

Influence of Job Analysis Program on Employees: A Study on Selected Companies of Bangladesh

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Abstract— The aim of this study is to reveal employee perception and importance of job analysis program on selected organizations such as Drug international limited, Liberal IT, OTS Limited, Global Brand PVT. Ltd., Dhaka Bank Ltd., Mercantile Bank Securities Ltd., Digi Jadoo etc. Mainly primary data were used to collect information. A structured questionnaire was made for this purpose. Respondents were asked to fill in the self administered questionnaire. Secondary source includes books, articles and website etc. The concept of job analysis is not a popular one in our local organizations. As a result, employees had a negative idea about job analysis. But they appraised the program after attending enthusiastically. The program helped participants to identify job duties and responsibilities properly, making them aware of their career development. To keep up employees energetic and participative, job analysis has to be conducted regularly.

Index Terms— Job analysis, Career development, Exempt employees, Duties and responsibilities, Skill, Skill gap, Training, Job Description.

1 INTRODUCTION

Employees, an essential resource for an organization, put forth their effort towards the success of the same. Their effort, contribution, motivation etc. is highly connected to the way they perceive their job. A clearly identified job duties and responsibilities is not only important but an essential ingredient to lure employee contribution. The equation is simple, feeling and delivering. That is, the way they feel their job, the same way they will deliver their service. A job analysis program helps a lot to better understand one's job. A job analysis is exploring everything connected to a job. That is, identifying the activities, qualifications, environment etc. It includes job duties, responsibilities, job environment, qualification required, and value of the job towards attainment of organizational goal.

Increasing attention is being focussed on the changing nature of the 'job' concept itself, with mention of such phenomena as the 'jobless' organization and 'de-jobbing' (Singh, 2014). It is thus useful to first examine the nature and substance of jobs. Ligen and Hollenbeck (1991, p.173) define a job as "a set of task elements grouped together under one job title and designated to be performed by a single individual." However, a consensus seems to be developing that job boundaries are becoming blurred, as inter-job activities become the norm (Drucker, 1987; Sanchez, 1994; Shippmann et al., 2000).

This is essential for companies to recruit the right applicants who suit their work setting and requirements else they will end up stagnating. Without a job analysis for positions, an organization will have shortage of clear understanding on

employee roles. The study uses several organizations to find out what employees are really thinking after going through a job analysis program.

2 LITERATURE REVIEW

Taylor, studied the job as one of his principles of scientific management. From his ideas and data, time and motion study of jobs was emerged. This consciousness on job analysis stimulated as the human relations associated with the determination on other issues and other human resource practices emerged. Behavioural scientists and Psychologists rediscovered in 1960 jobs as a focal point of study in the organizations. Till such time, job analysis has been focused only on the work being carried out. This was altered in the 1970s as psychologists were attracted in job analysis. Their involvement was in three areas such as

- (i) Quantifying job analysis by developing questionnaires for data collection
- (ii) Worker orientation to job analysis
- (iii) Focusing on smaller units rather than the whole job, task, or elements within jobs.

As job analysis is the process used to collect information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job, HR executives need as much data as possible to put together a job description, which is the frequent outcome of the job analysis. Additional outcomes include recruiting plans, position postings and advertisements, and performance development planning within your performance management system (Susan M. Heathfield, 2014). According to North American Registry of Midwives, a job analysis is a list of tasks essential to the performance of a profession. The list defines the scope of practice for that profession, according to a consensus of the practitioners. The list of tasks is not meant to limit the job performed by those professionals, but to identify the core skills needed for entry into the profession.

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However, job analysis may be viewed as the hub of virtually all human resource management activities necessary for the successful functioning of organizations (Gael, 1988a; Mirabile, 1990; Oswald, 2003; Siddique, 2004). Job analysis is focussed on the collection of work-related information for the job as it currently exists and/or has existed in the past (Palmer & Valet, 2001, Schneider & Konz, 1989). The successful completion of a job analysis is a labor intensive; consuming large amount of time of incumbent, incumbent's supervisor and job analyst or subject matter expert (Henderson, 2004). As a result, organizations are sometimes reluctant to go for such program. The data obtained from a job analysis can be used in a variety of ways, e.g. recruiting and selecting employees, developing and appraising employees, compensation, job and organizational design (Fisher, Schoenfeldt and Shaw, 2004). A concerned HR manager should conduct a job analysis program periodically. For this, a culture of cooperation and communication is highly required. Support from all levels of employees and a clear understanding of the process is preliminary consideration. There are several ways of performing a job analysis. Dessler (2000) identifies six steps in doing a job analysis, namely:

- Step 1: Identify the use to which the information will be put
- Step 2: Review relevant background information
- Step 3: Select representative positions to be analyzed
- Step 4: Actually analyze the job by collecting data on job activities, required employee behavior, working condition etc.
- Step 5: Review information with job incumbent
- Step 6: Develop a job description and job specification

All job analysis program brings 3 basis outputs, namely job description, job evaluation and job specification.

Statt(2004) discussed that the job description outlines the job tasks, duties and responsibilities and serves as a guide for the recruitment and selection process going forward. 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.

Job evaluation is a systematic process used to determine the worth of jobs and creating a link between job worth and salary (Werther & Davis, 1993). Gupta & Chakraborty (1998) further clarified that as the worth of a job is determined, it might be seen in terms of salary and other fringe benefits in accordance with the existing salary structure of the organization. Das & Garcia-Diaz (2001) intimated a widely used method of job evaluation called point based job evaluation method.

Job Specification is the list of the essential components of a job including a summary of the work to be performed, primary duties and responsibilities, and the minimum qualifications and requirements necessary to do the crucial works of the job. Among the method of data collection, interview, questionnaire, observation, diary/log, combination etc are popular. The best method is to be matched according to organizational design and requirement. It is to be noted that before going for a job analysis, preparing a cost-benefit analysis is must. Sometimes the anticipated cost may exceed limit, whereas benefits may not be visible enough. HR specialist need to be careful

about this aspect of job analysis.

3 OBJECTIVES

The objectives of the study are as follows:-

- 1. Know the view of the employees regarding job analysis
- 2. Identify importance of implementing such program

4 METHODOLOGY

As the study aims to discover what employees are feeling about job analysis, it is an exploratory research. The study is based on primary source mainly. But some secondary sources were also used, like, books, articles, websites etc. For unique flow of information product management, Trade operation, Business Development, Customer service and IT department of the organizations were chosen through stratified random sampling among other departments. Only exempt employees were considered. The study consists of four levels, namely Manger, Assistant Manager, Senior Product Executive and Executive as sampling unit. To conduct a job analysis program and gather information, a structured questionnaire was used. The questionnaire is framed of simple attitude scale and some likert scale questions. Information was collected through self administered questionnaire method.

5 FINDINGS

5.1 A complete change of view

The study finds that only 25% of the respondents had previous experience of going through a job analysis program. The employees who joined the program were senior, by both age and experience. They had this program in a small scale basis, in other organizations. But most of the employees had no idea of what a job analysis program is.

As most of them had no experience, it was a common belief that the program is not important. Figure 1.2 shows that only one manager and one senior executive who had previous experience, says it is not important. Four executives also considered it as not important. Except that, all of the respondents agreed that it is an important activity, which should be regularly administered. So, the view has changed completely, from not important to important.

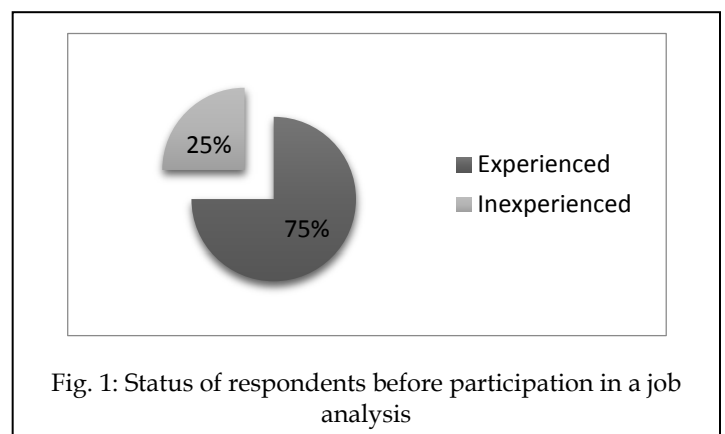


Fig. 1: Status of respondents before participation in a job analysis

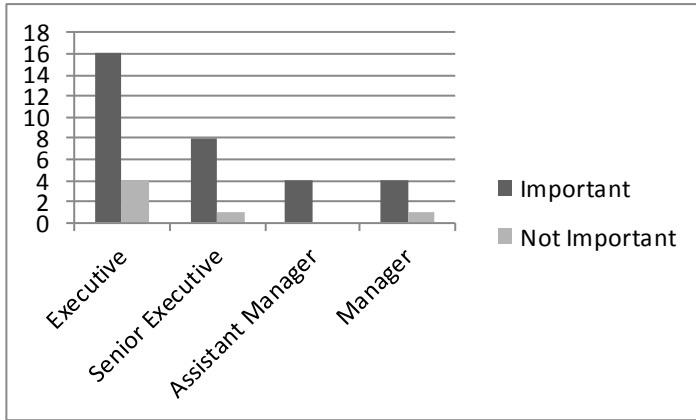


Fig. 2: Respondents view after participation in a job analysis

5.2 Clarification of duties and responsibilities

Job analysis program helps employees understand their duties and responsibilities properly. When the respondents were asked whether they have understood their duties properly or not, everyone agreed. This program has opened their eyes and increased their obligation towards the organization. Newly identified job of a manager includes: attain meeting forecasting requirements preparing annual budget, scheduling expenditure, analyzing variances and initiating corrective action, product related event management etc. For assistant manager duties include: continuously monitoring the product management team to achieve organizational goals, motivation and evaluation of performance, maintain liaison with supplier company and conduct any special project assigned by the supervisor for the better interest of the company. Senior product executive identified his duties as: drug regulatory affairs, develop promotional materials, train up sales force and conduct monthly sales conference. Product executive clearly identified most important duties are: develop and implement new product launch plan and make them brand leader, motivate sales people and train up sales force etc.

But scenario was not such before. 50% of the respondents could not identify their duties properly before, which could be a serious matter of concern for the organizations.

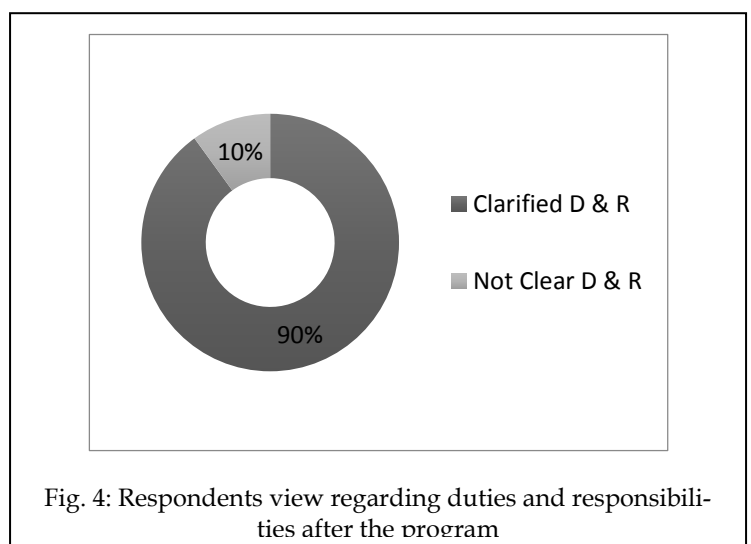


Fig. 4: Respondents view regarding duties and responsibilities after the program

5.3 Enhancement of career development

Employees have a need for career development. There are several ways in which an employee may become aware of his career. By putting forth more effort, in better ways and being positive, he/she gets the attention of top management. Job analysis makes employees aware of their duties required for a higher position. A clearly identified duties of an upper position attracts employees to work harder.

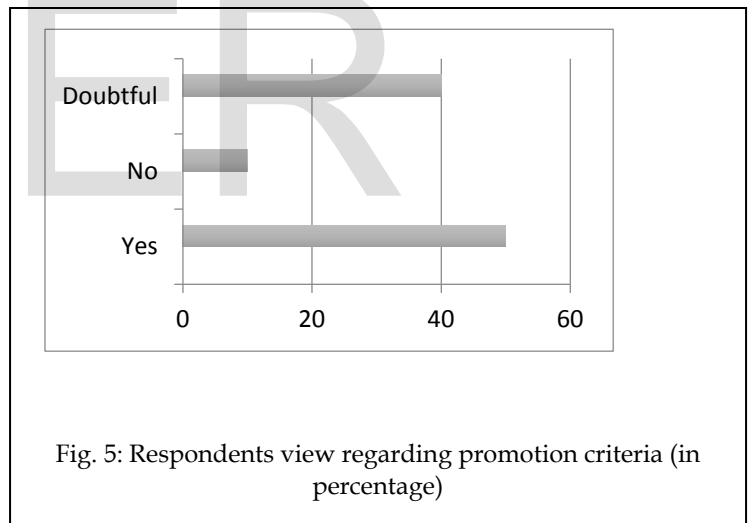


Fig. 5: Respondents view regarding promotion criteria (in percentage)

It was found that there is a curiosity among the respondents of a higher position. They were looking for the requirement for promotion. 40% of the respondents were ambiguous about their promotion criteria. But they were looking forward to know the job description of their supervisors. Thus, job analysis makes them aware of their career development.

5.4 Identification of Lacking

Another important finding of the study is, employees become aware of their shortcoming. Respondents of the organizations noticed that some of them have skill gap which is to be corrected and updated. Thus, there is a training need although the organization arranges training programs; employees feel that it should be employee centric.

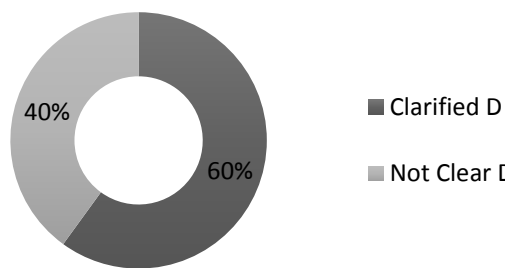


Fig. 3: Respondents view regarding duties and responsibilities before the program

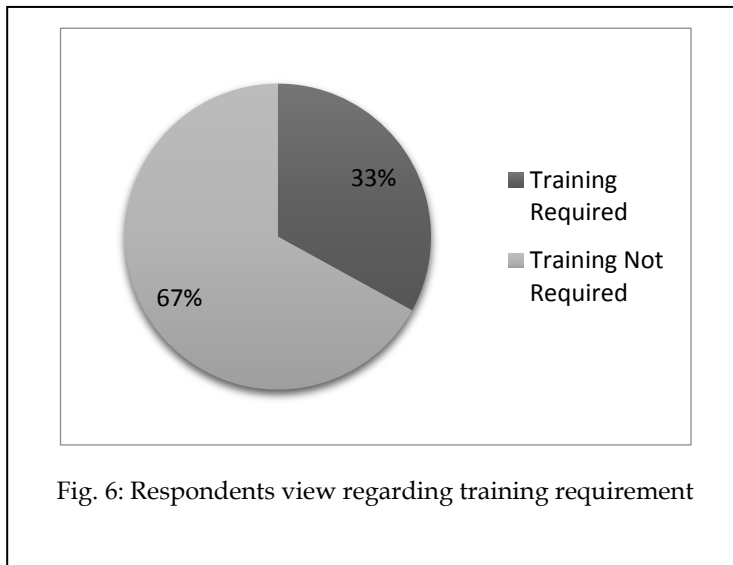


Fig. 6: Respondents view regarding training requirement

Among the respondents surveyed, 33% said they do need training to improve their skill. As they feel that they can perform better through training. Beside this, 67% of the respondents could not identify lacking in their skill, mostly because they are experienced enough or had gone through training program before.

6 CONCLUSION

Job analysis has always been, and will continue to be in the foreseeable future, a valuable informational tool in human resource management (Singh, 2014). There is no doubt that a good workplace consists of harmony between management and employees. Job analysis brings the parties closer. Through conversation and interaction both of them have a consensus. The study has found that employees consider job analysis program as important, although the view was just opposite before. It helps in clarifying job description and making employees aware of their career development. So, there is a need to continue job analysis program in a periodic basis.

7 RECOMMENDATIONS

(i) The job analysis process must be continuously evaluated through feedback mechanisms like employee adaptation and performance.

(ii) Training program should be arranged from time to time.

(iii) A list of clear duties and responsibilities must be specified according to position of employees.

(iv) Improvement of employee skill is highly required in the companies. Organizational arrangement of skill improvement programs is required.

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