

Chapter 10

Assessing the Concept of Job Analysis in Organisation

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ABSTRACT

This chapter in book covers job analysis and its dimensions, job description and job specification. 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.

INTRODUCTION

Job analysis involves identifying particular job duties and relevant human requirements along with the importance of those duties for a given job are the key functions of job analysis (Bartlett, 2000). Job Analysis gives managers a legally defensible tool against pleas of discrimination. According to Kshatriya (2016), Job Analysis gives managers a legally defensible tool against pleas of discrimination against protected groups, when hiring and selection decisions are made including performance appraisal and other human resource decision related to pay increases, promotion, training etc., are based on. Job analysis is a fundamental organizational practice all over the world (Brannick & Levine, 2007). Job analysis is a fundamental organizational practice all over the world. (Brannick & Levine, 2007). Competency with regards to job analysis is a list of tasks, duties, responsibilities, knowledge, skills, and abilities that a person must have in order to be sufficiently competent at a given position. Clifford (1994), concluded that an effective growth program for an organization could not be formed without performing a job analysis. In spite of these efforts by Scholars to show the crucial need for job analysis, it is however noted that some of our organizations in Nigeria do not seem to understand the importance of job analysis in the course of carrying out resourcing activities such as recruitment, selection and talent management.

With the current dynamic global market, developed technology, flexible employment arrangement and many other diverse forces all have great influence on the nature of today's economic environment, and inevitably impact on each organization and its workforce (Hough & Oswald, 2000). Currently, people resourcing plays an important role within the organization, which aligns with the organization's overall strategies, and provides facilities to organization's consistent competitive advantages. During the last decade, the Human Resource Management (HRM) field has shifted from a micro focus on individual HRM practices to a discourse on how HRM can be a more holistic management approach contributing to the competitive advantage of the organization. The shift from examining single HRM practices to systems of practices entails focusing on the interrelationship between the various elements of the HRM system. This has created a lot of interest on the specific effect of human resources management on organizational performance. Such

Recent Advances in Knowledge Management

holistic inter related arrangement in human resource management has led to more interest on the relationship between job analysis and people resourcing.

Concept of Analysis

Practice of Job analysis as a management tool was developed just about 1900. Since then Job Analysis has become one of the imperative tools by which managers and professionals use in management practice, with organizations vigorously adopting job analysis as a human resource strategy with more aggressive benefits. Gatewood & Field (1994), illustrated that job analysis was the extent to which tasks and employee attributes for an assigned job were analyzed. Job analysis techniques can also be termed as worker-oriented or work oriented. They further discussed that work oriented methods engaged clear description of a variety of jobs or tasks to be performed, while worker-oriented methods examined human behaviors concerned with the work activities. Work or worker-oriented technique whatever be, job analysis methods allow the assumption of employee's knowledge, skills and abilities (KSAs) characteristics. Davis (1995), Gatewood & Field (1994) studied the KSAs characteristics included in job-related information and the necessary human abilities to perform certain job activities. The significance of applicable KSAs could not be overstated, as these have an association with job performance. According to Gatewood & Field (1994), job analysis is an instrument to analytically gather data on tasks and behaviors leading to KSAs about virtually any kind of work activity. Prien & Hughs (2004), emphasized on the importance of carrying out job analysis to recognize valid predictors and criteria for job success which has also been acknowledged by the other researchers and human resource professional, fully engaged in recruitment and selection process. Dunnette, (1976), Wernimont & Campbell (1968), linked job analysis information with recruitment process. Some of these researchers pointed job analysis as the base of the entire recruitment and selection process. The divergence was in a thorough consideration of the job performance realm which could lead to the development of the system in which the personal attributes (Knowledge, Skills, Abilities -KSA) required to acceptably perform the jobs, identified and empirically linked with corresponding job performance. Job analysis in relation with work behaviors and associated tasks those were required for successful job performance. Schuler & Jackson (1996), discussed the importance of Job Analysis and conduction of Job Analysis which was obvious from the fact that most of the researchers have declared job analysis as a backbone and cornerstone of each and every human resource activity. Job analysis provides a foundation of requisite information regarding jobs and employees that human resource professionals used to build up such important documents such as job description (JD), job specifications. Despite of the acknowledgment of the pivotal role of job analysis in all human resource activities, there was rear empirical research which linked job analysis to job performance specifically. Pfeffer (1998), studied that the accomplishment of objectives set by the organizations in the current aggressive situation mainly depends upon the talent of their human resources and professional development programmes. Huselid (1995), confirmed that well-established people resourcing practices not only enhance job retention but also make a considerable involvement in objective performance and enhance productivity. Data of case studies has described how various organizations have achieved an advantage upon following the practice of job analysis.

Sherman & Snell (1998). claimed that the definitive rationale of job analysis was an attempt by human resource managers to improve job performance and output of an employee. The significance and carrying out the job analysis has the latent to devise this input to job performance both directly and inter-actively with other core Human resource practices. Clifford (1994), studied that the organizations admiring the importance of the job analysis and regularly practicing the job analysis have a better knowledge and understanding of their employees strengths and weaknesses accordingly, a timely remedial action may be taken to improve their deficiency in skills and abilities. This is how organizations are able to implement training and development programmes. Practice of conducting regular job analysis can assist an organization in establishing an appropriate

Recent Advances in Knowledge Management

infra-structure which of course addresses the work environment. Regular practice of job analysis contributed to the organizational human resource practices by enhancing a positive job attitude and job dedication. In addition, job analysis is capable of identifying factors such as employees motivation and job satisfaction. Mondy et al., (2002), studied that normal review of Job descriptions (JDs) and performance appraisal standards by applying job analysis enormously helped the Human Resource professionals and researchers to recognize and eradicate redundant job requirements and areas of divergence causing job frustration. Byars & Rue (2006), discussed that the backbone of the most human resource activities is Job analysis which can serve a number of functions. Job analysis is key to recruitment, selection, orientation, training, career development, counseling, health, safety, performance management and compensation. According to Pearn & Kandola (1993), keeping in view the selection process, job analysis would enhance and assist the exactness of selection criteria. A significant progress has been observed during the precedent three decades with regard to job analysis..

Based on the current literature, two broad job analysis approaches or methods were identified: a 'conventional or standard approach' and a 'competency-focused approach'. The conventional approach is a job- or task-oriented method of job analysis, while the competency-focused approach seeks data on special skills and competencies of employees (Anthony., 2002). In the present study, a measure of the degree of competency focus (or conventional focus) was developed from a review of the following four documents: a) job analysis forms used by companies under investigation; b) sample job description statements; c) job specification and d) training and development statements. The researcher conceptualizes job analysis as the pivot for human resource management practice, with a dual product of job description and job specification. While job description details the contents, scope, work environment, minimum educational qualification, job location, job titles, and reporting lines inherent in a given job, job specification outlines the knowledge, skills, and abilities needed by the person that will do the already described job. Job specification goes on to provide information about the physical specifications, mental specifications, functional and social specifications, behavioral specifications and demographic features of an intending staff. The quality of Job analysis have a lot of influence on the successful practices of human resource management, the good performance of workforce and the overall organizational competitiveness and productivity. Professionally, the recruitment and selection function of the human resource management will be correctly done when well processed job specification is matched against detailed and quality job description. 'An effective job analysis process provides with valuable job-related data that helps managers and job analyst the duties and responsibilities of a particular job, risks and hazards involved in it, skills and abilities required to perform the job and other related information. Job Analysis helps in selection, analyses of Training and Development needs. Filling the right person in a right job vacancy is a test of skills, understanding and competencies of human resource managers. Job Analysis helps them understand what type of employee will be suitable to deliver a specific job successfully. Development Needs: The process of job analysis gives answer to following questions; Who to impart training, When to impart training, What should be the content of training, What should be the type of training: behavioral or technical and Who will conduct training

Job Description

According to Stybel (2010), Job descriptions are building blocks for internal-oriented talent management processes such as recruitment, succession planning, coaching, training, and compensation. However, job descriptions also have an external audience when used as part of a recruitment program advised that when conduct a retained search, should create two Documents of job descriptions. Firstly, is the traditional job description and secondly, is Leadership Mandate. Thus, writing two documents is a burden, but it is appropriate because it recognizes the conflicting constituencies that will review the core document that is called the corporate job description. This technique helps to advance the goal of making these conflicts discussable and provides a practical way of dealing with them. Job descriptions consist of a group of related duties and are typically

Recent Advances in Knowledge Management

performed by more than one person (for instance, a nurse). A job description includes the title and other classifying information. Also, a typical job description revises a role summary, the essential duties, tasks and responsibilities and minimum education, skills and experience required. Furthermore, it contains other pertinent information such as reporting relationship, and equipment used on the job. In this study, the researcher conceptualizes that job descriptions are measured by job title, description and location of the Job, nature of job duties and operations inherent in the job in writing, nature of Job Authority and responsibility and relationships to other jobs, job necessary qualifications, Job Reporting Lines, work environment and Job technological requirement.

i) Job title: First of all the job description document must describe the job title. It must be short, definite and suggestive of the nature of job. The job title defines the job function. This allows the employee to exactly understand the kind of job he is employed to do. The employee has a clarity, purpose and direction. For an organizational role to exist and to be meaningful to people, it must incorporate; verifiable objectives, a clear idea of the major duties or activities involved and understood area of discretion or authority, so that persons occupying or filling the roles know what is expected to be done to accomplish set targets. It is on the basis of these roles that an organizational structure is designed to clarify who is to do what, who is responsible for what results, to remove obstacles to performance caused by confusion and uncertainty in assignments and to assist in decision making and communications networks reflecting and supporting organizational objectives (Nzuve, 2007). To select a candidate to fill a position requires a clear understanding of the nature and purpose of the position which is to be filled. An objective analysis of the position requirement must be made and as far as possible, the job must be designed to meet organizational and individual needs. In addition, positions must be evaluated and compared so that the incumbents can be treated fairly and equitably.

ii) Job location: it means the name of department where the job exists. This allows the employee to know his department and where he belongs in the organization. Employee cannot be employed to work in all the whole organization as that will bring confusion, ambiguity and may lead to dissatisfaction to the employee.

c) Job summary: it means a short summary of the task to be performed by the employee. This allows the job specification specialist to clearly determine the knowledge, skills and abilities that will be needed to execute these tasks. Summary of tasks also allows the employee to know the scope and contents of the tasks he is employed to do.

iii) Job duties: job description document should include the percentage of time that is devoted to the performance of each task. This allows for measurement of efficiency and effectiveness by the employee. Job duties allow for measurement of **organizational efficiency** which measures added value per employee, profit per employee, sales value per employee, costs per employee and added value per naira of employment costs. **Efficiency**: It is the degree to which the organizations output correspond to the need and wants of the external environment that include customers' suppliers' competitors and regulatory agencies. A measure of the appropriateness of the goals chosen and the degree to which they are achieved. The percentage of time that is devoted to the performance of each task also measures productivity. $\text{Productivity} = \text{Efficiency} \times \text{Effectiveness}$

iv) Technology - Equipment, machines and tools: Equipment, machines and tools to be used in the job should be written in the job description document. Organizations cannot operate well without knowing the right equipment needed in their operations. Human resource training department need to know who to be trained on new equipment and tools for good performance.

v) Relation to other jobs: relation to other jobs will help the organization to understand the nature of the job. Employee needs to know which and which department to relate within the performance of his assigned tasks and responsibilities.

vi) Nature of supervision: job description must include the nature of supervision it includes.

vii) Reporting line: Job description spells out who the employee will report to. Organizational communication flows through the reporting lines to avoid confusion.

Recent Advances in Knowledge Management

viii) Work environment: The work environment consists of two broader dimensions such as work and context. Work includes all the different characteristics of the job like the way job is carried out and completed, involving the tasks like task activities training, control on one's own job related activities, a sense of achievement from work, variety in tasks and the intrinsic value for a task. Many research papers have focused on the intrinsic aspect of the job satisfaction. Results have shown that there is a positive link between work environment and intrinsic aspect of the job satisfaction. Further they described the second dimension of job satisfaction known as context comprises of the physical working conditions and the social working conditions, Sousa-Poza & Sousa-Poza (2000) observed that most businesses ignore the working environment within their organization resulting in an adverse effect on the performance of their employees. According to Spector (1997), working environment consists of safety to employees, job security, good relations with co-workers, recognition for good performance, motivation for performing well and participation in the decision making process of the firm. He further elaborated that once employees realize that the firm considers them important, they will have high level of commitment and a sense of ownership for their organization. Different factors within the working environment such as wages, working hours, autonomy given to employees, organizational structure and communication between employees and management may affect recruitment and selection. The working conditions, hazards involve in the job is mentioned in the job description document. This allows for safety measures and possible insurance policy for staff. Work environment. According to Otamiri and Odu (2017), work environment encapsulates all physical, technical, scientific, psychological and social forces which the worker interacts with in the process of working and which are capable of influencing him one way or the other.

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