

Effects of Job Analysis on Personnel Innovation

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ABSTRACT : *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.*

KEYWORDS—*Job Analysis, Personnel Innovation, Human Resource Practices, Performance, Efficiency, Financial performance, productivity, and ROI*

I. INTRODUCTION

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 Syria 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.

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 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 (Geal, 1988) (Dessler, 2003). Linking HRM practices to employee job performance is unexplored and required a great attention particularly in the context of Syrian organizations.

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.

II. PROBLEM STATEMENT

As earlier research on job analysis focused on its importance as a strategic human resource management practice with contribution to personnel utilization (Bowin and Harvey, 2001; Casico, 1998). Anthony et al. (2002) and Dessler (2003) suggested that organizations that actively peruse job analysis as a human resource planning strategy are likely to gain competitive advantage.

Objectives:

1. Examining the extent to which Syrian Organizations incorporate job analysis in its HRM scheme.
2. Determine the extent to which the incorporation of job analysis influences personnel utilization.
3. Identifying the major benefits derivable from incorporating job analysis.
4. Finding out barriers and major gaps in HR practices in Syrian organizations.

III. LITERATURE REVIEW

Conceptual Model

There are diverse stakeholders attached with an organization, the major strategic goal of an organization is higher performance (Becker & Huselid, 1988). 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.

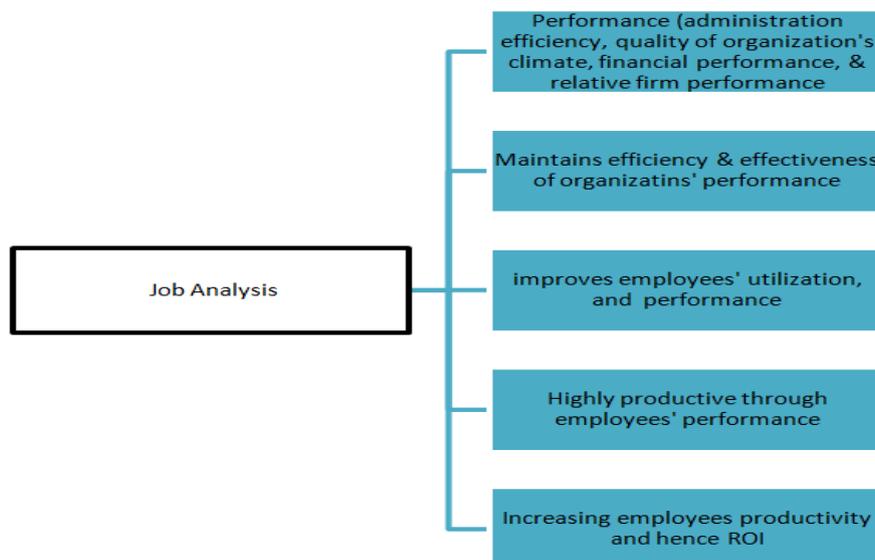
Peter Drucker (2002) and several other writers like (Jones, 2001; Towers, 1992; Pfeffer, 1998; Greer, 2001) suggest that the success of companies in the present competitive environment largely depends upon the caliber of their human resources and innovative employee management programs and practices. Bayers & Rue (2006), for instance, has demonstrated that well-formulated 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 (Bowin and Harvey, 2001; Casico, 1998). 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 (Anthony et al., 2002).

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 (Brooks, 1987; Wynkoop and Walz, 2000). 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 (Casico, 1998).

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 (Latham and Wexley, 1981). Apart from interaction with technology and processes, relations with employees working within the department and the synergy such effective teamwork decide the operational success (Barney and Wright, 1997). To achieve better results, effective synergic interaction in the working group is necessary requirement.

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. (Chapman, 2006) 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.



Job Analysis Impact and Outcomes:

Wikipedia defined job analysis 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 (2009) "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 (1987) 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 (Armstrong, 1995):

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
 - Salary level for the job candidate
 - Minimum requirement & interview questions
 - 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
 - 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 measurer 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:
 - Overall purpose – why the job exists and, what the jobholder is expected to contribute
 - Organization – to whom the job holder reports and who reports to the job holder
 - 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 (Amah, 2008; Ash and Levine, 1980; McCormick, 1979) 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. (Bayers & Rue, 2006) further described job description as a written narrative of the tasks to be performed and what it entails, adding by (Fisher et al., 1999) 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 (Amos et al., 2004).

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 behavioral demands placed on it.

Human Resource Attributes, knowledge, skills and abilities (KSA):

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 (Carson & Stewart, 1996; Sanchez, 1994). Additionally, given the nature of business today, the assumptions upon which job analysis was built may no longer hold true (Sanchez, 1994)?

Job analysis information will be used to identify future staffing needs (Morgan & Smith, 1996) and enable teams to maximize their work process efficiencies (Sanchez, 1994). In his work on job analysis for the future, Sanchez (1994) 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 (1999) 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. (2004) 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 fulfillment 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 (2008) 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 (2004) discussed that it was an approach to the management of the people, which deal with setting individual objectives that are related to organization objectives.

Amah (2008), Spangenberg and Theron (2001) highlighted that potentially the most important organization link for performance management is to drive the implementation and realization of strategy. Hartog et al. (2004, p.558) studied that 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. Therefore, strategy defined by Price (1997) was "the means by which an organization seeks to meet its objectives. For the purpose of this research, strategy can therefore be compared to a high level thought or plan of action of how human resource practices will be linked with the employee's job performance to achieve its goals and objectives.

Pfeffer (1994) discussed that human resource practices like recruitment and selection, job evaluation, job succession planning, training and development and job security be just a diminutive practice ascribed with massive worth to the organization. Researchers (Arthur, 1994; Delaney & Huselid, 1996; Huselid, 1995) proved empirically the constructive association of the human resource (HR) practices and organizational outcome like improved efficiency, job retention and job performance. All these studies have established a set of human resource "best practices". Huselid (1995) narrated these practices as "high performance job practices". Succeeding studies by (Delery & Doty, 1996; Huselid et al., 1997) emerged to sustain the concept that there was a bunch of HR practices that can hamper the job performance of an employee. This study contains nine HR "best practices" which are considered as job analysis, job design, job evaluation, job security, job succession planning, employee recruitment, job performance, job satisfaction and job retention.

Pfeffer (1994), Wright et al (1998) and Appelbaum (2002) studied that the premeditated use of human resource practices were significant for the organizational performance. Further, by the implementation of best human resource practice for overseeing the employees was whispered result an affirmative impact on the organizational performance. Heneman et al. (2000) discussed that Human Resource was recognized as an area of momentous significance to an organization's achievement. As a result, the significance of a human resource (HR) function in an organization might articulate how vital that task was to a specified organization.

A sturdy positive association has been found by (Delery & Doty, 1996; Husilid, 1995) between organizational performance and individual performance appraisal. According to Huselid (1995) and Ichniowski & Shaw (1999) effective HR practices for recruitment and selection were linked to job performance. Huselid (1995) and Gelade & Ivery (2003) studied that motivation of an employee was opened to the elements to have a momentous impact on job performance.

Performance management relates to the co-ordination and measurement of individual performance in line with organization's goals and objectives. Critical elements include the alignment of business and individual goals, setting of measures and evaluation thereof. Performance management systems assist in structuring and achieving these outputs. Bayers & Rue (2006) defined performance as the degree to which an employee accomplished the tasks that made his or her job. In order to establish whether such tasks have or are being accomplished, indicators or measures are needed to assist intracking, measuring and managing this job performance. In an effort to track and measure job performance, outputs and behavior, organizations make use of key performance indicators (KPIs). Els & Villiers (2000) discussed KPIs were statistics and other measures that were considered to be critical indicators that reflect key job performance behaviors.

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. Meyer & Donaho (1979) studied that employees further serve future purposes in aiding the ease of performance assessment, guiding counseling interviews and defining the parameters for performance discipline.

Amah (2008) and Mayer & Donaho (1979) shared five benefits of establishing performance measures which include:

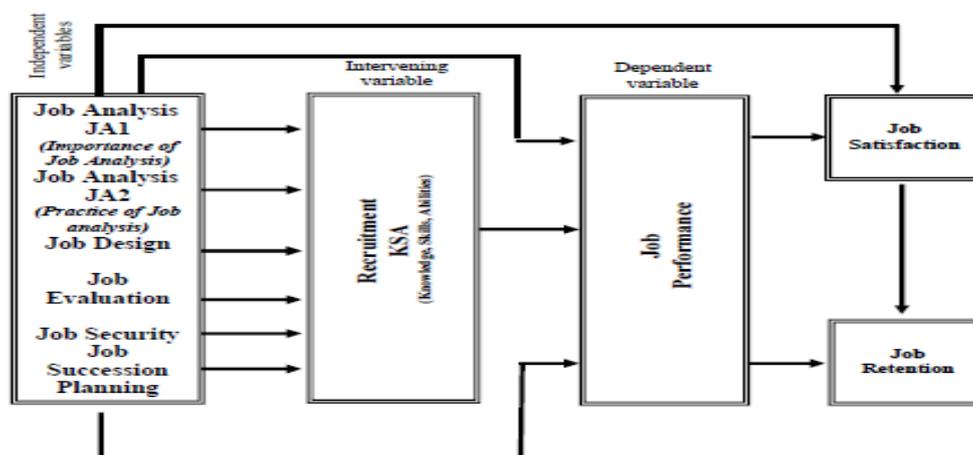
- a) Employee and their supervisors were aware of the requisite level of performance.
- b) Employee was able to constantly evaluate his / her own performance.
- c) Employees experience greater comfort in the job, knowing what was required of them.
- d) Better relations between the employee, peers and supervisor were likely as each of the parties knows what was expected. Communication and the absence of anxiety about performance requirements were more likely.
- e) 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.

Job Analysis and Personnel Utilization and performance:

Organizations that regularly conduct job analysis possess a much better knowledge of their employee's strength and limitations, and can take timely corrective action to improve any deficiencies in their skills and job behavior (Clifford, 1994). A regular or proactive job analysis practice can help company in creating a proper infrastructure by defining the tasks to be performed as well as the timelines for performing them.

A proactive job analysis also contribute also contributes to personnel utilization by promoting positive job attitudes and work commitment. Job analysis can be used to identify factors that shape workers' motivation and job satisfaction. Wal-Mart and Whirlpool, for instance, have make significant improvement in their performance by developing innovative job redesign programs grounded in empirically verifiable job-related data. In general, the experience of most organizations indicates a positive impact of job analysis leading to generate administrative efficiency and cost savings, better organizational climate and improved productivity in the form of sales and profit growth.



IV. SUMMARY OF DISCUSSIONS OF 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 center 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 (2002), and Gdelade& Ivery (2003). 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.

ROI on human capital proved to be complex point but still most of the indicators incline to the idea that properly conducted JA would assist to increase employees productivity and hence ROI.

V. 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.

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.

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 favor 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.

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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INTERVIEW QUESTIONS

Format Interview with: _____.

The Interviewer: Anas Ghazi Alam Edien

1. Name of the Company:
2. Does your Company incorporate Job Analysis?
3. To what extent does your company incorporate Job Analysis (JA)?
 - a. To a very large extent ()
 - b. To a large extent ()
 - c. To a moderate extent ()
 - d. To a low extent ()
 - e. To a very low extent ()
4. Where do you think is the major gap in the HR practice of Syrian Companies?
5. What do you think are the main weakness of the HR units in the Syrian Companies?
6. Rank the major benefits of performing job analysis?

Options	Rank Marks				
	1	2	3	4	5
Encourage Service Re-engineering					
Provide definite objectives					
Improves efficiency of service					
Improves employee performance					
Helps to evaluate costs and benefits of projects					
Helps in increasing company's employees' performance					
Encourage prudent management					
Retain the employees more or even raise their loyalty					

7. Does your organization institute job analysis? () No () Yes
8. To what extent is your organization's adherence to job analysis?
 - a. To a very large extent ()
 - b. To a large extent ()
 - c. To a moderate extent ()
 - d. To a low extent ()
 - e. To a very low extent ()
9. Does your organization incorporate job analysis report for decision making? () No () Yes
10. Does the incorporate of job analysis affect the performance of your organization's employees? () No () Yes
11. To what extent does the incorporation of job analysis affect the performance of your organization's employees?
 - a. To a very large extent ()
 - b. To a large extent ()
 - c. To a moderate extent ()
 - d. To a low extent ()
 - e. To a very low extent ()
12. Where do you think is the major gap in the HR practice of Syrian organizations?
13. What do you think are the main weakness of the HR units in the Syrian organizations in general?
14. JA is considered more of advanced HR practice than simple, don't you agree that it's now more necessary than ever to have such step implemented in most if not all Syrian Companies.