analysis of managerial positions for the first time appeared in the 60s of the 20th century. The questionnaire was developed by Tornow and Pinto in order to objectively describe managerial positions through duties, restrictions, requirements and activities that are independent of personality characteristics and capabilities of perpetrators. 208 descriptions of management tasks grouped by factor analysis in 13 categories of activities of the manager enabled description, classification, comparison and evaluation of managerial positions.

*Table 1: Factors for managerial position description*

1	Production, marketing, strategic and financial planning
2	Coordination of organizational units and employees
3	Internal control
4	Responsibility for products and services
5	Relationships with customers and the public relation
6	Expert counseling
7	Autonomy in action
8	Responsibility for investment Specialist
9	Professional services management
10	Management
11	Complexity and stress
12	High degree of financial responsibility
13	Great responsibility for staff

Each category is evaluated using six degrees scale of assessment according to the frequency and importance.

In case the organization organizes its activities on the territory of several countries or continents, logical solution for the job analysis is to use the Internet. In this case, the human resources department sends standardized questionnaires for analyzing workplace to their employees with instructions for filling that need to be clear and precise, with a deadline for returning the questionnaire.

When analyzing the jobs the method of analysis available documentation can be used. This method refers to the analysis of all documented and available work activities, injuries, absenteeism, as in previous analyzes.

## **5. BEHAVIORAL ASPECTS OF THE JOB ANALYSIS**

Employees can experience the job analysis as a threat to their current position in the organization. It is therefore important to know how it affects the behavior of employees.

One of the fears that the employees have is that clear and precise definition of their work means limiting their creativity and flexibility. Also employees fear about the purpose of the elaborate examination of the workplace. Employees believe that if one examines his job, he certainly believes that something is wrong and that something is not working properly. Therefore, each job analysis must begin with an explanation of why it is being implemented.

Given that the gathered data from the job analysis are used for determining the compensation, employees and managers sometimes increase the importance of their position in the hope that it will result in higher salary or a promotion. But organizations also add values to a particular job. The reason for this behavior is the need of retaining certain employees by increasing their status, but the duties generally remain the same as before.

The impact of turbulent technical - technological development affects the fact that jobs are changing. Therefore there is a constant need to update job descriptions and job responsibilities. It is known that people eventually get used to working within the defined limits of liability. Trying these “fences” of workplace to be changed, can cause fear, uncertainty and resistance. The proclamation that the job analysis leads to a review of the job description and its specification can cause anxiety because it threatens the feeling of safety and security of employees. Their jobs may change, thus to get new and heavy responsibilities. Resistance to change is a natural reaction of employees. Managers need to know it and inform employees in the job analysis. Managers must be aware of the legal aspects of analyzing workplace tasks and therefore it should be consistent with the legislation.

## **6. CONCLUSION**

Changes and rapid progress of management science, allocated in the practice of the organizations does not exclude and human resources management. From that perspective, it is necessary to improve workflow in the interest of increasing work efficiency. Organizations must adapt to the need to anticipate and undertake activities aimed at developing and retaining the necessary personnel, especially the educated and competent employees, as well as through effective human resource management.

That is the only way they can be successful in the environment characterized by dramatic and continuous industrial change and economic development.

To successfully allocate human resources it is necessary to develop a strategy for the development of human capital. Naturally, as the vanguard job analysis must be carried out. Even after the analysis, human resources planning can begin.

The fact is that job analyses in Macedonia are rarely, partially or never implemented. It can be found in some other form, just like the

analysis of the work, but not as regularly scheduled procedure before making the strategic planning of human resources. Namely, our strategy to develop human resources is not prevalent in the organizations, except those with foreign capital.

The job analysis document results in two important documents: job descriptions and job specifications. Organizations have adopted these documents as regulations conducted by legal departments that operate within them, and that are on the level line of ministries.

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