



A Study of Job Analysis in Industries with reference to Nagpur District

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Abstract: Given a rapidly changing internal and external world it is likely that many jobs will change in the future. Job analysis is a technique which makes the implicit assumption that information about a job as it presently exists may be used to develop programs to recruit, select, train and appraise the performance of the people for the job as it will exist in the future. This research paper attempts some new techniques that, when added to traditional job analysis procedures, may facilitate strategic planning for the better development of personnel methods such as selection and training. Such new techniques are presented and followed by a detail discussion of some topics requiring future thoughts and research.

Keywords: *Static; Framework; Facilitate; Planning; Recruit; Appraise*

I. INTRODUCTION

The purpose of this study was to examine the extent to which Syrian Organizations incorporate job analysis in its Human Resource Management scheme, and the extent to which the incorporation of job analysis influences personnel utilization, and finding out barriers of major gaps in HR practices in Syrian organizations. Interviews conducted with HR managers of the top companies of Syria. The results summarizing that job analysis, a vital human resource management practice has a direct impact on employee job performance and its outcomes. Most HR managers agree that applying JA would increase the ROI on employees. Furthermore, proper training for each position based on deep analysis will increase the employee's productivity and hence ROI.

Strategic human resource management practices enhance employee productivity and the ability of agencies to achieve their mission. Integrating the use of personnel into the strategic human process enables an organization to better achieve its goals and objectives.

Job analysis is focused on the collection of work related information for the job as it's currently exists and/or existed in the past (Dessler, 2003). Yet, as competition and technological

innovation increase, jobs are becoming less individually based. Consequently, the tasks to (perform, knowledge, skills, and abilities) required for effective job performance and becoming more volatile, and more team-based. Organizations may perceive the creation of jobs that do not currently exist, the analysis of which is beyond the scope of traditional job analysis. This has led to calls for a more practice and strategic approach to job analysis, so that the procedures will continue to be relevant in today's workplace.

Managing the human capital in any country is considered of utmost importance since it is the main engine of an economic success and ignition of prosperity. Nonetheless, human resource departments were not fully recognized as an inseparable unit in corporations in India until recently, which indicates that – in most cases – it is not yet fully developed; contain well-trained personnel or even using complex techniques for maximum use of available potentials. In another words, most of the corporations haven't been aware of the impact of HR practices of human capital management, organization development, resourcing, performance management, and job evaluation and others on the organization's success and hence profits. Thus, a considerable gap is found that yet needed to be covered.

Job analysis is one of the most important aspects of human resource management, as it's the hub of all human resource management activities necessary for the successful functioning of organizations. Linking HRM practices to employee job performance is unexplored and required a great attention particularly in the context of Syrian organizations.

II. PROBLEM STATEMENT

As earlier research on job analysis focused on its importance as a strategic human resource management practice with contribution to personnel. Organizations that actively peruse job analysis as a human resource planning strategy are likely to gain competitive advantage.

III. OBJECTIVES

- 1) To examine the extent to which Indian Organizations incorporate job analysis in its HRM scheme.
- 2) To determine the extent to which the incorporation of job analysis influences personnel utilization.
- 3) To identify the major benefits derivable from incorporating job analysis.
- 4) To find out barriers and major gaps in HR practices in Syrian organizations.

IV. REVIEW OF LITERATURE

There are diverse stakeholders attached with an organization, the major strategic goal of an organization is higher performance. Major two types of performance are financial and operational. Financial performance of an organization depends upon a large extent on effective operational performance of their employees. Function of employees, processes and technology comes under the operational performance of an organization.

Peter Drucker and several other writers like suggest that the success of companies in the present competitive environment largely depends upon the calibre of their human resources and innovative employee management programs and practices. HR programs not only reduce employee turnover but also make a substantial contribution to financial performance and productivity.

Job analysis, a human resource management practice is a systematic process for collecting and analyzing information about jobs. Earlier research on job analysis focused on methodological aspects of job analysis. These research efforts made an important contribution develop the procedures to generate accurate and practically useful job related data. Some researchers stress the importance of job analysis as a strategic HRM practice with potential contribution to organizational performance. With increasing recognition of the HR-performance linkage, it has been suggested that organizations that actively pursue job analysis as a Human Resource Management Planning (HRP) strategy are likely to gain competitive advantage.

HRM practices such as job analysis, recruitment and selection, training and development, work environment and performance appraisal may enhance the competence of employees for high performance. Apart from interaction with technology and processes, relations with employees working within the department and the synergy such effective teamwork decide the operational success. To achieve better results, effective synergic interaction in the working group is necessary requirement.

Knowledge, skills and abilities (KSA) or competence of an individual is an important factor which decides operational effectiveness in terms of providing quality performance within a short time. An organization's understanding of the available and needed knowledge, skills and abilities (KSA) allow them to plan for the changes to new jobs and recruit the right person required for achieving their organizational goals thereby sustaining them through the indecisive times.

In view of above the potential contribution of the importance and practice of job analysis to employee job performance has

not systematically investigated, there is enough subjective evidence in the current HR performance literature to be expecting a positive impact of job analysis on employees performance, as job analysis and performance is the center position that job analysis occupies in HR practice that contribute to personnel utilization. Claim the ultimate purpose of job analysis is to improve utilization and. The practice of job analysis has the potential to make this contribution to personnel utilization both directly and interactively with other key HR practices. Sherman et al. claims, the main purpose of job analysis is to improve organizational performance and productivity. Organizational performance, however, depends upon the individual performance.

V. JOB ANALYSIS IMPACT AND OUTCOMES

Job analysis is defined as "the formal process of identifying the content of a job in terms activities involved and attributes needed to perform the work and identifies major job requirements".

As defined by Armstrong "job analysis is the process of collecting, analyzing, and setting out information about the contents of jobs in order to provide the basic of job description".

Jackson & Musselman Defined job analysis as:"the process of determining, by observation and study, pertinent information about the nature of a specific job".

Job analysis is a vital step taken before creating any position and the discussion stated in the literature review will show further the vital impact of it.

Purpose of Conducting a Job Analysis:

Job analysis produces the following information about job analysis :

Overall purpose: why the job exists and, in essence, what the job holder is expected to contribute
Content: the nature and scope of the job in terms of the tasks and operations to be performed and duties to be carried out.
Accountabilities: the result or outputs for which the job holder is accountable.

Performance criteria: the criteria, measures or indicators which the job is being performed satisfactory.

Responsibilities: the level of responsibility the job holder has to exercise by reference to the scope and input of the job; the amount of discretion allowed to make decisions; the difficulty, scale, variety and complexity of the problems to be solved; the quantity and value of the resources controlled, and the type and importance of interpersonal relations.

Organizational factors: the reporting relationships of the job holder.

Motivating factors: the particular features of the job that are likely to motivate or demotivate job holders in, in the latter case, nothing is done about them.

Developmental factors: promotions and career prospects and the opportunity to acquire new skills or expertise.

Environmental factors: working conditions, health and safety considerations, unsocial hours, mobility, and ergonomic factors relating to the design and the use of equipment or work stations.

Job analysis direct incomes are job specifications and job description and it has quite an impact on several aspects of

human resources such as:

On selection:

Job duties in advertising for vacant positions o Salary level for the job candidate

Minimum requirement & interview questions o Application appraisal/evaluation forms

Orientation material for the new hires

On job evaluation

- Judge relative worth of job in an organization,
- Sets fair compensation rates.

On compensation and benefits: it can be used to determine:

- Skill levels and compensation job factors
- Work environment o Responsibilities
- Required level of education

On training and development: it's used in training needs assessment to identify or develop:

- Training content and assessment tests to measure effectiveness of training
- Equipment to be used in delivering the training
- Methods of training

On productivity: JA also identifies performance criteria so that it promote worker for best performance. So, job analysis gives great deal of information about a job as a start, it impacts the organizational activities on several layers and finally it produces quite essential outputs:

1. Overall purpose – why the job exists and, what the jobholder is expected to contribute
2. Organization – to whom the job holder reports and who reports to the job holder
3. Content – the nature and scope of the job in terms of the tasks and operations to be performed and duties to be carried out.

Other purposes of conducting job analysis are listed in many researches, which are as under:

Job Description:

Job description outlines the job tasks, duties and responsibilities and serves as a guide for the recruitment and selection process going forward in general. further described job description as a written narrative of the tasks to be performed and what it entails, adding by usually it also includes information about the equipment used and the working conditions under which the job is performed.

Job Specification:

Job specification deals with the personal aspects of the job and education or qualification background, skills, knowledge and ability and other characteristics associated with effective job performance

Job Evaluation

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.

Job Design/Structure:

A job is more than a collection of tasks recorded in job analysis and summarized in job description. Jobs are the foundation of organizational productivity and employee satisfaction. How well are job designed would reflect a vital

position in the accomplishments and even survival of many organizations. Job design reflects the organizational, environmental and behavioural demands placed on it.

Human Resource Attributes, knowledge, skills and abilities Human resource attributes required for better job performance are knowledge, skills and abilities (KSA). A degree to which employees have mastered is called knowledge which is directly involved in the job performance. Capacity to execute tasks requiring apply of tools, machinery and equipment is known as skill. Ability is the competence to take out mental and physical acts obligatory by a task where the involvement of tools, machinery and equipment is not an overriding factor.

Performance Appraisal:

A process of evaluating the job performance of an employee during a given period is termed as performance appraisal. Usually, at the end of a calendar year performance appraisals are carried out in the form of performance evaluation reports. Some of the part of the report is to be completed by the official reflecting personal data and job description. These reports help management to take decisions about the job succession planning.

Training and Development:

Training is imparted to the employees to enhance their skills for the current job whereas development is to prepare an employee for the future job. Performance appraisal also helps the management to identify the training need assessment of an individual.

Job Succession Planning:

The most important action an employee can take to further his or her career is good, ethical job performance. The assumption of good performance underlies all career development activities. When performance is substandard, regardless of other job succession efforts, even modest career goals are usually unattainable. Career growth rest largely on job performance which is measured by performance appraisal.

Implications for Job Analysis:

Job analysis provides detailed information regarding tasks and activities performed in a specific job. Often this information is used to document job boundaries and assign tasks and responsibilities. The resulting products, namely job descriptions and job specifications are then used to inform human resource functions such as selection and performance management. Job analysis captures the content of jobs as they are described at one point in time. Job analysis forces boundaries to be drawn, which creates a result that is inconsistent with new management practices, including cross-training assignments, job and task rotation, self-managed teams, and increased responsibility at all organizational levels. Additionally, given the nature of business today, the assumptions upon which job analysis was built may no longer hold true.

Effects of Job Analysis on Personnel

Job analysis information will be used to identify future staffing needs and enable teams to maximize their work process efficiencies. In his work on job analysis for the future, Sanchez suggests a shift in name from job analysis to work analysis. Use of the term work analysis implies clearly the change in purpose of job analysis: the description of work regardless of how it is distributed across specific positions.

Sanchez describes a number of ways in which work analysis can be useful in responding to emerging business trends, such as using work analysis to design skill-based pay programs, to facilitate organizational readiness for the future, and to identify task interdependencies and workflows.

Changes in society, business and technology which can be expected due to job analysis will be the new challenges to supply the kinds of information needed to ensure the success of future human resource planning. However, there will also be new possibilities for producing, analyzing, and updating information due largely to changes in technology. It can be considered that likely development in job analysis with regard to descriptors or types of data, the sources of information, data collection methods, and the units of analysis and introduction of methods for data storage, retrieval and dissemination. Sanchez and Levine have identified numerous emerging trends in the business and organizations that have implications for job analysis. Some of the trends are as the following:

- Static jobs with fixed KSA to fluid work with dynamics KSA.
- Selecting individuals for jobs to select individual for teams.
- A hierarchical approach to performance appraisal to input from multiple constituents.

Personnel Utilization and Performance:

Amos et al studied that effective management of performance was critical if the goals and objectives of the organization were to be achieved. Organizations were in existence to succeed and the achievement of the strategy through individual output places the spotlight directly on performance and the management thereof. An integrated human resource (HR) strategy supports the fulfilment of business strategy and the attainment of organizational goals. This integrated HR strategy represents a network of human resource processes, geared towards the achievement of business goals and introduces links of performance to sourcing, staffing, development, rewards, recognition, and employee relations.

According to Amah concept of personnel utilization appeared relatively self-explanatory. It related to overseeing employee job performance. Formally it was defined as "an interlocking set of policies and practices which have their focus on enhancing achievement of organizational objectives through a concentration on individual performance". Personnel utilization encompasses cascading overall business goals and objectives into individual employee objectives. Amos discussed that it was an approach to the management of the people, which deal with setting individual objectives that are related to organization objectives.

The most important organization link for performance management is to drive the implementation and realization of strategy. This alignment was required so that employee performance and development could be enhanced, with the aim of maximizing organizational performance. The word 'strategy' has been referred to ensure a shared meaning of this term given in the research context.

Effects of Job Analysis on Personnel

A sturdy positive association has been found by between organizational performance and individual performance appraisal. HR practices for recruitment and selection were linked to job performance & studied that motivation of an

employee was opened to the elements to have a momentous impact on job performance.

Clear and specific performance standards or measures assist in ensuring that employees know what he or she was required to perform, but to what benchmark this required to be completed. Employees further serve future purposes in aiding the ease of performance assessment, guiding counselling interviews and defining the parameters for performance discipline.

Benefits of establishing performance measures which include:

- Employee and their supervisors were aware of the requisite level of performance.
- Employee was able to constantly evaluate his / her own performance.
- Employees experience greater comfort in the job, knowing what was required of them.
- Better relations between the employee, peers and supervisor were likely as each of the parties knows what was expected. Communication and the absence of anxiety about performance requirements were more likely.
- Employees were more likely to discuss their performance and seek assistance and direction from their supervisors when performance standards were known.

The central role of job analysis once again reverberated and highlighted that job analysis assists in identifying performance measures. Performance measures aid the tracking; measurement and management of performance serve as the criteria of job success.

VI. FINDINGS

The study has found that Job Analysis plays significant role toward effective decisions leading to the employee's growth of the organization. It's revealed from the study that performing job analysis encourages service re-engineering; provide definite objectives' improves efficiency of service; improves employees' performance; helps to evaluate costs and benefits of projects; help in planning and encourages prudent management of resources in organizations.

Accurate job analysis can facilitate important group practice, including budgeting, strategic planning, quality improvement, and managed care contracting.

The cost data captured through job analysis can be used to develop an overall practice budget. A practice job analysis allows the manager or worker to:

- Plan for each work schedule and plan for each cost centre to meet those estimated figures.
- Measure whether the estimates were met at the end of the accounting period and provide the necessary tools and information to investigate and explain variances;
- Monitor the overall performance of the organization; and
- Control expenditure and identify cost-cutting opportunities.

These positions have been substantially corroborated by the works of Drucker , and Gdelade& Ivery . They submit that a strategic employee and cost management process of the job analysis is:

- Price-led
- Customer-focus

- Design-centered
- Cross functional
- Life cycle oriented
- Value chain based

An employee of the organization is achieved through cost effectiveness rooted from the fair functional report view of the job analysis.

Managers incorporate Job Analysis (JA) through the work prescription discipline and compliance to aid in planning and controlling human resource. Job analysis is a formal written expression of the plans for a specific future period stated in job description terms. Tools for business decision making lists the following benefit of job analysis:

- It requires all levels of management to plan ahead and formalize goals on a repetitive basis.
- It provides definite objectives for evaluating performance at each level of responsibility.
- It creates an early warning system for potential problems so that management can make changes before things get out hand.
- It facilitates the coordination of activities within the company by correlating segment/division goals with overall company goals.
- It results in greater management awareness of the company's overall operations including the impact of external factors such as economic trends.
- It motivates personnel throughout the company to meet planned objectives.

The more specifically direct costs can be assigned to units of service, the more accurate the job analysis will be. However, the desirability of highly accurate results must be weighed against the incremental value to the practice of spending additional sources to obtain a higher level of refinement.

HR practices in Syrian organization lack an in depth analysis and are mostly primitive. This primarily caused by the lack of experts and professional HR study.

Absence of JA implementation is a key factor to many organizational gaps since it facilitates and lays the foundation of countable needed practices.

VII. CONCLUSION

Job analysis, a vital human resource management practice has a direct impact on employee job performance and its outcomes.

The lack of formal study of HR whether in private institutes or formal colleges till recently. The lack of professionals in this domain reflected poorly directly to their HR unit performance as a whole.

The Lack of low compensation for skilled employees that drove them to work for foreign companies. The lack of HR skills is lie behind the incapability of performing JA, and other HR practices based on JA, such as JD, and JE properly.

Attracting skilled employees would be able to value the impact of their works.

It's also noticed that the HR actions in most Syrian organizations is limited to basic duties not only due to lack of experts but also due to understaffing problems that made them prioritize in the favour needed basic duties only. Lack of

awareness about the importance of advanced HR practices - of which JA applications is good example – from the upper management is the main key to this problem, another point that the budget of HR units based on their basic need requirements; leaving them little room to improve the potentials of their employees.

VIII. RECOMMENDATIONS

To increase the performance of organizations, job analysis must be tied into the business strategy of the organization so that the objectives for integrating job analysis schemes in organization could be achieved.

The importance of job analysis to the achievement of organizational objectives of organization cannot be overemphasized. Therefore, organizations should institute appropriate measures that could help them have effective and all-embracing job analysis systems in their services in order to allow for maximum utilization of the gains arising from personnel utilization.

As a matter of policy recruiting qualified personnel and effect job analysis techniques in the organization so that strategic advantage could by attained there from.

Organizations should have the courage to motivate their personnel through effective job analysis.

Since the improved performance of the worker leads to greater organizational productivity on aggregate synergy, it is recommended that the organizations' staff should encourage bringing out their best through efficient job analysis.

The job analysis must be willing to ask tough questions of management, the internal auditor and the independent auditor.

Given the discussed impact of JA on organizations, it's highly recommended that Syrian companies of different magnitude and business sector to conduct full JA for all created and to-be-created positions. It would undoubtedly facilitate process and increase employees' productivity as proven throughout the research.

To increase performance, job analysis must be tied into the business strategy of the organization so that the objectives for integrating job analysis schemes in organizations could be achieved.

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