

### JOB ANALYSIS IN ORGANISATIONS OPERATING IN THE SLOVAK AND CZECH REPUBLIC

**Abstract:** The objective of job analysis is to collect information on tasks, methods, duties, rights and connections to other horizontally and diagonally related positions within organisational structure, as well as to get information on the need and level of physical and psychical dispositions of the employee who will occupy the given position. It is subsequently necessary to evaluate collected information from the viewpoint of present needs and strategy of the organisation and, what many organisations forget about, from the viewpoint of present technologies which can not only significantly facilitate work but also decrease its time demand. Collected information needs to be summarized in the form of job description and specification of requirements on the given employee, and its implementation in performance of the given work thus needs to be ensured. This article describe, whether and in what extent organisations operating in Slovakia and in the Czech Republic focus on job analysis.

**Key words:** job analysis, cross-section function, organisations operating in the Slovak Republic, human resources management.

#### 5.1. Introduction

Essential functions of human resources management include job analysis, recruitment and selection of employees, distribution of employees, education and development of employees, carrier management and talent management, evaluation of performance, remuneration of employees, working relationships and working

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conditions. Our research analysed how and to what intension organisations operating in Slovakia focus on individual functions. This contribution will present results of the research focused on job analysis.

Priority focus within human resources management functions needs to be on job analysis, since within its scope the organisation ensures systematic collection and evaluation of information on job content, conditions of its performance and requirements imposed on people occupying these positions as well updating of all information, and it is also a basis upon ensuring of other human resources management functions (HITKA, 2011).

In order to justify comprehensive focus of organisations on job analysis, the questionnaire research we conducted at School of Economics and Management in Public Administration in Bratislava and at Czech University of Life Sciences Prague was focused on finding out whether and in what extent organisations operating in Slovakia and in the Czech Republic focus on job analysis.

## **5.2. Job Analysis**

Job analysis can generally be characterized as a systematic process of collection, evaluation and summarization of information on individual works and preconditions of their performance. The objective of job analysis is to collect information on tasks, methods, duties, rights and connections to other horizontally and diagonally related positions within organisational structure, as well as to get information on the need and level of physical and psychical dispositions of the employee who will occupy the given position. It is subsequently necessary to evaluate collected information from the viewpoint of present needs and strategy of the organisation and, what many organisations forget about, from the viewpoint of present technologies which can not only significantly facilitate work but also decrease its time demand. Collected information

needs to be summarized in the form of job description and specification of requirements on the given employee, and its implementation in performance of the given work thus needs to be ensured.

Justification of job analysis mainly results from the fact that job analysis is a cross-section function of personnel management, which means that it has a direct impact on organisational structure creation and subsequent human resources planning in the given organisation. Recruitment and selection criteria are defined on its basis. It has a significant impact on subsequent adaptation of employees, particularly to working and social conditions, when, on its basis, employees are familiarised with all future co-workers, not only the immediate ones. Job analysis has a not negligible role in education of employees, particularly in case of occurrence of new technology able to facilitate work. Last but not least, job analysis has a significant role in creation of safe working conditions and ergonomic environment, since the set of conditions affecting a person in the working process has an impact on their performance. Ensuring of ergonomic environment in work performance has a positive effect not only on health of employees and their physical and psychical condition but, as the research proved, it also has a significant impact on economic results of the organisation (STACHOVÁ, 2012). As the given implies, in case job analysis is not elaborated, respectively it is elaborated inconsistently or during a long time, serious problems occur in all spheres of personnel management.

### **5.3. Characteristics of the research**

Analysis of how organisations operating in Slovakia and in Czech Republic approach human resources management was carried out in the form of questionnaire researches conducted over 2012, from February to May in cooperation between School of Economics and Management in Public Administration in Bratislava and Faculty of Economics and Management, Czech University of Life Sciences Prague. Questionnaire

was distributed in organisations with 50 and more employees. Upon determining a target group, depending on the size of organisation from the viewpoint of a minimum number of employees, we presupposed that organisations with the number of employees lower than 50 do not have a standardized and formally defined approaches to human resources management and to its individual functions. Collection, sorting and subsequent summary of information obtained from the researches was carried out from June to September.

The systemic approach for the objective evaluation of human resources management and their nature, and for the elimination of details resulting from random events was used upon the article creation and the research evaluation. The analysis was used for information collected from literary sources or questionnaires. All the knowledge was dealt with in smaller parts in order to enable a more detailed focus. As to statistical methods, distribution characteristics were used to express the median. Most of the collected values were expressed in % upon the results summarisation. The methods of induction and deduction were used in the article upon deriving the conclusions. The method of comparison was used upon the evaluation of the present state, comparing organisations paying sufficient attention to human resources management and organisations not dealing with it at all. To evaluate the data, the SPSS 19 statistical programme and MS Excel 2007 were used.

340 respondents from the Slovak Republic and 109 respondents from the Czech Republic participated in the research. Summary size structure of interviewed organisations is shown in Table 5.1, implying that organisations with the number of employees between 50 and 249 were mostly represented in the research.

**Table 5.1. Size structure of the analysed organisations**

Number of employees in the organisation	50 - 249	250 – 1,000	1,001 – 5,000	over 5,000
<b>Share of organisations in % SK</b>	72%	21%	6%	1%
<b>Share of organisations in % CZ</b>	77%	16%	5%	2%

*Source: own study*

#### **5.4. Analysis of present state**

With regard to the fact that job analysis mainly provides information for creation and description of working positions, for specification of demands imposed on employees and for creation of their competence profile, our research focused on finding out whether organisations carry out job analysis, for which positions and in what time intervals, respectively for what reasons. As entity carrying out job analysis can significantly influence its result, we were also finding out who in organisations is in charge of carrying out of the analysis and what method of information collection is used for this purpose.

In finding out of the focus of organisations on job analysis, we were also analysing awareness of managing employees in human resources management, who should participate in it but mainly initiate it. The results implied that organisations focus on this function only in approximately 60 % (Table 5.2).

In organisations carrying out job analyses, we subsequently focused on finding out the comprehensiveness of its carrying out, and thus we were finding out for which positions job analysis is carried out. Organisations were least concerned with managerial positions analyses (Table 5.3).

*Table 5.2. Carrying out of job analysis*

Carrying out of job analysis	Share of organisations in %	
	SK	CZ
Yes, we carry it out	62	59
No, we do not carry it out	38	41

*Source: own study*

*Table 5.3. Carrying out of job analysis for individual working positions*

Working positions for which organisations carry out job analyses	Share of organisations in %	
	SK	CZ
Management	56	62
Specialists	69	69
Administrative employees	70	68
Manual workers	67	67

*Source: own study*

In case organisations carry out job analysis, we were interested in what the impulse for that is, respectively in what intervals it is carried out. Organisations most often marked creation of new working positions as the impulse, and organisations carrying out the analysis regularly most often marked the yearly interval (Table 5.4).

In finding out which employee, respectively department carries out job analysis in the organisation, we found out that a direct superior of the employee whose job is being analysed is most often involved in this activity (Table 5.5).

*Table 5.4. Reason for job analysis carrying out, respectively its frequency*

Reason for job analysis carrying out, respectively its frequency	Share of organisations in %	
	SK	CZ
Upon creation of working positions	53	50
Upon change of job content	45	48
Upon personnel audit	24	18
Regularly: - yearly	15	17
- half-yearly	4	5
Other	2	1

*Source: own study*

*Table 5.5. Performers of job analysis*

Who carries out job analysis	Share of organisations in %	
	SK	CZ
Direct superior	84	82
Employee occupying the given position	15	10
External agency	9	7
Department of human resources management / personnel department	8	5

*Source: own study*

Method of carrying out an analysis has a significant impact on any analysis from the viewpoint of time as well as the viewpoint of quality level. Therefore, our research also focused on finding out what methods were used in job analysis. Organisations most often use the questionnaire method (Table 5.6).

*Table 5.6. Usage of individual methods in job analysis*

Methods used in job analysis	Share of organisations in %	
	SK	CZ
Interview	60	67
Questionnaire	27	25
Observation	49	38
Other	4	2

*Source: own study*

## **5.5. Evaluation of present state**

Job analysis is the key function of human resources management, which results from so called cross-sectional character of this function. The most essential fact in relation to job analysis is its need to carry it out before any activity from the sphere of human resources management functions, since its result has a significant impact on all these activities. The answers of organisations to question whether they deal with job analysis implied that approximately 40 % of them do not carry out job analysis at all. Based on the aforementioned results, we can state that these organisations do not realise its importance. We were subsequently finding out whether the size of organisation has an impact on carrying out of job analysis. For this purpose, we compared this relationship in the form of a table (Table 5.7) and we found out that the size of organisation has an impact on carrying out of job analysis. We suppose that this relationship is caused by several factors. One of them is the fact that bigger organisations have their mother organisation abroad and take over its habits, processes and norms, also regarding job analysis. We consider the fact that smaller companies, where the owner is also a personnel professional, do not realise this need as another significant factor. As these owners stated in the research: "I know the content of work my



employees perform well and in detail, since I was performing it myself at the time of establishment of the organisation. Job analysis would only be additional work for me.“ In our opinion, these two factors have the most significant impact on carrying out of job analysis.

*Table 5.7. Relationship comparison of the approach of organisations to carrying out of job analysis and the size of organisation*

Share of organisations in %		Size of organisation			
		50 - 249	250 – 1,000	1,001 – 5,000	over 5,000
Organisations carrying out job analysis	SK	58	66	94	100
	CZ	49	62	96	100

*Source: own study*

Within the research, we also focused on finding out whether organisations carry out job analysis comprehensively, i.e. for all employees or only for some categories (management, specialists, administrative employees, manual workers). The answers implied (Table 5.3) that only 30 % of the interviewed organisations declaring carrying out of job analysis carried it out comprehensively for all employee. Most of organisations carry out the analysis only for several working positions.

Regarding organisations carrying out job analysis, we were interested in the reason, respectively frequency of carrying out of job analysis. Organisations mostly (more than 50%) carry out the analysis upon creating of a working position. This answer is the most frequent, however organisations could mark more than one of the options, which resulted in the fact that some organisations are waiting for the audit, or a term when they normally carry out the analysis and do not carry it out flexibly when needed.

Similar negative result appears in the second option, where 45 % of respondents stated in both years that they carry out the analysis in case of a change of job content, while it is necessary to point out mainly its interconnection with other function of human resources management – education of employees, since only on the grounds of change of job content defined in advance is it possible to educate employees systematically and prepare them for the change. Practical experience points out the fact that the best results in the sphere of education are achieved when education of employees is carried out continuously. It results from the fact that if human resources management is supposed to fulfil demanding tasks related to formation of adequate working potential effectively and in accordance with goals of the organisation, a functional system of employee education, responding to constant changes of environment and leading towards enhancement of their performance has to be its component.

In finding out the frequency of job analysis, we arrived at a conclusion that approximately 20 % of organisations carry out the analysis regularly with the minimum annual frequency and at the same time they deal with it upon creation of new working positions as well as upon change of job content. Such behaviour of organisations is considered as desired.

After finding out the reason and frequency of carrying out of job analysis in organisations, we were further finding out who carries it out. Organisations could mark more than one option (Table 5.5). Low figures (15 % SK - 10 % CZ) in the option that the analysis is carried out by the employee occupying the given position were surprising in answers of organisations. It is due to the fact that the employee working at the analysed position is considered as the most significant source of information in job analysis. Such employee is most commonly able to point out insufficiencies, reveal problems as well as possibilities of streamlining of the job. This discrepancy was clarified after analysing of answers to question what methods organisations use in the analysis (Table 5.6). Organisations stated interview as the most preferred analysis

method. Interconnection of this fact with the most frequent answer in identification of the analysis performer implies that 60 % (SK) and 67% (CZ) of organisations carry out job analysis through an interview between the employee working at the analysed position with their direct superior. The given fact clarifies the low figure stating that only (15 % SK - 10 % CZ) of organisations use the employee occupying the given position to carry out the analysis. This finding is considered as positive, since when the analysis is carried out by the superior with the subordinate, loss of information which the employee at the given position has does not occur, on the contrary, room occurs in such case for an immediate discussion between participants in the interview and searching for possibilities how to solve the found problem, respectively possibilities how to streamline performance at the given position. It is appropriate when such interview is combined with the questionnaire method. In such case, it is desired that employee working at the analysed position as well as their direct superior complete a questionnaire focused on job analysis in advance, while they both have a room to consider individual answers or mark facts necessary to discuss during the interview. In case it takes place regularly once, respectively twice a year, it is suitable to connect this interview with motivation, respectively carrier interview, since information found in job analysis can immediately be used in creation of education and carrier growth plans, or be interconnected with evaluation and subsequent remuneration of employees. Combined comparison of organisations using interview and questionnaire methods implied that these methods are concurrently used by only 30 (SK) – 17 (CZ) organisations, representing less than 9 % of interviewed organisations (Table 5.8).

*Table 5.8. Comparison of organisations carrying out the interview job analysis with organisations carrying out the questionnaire analysis*

Numbers of organisations in:		Questionnaire job analysis	
		no	yes
Interview job analysis SK	no	57	28
	yes	96	<b>30</b>
Interview job analysis CZ	no	23	11
	yes	37	<b>17</b>

*Source: own study*

## 5.6. Summary

Justification and importance of job analysis mainly results from the fact that job analysis is the cross-section function of human resources management, which means that it has a direct impact on organisational structure creation and subsequent human resources planning in the organisation.

The research we conducted at School of Economics and Management in Public Administration in Bratislava and at Faculty of Economics and Management, Czech University of Life Sciences Prague in organisations operating in Slovak and Czech Republic implied that approximately 40 % of organisations do not carry out job analysis at all, as well as the fact that only slightly more than 40 % of interviewed organisations declaring that they carry out job analysis carry it out comprehensively for all working positions. The research implied that most of organisations only carry out the analysis for several working positions.

Practical justification of the given research part is predominantly seen in analysing of the behaviour of organisations operating in Slovakia towards directing and advancing in the sphere of human resources

management. On the grounds of our presentation of collected results, managements of organisations have an opportunity to compare their own present states within the given sphere to states declared by interviewed organisations, and on its basis, to consider possibilities of its enhancement. We also consider as necessary to continue in this research so that individual approaches can be enhanced, modified, streamlined and developed on the grounds of new information obtained from the interviewed organisations.

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