

JOB ANALYSIS AND PEOPLE RESOURCING OF GOVERNMENT-OWNED COMPANIES IN RIVERS STATE.

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ABSTRACT

Arising from perceived knowledge gap in organizations pertaining to Job analysis and People resourcing activities, this work examined the relationship between Job Analysis and People Resourcing in Government - owned Companies in Rivers State. The aim of this study was to examine the extent to which the dimensions of job analysis such as job description and job specification influence people resourcing activities considering measures such as recruitment, selection and talent development. This study also sought to examine how organizational culture (with indices such as organizational values, norms and attitudes) moderate the relationship between job analysis and people resourcing activities. The study concluded that detailed and professional job analysis application will enhance people resourcing activities in the Government- owned Companies in Rivers State. The study recommended amongst other things that the Government – owned companies should invest in the use of job analysis professionals and ensure that proper job analysis are timely done, before the people resourcing activities of recruitment, selection, and talent management are carried out.

INTRODUCTION

One of the greatest problems facing people resourcing activities is the understanding and application of job analysis, called knowledge gap.. Incessant cases of recruitment and selection of wrong caliber of workforce, improper talent management processes and systems, wrong placement of selected personnel, and even poor performance by the workforce are mostly traced to lack of no job analysis. Placing square pegs in round holes in the business world often results in poor performance. *According to Djabatey (2012), the development of people, their competencies, and the process development of the total organization are the fulcrum of manpower resourcing. Djabatey (2012), further argued that in order for the enterprise to build and sustain the competitive advantage, proper staffing is critical.*

Government-owned companies were formed to help create wealth and to improve the standard of living of citizens. These companies have received as much good praise on establishment as potential instruments of state economic and social development. But as they commence operations, they have been criticized not only on the basis of their record of performance but also for the notoriously inefficiency. Specific problems associated with Government-owned companies in Rivers State include; poor economic performance, overstaffing, inefficiency, incompetent staff, poor organizational structures and mismanagement. The researcher has also observed that Government - owned Companies in Rivers State do not invest in job analysis professionals who could have helped them in the analysis of various jobs.

Another burning issue that necessitated this study is the perceived knowledge gap number two. There are few empirical studies on the relationship of Job analysis and people resourcing outside Nigeria. In Nigeria, there is little or no available empirical data on the moderating role in the relationship between job analysis and people resourcing activities :of recruitment, selection, and talent management . In Rivers State for example, no empirical or theoretical data was found on this said moderating role of organizational

culture on this relationship between job analysis and people resourcing . Thus there is a second knowledge gap. These issues justify this study.

Concept of Job Analysis

According to Okere (2013), job analysis falls under human resource planning and it helps to make qualitative and quantitative evaluations of the adequacy of people in organizations. Randal (2000), stated that human resource planning is the process that consists of developing and implementing plans and programs to ensure that the right number and type of individuals are available at the right time and place to fulfil organizational needs. People resourcing activities such as recruitment and selection takes place only when human resource planning must have determined the current and the future manpower requirements especially in terms of numbers and skills (Armstrong 2012). Man has been adjudged as the most valuable asset of business organizations (Okere, 2013). But organizations intention of hiring man is predominantly for job performance. This means that existence of a job precedes procurement of staff, at least most of the times.

The analysis of job remains the fulcrum of all human resource management functions and practices. Okere (2013), further stated that, it is under human resource planning processes that organizations plan for job requirements, job description and job specifications. Mondy & Noe (2006) advocated that human resource planning is the entry point of human resource management concerned with the determination of human resource requirements, job analysis, recruitment, selection and socialization. The job analysis process is an important step in the recruitment process in which the human resources department identifies employment areas needing to be staffed. Job analysis determines in detail the particular, job duties and requirements and the relative importance of these duties for a given job. It also collects information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job .

According to Armstrong, (2012), job analysis is the process of collecting, analyzing and setting out information about a job in order to provide the basis for a job description and data for recruitment, training, job evaluation and performance management. Job analysis therefore is about knowing the overall purpose of the job, organization and the content of the job. It focuses on complete analysis of the job with a view for an organization to know the job contents, its scope, techniques of doing such job, the qualifications and skills required from the people that can best carry out the job. According to Cole (2002), job analysis is a term used to describe a process of examining jobs in order to identify their main features, in particular the duties they fulfill, the results they are expected to achieve, the major tasks undertakes, and the job's relationships with other jobs in the organizational hierarchy . Simply put, Job analysis can be seen an in-depth description of a position in an organization. It includes an analysis of a prospective employee's working conditions, duties, scope of labor, use of equipment, qualifications and interactions with coworkers. Without a job analysis for positions, organizations will lack clear insight on employee roles. It follows that the behavioral competency analysis, technical competencies analysis, skills analysis, role specifications, learning specifications are easily traced when Job analysis are critically carried out

a) Job Description

Professional human resource managers always see the need to include job contents and nature in the scope of human resource activities. Job description in this context refer to the process of getting full information about the job. The overall benefits of job description in an organization underscore s the finances spent by organizations to get this done. The role played by job description in workforce recruitment and selection cannot be overstated. Robertson & Smith (2001), studied that the ability to source and evaluate the right candidates with the right skills and attributes was the main goal of personnel

selection methods and practices. Identification of the right skills and attributes was critical to organization's performance and success. Borman et al., (1997) stated that the main function of the selection process could be seen as matching knowledge, skills and abilities to job requirements (job description).

Statt (2004); Byars & Rue (2006); Amos et al., (2004) have developed a list of the outputs of job analysis which include Job Description. The creation of job descriptions is the most common use for job analyses (Brannick et al., 2007). Usually, job descriptions are created by compiling the most salient information gathered in the job analysis. Job descriptions essentially summarize the findings of the job analysis and highlight the most important elements of the job. Job descriptions will be discussed in greater detail later. Brannick et al., (2007). define job description as a "brief written description of work". Brannick et al. (2007), is of the view that job descriptions are used to provide information regarding what precisely the job entails to people that do not perform the job. The intent is to provide an overview of the job to those who are not familiar with it. Grant (1988) refers to a job description as the "blueprint" of a job. This means what tasks and responsibilities must be performed as part of the job. In general, a job description can be seen as relating to all the technical, administrative and managerial aspects of the job, the job title, job summary, job duties, tasks and outputs. Byars & Rue (2006), further described job description as a written narrative of the tasks to be performed and what it entails.

b) Job Specification

Another salient dimension of Job Analysis is Job Specification. According to Amos, Ristow & Ristow (2004), job specification deals with the personal aspects of the job and education or qualification background, skills, knowledge and ability. In a layman human resources term, the job description can be associated with the hard issues whilst the job specification may focus some soft issues. Amos, Ristow & Ristow (2004) highlighted that the "content and context of the job should serve as the basis for recruiting and selecting the most suitable candidate for the job". Both, job description and job specification have a significant role in the selection process and the identification of the best possible match for a position. Job specification takes a look at the Job Description and answers the question, "what human traits and experience are needed to the job well" (Okere, 2013). It prescribes the kind of person to be recruited and what qualities that the person should possess.

Job specification brings out the required guide in hiring and job evaluation, and are made available during application blanks, testing of prospective staff, interviews, and checking of references by the human resources department. Job specification describes education, experience, skills, knowledge required to perform a job. It is a very important document used by Human Resource professionals to communicate the desired people requirements in the organization. Job seekers generally only respond to a particular job after reading a job specification to determine whether or not they meet the qualifications criteria. The job specification reduces the number of applicants through its listing of qualifications and experience required which many interested applicants will be lacking thereby making the task of Human Resource Managers much easier.

Amos et al., (2004) suggested that job specification deals with the personal aspects of the job and education or qualification background, skills, knowledge and ability. In a layman human resources term, the job description can be associated with the hard issues whilst the job specification may focus some soft issues. Amos et al., (2004). highlighted that the "content and context of the job should serve as the basis for recruiting and selecting the most suitable candidate for the job". Both, job description and job specification have a significant role in the selection process and the identification of the best possible match for a position. Levine et al., (1988), reviewed nine corporations that were exemplary in their use of job analysis. Of the nine corporations, eight conducted job analyses with the intent of using the analyses for job evaluation or to determine compensation. Job evaluations can also be conducted from

information provided in a job description. Job evaluations are conducted by having analysts rate information found in the job description, the job analysis, or the assessment of work components. According to Brannick et al., (2007), the ratings can be done by examining compensable factors (i.e., attributes of the job), by examining the job as a whole, or by examining a job in relation to other comparable jobs. Job evaluations examine what types of tasks are completed as part of the job and what knowledge, skills, and abilities are required to perform the job. The job analysts then determine how complex the job is, the extent to which the work is complex, and the relative worth of the work that is being performed. By utilizing a job analysis for many functions, including job evaluations, organizations are able to be more efficient in their Human Resource functions. Job evaluation is a systematic procedure to determine the relative worth of jobs. Although different approaches exist, each one considers the responsibilities, skill, knowledge, abilities and working conditions inherent in the job. It determines which jobs are worth more to the organization than others.

Concept of Criterion Variable (People Resourcing)

According to Armstrong (2012), People Resourcing often called employee resourcing is the term used to cover employment activities that ensure the organization has the people it needs. The employment activities include manpower recruitment, selection, attracting and retaining people, employee turnover and talent management. Though there are several components of People Resourcing according to existing literatures, in this study, three measures were applied : measures of recruitment, selection and talent management.

Concept of People Resourcing

In this study, there are three measures of People Resourcing namely, recruitment, selection and talent management.

a) Recruitment

In the majority of the firms, recruitment and selection form a core part of the central activities underlying people resourcing namely, the acquisition, development and reward of workers. This selection process forms an important role in people resourcing practices in different organizations (French & Rumbles, 2010). The recruitment and selection methods are two different terms which are interlink with each other (Bratton & Gold, 2007). For the purpose of defining recruitment, authors have put forward numerous definitions over two decades. Previously, recruitment was defined by Rynes et al., (1991) as "encompassing all organizational practices and decisions that affect either the number, or type of individuals that are willing to apply for, or to accept a given vacancy". The concept of employee recruitment typically involves practices that impact number and kinds of employees who have applied for a job and whether or not they accept it. Saks & Ashforth (1997), stated that "Recruitment involves actions and activities taken by an organization in order to identify and attract individuals to the organization who have the capabilities to help the organization realize its strategic objectives. In particular, such activities should generate a pool of desirable candidates and enhance their interest in and attraction to the organization. Mullins (2010), further stated that "the human resource management function is to remain effective, there must be consistently good levels of teamwork, plus ongoing co-operation and consultation between line managers and the human resource manager". This definition holds true to the fact that it is a vital part of the recruitment process for the presence of specialist human resource managers including those that are external; add to the wealth of updated skill set and perception on recruitment which for instance can be noted in the most legal aspects of the same. Recruitment involves discovering of potential applicants or actual or anticipated organizational vacancies (Okere, 2013). In other words, it is a "linking activity" bringing together those with jobs (organizational representatives) and those looking for jobs (applicants). According to Robinson (1978),

recruitment is a process to discover the sources of manpower to meet the requirements of the staffing schedule and to employ effective measures for attracting that manpower in adequate numbers to facilitate effective selection of an efficient work force. Accordingly, recruitment is to get manpower to meet the requirements of job description and job specification. As a part of the larger people resourcing, the recruitment process is conducted in a series of stages. The best people resourcing strategy has to retain the employee as in long-term. Hence, employee retention is a major role of people resourcing. Thus, the employee retention is defined as the ability of a business organization to maintain and retain the most desirable employees (especially those who occupy critical job positions) for a long time in the organization. The strategy is also meant to retain essential employees from being offered more lucrative offers from rival firms, especially those employees with a more specialized knowledge. From this aspect, it shows that HR played a major position in recruitment and selection process.

Recruitment Process

i) **Recruitment policy:** this is concerned with the quantity and qualifications of manpower. Such policy asserts the objectives of the recruitment and provides a framework of implementation of the recruitment programme (Okere, 2013). The policy may embrace issues such a sextent of promotion, attitudes of enterprise in recruiting its old employees, handicaps, minority groups, women employees, friends and relatives of employees, part-time employees. It may also consider the organization system to be developed for implementing recruitment programme and procedures to be employed.

ii) **Recruitment organization:** Okere (2013), is of the view that each enterprise has its own tailor made procedure for recruitment which bring the desired quantity and quality of manpower at the minimum cost. This is because there is no procedure for manpower hiring which is universally accepted in business organizations. The most commonly used adopted practice is to centralize the recruitment and selection function in a single office. When employment activity , employment records are centralized in one central are there is possibility of efficiency and success in hiring. This centralized area is generally known as "Employment Office or Recruitment Section" (Okere , 2013). The centralized office environment should be roomy, well ventilated, equipped with sufficient furniture to allow for efficiency in various recruitment techniques..

iii) Forecasting of Requirements

The human resources department have to forecast manpower requirements before the actual recruitment exercise. According to Okere (2013), " requisition" or an "intent" for recruitment has to be submitted by the line Official of respective head of departments. Such intents should specify: The jobs or operations or positions for which the persons should be employed; duration of their employment and salary to be offered and any other conditions and terms of employment which is necessary for the intending officer The intents are then checked against the posts allotted and budgetary provisions for respective departments/branch and also against authorization for expansions, if already granted . If checked and all found correct, the proposed recruitments are authorized and the initial pay, the scale and other admission allowances are determined. Finally, job specifications and man-specifications are determined, in consultation with the line managers.

CONCLUSIONS

The desire of any business organization is to achieve its goals and ultimately become successful. People resourcing activities of recruitment, selection and talent management remain very critical to the attainment of such organizational goals and success. Before these people resourcing activities become meaningful and efficient, job analysis has to

be done leading to job description and job specification. These dual components of job analysis allows organization to understand the nature of job, its contents, the required knowledge, skills and abilities that the proposed employee should possess in order to successfully perform the assigned job in the organization.

RECOMMENDATIONS

Based on the findings and conclusions, the following recommendations were made:

1. That Government- owned companies in Akwa Ibom State should collect background information about jobs and the requisite qualifications, skills and competences needed to perform such jobs.
2. That Government- owned companies in Akwa Ibom State should select corresponding information concerning a task to be performed.
3. Job analysis data should be collected by Government- owned companies in Akwa Ibom State to allow them have correct information about the skills, knowledge, Abilities and competences of human beings needed for each job.
4. That Government- owned companies in Akwa Ibom State should develop job descriptions to enable them manage properly manpower recruitment, selection and talent management processes.
5. Job specification should be developed by Government- owned companies in Akwa Ibom State in order to understand the personnel qualities, traits, and background necessary for a potential job candidate.
6. That Government- owned companies in Akwa Ibom State should consider personnel observation, sending out questionnaires, maintenance of log records etc., as important techniques of job analysis data.

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