

### Chapter 9

#### Conceptualization of Job Analysis in Organisation

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#### **Abstract**

*This paper examined that job analysis and the extent to which it interacts meaningfully in organization. High and standard organizational values, norms and attitudes definitely has a corresponding effect on job analysis and people resourcing activities. When there is inefficient people resourcing practice and unavailable job analysis processes in an organization, it means the organizational values, norms and attitudes are substandard. As such, it was concluded that high organizational values, norms and attitudes in organisation will enhance quality job analysis and good people resourcing activities.*

#### **Introduction**

The practice of people resourcing is critical to success of business organizations as it ensures that the right person are acquired and put in the right place in the organization. It is concerned with the procedures of obtaining and retaining a workforce with the necessary skills, competences, attitudes, knowledge, ethics and values, (Karemu et al., 2014). This is because business organizations hire and retain the right people in order to increase its performance (Majumber, 2012 & John, 2008). Boohene & Asuinura (2010) opines that employee resourcing procedures should ensure that employee selection process employ evidence- based tools to determine the most qualified person fit for the job. It involves both the newly hired and those to be promoted or transferred (Abomeh, 2013) .

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

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### 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

### 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 underscores the finances spent by organizations

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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.

**ii) Job location:** it means the name of department where the job exists. This allow 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.  $Productivity = Efficiency \times Effectiveness$

**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 her operations. Human resource training department need to know who to be trained on new equipment and tools for good performance.

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**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.

**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.

### **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

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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 in 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.

According to Okere (2013), a comprehensive Job Analysis (JA) programme is an essential ingredient of a sound human resource management. It is a major input to the forecasting future human resource requirement, job modifications, job evaluation, determination of proper compensation, and the writing of job descriptions and job specifications.

According to researchers, the main purpose of job description is to collect job-related data in order to advertise for a particular job. It helps in attracting, targeting, recruiting and selecting the right candidate for the right job. It is done to determine what needs to be delivered in a particular job. It clarifies what employees are supposed to do if selected for that particular job opening. It gives recruiting staff a clear view what kind of candidate is required by a particular department or division to perform a specific task or job. It also clarifies who will report to whom the researcher conceptualizes that Job specification is a written Statement of qualifications, traits, physical and mental characteristics that an individual must possess to perform the job, duties and discharge responsibilities effectively. In this, job specification usually developed with the cooperation of personnel department and various supervisors in the whole organization.

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