

## Job analysis: Characteristics and challenges of the process within an organizational structure

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**ABSTRACT:** This paper focuses on the presentation of the challenges of the job analysis process within an organizational structure. This is to show that the job analysis also allows this organizational structure to rationally collect information on the responsibilities of their job holders, the tasks and activities that he must perform in order to fulfill his responsibilities. In other words, a job description is necessary, in order to recruit effectively or to assess the performance of an employee. As part of a research-action approach, we carried out an analysis of the positions within this company, and we will present the job analysis of the computer system manager position and the analysis of this case study, in order to verify our working hypotheses.

**KEYWORDS:** Analysis process, job analysis, the challenges of the job analysis process.

### 1 INTRODUCTION

Specialists in organizational behavior and human resources have come to the conclusion that, the job analysis is based on the definition of the job's missions as well as the skills, the requirements and responsibilities that must be present. This activity is both a tool for human resources management and above all an organization par excellence. It makes it possible to understand what the organizational structure is made up of in terms of positions, to allocate tasks equitably among different members and to better understand how the organization works. In this perspective, any organization sets up strategies allowing it to ensure its sustainability, its development and success, which are based on the quantitative and qualitative adequacy of these human resources. She sees herself for this purpose, compelled to have staff with the necessary skills to meet its needs and objectives. Any organizational structure in its quest to develop a job benchmark, identifies jobs and skills and then draws up action plans in terms of recruitment, training, remuneration, etc. This approach must obey two major concerns: determine the job profile and describe the necessary skills and their requirements.

Job analysis is a human resource management tool that allows you to carry out all of the activities mentioned above. The accomplishment of this task is done using several methods and requires the intervention of different actors within the structure. The process consists in describing the tasks included in the position, the skills, the knowledge, the capacities and responsibilities to perform one's job well, the means and tools used to achieve the objectives set, as well as the requirements and the difficulties that arise therefrom. Job analysis also contributes to the development and implementation of appropriate human resource practices. It provides employees with the possibility of orienting their professional development and thus being involved in their professional career. Finally, it mainly responds to organizational concerns related to the objectives of job evaluation and clarification of labor relations. Thus, managers practice job analysis within their organization; Hence the interest in taking a look at its approach, its objectives and its importance for the company. The questions can guide the framework of our study; why does an organizational structure perform job analysis? What can the actors involved in this operation be? What are the main steps to follow to complete a job analysis in a company?

## **2 THE FUNDAMENTAL ELEMENTS OF JOB ANALYSIS**

A job analysis provides information in order to make us understand and allow us to determine the specificity of a job. We will be part of the understanding of job analysis, then discover the contribution that exists between job analysis and the different human resources practices, in order to better understand the process. This is thanks to Taylor (1920) on the basis of works focusing on times and movements, developed in his book that created the analysis of jobs or positions at the beginning of the 20th century. It was also developed around the same time by [1] as part of a job and job evaluation program for the Commonwealth Edison Company. Like the work of Fayol, which largely complements that of [2], one studied work organizations from the worker's position, while the other did the same, but from the position of general manager to the production workshop. Nowadays, job analysis is used to update corporate social policy and enable the latter to improve employee satisfaction and retention. The analysis of job development remains an essential means of classifying individual and collective missions. The information offered by balance sheets, dashboards, etc., is no longer sufficient, it becomes important to periodically verify those who occupy them through job analysis, as indicated by [3].

Let's assume that in order to understand the job analysis process, it is important to define the job. This designates an individual work situation, defined in time and space and characterized by specific missions and set of tasks. The position is the basic unit of the division of labor in an organization. It is also a grouping of task responsibilities that requires the service of the same person. A workstation can be defined by the crossing of a position which is both geographical, hierarchical and functional. A position includes a set of activities linked to objectives, it presupposes that its holder has skills, capacities and know-how in accordance with the functioning of the necessary tasks. In the same vein, a job indicates a set of similar jobs in terms of their content, it is made up of a job family with common characteristics (missions, activities, responsibilities). Employment includes a set of positions that have sufficient close relationships with each other to be the subject of the same overall treatment. While the function for its part, designates a set of activities that determine the precise requirements, responsibilities falling more in a given area (specific skills) [4]. indicates that a profession is a grouping of standard jobs with similar purposes and revolving around the same areas of expertise. The profession constitutes a privileged and natural space for professional development. For [5], standard employment designates a set of work situations with identical content or similar, sufficiently homogeneous to be occupied by the same individual. The notion of standard job broadens the notion of workstation. The standard job initially remained an identification of the workstations used in the operation of the different work units. The localized positions are transposed on generic job repositories. At the end of this presentation of the concepts related to the concept of job analysis, a clear definition of this notion becomes more than important.

### **2.1 JOB ANALYSIS**

It is a process of collecting information about a position over a given period, which makes it possible to describe the profile of a job as well as its specifications [6]. This analysis also and above all makes it possible to isolate the many skills, knowledge, skills and responsibilities required of the worker called upon to occupy this position. In addition, job analysis is the best way to differentiate one job from another. Job analysis follows two principles: the analysis focuses on what is done in reality; That is, the job as it is and not as it should be on the one hand, and the analysis focuses on the tasks, not the operator, on the other.

Thus, the analysis must respond to two concerns which are; know the usefulness of the work and describe the material, organizational and environmental components of the work. All the questions that this analysis must answer can be summed up in four questions: "What does the employee who occupies the position do?" it is a question of describing its fundamental mission, the tasks and main responsibilities assumed by its incumbent: number of direct reports, level of budget managed, etc., "how does it do it?" "It is a question of defining the links with the other existing stations, to identify the means and methods used, the mental activities involved, the working conditions such as: the hours, the physical load, the risks involved, "why does he do it?" it is about identifying the contribution of the position to the objectives of the company, that is to say its legitimacy. And finally, "what does that imply?" skills defined in terms of knowledge, specific skills and qualification are then updated.

We cannot stress it enough that the job analysis is carried out following four logics; namely the logic of improving efficiency, control and coordination; the logic of the main mission of the position, business logic and professional identity; the logic of taking into account changes in the business (commercial and technical) and the logic of taking into account changes in personnel (skills and motivations). The consideration of these logics in the analysis, helps to detect positives and criticisms allowing changes to be made to the job description (what the job is). When the specialist is dealing with a new position, the analysis is much more difficult to carry out because it is a question of identifying the tasks and activities of the position. In this case, it will have to be established essentially on the basis of the elements which motivated its creation. Based on the job

description (what the job is) and its analysis, hierarchy and personnel specialists adopt a definition of the post in question (what the post should be).

To achieve this, special attention must be paid to the different stages; at the Job Description level, this step seeks to give a global vision of the logic and dynamics of a position, so that it can be understood. Its purpose is to present all the important aspects of the position to allow the various activities related to human resources management to take place. When the position exists, it is necessary to carry out its in-depth analysis. Regarding the skills profile, this step presents the knowledge (knowledge), the skills (know-how) and attitudes (interpersonal skills) necessary to perform well in this position. The profile must be objective and realistic, to properly establish the skills profile, it is necessary to determine the skills useful for each task [7].

## **2.2 THE IMPORTANCE OF JOB DESCRIPTIONS AND ANALYSIS**

The job description presents all the important aspects of the job with several possible uses as recalled by [8]. These aspects are; the definition of skills profiles for recruitment operations; the definition of skills to allow internal mobility; the definition of training and skills development needs; the determination of the remuneration scales; the organization of the company and the management of skills and finally, improving working conditions. While the help to the hierarchy, consists in setting objectives for the employee, by developing periodic activity account forms; to study the evolution of the position according to the evolutions of the products, take a look at the markets for / the product offered and the organization of the company; study the evolution of the employee; assess the employee, develop forms for the annual assessment and ensure, however, the establishment of a multi-skilling policy.

In terms of legal aspects, it is a question here of drafting the employment contract. In addition, by clearly identifying the multiple dangers of each job, the organization can act on health and safety at work and reduce the number of accidents and all that follows in terms of equity and rigorous in the pursuit of organizational objectives, analysis enables better working relationships. In addition, the analysis of jobs and positions is used in cases of transfers (promotion, transfers, etc.) of human resources, in jobs for which employees really have qualifications. This helps organizations ensure that human resources are used to their full potential. They also have the possibility of drawing up an inventory of jobs and periodically revise this inventory by making changes that correspond to organizational needs.

## **2.3 JOB DESCRIPTION SHEET AS AN ANALYSIS TOOL**

The job description is a document of 1 to 4 pages, intended to characterize the job. It is a tool that is used to communicate on the duties of the position, to clarify the hierarchical position and the links between the position studied and other positions in the organization. It is focused on the job and not on the person [9]. The headings of the job description provide information on any job or position description in the form of a text identifying the nature of the work to be performed in a particular job, the methods, working conditions, duties and responsibilities of the person holding that job or position. This information is categorized by themes or headings as follows [5]. There are essential sections such as the job title (exact job title), the date on which the description was drawn up or updated, the department or service assigned and the situation in the structure: organization chart and hierarchical relationship with other positions.

This sheet cannot be closed without indicating the main mission, the Abstract / purpose of the job: short Abstract of the main responsibilities of the position, which helps to clarify the purpose of the position in the company. Assignments or activities: details of the tasks and operations to be carried out and the equipment, the documents and the resources made available (IT resources for example) must not be outdone. Certain information such as the margin of autonomy (precision of attributions), profile, requirements, the qualities required and possible progress towards other jobs should be mentioned often. Besides, what has just been recorded as information, possibly the number of people in this job, the percentage of time devoted to each activity, the approximate volume of the activities and the other functions depending on the function described (ascending hierarchical relations), should not be neglected. The mode of control by others (hierarchy) or assistance by (other than the hierarchy) including.

## **2.4 THE INTEREST OF THE JOB DESCRIPTION**

This document has a dual interest for both the employee and the employer; That is to say, it has the interest of being a contractual document for the employee who occupies the post and for his / her direct supervisor (employer). For the employee, for example, this sheet allows the latter to know the missions and activities he must perform, the means made available to him as well as possible changes in the position. And for the employer, it makes it possible to know precisely the activities carried

out by the employee, to deduce the risks at the workstation, the preventive measures to be planned, facilitate better delegation and empowerment, without forgetting the improvement of the organization of work within the service, based on objective criteria, in order to assess performance and the professional skills of the employee (s) and to offer them training adapted to the requirements of their position.

### 3 THE POSITION ANALYSIS PROCESS

Job analysis is a process designed to study the content of each job, which pushes the organizational structure to train the actors involved and which allow the smooth running of the analysis process and the collection of relevant information. The purpose of this part is to shed light on the job analysis process, through the presentation of some job analysis objectives, the actors involved and the characteristics of the workstation. Then, we will determine the steps of the job analysis process and the techniques used, the writing of job descriptions and the limitations of job analysis.

#### 3.1 THE OBJECTIVES OF THE JOB ANALYSIS

Job analysis helps streamline work. This analysis is done to provide details about the position and their contribution to the objectives set by the organization, as it defines the job characteristics by determining the activities and main missions and the operations that it requires as a skill and qualification. Rationalization of work makes it possible to detect ways of doing things and to communicate at the same time that they specify the modalities of evaluations, controls, sanctions and remuneration, etc.

Job analysis allows an allocation of the workforce, in any organization. It is becoming increasingly difficult to place "the right man in the right place", as [2] pointed out. The technical development accentuates the differentiation of requirements and working conditions, this development makes it possible to determine whether workers about to be hired meet the conditions required for the positions to be conferred. Job analysis allows a division of labor and a technical evolution of tasks. The development of the modern economy cannot be imagined without the system of extensive division of labor which has resulted in the diverse specialization of jobs and activities in all areas of the economy and management. The process of division and distribution of labor continues in various directions. It then leads to several degrees of professional experience and general or specialized training more or less intensive depending on the case. Some previously unimportant requirements acquire significance, for example, for tasks whose essential characteristics relate to the responsibilities assumed, to nervous and mental tension. These requirements cannot be integrated without further formality into the traditional concepts of the prioritization of activities. The reverse is also true. The requirements of the work should correspond as much as possible to the qualities and aptitudes of the workers, that is to say their qualifications.

Job analysis can be used for a variety of purposes. It can be useful for the development of a systematic training program in the company and also allows to better specify the organization charts and facilitates the determination of possible promotions. Job analysis and job qualification offer multiple benchmarks in various fields, ranging from the selection of skills to determining the possible causes of physical or mental damage. We can rationalize the allocation of the workforce or develop a long-term program for professional succession. Technical changes appear more clearly thanks to a better knowledge of the workstations and the impact on staff is better seen. During the initiation of new recruits, the job analysis gives precise indications of on-site training and development. It also facilitates the search for essential reserve personnel, because it makes it possible to compare the prevailing requirements. Job analysis also makes it possible to find appreciable improvements in the organization and distribution of work [10].

Job analysis also allows the implementation of the GPEC approach in an organization. It identifies the work to be performed by the employee in the organization and this by highlighting all the necessary information relating to responsibilities, missions, activities, qualifications and knowledge, etc. The typical job is the basis of the job classification, it is defined as "a set of work situation" that is to say the analysis of the work (position) allows the development of a nomenclature which is a relatively light and fast operation, in principle within the reach of all companies. Job analysis identifies strategic jobs that need to be analyzed in detail at a team or manager level.

#### 3.2 THE PURPOSES OF JOB ANALYSIS

The job and position analysis is used within the organization by several actors, and for several purposes: The purpose of the job analysis is to provide complete and clear information on the nature of the activities and responsibilities entrusted to an employee to occupy his position. In other words, job analysis has several purposes within the organization, either in terms of

reorganizing work, or for company activities, particularly those of human resources management. It is considered as a tool for dialogue and management between the employee and his superior, it helps to better manage employee-employer relations.

Also, during the professional interview, it makes it possible to compare the formal analysis of the position with the reality of the activities: in order to allow the valuation of their skills, the development of their professional paths and their professionalization. It constitutes a tool for knowledge of the organization of work in an organizational structure, and this by formalizing the work situations of each employee while having a good knowledge of the contributions of each. She helps managers in particular in identifying key skills within the organization. Finally, job analysis is an information tool that helps to better understand existing jobs and their prioritization in the organization.

One of the questions that may hold our attention is that of the actors involved in job analysis. To do an analysis of jobs and positions in a company, it is essential to involve stakeholders who collect the necessary information on positions and jobs. It is possible to involve three categories of actors or stakeholders; job holders, immediate supervisors and professional analysts. For the job holder, it is the person who occupies the job that we want to analyze. He participates in the analysis since he is the one who knows best the work he does. Then the immediate supervisor, he is involved in order to clarify responsibilities and missions with objectivity. In addition, it also has a role of validating the work of the analysis for the hierarchy. Finally, professional analysts, who can be either the human resources manager or professionals in the field and this depending on the size of the company.

The category of people involved in each organization depends on the type of position or job to be analyzed, the quality of the information we want to collect, the time and money we can devote to it, the information gathering technique used as well as the objectives pursued by the analysis program. When the job analysis is done by a category of experienced and specialized analysts, the company will benefit from better quality analyzes and a better description of jobs and positions. However, the cost is much higher than if the company only uses the incumbents or immediate superiors. This is why the analysis of jobs and positions for an SME (small and medium-sized enterprise), for example can be carried out by the immediate superiors who themselves describe the tasks of their subordinates or ask them to proceed to their own description of tasks to subsequently approve the result. As for large organizations, it is possible to use, for example, committees of specialists in a specific field in order to gather complete information on a job to be analyzed. Moreover, the work of these specialists requires a minimum of uniformity, exchanges and, above all, that they do not impose their views on the current incumbents of the positions.

## **4 THE CONDUCT OF THE POSITION ANALYSIS PROCESS**

It is a question here of presenting the methods of collecting information and the rules for drafting the job description, based on the methods and other tools retained for this operation.

### **4.1 INFORMATION GATHERING METHODS**

According to [11], we can distinguish several methods to access knowledge of the workstation. These methods must make it possible to collect as quickly as possible, and with the maximum efficiency and precision all the information necessary to analyze a job. The questionnaire, for example, is a technique which consists in having the job holder fill out a questionnaire on the main aspects of the job (activities, equipment, etc.). Once this is duly completed, it is presented to immediate superiors who add their comments and observations.

Questions can come in many forms:

- Open: when the incumbent answers the questions that are gathered in a document.
- Closed: when the incumbent or the immediate superior gives, through expressions however on the various aspects of the work, the type of information requested.

This technique has the advantage of saving time and money, collecting as much information as possible, a certain freedom of expression for the incumbent, flexibility, minimum stress, a maximum number of people questioned and finally, ease in using the results. While the disadvantages abound, there is the problem with the collaboration of the incumbent, bias in the interpretation of questions, no interpersonal communication, reduced objectivity, we note a difficulty in developing the questionnaire and not forgetting the lack of spontaneity.

#### **4.2 THE RULES FOR WRITING THE JOB DESCRIPTION**

There are certain drafting rules for job descriptions, which apply regardless of the purpose and scope of the job analysis. A job description must be detailed and complete to bring out exactly the particularities and circumstances of the performance of the work necessary to judge and assess the requirements according to their nature, their intensity and possibly their duration. It must be unambiguous and without possible misunderstanding to avoid confusion, exaggerations and possible errors of judgment; intelligible and objective to give, even to non-specialists, an image as clear as possible of the analyzed work and not to make a priori value judgments.

Job content generally differs from job to job. The ideal content for a job description is about three pages. The length of the description obviously depends on the type of post described. When writing, there is the style that matters, but above all the clarity of the phases. What should be kept in mind is that the position should be described in sufficient detail so that whoever reads the description can clearly understand. The description should be written so that anyone, even if they have never seen how the position in question is performed, can read and understand the part of the analysis relating to the job description. In other words, we try to describe what the employee does, how he does it, why he does it and what his work involves. Note, however, that even if the job description is complete in a document and that reading it allows someone who is not familiar with the job to understand its content, nature, meaning and consistency, it does not need to be able to perform all of the tasks described.

#### **4.3 THE STAGES OF JOB ANALYSIS**

This process sheds light on the steps that analysts take to analyze or learn about a position within the company, as [12] recalls and mentions six steps. Preparation is the step of determining the objectives and responsibilities for each of the people involved in the organization and how we will use the analysis with the establishment of a review system, by specifying the conditions that will create a climate conducive to the collection of quality information. The identification of jobs, is the second step, during this one, you have to choose the positions to be described by making a number of decisions (Deciding in which service, which division or which section of the organization you are starting out in. Decide how many employees involved in each job or even. Decide how much time will be granted to each employee, etc.).

The third is the choice of technique and analysts, here you have to choose the most appropriate technique to use to analyze the job (an interview, a diary, an essay, a questionnaire, an observation, etc.) and also of the worker (the incumbent, the specialist analyst or the immediate superior). Gathering information remains the fourth step, it is about gathering information about what the job is and not on what it should be, by providing answers through questions to ask about the information to be collected (what? when? how? why? with what? or?). The penultimate step is the drafting of job descriptions, it is the establishment of the content of the tasks related to the positions of each job to be analyzed with the drafting of the content of the job description (Job identification, job summary, job description, responsibilities and authorities, autonomy and supervision). Finally, there is the job specification, That is to say, the identification of the factors required by the specifications of the tasks described, leading the action of establishing the link between the description of the tasks and the objectives of the job analysis.

#### **4.4 THE LIMITS OF JOB ANALYSIS**

Despite the advantages that job analysis gives to the organization, there are some drawbacks that can emerge, such as, for example, getting locked into the job definition; in other words, everyone can limit themselves to their field of activity as imposed on them. Brake versatility; the transition to the logic of competence or even employees hardly learn to manage borders and be their duties and those of others and do not take on many new responsibilities, which does not contribute to the development of their skills. Be careful not to forget to change the job description according to the changes that are introduced in the company (job analysis to be renewed over time).

### **5 CASE STUDY OF THE POSITION ANALYSIS OF THE COMPUTER SYSTEMS MANAGER**

#### **5.1 CONTEXT**

Within the Gabonese of Waters Company, this position is permanently occupied by one person. The situation is currently showing a sometimes mixed assessment of ERP (Enterprise Resource Planning) or also called ERP "Integrated Management Software", which is an information system that makes it possible to manage and monitor on a daily basis, all the information and operational services of a company. Current compared to accounting software (SAGE type), here everyone has their opinion

on the subject, but has little real vision on what ERP can bring (including in relation to payroll software, which is completely independent). It seems important to us to deal with this situation.

## **5.2 ANALYSIS OF THE PRESENT CASE**

The purpose of our field survey is to provide practical information for our study. Thus, the aim of this survey is to collect the maximum amount of information necessary for a general presentation of the Gabonese of Waters Company; show the importance of the job analysis process within this organizational structure and see how job analysis helps in achieving the goals of said structure, as well as that of employees. Finally, it is a question of seeing how the job analysis unfolds within the Gabonese of Waters Company through knowledge of the purpose and interest of job analysis within the structure. All this to compare the different concepts with existing realities, while presenting the field survey carried out with the Gabonese of Waters Company.

Indeed, we used interview and observation to identify all aspects of the job analysis and verify our assumptions. Remember that the survey carried out is based on an interview guide which includes open / closed questions, subdivided into two parts; the first represents all the information of the interviewee, as for the second, this mainly concerns questions relating to the job analysis process. Regarding the process, several steps must be taken into account and respected in order to carry out the job analysis process. The packaging, processing structure and water distribution, follows the steps that meet the objectives of the workstation analysis as well as its use; this is the preparatory phase, information gathering, job description writing, validity and specification phase.

## **5.3 THE METHODS USED BY GABONESE OF WATERS COMPANY FOR COLLECTING INFORMATION**

### **5.3.1 THE INTERVIEW**

This is a meeting with the job holder by his supervisor or external analysts depending on the purpose of the job analysis. The purpose of the interview is to learn about what the employee does, how does he do it? And why is he doing it? The interview is the method most used by Gabonese of Waters Company, because it allows users to have as much information as possible about the position, this structure favors this method, because it allows him to have relevant and quality information that will help achieve his analysis objective, moreover, it is less expensive and it saves time compared to other methods.

### **5.3.2 THE OBSERVATION**

Another way of collecting data to analyze work is through direct observation of work situations. These data are used to describe and explain how operators proceed to perform a more or less complex set of tasks. The behaviors that appear through questionnaire or interview surveys are often very different from the behaviors actually observed, ergonomic studies document this discrepancy. The observation here made it possible to highlight, according to the different work sequences, the hidden intention to action. The analysis provided a sufficient basis for understanding the activity carried out. The real-term observations made it possible to collect a set of elements (gestures, movements, postures; the nature of the operator's information; operator actions and their support; operator information and communications). All these characteristics were taken into account during the observation, but their relevance is of unequal importance depending on the nature of the work and the objectives of the study. It should be remembered that it is only possible to observe what is observable. It is therefore impossible to observe directly.

This observation proved to be rigorous in producing a reliable description of the observed situation. Direct observations of the activity at the workstation were accompanied by verbalizations, according to a precise protocol, so as to disturb the active operator as little as possible. It required the construction of a protocol from a catalog of observable variables, such as displacements, information gathering and behavior. We have also established observation plans taking into account the following parameters: possible variations in the conditions for performing the task depending on the time of day when the task is performed, because there may be time constraints. Variations in representations: different use of information depending on the qualification of the operators. Based on all these parameters, we determined the mode of observation, continuous or sequential, the duration, frequency and time of the observation and finally, the objects of the observation: geographical location, workstations, operators. This method is the most used by Gabonese of Waters Company and the relevant results of which have helped us to carry out the workstation analysis. A video film was made and this recording allowed a detailed analysis of verbal and non-verbal behavior, in order to compare the data with the operator.

## **5.4 OBJECTIVE AND USEFULNESS OF A JOB ANALYSIS FOR THE GABONESE OF WATERS COMPANY**

### **5.4.1 GOALS**

The Gabonese of Waters Company carried out a job analysis to determine the desired objectives as demonstrated by all aspects of each position in the company, namely the required skills, tasks, responsibilities and expected results. In addition, the basic requirements should be clarified and verified. Job analysis is a fundamental management tool, as it is useful in determining the tasks to be accomplished when planning projects and organizing work. To specify the expectations and desired results when determining performance, to define the profile of the candidate sought during recruitment and to develop the skills of employees through training and development. A well-prepared job description for each position serves as the basis for the performance appraisal, also helps to clarify the salary scale and establish seniority levels, hence this operation within this organizational structure.

Job analysis allows this organizational structure to rationally collect information on the responsibilities of their job holders, the tasks and activities that the incumbent must perform to fulfill his responsibilities. The authority related to the position and the obligations in terms of communication and hierarchical responsibility, all this gives rise to the development of the job description and the specifics of the position. The job description places the precise tasks and responsibilities of the position, these working conditions, the specifics of the position which indicate the skills, education and experience necessary or desirable for the position. Job analysis indicates the value of the employee in the eyes of his superior, thus it is considered a basic tool in the day-to-day management of human resources, because it helps increase employee efficiency at the Gabonese of Waters Company. For her, it is the tool to help understand her tasks and responsibilities: the importance of his position relative to other positions and how his position contributes to the achievement of the missions, goals and objectives of the company. Also, it helps to increase organizational efficiency and it also allows management to identify employees who are better able to take on new responsibilities. and to reorganize the tasks.

In other words, a job description is necessary in order to recruit effectively or to assess the performance of an employee. For this, it is important to have on hand a written description of each workstation in the company, in addition to carefully keep the job descriptions and update them regularly. We can say that it is considered as a development tool, because it constitutes one of the essential human resources management instruments of the Gabonese of Waters Company. From which the accomplishment of activities is made such as: setting objectives; performance assessment; planning and onboarding a new employee; assessment of training needs; the establishment of career management plans for an employee and finally the performance evaluation and the determination of a fair and equitable wage policy.

### **5.4.2 USES OF JOB ANALYSIS**

Job analysis is a real management tool for those responsible for human resources, as a tool, he becomes aware of the various functions of the company and deduces the requirements related to each position in order to guide the staff according to their physical or intellectual capacity at the various workstations. This job analysis helps the recruitment service of Gabonese of Waters Company to establish recruitment criteria and standards, with the development of a job description sheet that describes with sufficient precision the skills and the qualifications that must be held by the candidate. This description will allow this company to have a global vision of the job requirement (missions, activities, job situation, working conditions, etc.), it also makes it possible to describe the fundamental elements of a professional situation. Job analysis is a basic tool for setting the compensation of employees in this company, after job classification, which determines job levels.

Remuneration at the Gabonese of Waters Company also includes the allocation of allowances such as births, etc. The evolution of qualifications very quickly puts the classification and remuneration scales at a disadvantage. It requires constant updating of job descriptions highlighting stable job assignments. Job analysis also presents a basic tool for restructuring or relocating a service within Gabonese of Waters Company. As it allows redeployment and reorientation within the company, redeployment and reorientation are applied in the case of subcontracting of activities, medical disabilities, etc. All the information is available in the job analysis to make these movements.

Training has a significant impact on the development of skills, for this the Gabonese of Waters Company attaches great importance to the training of its employees with the aim of acquiring new knowledge, working methods and techniques that allow the development of skills, but before proceeding with this activity of human resources management, this company takes into account the job analysis for the development of the training plan and also career plans. Job analysis is the first step in the planning process of jobs and skills, it forms the basis by allowing precise knowledge of the company's positions. This is the tool that describes the main activities and the purpose of the position within an organization.

## 6 CONCLUSION

The job analysis process is a fundamental process on which all Human Resources activities are based. It allows us to fully understand the link between job analysis and other human resource management practices. It also collects information on jobs within the organizational structure. And how the business performs its functions and achieves its goals. In light of the discussion just given above, we can see that job analysis is not a simple practice to perform, because it is subject to a number of steps, rules and choice of techniques that allow us to collect relevant information. Added to this are the limitations that hamper the analysis process. Some organizational structures call on professional external stakeholders or internal stakeholders to carry out this process. In this article, we have presented the workstation analysis approach, in order to clearly illustrate this process and observe, on the basis of the various links that formed the backbone of this manuscript.

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