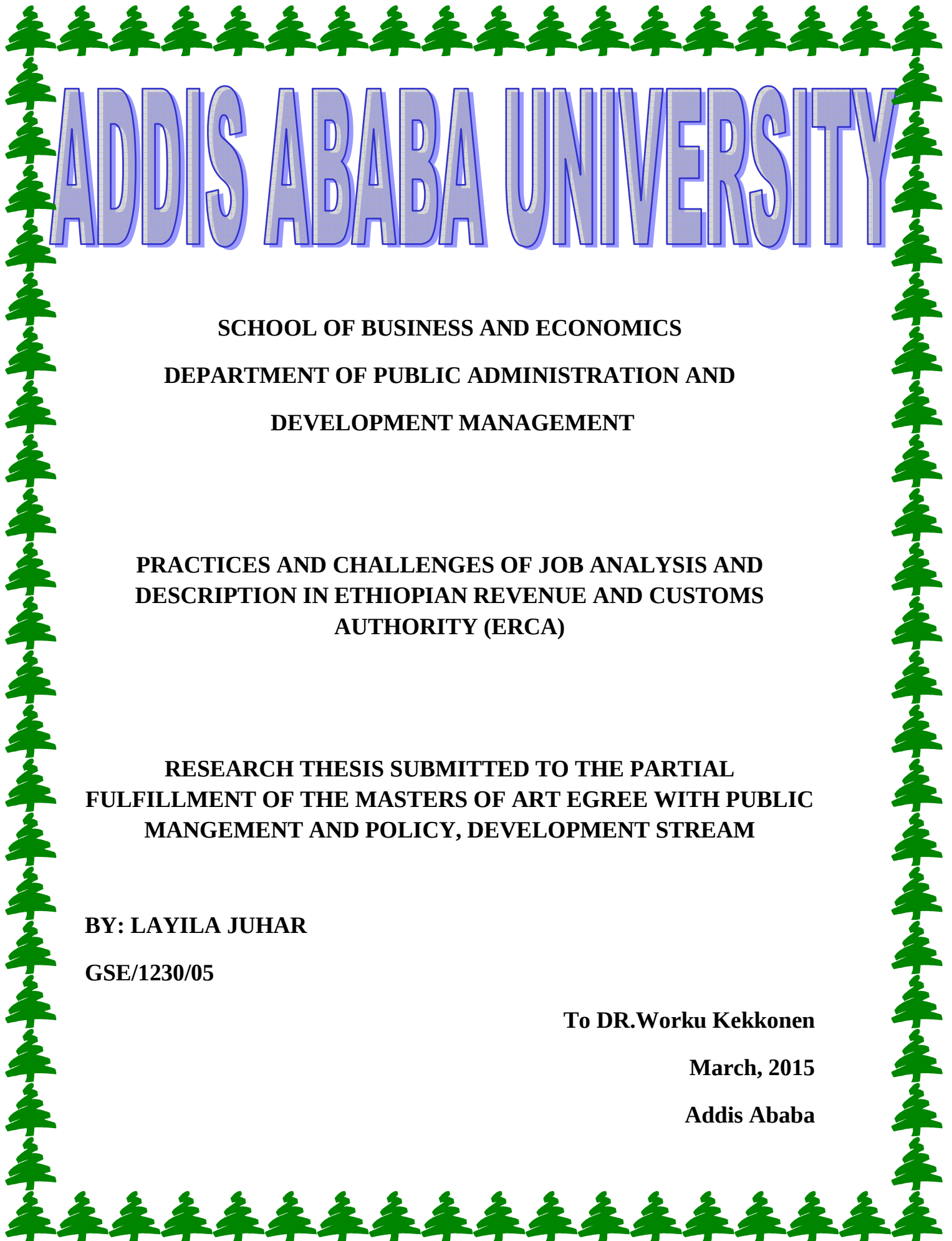




ADDIS ABABA UNIVERSITY

SCHOOL OF BUSINESS AND ECONOMICS

**DEPARTMENT OF PUBLIC ADMINISTRATION AND
DEVELOPMENT MANAGEMENT**

**PRACTICES AND CHALLENGES OF JOB ANALYSIS AND
DESCRIPTION IN ETHIOPIAN REVENUE AND CUSTOMS
AUTHORITY (ERCA)**

**RESEARCH THESIS SUBMITTED TO THE PARTIAL
FULFILLMENT OF THE MASTERS OF ART EGREE WITH PUBLIC
MANGEMENT AND POLICY, DEVELOPMENT STREAM**

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GSE/1230/05

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ADDIS ABABA UNIVERSITY
FACULTY OF BUSINESS AND ECONOMICS
MA PROGRAM IN PUBLIC MANAGEMENT AND POLICY DEVELOPMENT
STREAM

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DECLARATION

I hereby declare that this submission is my own work towards the Masters of Art Degree in Public Management and Policy, Development Stream that to the best of my knowledge, it neither contains material previously published by another person nor material which has been accepted for the award of any other degree of the school or university, except where due acknowledgment has been made in text.

Layila juhar

Signature _____

Date _____

This research paper has been submitted for examination with my appropriate approval at the university advisor.

Worku Mekonnen(PhD)

Signature _____

Date _____

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ABSTRACT

Job analysis is at the heart of all human resource practices, making it a critically important management activity in every organization. However, with increasing competition, shorter product life-cycles, rapid technological innovations, and the changing nature of organizational structures, its underlying assumptions are becoming increasingly questionable in today's dynamic work environment. Moreover, the methods used by traditional job analysis are simply not applicable to many new and emerging jobs and some authors feel it may even be an obstacle to organizational success. This has led to calls for a more proactive and strategic approach to job analysis so that the procedures will continue to be relevant. In this research paper, the researcher was tried to emphasized on the listed objectives like; identifying the job analysis and job description practices, how job analysis and job description practices affect the performance of ERCA, identifying the techniques or methods of job analysis, the processes of job analysis practice and finally assesses the challenges associated with the job analysis and job description practices of Ethiopian revenue and customs Authority.

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1.1. Background

As human resource activities grow in scope and complexity, many human resource practices such as recruitment and selection, compensation, performance management, career planning, training and development and rewards etc., are delegated to the human resource department. Most of the human resource specialists gain the detail about the jobs such as the knowledge about the jobs and their requirements through a process known as job analysis, in which information about jobs is systematically collected, evaluated and organized. Data about each job but not about every person is gathered in an organization. It is a descriptive process of breaking down a specific job into its component by using a collection of tools and techniques to establish job requirements (M. Rehman, 2009).

Job analysis provides useful tool for those working in human resource management, human factors, industrial and organizational psychology; others such as industrial engineers have also used these tools. Despite the existence of job analysis since the dawn of scientific management, it helps organization to achieve their goals through providing valuable guidance to enhance the contributions of people in each department and make them smarter that lead to increase staff performance which finally creates satisfying work environment.

Byars & Rue, (2006) discussed that the backbone of human resource activities is job analysis which can serve a number of functions. Job analysis is the key to recruitment, selection, orientation, training, career development, counseling, health, safety, performance management and compensation. According to Pearn & Kandola,(1993) keeping in view the selection process, job analysis would enhance and assist the exactness of selection criteria.

Hall & Mirvis, 1995; Lamprecht, 2002; Rodriguez & De Pablos, 2002 studied that the world of jobs is changing rapidly due to the advancements in technology, electronics and the use of data which have contributed to the globalization of the organizations. Baruch, 1999; Furnham, 2000 and Lamprecht, 2002 further discussed that increased competition has resulted in a need for sharpened organizational efficiency. According to Menday; 1996, Clegg, 2000 and Read; 2000 service has become a business focus and was promoted as a key ingredient in distinguishing an organization from its competitors. There for one of the main task to make organization more

competent is job analysis; it is the process of comprehensively studying the job to determine what it entails. Byars and Rue (2006, p.64) shared that “it involves determining the tasks that encompass the job and skills, knowledge, abilities and responsibilities required of the receptacle for successful job performance”.

Human resource professionals and consultants use job descriptions and job analyses as basic building blocks for many human resource functions, including recruitment and hiring, performance evaluations, and salary ranges (Levine, Sistrunk, McNutt, & Gael, 1988). They help to ensure that the correct people are hired for the job (Brannick, Levine, & Morgeson, 2007), they protect businesses against lawsuits (Veres, Lahey, & Buckley, 1987), and they also assist companies in properly compensating their employees (Smith, Benson, & Hornsby, 1990). Therefore, it is important to see to it that job descriptions and job analyses are done properly and are thorough because the accuracy of these tools will in turn affect the quality of many HR functions (Fleishman & Mumford, 1991). Because of the entire above reasons; job descriptions and job analyses are important to human resource functions, therefore evaluating the quality of these two tools is important and though it is possible that theory and the traditional practice may differ.

The Ethiopian Revenues and Customs Authority (ERCA) is the body responsible for collecting revenue from customs duties and domestic taxes. Its main goal is contributing to the development of the Country through effective collection of revenue. In order to manage the revenue collection effectively, during 2008, the authority studied and practices BPR; through this it practiced job analysis for existing job structures in the job process in order to improve efficiency and productivity

The purpose of this study is to examine job analysis practices its methods and processes in ERCA; the study will also look at whether the person who filled out the job analysis questionnaire (i.e., a human resource professional or supervisor) had knowledge about the job and how closely the job description and the job analysis matched.

In addition, this study examines the structure of the job description. It examined what specific job description information constituted job descriptions in ERCA. This include looking at whether there was a list of tasks, necessary knowledge, skills and abilities, position alignment (i.e., where the position fits into the organizational chart), and environmental factors.

1.2. Background of Ethiopian customs and Revenue Authority

The Ethiopian Revenues and Customs Authority (ERCA) is the body responsible for collecting revenue from customs duties and domestic taxes. In addition to raising revenue, ERCA is responsible to protect the society from adverse effects of smuggling. It seizes and takes legal action on the people and vehicles involved in the act of smuggling while it facilitates the legitimate movement of goods and people across the border. ERCA traces its origin to July 7, 2008 as a result of the merger of the Ministry of Revenues, the Ethiopian Customs Authority and the Federal Inland Revenues into one giant organization. Reasons for the merge of the foregoing administrations into a single autonomous Authority are varied and complex. According to article 3 of the proclamation No .587/2008, the Authority is looked upon as "an autonomous federal agency having its own legal personality".

1.3. Statement of the Problem

Although job analysis is the basis of all human resource functions, there is Lack of theoretical and empirical literatures in the area of job analysis and job description, studying, about this fact is indispensable. And

Lack of systemic structuring of a job portfolio /job analysis, job design, job security and job succession planning/ results in flawed recruitment, this leads to low productivity duel recruit contributing factors need to be examined. Different process has met with little success and therefore to inadequate job performance and eventually results in high turnover. Keeping in view the job analysis and job description process is the pillar on which this research is based.

The challenge of Identification of single perfect method exist the challenge of Identification of the right person for the right job through an effective job evaluation and description.

The Ethiopian Revenue and Customs Authority faces different challenges related to human resources /job analysis/; like the pay system is not based on the complexity and hardship of the job and less competitive, there are discrimination between workers during workers mobility and career advancement ,some leaders has less leadership quality and level of performance is very minimal; leaders follow autocratic leadership style; they focus only on duties and obligations not do for workers right, there is no clear job description, workers are placed that which has no task which makes workers seat without work, workers are not placed with correct

position which doesn't match with their educational background, the work environments is very uncomfortable and the like these all burdens leads the workers to lose their motivation in their work, and results in high turnover rate, turnover is the uncontrollable challenges faced by the Authority/ERCA; (ERCA survey research(2004 E.C); these problems may be appeared for the reason that of inadequate job analysis practice; these all problems affects the authority in terms of cost of recruitment, training and other placement costs and productivity. These all challenges the organization to achieve goals.

1.4. Objectives of the Research

1.4.1. General objective

The general objective of this study was to examine the practices of job analysis and job description and the challenges faced in practicing job analysis in ERCA.

1.4.2. Specific objectives:

- To identify the job analysis and job description practices of ERCA.
- To examine how job analysis and job description practices affect the performance of ERCA.
- To identify the techniques or methods of job analysis in ERCA
- To identify the processes of job analysis practice.
- To assess the challenges associated with the job analysis and job description practices of ERCA

1.5. Research questions

The following research questions addressed in this study which are:

1. What are the practices and the process employed to undertake job analysis and job description?
2. To what extent job analysis and job description practices affect the performance or development of ERCA?
3. What method /techniques of job analysis do ERCA undertake?
4. What are the components of job description contained in ERCA?
5. What are the challenges associated with the practices of job analysis and job description?

1.6. Significance of the Study

The study was very significant because it added to the existing literature or it adds to the stock of books and works already written on human resource functions and development. Also it will afford the ERCA the opportunity to identify the benefits of human resource and challenges facing their members and find lasting solutions to them.

It will also be beneficial to the academic community and decision makers who deal directly with the human resource core functions and to make meaningful proposals and suggestion to improve the revenue collection sector development in Ethiopia. Also the study is important because it reveals the importance of the revenue collection sector development the socio-economic development of Ethiopia because of effective workers. These include offering employment to many people and quality people by the retention of workers.

Furthermore the study will serve as a spring board to those who want to delve much into human resource core functions. Finally this will give fore knowledge to management of ERCA before embarking on human resource planning and development.

1.7. Scope and Limitations of the Study

1.7.1. Scope of the Study

The study was delimited to investigate the practice and challenge of job analysis and job description. The study is limited both in terms of the issues and geographic coverage. Among the 17 branches of ERCA found in Addis Ababa, the study limited on 5 branches found in Addis Ababa and the office head.

1.7.2. Limitations of the Study

In the course of information gathering the researcher faced many problems, finance was the major hindrance to the course of this research. Lack of time to engage in deep investigation of the problem restricted the study to rely on only quantitative data. The lack of rich and recent literature on the area under study is considered as a limitation. Moreover the study has limitation regarding the fact that the study only describes the process and methods of job analysis. This is considered as a limitation since it does not explain the cause and effect relationship between job analysis and job satisfaction. Besides, the study also lacks to predict the magnitude of this relationship. Hence, this limitation of the study forwards the chance for

other researchers to investigate the cause and magnitude of the relationship between job analysis and job satisfaction which may help come up with a better solution to the problem.

1.8. Organization of the study

The study was organized in five chapters. The first chapter consists of the background to the study, back ground of the Authority, statement of the problem, scope of the study, limitation of the study, objective of the study, significance of the study, and the organization of the study; Chapter two provides a comprehensive discussion based on piles of reviewed literatures on the area of job analysis and that presents theoretical and conceptual discussions. Chapter three provides an overview of the research design utilized for conducting the research in particular, the research approach and design, instrument and data collection tools, sampling techniques and data analysis are discussed. In Chapter four the analysis of the data collected is presented and interpreted integrating with reviewed literature. While in last chapter five the findings of this analysis are summarized, conclusions drawn and finally recommendations are forwarded.

2. LITERATUREREVIEW

This section is about an analysis of what has been published on the topic by accredited scholars and researchers. Hence its intention is to convey what knowledge and ideas have been established on the topic, and what their strengths and weaknesses are.

2.1. Theoretical literatures

2.2.1. Definition of Job analysis

Job analysis is a general term describing the process of studying and analyzing jobs in a systematic manner .It provides a basis for many of techniques especially in areas as recruitment, training and wage administration. It is the process used to collect information about the duties, responsibilities, necessary skills, outcomes, and work environment of a particular job (**Arnold, 1983**). In addition to this; Warnich, Carrel, Elbert & Hatfield, (2006, p.150) defined job analysis (JA) as “the process by which management systematically investigates the tasks, duties and responsibilities of the jobs within an organization”; Schultz& Schultz, (1998, p.74) also defined job analysis as “the study of a job to describe in specific terms the nature of the component tasks performed by the worker” and Grobler,(2006).

Job analysis (also known as **Work analysis**) is a family of procedures to identify the content of a job in terms of activities involved and attributes or job requirements needed to perform the activities (**Sackett.L 2003**).

Job analysis is one of the basic building blocks of HR management; it is a systematic way of gathering and analyzing information about the content, context, and human requirements of jobs. Most other functions in HR are based on and affected by job analysis. The value of job analysis begins as the information is compiled into job descriptions and job specifications for use in virtually all HR activities (**Mathis, Jackson, 2011**).

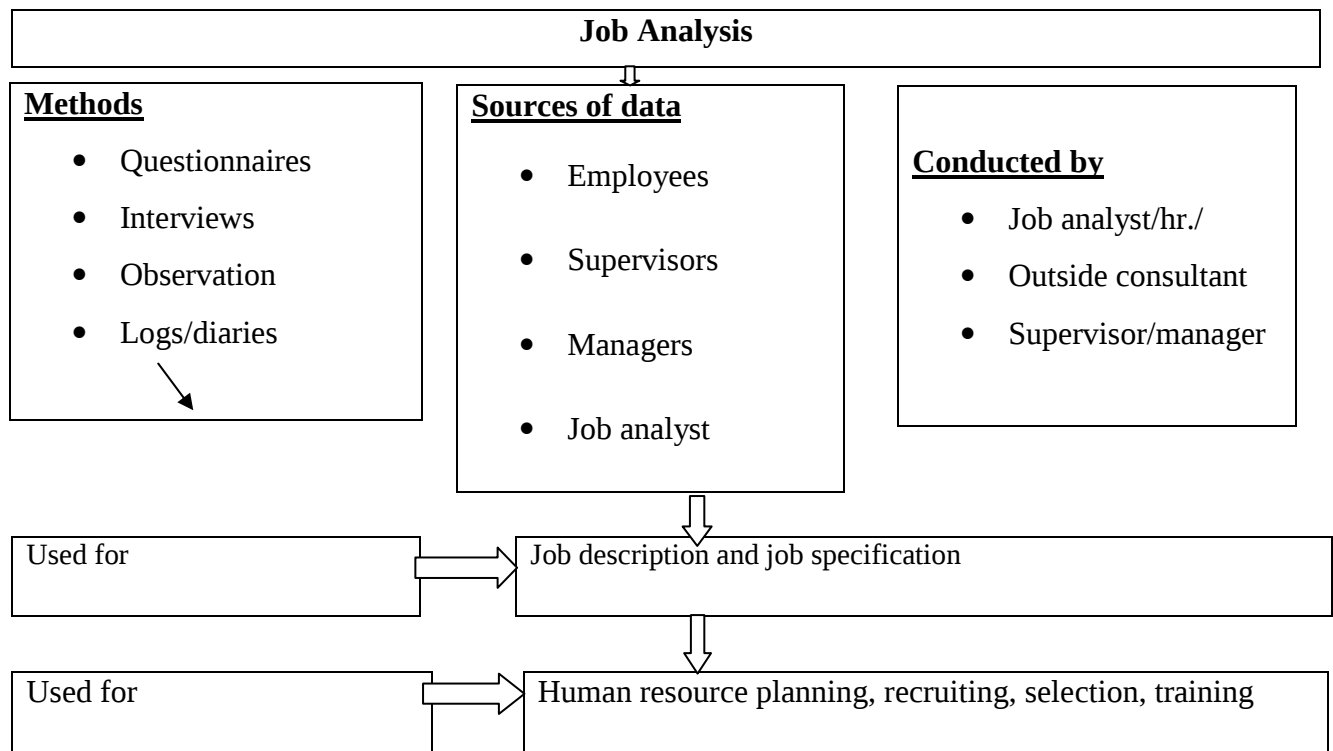
Job analyses provide information to organizations which helps to determine which employees are best fit for specific jobs. Through job analysis, the analyst needs to understand what the important tasks of the job are, how they are carried out, and the necessary human qualities needed to complete the job successfully. In which Job Analysis data may be collected from

incumbents through interviews or questionnaires, the product of the analysis is a description or specifications of the job, not a description of the person.

Finally we can see that job analysis is a process to identify and determine in detail the particular job duties and requirements and the relative importance of these duties for a given job. With the same talking Job Analysis is a process where judgments are made about data collected on a job.

Generally we can see the overview of job analysis in the figure below.

Fig. 2.1. **The overview of job analysis**



As the table shows us that, Job analysis main objective is to produce job description and job specification which are important for human resource planning, recruiting, selection, training and many other human resource functions. And it has grown in importance as the work force and jobs have changed. To be effective, HR planning, recruiting and selection all should be based on job requirements and the capabilities of individuals identified by job analysis, accurate details on job requirements are needed as the credentials in job descriptions can affect court decisions. Additionally compensation, training and employee performance appraisals all should be based on the specific identified needs of the jobs.

2.2.2. Purpose of Job Analysis;

The general purpose of job analysis is to document the requirements of a job and the work performed. Job and task analysis is performed as a basis for later improvements, including: definition of a job domain; description of a job; development of performance appraisals, personnel selection, selection systems, promotion criteria, training needs assessment, legal defense of selection processes, and compensation plans.(Robbinson: 2012). In addition to this one of the main purposes of conducting job analysis is to prepare job descriptions and job specifications which in turn help hire the right quality of workforce into an organization.

Job analysis is often used to gather information for use in personnel selection, training, classification and compensation in the fields of human resources and industrial Psychology. industrial psychologists use job analysis to determine the physical requirements of a job to determine whether an individual who has suffered some diminished capacity is capable of performing the job with, or without, some accommodation.

Edwin Fleishman(1964), is credited with determining the underlying factors of human physical fitness .Professionals developing certification exams use job analysis (often called something slightly different, such as "task analysis" or "work analysis") to determine the elements of the domain which must be sampled in order to create a content valid exam. When a job analysis is conducted for the purpose of valuing the job (i.e., determining the appropriate compensation for incumbents) this is called "job evaluation. "And the purpose of job analysis is to establish and document the '**job relatedness**' of employment procedures such as training, selection, compensation, and performance appraisal.

There are ample purposes of job analysis but for the sake of this paper we can see some of the purposes of job analysis which are listed in detail below; **Robbinson,M(2012)**.

a) Determining Training Needs

Job Analysis can be used in training "needs assessment" to identify or develop: the training content, assessment tests to measure effectiveness of training, equipment to be used in

delivering the training and methods of training (i.e. small group, computer-based, video classroom.....).

b) Compensation

Job Analysis can be used in compensation to identify or determine: the skill levels, compensable job factors, work environment (e.g. Hazards; attention; physical effort), responsibilities (e.g. Fiscal; supervisory), and finally required level of education (indirectly related to salary level).

Job analysis information is crucial for estimating the value of each job and its appropriate compensation. Compensation (salary and bonus) usually depends on the job's required skill and education level, safety hazards, degree of responsibility, etc. -- all factors which can be assessed through job analysis. Also, many employers group jobs into classes. Job analysis provides the information to determine the relative worth of each job and its appropriate class.

c) Selection Procedures

Job Analysis can be used in selection procedures to identify or develop: job duties that should be included in advertisements of vacant positions; appropriate salary level for the position to help determine what salary should be offered to a candidate; minimum requirements (education and/or experience) for screening applicants; interview questions; selection tests/instruments (e.g., written tests; oral tests; job simulations); applicant appraisal/evaluation forms; orientation materials for applicants/new hires

d) Performance Review

Job Analysis can be used in performance review to identify or develop: goals and objectives; performance standards; evaluation criteria; length of probationary periods; and duties to be evaluated.

A performance appraisal compares each employee's actual performance with his or her performance standards. Managers use job analysis to determine the job's specific activities and performance standards.

e) Discovering unassigned duties:

Job Analysis can also help reveal unassigned duties. For example, a company's production manager says an employee is responsible for ten duties, such as production scheduling and raw material purchasing. Missing, however, is any reference to managing raw material inventories? On further study, it is revealed that none of the other manufacturing employees are responsible for inventory management, either. From review of other

- F) **Workforce planning** is a process which is plan how human resource is recruited and how many workers are needed for the organization, job analysis result is useful for workforce planning.
- G) **Efficiency**, job analysis result determines the efficiency of the human resources and the organization at large.
- H) **Work safety** is the one which is determined by job analysis, it analyses about work safety during analyzing the jobs.
- I) **Legal and Quasi legal Requirements**. Job description is very important for legal issue between the employer and employee.

In addition to the above advantages, Job analysis also is useful in identifying job factors and duties that may contribute to workplace health/safety and employee/labor relations issues information coming from job analysis that can be helpful in making the distinction among jobs includes the following.

Generally, the purpose of job analysis is to obtain answers to seven important questions. As discussed in (MONDY et.al 2002).

1. Why does the job exist?
2. What physical and mental tasks does the worker accomplish?
3. When is the job to be completed
4. Where is the job to be accomplished
5. How does the worker do the job?
6. Why is the job done?
7. What qualifications are needed to perform the job?

Finally, job analysis provides a summary of jobs and duties and responsibilities, its relationship to other jobs, the knowledge and skills required and working conditions under which it is performed.

2.2.3. Steps in job Analysis (job analysis process)

There are six steps in doing a job analysis let's look each of them. (Dessler et.al, (2010).

Step 1. Decide how you will use the information, since this will determine the data collection Techniques like interviewing the employee and asking what the job entails are good for job.

Step 2. Review relevant background information such as organizational charts, process charts and job description.

Step3. Select representative positions there may be too many similar jobs to analyze them all.

Step 4. Actually analyze the job by collecting data on job activities, required employee Behaviors, working condition and human traits and abilities needed to perform the job.

Step 5. Verify the job analysis information with the worker performing the job and with his or immediate supervisor. It is helpful to ensure that the information is factual or complete.

Step 6. Develop a job description and job specification these are two tangible products of the job Analysis.

In other words the process of job analysis is written by other author as follows;

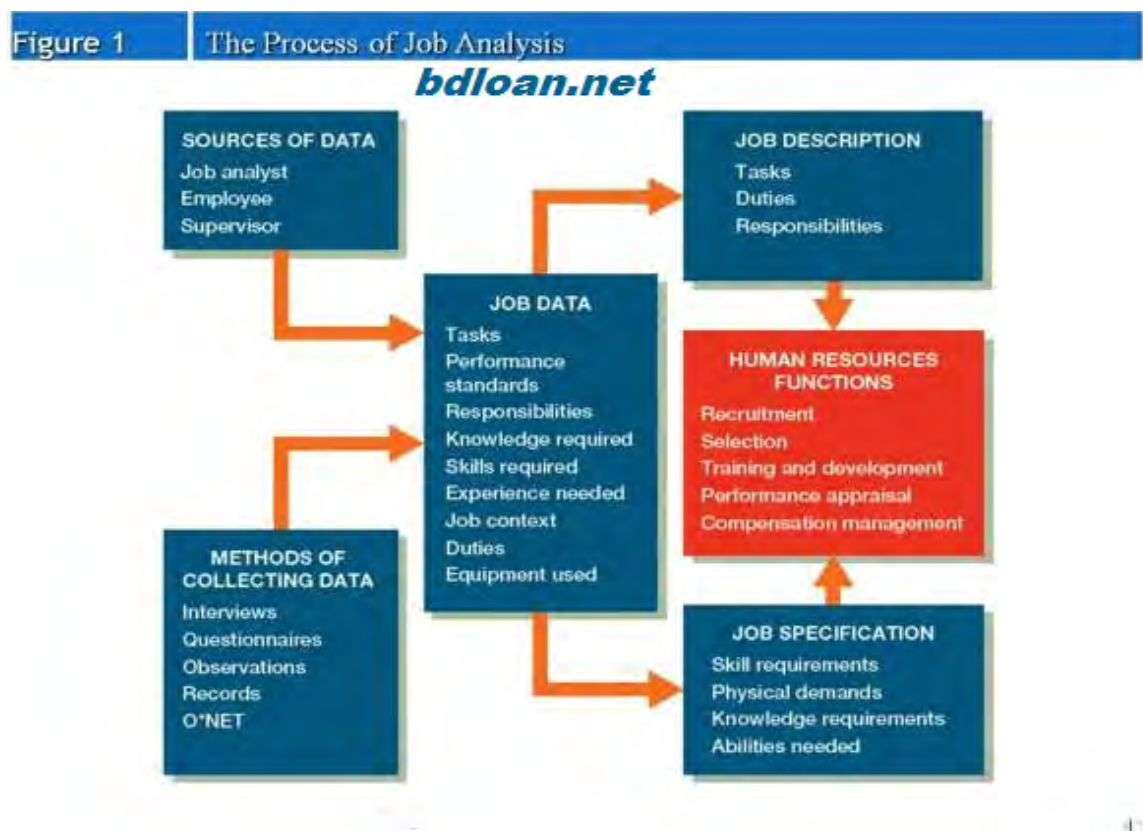
The process of job analyses must be conducted in a logical manner, following appropriate management and professional psychometric practices. Analysts usually follow a multi stage process; regardless of the specific job analysis methods used **Robert L.et.al (2011).**

The stages for atypical job analysis will be discussed next.

1. Planning the job analysis
 - A. Identify objectives of job analysis
 - B. Obtain top management support
2. Preparing for and Introducing job Analysis
 - A. Identify jobs and Methodology
 - B. Review existing Job documentation
 - C. Communicate process to managers/employees
3. Conducting the job analysis.
 - A. Gather job analysis data

- B. Review and compile data
- 4. Developing job Descriptions and job specifications
 - A. Draft job descriptions and specifications
 - B. Review draft with managers and employees
 - C. Finalize job description and recommendations
- 5. Maintaining and updating job descriptions and job specifications
 - A. Update job descriptions and specifications as organization changes
 - B. Periodically review all jobs.

Fig 2.2. The process of job analysis



2.2.4. Methods of Job Analysis

A typical method of job analysis would be to give the incumbent a simple questionnaire to identify job duties, responsibilities, equipment used, work relationships, and work environment. The completed questionnaire would then be used to assist the **Job Analyst** who would then conduct an interview of the incumbent(s). A draft of the identified job duties, responsibilities,

equipment, relationships, and work environment would be reviewed with the supervisor for accuracy. The Job Analyst would then prepare a job description and/or job specifications.

The method used for the job analysis should be determined by the purpose of the job analysis (Brannick et al., 2007). Choosing the correct method, given the purpose of the job analysis, is ,or important because the method used makes a significant difference in the outcome of the job analysis (Cornelius, Carron, & Collins, 1979).

The method that you may use in Job Analysis will depend on practical concerns such as type of job, number of jobs, number of incumbents, and location of jobs.

The basic methods that HRM can use to determine job elements and the essential knowledge, skills, and abilities for successful performance include the following: (Hartley, D.E. (1999).

1. Questionnaires

Questionnaires and surveys means that expert incumbents or supervisors often respond to questionnaires or surveys as a part of job analysis. These questionnaires include task statements in the form of worker behaviors. Subject matter experts are asked to rate each statement form their experience on a number of different dimensions like importance to overall job success, frequency performance and whether the task must be performed on the first day of work or can be learned gradually on the job. Questionnaires also ask incumbents to rate the importance of KSAOs for performing tasks, and may ask the subject matter experts to rate work context. Unlike the results of observations and interviews, the questionnaire responses can be statistically analyzed to provide a more objective record of the components of the job. To a greater and greater extent, these questionnaires and surveys are being administered online to incumbents. Questionnaires are typically quick and economical to use the job analyst may administer a structured questionnaire to employees, who identify the task they perform. It may be either structured or unstructured questionnaire method.

- 1.1. Structured Questionnaire Method:** Under the structured questionnaire method, workers are sent a specifically designed questionnaire on which they check or rate items they perform on their job form a long list of possible task items. This

technique is excellent for gathering information about jobs. However, exceptions to a job may be overlooked, and there is often no opportunity to ask follow-up questions or to clarify the information received. :

- 1.2. **Un Structured questionnaire** is the method of analysis that tries to prepare simple questionnaire which is filled by employees which is not structured.
2. **Position Analysis Questionnaire:** The Position Analysis Questionnaire (PAQ) is a well-known job analysis instrument. Although it is labeled a questionnaire, the PAQ is actually designed to be completed by a trained job analyst who interviews the SMEs (e.g., job incumbents and their supervisors). The PAQ was designed to measure job component validity of attributes presented in aptitude tests. Job component validity is the relationship between test scores and skills required for good job performance. There are 195 behavior-related statements in the PAQ divided into six major sections: information input, mental process, and work output, relationships with others, job context, and other job characteristics.
3. **Observation Method:**
When using the observation method, the job analyst usually watches the worker perform job tasks and records his or her observation is for manual work like machine operator it is not enough by only this.

This was the first method of job analysis used by I-O psychologists. The process involves simply watching incumbents perform their jobs and taking notes. Sometimes they ask questions while watching, and commonly they even perform job tasks themselves. The more jobs one seriously observes, the better one's understanding becomes of both the jobs in question and work in general.

Using the observation method, a job analysis watches employees directly or reviews films of workers on the job. Although the observations method provides firsthand information, workers often do not function most efficiently when they are being watched, and thus distortions in the job analysis can occur. This method also requires that the entire range of activities be observable. This is possible with some jobs, but impossible for many-for example, most managerial jobs.

4. Interviews method

An understanding of the job may also be gained through interviewing both the employee and the supervisor usually the analyst interviews the employee first, helping the worker describe the duties performed the analyst normally contacts the supervisor for additional information, to check the accuracy of the information obtained from the worker and to clarify certain points. There are d/t types of interview which are;

4.1. Individual Interview Method: Using the individual method, a team of job incumbents is selected and extensively interviewed. The results of these interviews are combined into a single job analysis. This method is effective for assessing what a job entails, and involving employees in the job analysis is essential. :

4.2. Group Interview Method: The group interview method is similar to the individual interview method except that a number of job incumbents are interviewed simultaneously. Accuracy is increased in assessing jobs, but group dynamics may hinder its effectiveness. :

Generally Interviews: is essential to supplement observation by talking with incumbents. These interviews are most effective when structured with a specific set of questions based on observations, other analyses of the types of jobs in question, or prior discussions with human resources representatives, trainers, or managers knowledgeable about jobs.

5. Employee recording

5.1. In some instances, job analysis information is gathered by having the employees describe their daily work activities in a diary log .A work diary, asks workers and/or supervisors to keep a log of activities over a prescribed period of time. They may be asked to simply write down what they were doing at 15 minutes after the hour for each hour of the work day. Or, they may list everything they have done up to a break./dacum/

The diary method is the most time consuming of the job analysis methods and may have to extend over long periods of time-all adding to its cost. :

5.2. Critical incidents and work diaries: The critical incident technique asks subject matter experts to identify critical aspects of behavior or performance in a particular job that led to success or failure.

6. Checklists: Checklists are also used as a job analysis method, specifically with areas like the Air Force. In the checklist method, the incumbent checks the tasks he or she performs from a list of task statements that describe the job. The checklist is preceded by some sort of job analysis and is usually followed by the development of work activity compilations or job descriptions. The scope of task statements listed depends upon the judgment of the checklist constructor.

7. Technical Conference Method: The technical conference method uses supervisors with extensive knowledge of the job. Here, specific job characteristics are obtained from the “experts” Although a good data-gathering method, it often overlooks the incumbent workers’ perceptions about what they do on their job. :

8. Combination of methods

Usually an analyst does not use one job analysis method exclusively, A combination of methods is often more appropriate. The analyst might use questionnaires supported by interviews and limited observation. In studying production jobs, Interviews supplemented by extensive work observation may provide the necessary data. Basically the analyst should employ the combination of techniques needed for accurate job description and job specification.

With the same talking, the above all methods are not meant to be viewed as mutually exclusive; no one method is university superior. Even obtaining job information from the incumbents can be creating a problem, especially if these individuals describe what they think they should be doing rather than what they actually do. The best results, then, are usually achieved with some combination of methods-with information provided by individual employees, their immediate supervisors, a professional analysis or an unobtrusive source such as filmed observations. In the next section, we’ll explore a means of conducting the job analysis. (Hartely, 1999).

2.2.5. Job analysis responsibilities/who is responsible to job analysis/

Job analysis requires a high degree of coordination and cooperation between the HR unit and operating managers. The assignment of responsibility for job analysis depends on who can best perform various parts of the process. In large companies, the HR unit supervises the process to maintain its integrity and writes the job descriptions and specifications for uniformity. The managers review the efforts of the HR unit to ensure accuracy and completeness. They also may request new job analysis when job change significantly. In small organizations, managers may perform all job analysis responsibilities.(Robert ,Jackson , 2011)

In the same talking we can see some typical division of human resource and managers responsibilities in practicing job analysis like one organization managers and human resource unit have own responsibilities; when we see the Human resource unit it Coordinates job analysis, Writes job description and specifications for reviews by managers, Periodically reviews job description and specifications, review managerial inputs to ensure accuracy, May seek assistance from outside experts for difficult or unusual analysis. On the other way Managers also have own responsibilities like; Complete or help to complete job analysis information, Review job descriptions and specifications and maintain their accuracy; Request new analysis as job change; Use job analysis information to identify performance standards and finally Provide information to outside experts

In addition some large organization employ full time specialists in job analysis, and it is a technique widely used by personnel departments all managers responsible for human resources need to be capable of undertaking an analysis of jobs in their department.(Arnold,1983).

2.2.6 Job analysis is performed on three occasions.

First, it is done when the organization is founded and a job analysis program is initiated for the first time, Second it is performed when new jobs are created third, it is used when jobs are changed significantly as a result of new technologies, methods, procedures or systems .job analysis is most often performed because of changes in the nature of jobs. Job analysis information is used to prepare both job description and job specification. The job descriptions are a document that provides information regarding the tasks, duties and responsibilities of the

job. The minimum acceptable qualification's a person should possess to perform a particular job are contained in the job specification, **Noe and others (2002)**.

2.2.7. Types of job analysis information

Considerable information is needed for successful accomplishment of job analysis. The job analyst identifies the actual duties and responsibilities of the job and gathers the other types of data. Essential functions of the job are determined in this process. Note that work activities; worker oriented activities and the types of machines, tools, equipment, and work aids used in the job are important. This information is used later to help determine the job skills needed. In addition the job analyst looks at job related tangibles and intangibles, such as the knowledge needed, the materials processed and the goods made or services performed.(Dessler .G,et.al (2010).

The supervisor or human resources specialist normally collects one or more of the following activities. Summary of types of data collected through job analysis are listed below:

1. Work activities
 - a. Work activities and processes
 - b. Activity records/in film form for example/
 - c. Procedures used
 - d. Personal responsibility
2. Worker oriented activities
 - a. Human behaviors, such as physical actions and communicating on the job
 - b. Elemental motions, for methods analysis
 - c. Personal job demands such as energy expenditures
3. Machines, tools, equipment and work aids used
4. Job-related, tangibles and intangibles
 - a. Knowledge dealt with or applied\as in accounting\
 - b. Materials processed
 - c. Products made or services performed
5. Work performance

- a. Error analysis
 - b. Work standards
 - c. Work measurements, such as time taken for a task.
- 6. Job context
 - a. Work schedule
 - b. Financial and non-financial incentives
 - c. Physical working conditions
 - d. Organizational and social contexts
- 7. Personal requirements for the job
 - a. Personal attributes such as personality and interests
 - b. Education and training required
 - c. Work experience

This information can be in the form of qualitative, verbal, narrative descriptions or qualitative measurements of each item such as error rates per unit of time or novice level.

2.2.8. What Aspects of a Job Are Analyzed?

Job Analysis should collect information on the following areas:

- **Duties and Tasks** the basic unit of a job is the performance of specific tasks and duties. Information to be collected about these items may include: frequency, duration, effort, skill, complexity, equipment, standards, etc.
- **Environment** This may have a significant impact on the physical requirements to be able to perform a job. The work environment may include unpleasant conditions such as offensive odors and temperature extremes. There may also be definite risks to the incumbent such as noxious fumes, radioactive substances, hostile and aggressive people, and dangerous explosives.
- **Tools and Equipment** some duties and tasks are performed using specific equipment and tools. Equipment may include protective clothing. These items need to be specified in a Job Analysis.
- **Relationships** Supervision given and received. Relationships with internal or external people.

- **Requirements** The knowledge's, skills, and abilities (KSA's) required performing the job. While an incumbent may have higher KSA's than those required for the job, a Job Analysis typically only states the minimum requirements to perform the job.

2.2.9. Conducting job analysis

The person who conducts job analysis is interested in gathering data on what is involved in performing a particular job. The people who participate in job analysis should include, at a minimum, the employee and the employee's immediate supervisor. Large organizations may have one or more job analysts but in small organizations, line supervisors may be responsible for job analysis regardless of the approach taken, before conducting. The job analysts should learn as much as possible about the job by reviewing organizational charts and talking with individuals acquainted with the jobs to be studied before beginning. The supervisor should introduce the analyst to the employees and explain the purpose of job analysis.

2.2.10. Types of Job Analysis

Cornelius et al. (1979) determined that the type of job analysis used strongly influenced the resulting job classification decision. Job classification involves the category of work that a job fits in

There are three general types of job analysis, specifically

1. work-oriented,
2. worker oriented, and
3. Hybrid (Brannick et al., 2007).

1. Work –oriented

The method that concentrate primarily on what the worker does, including tasks, tools, machines, and work context. There are four general types of work –oriented job analysis we call the first, general kind of job analysis time and motion study; time and motion study refers to a large number of specialized techniques usually aimed at improving the effectiveness of efficiency of work. The second general area is functional job analysis /FJA/ The third type of work oriented method of job analysis is the task inventory, The fourth type of job analysis method is known as the critical incident technique/

2. worker-Oriented Methods

This job analysis type focuses on attributes or characteristics that people need to be able to complete their jobs successfully. One of the main uses of such information is to hire qualified people. Often the attributes refer to the person and might be considered psychological characteristics. There is another class of attributes covered in worker-oriented methods that refers more to the context whatever is needed to cope with the job.

3. Hybrid method

Primarily it is concerned with human information processing requirement's or worker characteristics. An example of such a method is the position Analysis questionnaire. It uses multiple kinds of data by design. We call such methods hybrid methods because they are usually developed with an eye toward combining features of two or more of the job analysis methods.

Combination job analysis method(c-JAM), Multi method job design questionnaire (MJdq)
And Occupational Information (O*NET)

2.2.11. Timeliness of job analysis

The rapid pace of technological change makes the need for accurate job analysis even more important now and in the future. Historically job analysis could be conducted and set aside for a reasonable time, to day however, job requirements are changing so rapidly that they must be constantly reviewed to keep them relevant. By one estimate technological change is occurring so rapidly that people may have to change their entire skills three or four times during their careers. If this projection is accurate, the need for accurate and timely job analysis is becoming ever more important.

On downside because of rapid technological changes companies that do not constantly monitor their jobs analysis program will be in a difficult position recruiting for a position with an in accurate job description may result in a poor match of skills the employee possesses and skills needed. Training may be irrelevant and the compensation system may be flawed these job analysis in today's environment is likely to be even more important than it was earlier.

2.2.12 Challenges in Conducting a Job Analysis

Jobs are complex by nature. Because they are performed by a range of individuals who work within changeable environments, it can be difficult to accurately define job demands and the human requirements to perform them. Even if there are defined outputs and expected performance levels for a job, the actual approaches and nuances associated with executing the job demands may result in very different actions, depending on the worker and how he or she gets the job done. The job itself may vary in terms of demand levels or activities performed, depending on workload, workflow, teamwork, and variances in the services, products or activities that are the focus of the job at any point in time. As Fine, et al. (1999), note, it is important to describe jobs holistically, considering the requirement of workers to perform both instrumentally in executing work tasks, and latently, in adapting to situations in which work takes place.

A number of factors associated with the measurement process can challenge the validity and reliability of job analyses. One of these is the properties of the rating scales in use, including content validity across job types, definitions used for the scale items, and clarity of the rating procedures (Lysaght et al. 2008). Another lies in the quality of information gathered through worker or supervisor report based on ability or willingness to provide accurate descriptions. Observational data may be compromised through lack of rater familiarity with the job type or milieu, or inability to observe sufficient and representative time samples of the job, especially one that is highly variable. Finally, raters themselves present with different training and levels of experience in performing job analysis, a factor that may compromise both validity and reliability of the report.

2.2. Empirical literature

2.2.1. Studies on job analysis

According to (Prim off & Fine, 1988) the history of job analysis can be traced back to Socrates in the fifth century B.C. and his description of the ideal state. Apparently, Socrates was concerned with the work that needed to be done, and who did it, and this represented the conceptual beginnings for job analysis. It seems as if the first large scale job analysis was

conducted by Diderot, in an encyclopedias (Prim off& Fine, 1988). He consequently investigated the nature and content of these jobs and reorganized them into specific job categories. However, the term job analysis did not appear in the managerial literature until early in the twentieth century. In 1916, Frederick Taylor referred to job analysis as the first of the four principles of scientific management (Ash, 1988). Taylor's job analysis procedure implicitly addressed efficiency aims in the selection, motivation, and training of the worker (Gael, 1988b; Prim off & Fine, 1988). And Industrial engineering also had a significant early impact on job analysis through the work of Frank and Lillian Gilbert in the early part of the 20th century. In their efforts to increase productivity, they developed methods to study worker motions, and in doing so, examined jobs from the perspective of the elemental parts. (Oeanneret, 1991).

In modern United States, over the past years, the concept of job analysis has been changing dramatically. One observer put it: "The modern world is on the verge of another huge leap in creativity and productivity, but the job is not going to be part of tomorrow's economic reality. There still is and will always be an enormous amount of work to do, but it is not going to be contained in the familiar envelopes we call jobs. In fact, many organizations are today well along the path toward being "de-jobbed." (*Morgeson-dierdorff 2011*).

2.2.2. **Job analysis methods**

Job analysis methods have grown considerably since the early theoretical foundations and currently include, among others, the Position Analysis Questionnaire (PAQ), the Critical Incidents Technique, Fleishman's job Analysis Survey, Functional job Analysis, and the job Element Method. Methodological variations are inherent in such a range of analytical approaches (Harvey, 1991; McCormick, 1976). The method used for the job analysis should be determined by the purpose of the job analysis (Brannick et al., 2007). Choosing the correct method, given the purpose of the job analysis, is important because the method used makes a significant difference in the outcome of the job analysis (Cornelius, Carron, & Collins, 1979). Cornelius et al. (1979) determined that the type of job analysis used strongly influenced the resulting job classification decision. Job classification involves the category of work that a job fits in;

2.2.3. Uses/importance

Job analysis has grown considerably in scope and applications, especially over the last few decades. By the 1950s, even though there seemed to be less academic publications than before, Job analysis became an influential management tool in business and industry (Gatewood& Feild, 1994; Ghorpade& Atchison, 1980). However, by the 1970s, there was renewed academic interest. Fuelled by an increasing need for current, accurate job data, a situation catalyzed by legal guidelines and court cases (e.g. Albemarle paper Co. v. Moody; Griggs v. Duke Power Co., etc.).

There is hardly a program of interest to human resource specialists and other practitioners, whose work pertain to the interface between people and jobs, that does not depend or cannot benefit from the results of a good job analysis. An examination of the literature reveals that job analysis has provided an informational base for a wide variety of organizational and managerial functions, including among others, selection and staffing (Cariess, 2007, Gatewood&Feild, 1994; Jenkins& Griffith, 2004; Schofield, 1993; Wernimont, 1988; WiJde,1993), training and development(Campbell,1989; Mitchell, Ruck, & Driskill,1988;Wooten, 1993), performance appraisal (Latham & Fry, 1988), compensation and benefits (Henderson, 1988; Taber & Peters, 1991;Weinberger, 1989),job descriptions and job design (Davis &Wacker, 1988;Gael, 1988b, Konczak, 2007), and employment equity and affirmative action (Berwitz, 1988;Simola, Taggar, & Smith, 2007; Thacker, 1990; Veres, Lahey, &Buckly, 1987). It is therefore clearly evident that job analysis has been, and will continue to be, an extremely useful management tool. However, as with every other human resource management function or activity, rapid environmental changes have prompted timely calls for a re-examination and re-invention of traditional job analysis so that it can better serve the emerging needs of contemporary organizations.

On the other hand, Job analysis is crucial for first, helping individuals develop their careers, and also for helping organizations develop their employees in order to maximize talent. The outcomes of job analysis are key influences in designing learning, developing performance interventions, and improving processes.

Job analysts are typically industrial-organizational (I-O) psychologists or human resource officers who have been trained by, and are acting under the supervision of an I-O psychologist. One of the first I-O psychologists to introduce job analysis was Morris Viteles. In 1922, he used job analysis in order to select employees for a trolley car company. Viteles' techniques could then be applied to any other area of employment using the same process.

Whether enriched, specialized or enlarged, workers still generally have specific jobs to do, and these jobs have required job descriptions. In many firms today, however, jobs are becoming more amorphous and difficult to define. In other words, the trend is toward DE jobbing.

We can see that in today's modern time work is broad; DE jobbing, broadening the responsibilities of the company's jobs, and encouraging employees to not limit themselves to what's on their job descriptions, is a result of the changes taking place in business today. Organizations need to grapple with trends like rapid product and technological changes, and a shift to a service economy. This has increased the need for firms to be responsive, flexible, and generally more competitive. In turn, the organizational methods managers use to accomplish this have helped weaken the meaning of JOB as a well-defined clearly delineated set of responsibilities. Here are some methods that have contributed to this weakening of JOB's meaning:

- Flatter organizations: Instead of traditional pyramid-shaped organizations with seven or more management layers, flat organizations with only three or four levels are becoming more prevalent
- Work teams: Managers increasingly organize tasks around teams and processes rather than around specialized functions. In an organization like this, employees' jobs change daily and there is an intentional effort to avoid having employees view their jobs as a specific set of responsibilities.
- The Boundary less Organization: In a ***boundary less organization***, the widespread use of teams and similar structural mechanisms reduces and makes more permeable the boundaries that typically separate departments and hierarchical levels. These organizations foster responsiveness by encouraging employees to rid themselves of the

'it's not my job' attitudes that typically create walls between one employee's area and another's. Instead, the focus is on defining the project or task at hand in terms of the overall best interests of the organization, therefore further reducing the idea of a job as a clearly defined set of duties.

Most firms today continue to use job analysis and rely on jobs as traditionally defined. More firms are moving toward new organizational configurations built around jobs that are broad and could change daily. Also, modern job analysis and job design techniques could help companies implement high-performance strategies.

Job Analysis is a systematic exploration of the activities within a job. It is a technical procedure used to define the duties, responsibilities and accountability of a job. This analysis “involves the identification & description of what is happening on the job Accurately and precisely identifying the required tasks, the knowledge and the skills necessary for performing them and the conditions under which they must be performed.

In fewer words, we can say that a job analysis indicates what activities and accountability the job entails. There is no mystery to a job analysis; it is just an accurate recording of the activities involved.

In recording these activities, we are simply gathering information and while every job is multifaceted, we must confine our information gathering to specific job attributes. We begin with the smallest segment of information, which we call an element. A job element is the smallest unit into which work can be divided. Putting the tomato on a hamburger is an example of an element in the job of a fry cook at McDonald's.

The job analysis may include these activities:

- reviewing the job responsibilities of current employees,
- doing Internet research and viewing sample job descriptions online or offline highlighting similar jobs,
- analyzing the work duties, tasks, and responsibilities that need to be accomplished by the employee filling the position,

- researching and sharing with other companies that have similar jobs, and
- Articulation of the most important outcomes or contributions needed from the position.

Borman^{*et.al.*} (1997) highlighted that it has become increasingly apparent that job performance related not only to ability but also to personal traits and dispositional factors. Goodstein & Lanyon, (1999) studied that Job analysis required to focus not only on job tasks, duties and responsibilities but also on the interpersonal requirements of the job.

The measure of a sound job analysis is a valid task list. This list contains the functional or duty areas of a position, the related tasks, and the basic training recommendations. Subject matter experts (incumbents) and supervisors for the position being analyzed need to validate this final list in order to validate the job analysis.

2.3. Job Description

The job description is the most common application of job analysis. A job description is a brief summary or snapshot of job. There is a fair amount of confusion in terminology about job descriptions in the business world. Because the most common use of job descriptions is for job evaluation, people in compensation often make no distinction between job evaluation and job description. Job evaluation is the process of assigning value to a job for compensation purposes within an organization; People also confuse job analysis and job descriptions. Where is the job analysis? They say, as if a job analysis were kept in a file drawer. Job analysis is the process of discovery and understanding of a job that results in a written report or summary; a job description is an abbreviated written summary of what was learned during the job analysis.

The most important function of the job description is to communicate the essential nature of the job. The job description is not written primarily for the job expert but rather for the job novice. True, a job expert should recognize the job when reading the job description, but its main purpose is to communicate with someone who is not that familiar with the job. Because the point of the job description is to communicate the essence of the job to someone who is not familiar with it is very easy to write a bad job description but surprisingly hard to write a good one.

Jobs and job descriptions, until recently, tended to follow their prescriptions and to be fairly detailed and specific. By the mid-1900s writers were reacting to what they viewed as "dehumanizing" aspects of pigeonholing workings into highly repetitive and specialized jobs; many proposed solutions like job enlargement, job rotation, and job enrichment. **Job enlargement** means assigning workers additional same-level tasks, thus increasing the number of activities they perform. **Job rotation** means systematically moving workers from one job to another. Psychologist Frederick Herzberg argued that the best way to motivate workers is to build opportunities for challenge and achievement into their jobs through job enrichment. **Job enrichment** means re-designing jobs in a way that increases the opportunities for the worker to experience feelings of responsibility, achievement, growth and recognition.

2.3.1. Structure of the job description

Job description should be short. Gael (1988) recommended one to three pages in length. Ghorpade (1988) also recommended that job descriptions be short, but avoided specific page limits. There is no universally accepted content or format for the job description. Based on many experience, most job descriptions contain the following pieces of sections.

1. Identifiers(job title plus other classifying information)
2. Summary(mission or objective statement)
3. Duties and tasks(what,why,how)
4. Other information, such as responsibility, including nature of supervision given and received; knowledge, including education experience or other minimum qualifications; and context, such as hazardous working conditions or rotating shift work.

What do we mean by these structure of job description are listed below;

1. Job identifiers

Jobs are always identified by their titles.jobs in industry usually include the physical and/or functional location of the job. Our receiver, described in works in the main office in the Information technology department .job descriptions usually provide information about reporting relationships are often recorded in the identification section of the job description. Notice that reporting relationships are among job titles and not among named people. The supervisors of information services reports to the manager of information services.

2. Job summary

The job summary is a concise statement of the essence of the job. Upon reading the summary, the reader should know why the job exists, that is what mission the job is to fulfill. The dough mixer job, for example, exists to mix ingredients, ferment dough, and cut the dough in to pieces for baking. The receiver gets/receives/computers and parts from shippers, verifies that the goods received match the paper receipts, and puts the goods away. Summaries are very hard to write. Judgments are required about what to include and what to omit. There is a tendency for writers to include other items that are not very informative. It directs the operation of all database, data control, and data acquisition requirements, performs other assignments as required.

3. Duties and tasks (what, why, how)

In this section, the content of the job is described more fully. Typically, the content is described in terms equivalent to what we have called duties rather than tasks. Atypical job may be described by about 100 tasks, but only about 5 to 10 duties. The central, main or essential functions of the job are listed in this section. The dough mixer summary statement is expanded in the description of tasks to describe more fully what the job entails. This is true as well for the other two job descriptions.

The duties and tasks typically answer three questions:

1. What does the jobholder do?
2. How does the jobholder do it?
3. Why is it done?

What is done is explained by the action verb and direct object. Why the task is done is explained by reference to a goal, objective, or outcome of the task. How the task is done is explained by reference to tools, equipment, materials, and so forth. Task statements should always describe what is done. Task statements may describe why and how if the information is important or not certain to be inferred by the reader. For example, in the dough mixer job, we have 'observes gauges and dials on equipment continuously/what/ to verify temperature of dough and mixing time/why/. For the receiver, we have unpacks and examines products/what/for damages and shortages/why/and prints bar code labels and put-away documents/what/using computer and printers/how/.

A content model was developed that identified six content domains and specific categories within each domain. These six domains and categories within them include:

1. **Worker characteristics:** enduring individual attributes that influence the capacities workers can develop - abilities, occupational values and interests, and work styles
2. **Worker requirements:** general attributes developed through education and experience, thus are more amenable to change than worker characteristics - knowledge skills and education
3. **Occupational requirements:** descriptors of the work itself rather than the worker - Generalized work activities, work context, and organizational context
4. **Experience requirements:** types and quantities of experience required for specific occupations - worker experience in other jobs, related training, on-the-job training, and certification requirements
5. **Individual occupation characteristics:** reflects labor demand, supply, and other labor market information
6. **Occupation-specific requirements:** information unique to a particular job - occupation-specific skills and knowledge, tasks and duties, and equipment used

Knowledge, skills, abilities and other characteristics (KSAOs)

Regardless of which approach to job analysis is taken, the next step in the process is to identify the attributes—the KSAOs that an incumbent needs for either performing the tasks at hand or executing the human behaviors described in the job analysis.

- **Knowledge:** "A collection of discrete but related facts and information about a particular domain...acquired through formal education or training, or accumulated through specific experiences."
- **Skill:** "A practiced act"
- **Ability:** "The stable capacity to engage in a specific behavior"
- **Other characteristics:** "Personality variables, interests, training, and experiences"

CHAPTER THREE

RESEARCH DESIGN AND METHODOLOGY

3.0. Introduction

This chapter deals with the methodology adopted in conducting the study. The chapter is organized as follows; research design, sources of data, population and sampling, research instrument (data collection technique), administration of instrument and analysis of data.

3.1 Research Design

The research was based on assessing job analysis and description practices of ERCA. The design was a descriptive study which used both quantitative and qualitative approaches were used. The study was based on the use of questionnaires and Interviews. These approaches were used because they were satisfactory tools for collecting data for the sample population to investigate the topic under study.

3.2 Sources of Data

Both primary and secondary source of data were used in conducting the research. The study used three data collection instruments: primary and secondary data analysis

3.2.1 Primary Sources

In getting primary data there are several approaches available to gathering data. In order to collect reliable and valid information, the researcher contacted the job Analyst, Human resource and development Head and employees of the Authority. The method used in collecting the primary data was questionnaire, interview and uses unpublished resources.

3.2.1.1 Questionnaires

The purpose of using questionnaire was to identify and assess the effectiveness of the job analysis and description practices of the ERCA. A set of questionnaire was prepared with open – ended as well as close ended questions.

3.2.1.2 Interviews

The purpose of using interview is to dig out and collect more information from officials and human resource department. A set of open ended interview questions was prepared and interviewed.

3.2.2 Secondary Sources

The study also made use of secondary data in collecting information. The sources of the Secondary data include books, internet search, articles, and journals among others. This helped to identify how others have defined and measured key concepts, the data sources that of others used and this helped to discover how this research project is related to other studies.

3.3 Population

Ethiopian Revenue and Customs Authority (ERCA), Addis Ababa was selected for the study. The branches of the Authority (which are used for the study are Addis Ababa Bole Airport, Addis Ababa no 1, Arada Misrak. Merkato no.2 branches, and the Head office) the population of the study consisted of employees from the various departments of the listed out branches of ERCA. The total population from the selected branches was made up of 2538 employees.

3.3.1. Research participants

The Ethiopian Revenue and Customs Authority (ERCA) have a total of 9058 employees and currently operated under 31 branches and a Head office. Out of 9058 ERCA STAFFS; 2631 are located far from the capital Addis Ababa with in the country and 16 employees working in Djibouti branch. The rest 6427 employees are working in the 19 branches and Head office of ERCA located in the capital Addis Ababa. As per the information gathered , the total number of employees in the selected 5 branches; Misrak, Bole airport, Addis Ababa No 1, Merkato no.2, Arada branch and head office is 2538. Therefore due to time constraint and ensuring of highest response rate, the sampling frame or target population taken is these 2538 which consists of managerial, professional and semi -professional employees working in Addis Ababa (ERCA, 2006),out of these 6 are job analysis committee and 27 are workers from human resource department.

3.4. Population and sampling technique

In this section it is important to consider the significant issue on how the researcher is going to choose the participants. Since it has been difficult to address and discuss about every one with in the research population it was imperative to handle it by choosing a smaller, more manageable number of people to take part in the research, sample.

The researcher was keenly engrossed on getting relevant data concerning the job analysis and description practices of ERCA since obtaining a representative sample was a critical issue in order to draw valid inferences about the population. in other words, when a researcher uses a representative sample, if something is true of the sample, it is likely also true of the population. In addition, in order to have confidence that the results are representative, it is advisable to have a large number of randomly- selected participants.

The researcher selected to use a stratified random sampling technique as it is the most appropriate method considering the nature and characteristics of the population under study.

Concerning the determination of the sample size the researcher tried to consider some important factors and theoretical truths such as the larger the sample size the more precise the estimation will be the variance in the characteristics of the population, the complexity of the research, and the time and financial constraints. The preliminary survey undertaken by the researcher indicated that there are 2538 total employees working in the selected branch as of June 2014. As to the sample size determination from among different methods, the one which is developed by CARVALHO (1984), Cited by Tamrat Getahun(2007) was used considering the above critical factors to be considered in sample size determination. Therefore the study has taken those factors in to account and took on the largest sample size which is a guarantee for a good sample representation and more precise result. In addition, the moderate nature of the complexity of the research and the relatively insignificant state of the time and financial constraints are also considered in the sample size selection decision and sample become 200, the maximum sample size for the population of 2538, as it is illustrated in the table below.

Table 3.1 sample size determination

Population size	Sample size		
	Low	Medium	High
51-90	5	13	20
91-150	8	20	32
151-280	13	32	50
281-500	20	50	80
501-1200	32	80	125
1201-3200	50	125	200
3021-1000	80	200	315
10001-35000	125	315	500
35001-15000	200	500	800

Source: carvalho (1984)

Structured interview was conducted with the concerned officials of the institute those are the human resource experts, job analysis committee/BPR committee and managers.

Thus two hundred 200 questionnaires were administered proportionally to each branch of which one hundred and seventy five 170 questionnaires were returned, yielding 85 % response rate. This good response rate can be attributed to the fact that the participants being informed well in advance of the purpose and objective of the research and it was burning issue in hearts of both employees and managers

According to the information obtained from quarterly report of HR directorate the current number of employees in the branches that are selected for the study are as follows

Table3.2. sampling proportion and response rate

No	Branch Name	No of employees	Distributed questionnaires	Returned questionnaires	Response rate
1	Head Office	1039	82	69	84%
2	Misrak branch	268	21	18	85%
3	Airport customs branch	503	40	33	82%
4	Arada Sub city	284	22	18	82%
5	Addis Ababa No 1	178	14	13	90%
6	Merkato No 2	266	21	19	89%
	Total	2538	200	170	85%

3.4 Sampling Techniques

The stratified sampling technique was used to select respondents from the various departments with the exception of the Human Resource Department. This is basically because the population will have an equal chance of being selected. Significantly, the purposive sampling technique, which is a non-probability sampling technique, was used to select respondents who deal directly with job analysis and description from the Human Resource Department and selected committee as job analyst. This was because the researcher wanted to deal with only typical cases based on the objectives of the study.

3.5 Data Collection Instrument

The researcher used questionnaire. The researcher prepared the questionnaires to be responded by the sampled employees of the Authority. The questions were designed to make the purpose of the study successful after the results have been ascertained. This instrument gave expected information about the job analysis and description procedures or practices.

3.6 Administration of Instruments

Copies of the questionnaire were distributed to respondents at work places. After some time, the researcher went back and collected the answered questionnaires. The researcher explained the questions to the respondents thoroughly after copies of the questionnaire were given them. The purpose of this was to help the respondents to understand the purpose of the research, and to do away with suspicions, partialities and also to be able to provide their independent opinions on the questionnaire items given them. The researcher also goes to human resource directorate and job analysis committee with interview questions through appointment and collects the information carefully. To have a valid and reliable data, the researcher ensured that the questions were well formulated which allows error minimization.

3.7 Data Analysis

The collected data were statistically analyzed, using the Statistical Package for Social Sciences software (SPSS). Representations like tables were used to ensure easy and quick interpretation of data. Responses were expressed in percentages, followed by verbal interpretations. Data from the completed questionnaire were checked for consistency. The items were grouped based

on the responses given by the respondents and were coded for easy usage of the Statistical Package for Social Sciences (SPSS). This method was used because it is the best instrument to identify, compare, describe and reach a conclusion. The results of the interview questions were also integrated in interpretations of the questionnaires replies and analyzed accordingly. Based on the analysis and interpretation of the study: summary conclusion and recommendations were forwarded.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0. Introduction

This chapter presents the information gathered from the field and the details results and the main findings of the study. Since the majority of data were collected by using questionnaires and Interview from managers; the feedback from the respondents was presented by using tables. In addition, the chapter is divided into sub-headings to throw more light on questions asked on the field. It deals with the information gathered from the managers, job analyst, and staff of human resource department and staff members of other departments.

4.1. Descriptive Results and discussion

4.1.1. Demographic Data

This part of the study presents demographic characteristics of respondents obtained during data collection. As per the sample size of the study, 200 questionnaires were distributed to employees of the Ethiopian revenue and customs Authority (ERCA) and the response rate was 170(85%).

Demographic characteristics of the participants were assessed through questions which involved gender, age, academic qualifications, number of years at post current position in the authority and the monthly salary they got. The 200 participants selected which comprised Managers, Human Resource department and staff members of the other departments of the Authority were questioned. Out of the 170 respondents, 36% were females and the 64% were males as shown in table4.1.1:

4.1.1. Personal Characteristics of the Respondents

Table: 4.1.1. Personal Characteristics of the Respondents

Characteristics	Value	Frequency	Percent	Cumulative percent
Gender	Female	61	36	36
	Male	109	64	100.0
Age	Under 25	38	23	23
	25-35	74	43	43
	36-45	29	17	17.0
	46-55	26	15	15.0
	Above 55	3	2	100.0
Educational level	High school complete	4	2	2
	Diploma	12	7	7
	1 st Degree	119	70	70
	Master's Degree	35	21	100.0
	PHD	-		
Position level	Director	6	3	3
	Deputy director	7	4	4
	Branch Manager	9	5	5
	Work process leader	10	6	6
	Team leader	34	20	20
	Senior officer	42	25	25
	Officer	20	12	12
	Junior officer	32	19	19
	Other	10	6	100.0
Years of service	Less than 1	19	11	11
	1-5	85	50	50
	6-10	40	23	23
	11-15	17	10	10
	16-20	3	2	2
	Above 20	6	4	100.0
Monthly income level	850-2414	10	6	6
	3145-4975	52	31	31
	6050-7250	42	24	24
	Above 7250	66	39	100.0

It is shown that out of the total participants, 64% of the participants were males; while, 36% of them were females. This clearly shows that there were more male participants than female in this survey and it may be as a result of the sampling technique used in selecting respondents or that the Authority has more male workers than females.

Regarding the age, out of the total respondents (23%) were in age below 25, and considerable number 43% of the respondents were in the age range of between 23-35, which is the youngest staff, whereas, 29(17%) were from the age range of between 36-45, and 26(15%) were in the age range of between 46-55 and the rest (5)2% of the respondents were the age of 55 and above years of experience. This clearly shows that, in this study majority of the respondents were young participants. Therefore, the employees might have relatively high initiation and energy for work and in contrast lack of experience could be one challenge in discharging their duties as per the standard.

The educational qualification figure showed that high number of respondents are in the first degree qualification level 119(70%); followed by master's degree 35(21%); the least number of respondents 12(7%) were who are a diploma holder, and 4(2%) high school level. However, one can easily point out that the difference in levels of educational qualification is moderately insignificant.

As can be seen from the above table, the job title/position of the respondents indicates that 42(25%) were in senior officer level, 34(20%) were team leader, 32(19%) were junior officer, 20(12%) were officer level, 10(6%) were at work process leader level and likewise, the 10(6%) of them were at other level in the organization, 9(5%) were at branch Manager level, 7(4%) and 6(3%) were deputy director and director level respectively.

With regard to service years, due to the fact that most of the respondents were in the young age category; the years of service illustrates that nearly half of the respondents 85(50%) had below 5 years of service. Similarly, (19)11% were less than 1 years of service and whereas, relatively significant number of the respondents 40(23%) were between 6-10 years of service; 17 (10%) of the respondents were between 11-15 and finally the staff with both 16-20 and above 20 years of service amount to 3(2%) and 6(4%) respectively. This indicates that most of the employee in the Authority had shorter service which may be either there is higher turnover of experienced employee or have no any retention strategy to experienced worker. Thus, this may hinder the Authority to achieve its organizational goals.

Finally, with regard to the income level of the respondents; 66(39%) of the respondents monthly salary were of above 7250 birr; 52(31%) of the respondents income is from 3145-4975 birr ;(42)24% is from 6050-7250 birr and 10(6%) of the respondents has got a monthly income from 850-2414% birr; from this we can point out that the income level of most of the respondents were at the highest salary level of the organization.

4.1.2 Formal Policy of Job Analysis and Job description Practices.

Table 4.1.2. Formal policy of job analysis and job description practices

Awareness of respondents to the formal policy of job analysis and description	Frequency	Percent	Cumulative percent
Yes	76	45	44.7
No	66	39	38.8
I don't know	28	16	100.0
Sum	170	100	

Source: Own survey data

The researcher wanted to know if the Authority had any formal policy of job analysis and job description of ERCA, responses are as follows;

Out of 170 respondents, 76(45%) confirmed with the question that they were aware of ERCA, that it had a formal policy for job Analysis and Description practice. Respondents were further asked to state these policy and Six (6) respondents whose are managers, stated that every employee had to get job description during recruitment and selection, this assertion tallies with Smith et al (1989), when an organization makes the decision to fill an existing vacancy through recruitment, the first stage in the process involves conducting a comprehensive job analysis. Once a job analysis has been conducted, the organization has a clear indication of the particular requirements of the job, where that job fits into the overall organizational structure, and can then begin the process of recruitment to attract suitable candidates for the particular vacancy. On the other hand, 66(39%) respondents agreed that the Authority had no any formal policy of job analysis and description and finally 28(16%) of them were replied that they had no idea about the policy. This shows us that the Authority is either it has not have formal policy or there is no awareness creation program about the policy and also the information that gotten from the interview, the researcher understand that there was formal policy but almost all the staff did not have clear know how in the area of job analysis that was practiced in ERCA.

4.1.3. Outline of Job Analysis

Table 4.1.3: Outline of Job Analysis

Knowledge of the Outline of job analysis /Duties, Responsibilities, skills required for the job	Frequency	Percent	Cumulative percent
Yes	112	65.9	65.9
No	58	34.1	100
Sum	170	100	

Table 4.1.3 shows us that the outline of job analysis/duties, responsibilities and skills required for a particular job is one of the major objectives of the research. The findings in this regard showed that there is a good practice with regard to this, almost more than half of the respondents (112) representing 66% of the population answered affirmatively that the Authority have outlines of job analysis like the roles, duties and responsibilities during recruitment of vacant position. The respondents 58(34%) however responded in the negative that the ERCA did not outline job analysis in terms of duties and responsibilities before advertising the vacancy. From the response of respondents; it can be realized that the majority of respondents agreed with the statement that the authority have outlines of job analysis before advertising.

The results from the interview also indicated that, the human resource directorate core job is maintaining job study or making job analysis for the preparation of job description to new comer as well as the rest in the organization. Job analysis was practiced in ERCA before 6 years in 2008, during applying BPR to restructure the authority. They design a process and prepare team charter which lacks some in detail about individual jobs. In addition, to cope up with the changing world, advancement of technology and broadening of work, the human resource directorate tries to initiate to undertake job analysis in the year 2012. but they got many obstacles from line manager, they hesitate to give information about jobs; the reason for this as the human resource directorate explained is that of minimal understanding of the advantage and they just take that it is the only responsibility of human resource directorate, lack of specialists in the study area, lack of commitment of line managers in the authority. From this situation, it could be inferred that the authority did not pay proper attention in practicing job analysis that would result some deficiencies in the work of human resource department.

4.1.4. Dependence of ERCA on CPA to practice Job Analysis.

Table 4.1.4. Reliance of job analysis practice on CPA

Does ERCA rely on CPA for job analysis	Number	Percentage	Cumulative percentage
Yes	71	42	41.7
No	99	58	100
I don't know	170	100	

The above Table aimed to find out, if ERCA relies on CPA in practicing job analysis or not. Out of the sampled population, 71(42%) indicated that the authority relied on CPA in the practice of job analysis but 99(58%) respondents reply that ERCA did not rely on CPA in the practice of job analysis. The researcher further tried to make interview to verify that if CPA has helped the Authority during practicing job analysis. In the interview the agency told that ERCA has its own mandate of designing, analyzing and using job analysis output by itself and it was approved by Prime Minister Office. Thus the finding indicate that the job analysis and description practices are not dependent on CPA, the interview result also showed that ERCA has given a mandate to organize organizational structure study jobs and give value by itself and then authenticated directly by prime minister office, and this is seen also during 2008 ; ERCA undertaken structural change and practiced BPR with this they studied about jobs and prepared a team charter, Without any help of CPA, and the researcher also found that ERCA is not under supervision of CPA rather it is under Prime Minister Office.

4.1.5. How often your organization conducted Job Analysis in ERCA?

Table: 4.1.5 frequency of job analysis in ERCA

Frequency of practice	Frequency	Percent	Cumulative percent
Every year	-	-	-
Every two year	22	13	12.9
After three years	-	-	
After four to five years	-	-	
When it is felt essential	103	61	60.6
Not Performed	45	26	100.0
Sum	170	100	

The item in the above Table attempted to investigate the range of frequency of the implementation of job analysis. Since the present study was interested in the frequency or regularity with which the organization performs job analysis, the survey participants were requested to report as to how often their organizations conducted job analyses. With this 22(13%) of the respondents were indicated, the practice could be undertaken at every two years; whereas, almost majority 103(61%) of the respondents replied that job analysis practiced ‘when it was felt essential’ and 45(26%) out of the respondents indicated that the practices were not undertaken at all. From this we can see that ERCA under takes job analysis infrequently.

The interview result also showed that there was a draw back with regard to job analysis and description that the practices were not practiced frequently it was seldom done and the level of the job analysis program was below expected standard. One of the indication that the Authority had done formal job analysis before 6 years back when restructuring the organization during the application of BPR, As a result, of this the responsible body was not properly handling or managing human resource functions.

4.1.6. Importance of Job Analysis

Table 4.1.6: Importance of job analysis

Level of Importance	Frequency	Percentage	Cumulative percent
Not Important	-	--	-
Somewhat Important	5	3	2.9
Important	64	37	37.6
Very Important	64	37	37.6
Extremely Important	27	17	15.9
Essential at the time of recruitment	10	6	100.0
Sum	170	100	

According to studies done by Gomez Mejia *et al.*, 2000 and Mondy*et.al*, 2002, job descriptions and performance standards updated frequently with the help of job analysis. This would enormously help human resource professionals to categorize and eradicate redundant job requirements, areas of divergence or dissatisfaction. Hence job analysis can also be used to recognize factors that form employee’s motivation and job satisfaction.

As indicated in the Table 4.1.6, job analysis practices attempted to rate in its importance, 64(37%) of the total respondents indicates that job analysis was important, with the same rate 64(37%) respondents agreed that job analysis practice was very important; whereas, 27(17%) respondents responded that it was extremely important and only 5(3%) of the respondents indicated that it was somewhat important and finally 10(6%) respondents replied that it was essential at the time of recruitment. Accordingly the results indicate us that it is indispensable nature of job analysis practices in the minds of the staff.

4.1.7. The main objectives of practicing job Analysis

Table 4.1.7. The frequency and percentage of the different objectives of job analysis practice in ERCA

Purposes of job analysis	frequency	Percentage	Cumulative percent
Job Evaluation	41	24	24.1
For training	15	9	8.8
Performance appraisal	26	15	15.3
Recruitment and selection	55	32	32.4
Human resource planning	18	11	10.6
Other	15	9	100.0
Sum	170	100	

Source: own survey-2014

As it is written in literature that the major concern/ objectives of job analysis are to document the requirements of a job and the work performed. Job and task analysis is performed as a basis for advanced improvements, including: definition of a job domain; description of a job; development of performance appraisals, personnel selection, promotion criteria, training needs assessment, legal defense of selection processes, and compensation plans (Robbinson,M(2012). The results concerning the authority objectives of practicing job analysis is favorably 55(32%) of the respondents indicated that the purpose/objective of job analysis is for recruitment and selection, 41(24%) for job evaluation 15(9%) for training, 26(15%) for performance appraisal 18(11%) for human resource planning and finally 15(9%) agreed with ERCA has other objectives for practicing job analysis.

The result of this part of the questionnaire depicts that the purpose of job analysis is more of for recruitment and selection. In addition to these the human resource expert/manager replied in the interview that the main objective of practicing job analyses in ERCA were for recruitment and

selection and job evaluation purpose. Besides, the HRM department indicated that in ERCA undertake job analysis in 2000 E.C during restructuring of the Authority applied BPR (business process reengineering) and practices job analysis then the result were mostly used for recruitment and selection purpose. This implies that the authority has practiced job analysis for the above listed objective means recruitment, selection and job analysis. Despite job analysis will be made for many objectives as it is presented in the literature ,so it is possible that the authority must tries to make job analysis for many other objectives which can makes the authority's goals successful.

4.1.8. Who undertakes job analysis?

Table 4.1.8. By whom job analysis practice is made

By whom job analysis is performed	Frequency	Percent	Cumulative percent
Selected job analysis committee	149	88	87.64
External expert	-	-	-
Human Resource department	21	12	-
Work Supervisor	-	-	-
Other	-	-	100.0
Sum	170	100	

The findings of this study concerning, who carry out job analysis; indicates that almost majority 149(88%) of the respondents indicated that job analysis project was under taken by selected job analysis committee assigned by the director of the Authority, 21(12%) said that it was performed by human resource development directorate, The interview result also showed that the job analysis project was undertaken by committee which was appointed from higher managers of the Authority by The director. This implies that it was performed by the committee of the Authority and the job analysis practice was practiced seldom in 2008 during restructuring of the organization by applying BPR.

4.1.9. Inaccuracy in Job Analysis and Job Description

Table 4.1.9. Percentage and frequency of inaccuracy in job analysis and job description practice

Due to	Frequency	Percent	Cumulative percent
Job Analyst	54	32	31.76
Information given to Analyst	100	59	58.8
I don't know	16	9	100.0
Other	-	-	
Total	170	100	

The evaluation of job analysis practice is crucial to assess the existing effort and to get feedback for the future actions. In this aspect the findings of this research, indicated that inaccuracy of job analysis was occurred in ERCA was as follows: almost more than half of the respondents 100(59%) of the respondents indicated that it was due to information given to job analyst and 54(32%) of the respondents indicated that the inaccuracy was due to job analyst him/herself creates inaccuracy. Whereas, 16(9%) replied that they did not know the reason why inaccuracy occurs. This result implies that the authority did not collect information about jobs from workers/job incumbent. Thus, this might be one of the reasons for inaccuracy because of the information was gathered from the job supervisor only.

4.1.10. Methods of Job Analysis in ERCA

Table 4.1.10 The different Methods used for job analysis

Methods	Frequency	Percent	Cumulative percent
Observation	7	4	4.1
Diary Method	7	4	4.1
Checklists	16	9	9.4
Questionnaire	33	19	19.4
Interview	22	12	11.8
Combination of Methods	75	44	44.1
Others	12	7	100.0
Total	172	170	

Literature revealed that wide ranges of job analysis methods, such as observation, interviews, questionnaire, diary, checklist and combination of methods are used by organizations in the practice of job analysis process. An organization chooses a method that is most appropriate to the organization structure. With regard to this the researcher wants to find out which method is practiced in ERCA?

Thus according to this study, seven7 (4%) respondents stated that the Authority used observation as a job analysis methods, respondents explained besides observation, interview is very good way of job analysis technique. Similarly, 7(4%) respondents were of the opinion that the ERCA used diary method as a means of collecting information about jobs for job analysis purpose; however, 16(9%) respondents were confirmed that the ERCA employed checklist

method as a means of collecting information about jobs for job analysis purpose. Yet 33(19%) respondents gave opinion that ERCA utilized questionnaire method as a means of collecting information about jobs for job analysis purpose and eventually, majority 75 (44%) respondents stated that the Authority used combination of method to collect job related data for job analysis purpose. It can be concluded that the combination method was practiced in ERCA since the majority of respondents agreed positively and this fact was further supported by the data gathered through interviews. In addition, twelve (7%) respondents shared that another method of job analysis method was used for job analysis in ERCA. The interview result with this regard showed that ERCA used diverse method of job analysis for example, interviewing job supervisor, observation and the like methods; these indicate that ERCA'S job analysis procedures need not be limited to one method. Also literature showed that combination methods are preferable which makes job analysis effective and desirable to combine methods to enhance the job analysis and description success for all human resource development practices. Further, it is realized from the table above that responses are more than the number of respondents; this is as a result of respondents selecting more than one response in relation to the question asked.

4.1.11 The process of job analysis

The human resource department and job analyst informed us that the process of job analysis practiced in ERCA is not as listed in the literature it is presented as follows

- 1 the job analysis committee collected information about jobs from supervisor.
2. Design a process and prepares team charter
3. It is approved by the directorate
4. Finally transferred to human resource department to prepare job description and job Specification

The job analysis process that is practiced in ERCA does not follow the procedure that is shown in the literature which is listed in this paper; in addition the process does not use employees as information source or it does not collect employees comment to job analysis, second it studies about the process and it is a generalized information not detail about individual jobs, as the literature revealed that job analysis is made for teams in modern organization , and it is

more of worker oriented type because most of the focus is in human quality, the relationship based quality and how the person fits in the team and work for workers quality.

4.1.12. Factors Considered During Job Analysis

Table 4.1.12. Frequency and percentage of the different factors in job analysis

Factors	Frequency	Percent	Cumulative percent
Employee Information	8	5	4.7
Key Task and responsibilities	8	5	4.7
Problem solving	16	9	9.4
Decision Making	8	5	4.7
Management responsibilities	8	5	4.7
Contacts	-	-	--
Job Complexities	-	-	-
Work environment	4	2	1.1
Physical Demands	4	2	1.1
Mental Requirement's	8	5	4.7
Education	16	9	9.4
Working Experience	20	12	11.8
Skills and licensing/Certifications required	12	7	7.1
Employee comments	2	1	1.1
Supervisor's Review section	8	5	4.7
HR Department comments	8	5	4.7
All are incorporated	40	23	100.0
Total	170	100	

In order to investigate factors which Is incorporated in job analysis information; respondents were asked to indicate which of the above factors needed to be considered for job analysis; out of the total respondents 8(5%) indicates that 'employee information' were considered as job information, 20(12%) respondents opted for work experience; 8(5%) key task and responsibility,16(9%),problem solving 12(7%) skills and certification 2(1%) employee comments, 8(5%) human resource department comment, the same 4(2%) of the respondents agreed that physical demands and work environment are also incorporated as a factor included in job analysis information and finally majority of the respondents 40(23%) of respondents

agreed that all of the above factors are incorporated in job analysis information, this indicates that, The organization used all information listed above, which are the best job analysis information which makes the job analysis effective.

4.1.13. Responsibility for practicing job Analysis

Table 4.1.13 Frequency and percentage of responsibilities for practicing job analysis

Who is responsible for practicing job analysis	Frequency	Percent	Cumulative percent
Job supervisor	41	24	24.1
Human resource department	83	49	48.8
Higher manager	11	6	6.4
All are responsible	35	21	100.0
Sum	170	100	

Literatures showed that Job analysis requires a high degree of coordination and cooperation between the HR unit and operating managers and all staffs of organizations. The assignment of responsibility for job analysis depends on who can best perform various parts of the process. In large companies, the HR unit supervises the process to maintain its integrity and writes the job descriptions and specifications for uniformity. The managers review the efforts of the HR unit to ensure accuracy and completeness. They also may request new job analysis when job change significantly. In small organizations, managers may perform all job analysis responsibilities. (Robert L. M, Jackson .J, 2011). And most Literatures showed that everybody is responsible for job analysis

The results concerning the responsibility is; 41(24%) of the respondents indicate that job supervisor are responsible to undertake job analysis, 83(49%) of the respondents are agreed that human resource department is more responsible to undertake job analysis 11(6%) employees indicated that higher managers are responsible to undertake the practice.35 (21%) of the respondents replied that all are responsible for practicing job analysis.

Based on these results it can be determined that job analysis is the responsibility of human resource department Moreover, data collected through the open ended questions, the team charter/team job description supported this and it was found that studying job and evaluating job for compensation purpose is the major responsibility of Human resource directorate; on the

other hand ,the data gathered through interviews from the human resource department and managers of ERCA, Indicates that the main objective of job analysis is to prepare job description for human resource directorate but it is done by established committee of ERCA. The results of the interview also showed that ERCA's job analysis is the concern of higher manager and human resource department. And even if it is performed by the selected committee the final job description and specification is given to human resource department.

4.1.14. The Basic sources of information for job analysis

Table4.1.14: Comparison of the different sources of information for job analysis

Sources of information	Frequency	Percent	Cumulative percent
Job supervisor	44	26	25.9
Incumbent/job holder	63	37	37.1
Human resource department	51	30	30
Higher manager	12	7	7.05
Other	-		100.0
Total	170	100	

As indicated in the table above the basic sources of information about jobs for job analysis is mainly job holder/job incumbent, job supervisor, human resource department, the findings shows us that the main information source in ERCA is that 44(26%) of the respondents replied that job supervisor, 63(37%) job holder 51(30%)the human resource department , 12(7%) higher manager.

The interview result revealed that job supervisor is the main source of information for job analysis, which implies that job incumbent participation as information source is not fully used ERCA; this may lack full information about individual job in apposition and employees participation; so, it is better to participate and gather information from job holder for a consistency of job data.

4.1.15. The budget Allocation for practicing Job Analysis

Table 4.1.15. Percentage of budget allocation for practicing job analysis

Allocation of sufficient amount of budget and time	Frequency	Percent	Cumulative percent
Yes	49	29	28.8
No	121	71	71.2
Total	170	100	100.0

Literature illustrated that unless there are no enough budgets and time allocation the job analysis practice is not effective. The researcher wants to investigate whether the Authority allocates enough amounts of money and time to undertake job analysis. The findings shows that 49(29%) of the respondents indicates that there is enough allocation of budget for the practice of job analysis, but majority 121(71%) of the respondents agree that there is no enough budget and time allocation to job analysis, this implies that there is less focus for job analysis in ERCA, with this it is preferable to give high concern for the job analysis to make the authority more successful.

4.1.16. Approaches to job analysis which is applicable in ERCA?

Table 4.1.16. Approaches to job analysis

Approaches	Frequency	Percent	Cumulative percent
Worker Oriented	-		
Work oriented	121	71	71.2
Hybrid	49	29	100.0
Total	170	100	

Study done by, Cornelius et al. (1979) determined that the type/approaches of job analysis used strongly influenced the resulting job classification decision. Job classification involves the category of work that a job fits in;

According to this study results indicates that, almost more than half of 121(71%) of the respondents indicates that ERCA uses work oriented approach to job analysis which the empirical study indicates that most organization uses work oriented approach to job analysis .49(29%) of the respondents indicates that ERCA uses Hybrid method which is the most preferable and effective approach to job analysis. This indicates that the method that ERCA concentrate primarily on what the worker does, including tasks, tools, machines, and work context, which is not preferable because it doesn't concern about workers context, what quality is needed from workers and what must be fulfilled to employees; so it is better to apply either hybrid method of job analysis.

4.1.17. Frequency of higher management support for job analysis?

Table 4.1.17.The frequency of higher management support for job analysis expressed by percent

Level of Support of higher manager	Frequency	Percent	Cumulative percent
Higher/Stronger	57	34	33.5
Medium	73	43	42.9
Lower	24	14	14.2
No	16	9	9.4
Total	170	100	100.0

As literatures showed that, job analysis is the corner stone for every human resource management functions, for this reason the practice must get higher support from managers, knowing of the level of support of higher manager in undertaking job analysis project is mandatory thus the researcher tries to investigate the level of support of higher manager. The result showed 57(34%) of the total respondents indicates that the higher manager support is higher, 73(43%) of the respondents were indicates that medium support and 24(14%) of the respondents indicates lower and finally 16(9%) of the total respondents indicates that there is no any support from higher manager for job analysis. This implies that the Authority's higher managers give less support for the successful of job analysis, so higher managers must tries to make better help/contribution for better job analysis practice , for the success of the organizational goals.

4.1.18. Components of Job description

Table 4.1.18. Components of job description expressed in percentage

Components	Frequency	Percent	Cumulative percent
Identifier	20	12	11.7
Summary	6	3	3.5
Duties and Tasks	72	42	42.3
Other Information	20	12	11.7
All are incorporated	39	23	22.9
No job description	13	8	100.0
Total	170	100	

As the literature revealed that there is no universally accepted content or format for the job description. Based on many experience, most job descriptions contain the following pieces of

sections. Identifiers(job title plus other classifying information), summary(mission or objective statement)Duties and tasks(what,why,how)&Other information,As shown on table 4.1.8 most of the respondents 72(42%) replied that ERCA job description incorporates Duties and tasks only . 20(12%) of the respondents replied that job description in ERCA incorporates job identifier that include, job title ,6(3%) replied summary which means the objective or goals about the jobs and other,13(8%) indicates that all components listed in the literature are illustrated in table are incorporated , and the remaining 13(2%) replied there is no job description at all. The researcher also tried to investigate some sample job description that the human resource department used for recruitment; it has component of all the four except the summary part (mission and objective statement) and other information are not incorporated. So it is better to incorporate this in the job description.

4.1.19. Challenges that is Associated with the Practice of job Analysis.

Table 4.1.19. Challenges associated with accurate job analysis practices

Challenges	Frequency	Percent	Cumulative percent
Lack of Familiarity with job type	45	26	26.5
Difficult to accurately define job Demands and the human requirements	34	20	20.0
Job levels may demand in	-		
Poor Organizational system	57	34	33.5
Lack of specialist's	34	20	100.0
Lack of enough budgets	-	-	-
Others specify	-	-	-
Total	170	100	-

According to, Lysaght et al. 2008), in the literature review showed the main challenges of job analysis lies in the quality of information gathered through worker or supervisor report based on ability or willingness to provide accurate descriptions. Observational data may be compromised through lack of rater familiarity with the job type or milieu, or inability to observe sufficient and representative time samples of the job, especially one that is highly variable, the findings shows that , 45 respondents constituting 26% of the population ; lack of familiarity with the job is the main challenge,34(20%) difficult to define job demands and the human requirements, 57(34%) respondents of the due to poor organizational system the other

34(20%)of the respondents indicate that lack of specialists in the to undertake effective job analysis project.

The interview result also shows that the Authority has got various challenges to undertake job analysis. The major challenge out of other is lack of specialists in this sector, the second is lack of commitment of line managers and concerned body and taking job analysis is the responsibility of human resource department only and misinterpretation of its advantage to the success of the organization. Generally it implies that there is lack of specialists in the area so, the challenges faced can be avoided by recruiting or participating expertise in this sector.

4.1.20 Awareness creation about job analysis practices of ERCA to Employees

Table. 4.1.20 frequency and percentage on Awareness creation about job analysis

Employees awareness about job analysis practice of ERCA	Frequency	Percent	Cumulative percent
Yes	62	36	36.4
No	108	64	100.0
Sum	170	100	

According to the literature the 5th stage of job analysis process is to create awareness/confirmed to employees/job holder about the job analysis. Concerning this awareness issue the result showed that 62(36%) of the respondents replies had the awareness about the project and the rest majority 108(64%) of the respondents illustrates that there is no any awareness creation program for the job analysis practice. The interview result also shows that during under taking job analysis the committee discussed about jobs with only job supervisors and higher manager this may create imperfection of some tasks.

4.1.21. Effectiveness of job analysis and description practices of ERCA

Table 1.4.21. Percentage on the Effectiveness of Job analysis and description practices of ERCA

Effectiveness of job analysis practice of ERCA	Frequency	Percent	Cumulative percent
Very effective	13	8	7.6
Good	61	36	35.8
Not effective	70	41	41
Indifferent	26	15	100.0
Bad	-	-	
Total	170	100	

This question was to find out from respondents how effective the job analysis and description practices of ERCA. Thus Thirteen (13) constituting 8% of the respondents gave their opinion and it was practice of job analysis and Description practices were very effective and that the right requirements are employed for ERCA. 61 (36%) respondents believed that the job analysis and description practices were good; the others almost highest number 41% of the population explained that the methods needed for job analysis, its process is and result is not effective.

Twenty six 26 respondents forming 15% of the population had the opinion that the job analysis and description practices of the authority were neutral about its effectiveness.

The interview result showed that the process and methods of job analysis practiced in ERCA is somewhat lacks explanation of every individual jobs, they studied and design a for job process and prepare team charter for the team and then for individual, so the organization must tried to modify to study each tasks for the effective preparation of job description. They explained that these practices always give room to confusion of individual job description and favoritism especially for putting the right person to the right position.

4.1.22. Participation of External Job Analyst

Table 4.1.22. Percentage on the availability of External expert for Job analysis in ERCA

Availability of external expert for job analysis practice	Frequency	Percent	Cumulative percent
Yes	24	14	14.1
No	146	86	85.8
Total	170	100	100.0

The researcher wants to investigate whether there is a participation of external job analyst expert for job analysis project; 24(14%) of the total respondents indicates that, ERCA participates external expert for analysis and 146(86%) of the total respondents indicate that there is no any participation of experts in job analysis . the same result gotten from the interview that the job analysis is made only by selected committee from the organization, this indicates that the challenge which is faced ERCA is lack of specialists as it is listed above; so it is better to higher specialists in the areas to fill that gap.

4.1.23. Awareness of Job description to perform

Table 4.1.23. Percentage of workers receives Job description during recruitments at ERCA

I have given job description before recruitment.	Frequency	Percent	Cumulative percent
Yes	73	43	42.9
No	97	57	100.0
Total	170	100	

The sample population who are selected for this research were asked to brief that, if they have an idea about the job description which is going to perform before they are recruited to the organization; 73(43%) of the respondents indicate that they have knowledge, the other 97 which constitute 57% respondents showed that they have no knowledge about their job description this indicates that the organization did not outline the job vacancy with job description. Moreover the researcher got that the Authority does not list out all job description to new comer because of large amount of money/cost is required for listing all job description in newspaper or media. This may create some confusion to the jobs for new comer as well as existing employee.

4.1.24. The relationship between job analysis and performance.

Table 4.1.24. The relationship between job analysis, job description and performance

Job analysis has effect on performance	Frequency	Percent	Cumulative percent
Yes	103	61	60.6
No	67	39	100.0
Total	170	100	

According to Gomez Mejia *et al.*, 2000 and Mondy*et. al.*, 2002; job descriptions and performance standards updated frequently with the help of job analysis, would enormously help human resource professionals to categorize and eradicate redundant job requirements, areas of divergence or dissatisfaction. As we know Job analysis can also be used to recognize factors that form employee's motivation and job satisfaction

And also we have seen from the literature part effective job analysis has positive relationship with workers performance in the view that if employees given the right and full job description it helps employees how effectively perform their jobs. The result of this study with this regard shows that; almost majority 103(61%) of the respondents indicates that job analysis has direct

impact on their performance, the rest of 67(39%) respondents indicates that job analysis has no impact on the performance of workers.

4.1.25. Have you asked to brief your duties and responsibilities for job analysis purpose?

Table 4.1.25. Frequency and percentage of job holders who briefed their duties and responsibilities for the job analysis?

As a job holder have you asked to brief your duties and responsibilities for job analysis purpose?	Frequency	Percent	Cumulative percent
Yes	97	57	57.1
No	73	43	100.0
Sum	170	100	

There are many sources of information for job analysis, incumbent/job holder is the main source, with this regard the researcher wants to investigate that whether ERCA uses this information source or not, and the question asked employees have you ever asked about your jobs for job analysis purpose? The result shows that 97 constituting 57% percent replied “yes” means they are asked about their jobs for job analysis purpose, the other 73(43%) of the respondents replied “No” they have not been asked about their jobs. The interview result also shows that information about jobs is gathered only from the job supervisor, but there is incident practice in 2004 E.C with the insisting of human resource directorate they have started to collect information about each jobs from individual employees through process owners/department heads, but it is not completed and successful because of lack of commitment of team leaders and work process leaders.

4.1.26. The alignment b/n educational background skills and abilities with the

Position you hold?

Table 4.1.26. Comparison between educational skills and abilities with position held

Does your position suit your background?	Frequency	Percent	Cumulative percent
Yes	109	64	64.1
No	61	36	100.0
Total	170	100	

Right person at the right position is the one motto which every organization must practice to achieve its organizational goals, with this regard employees are asked does your position suit your background? 108(64%) of the respondents have recruited with their right back ground

61(36%) replied the organization did not match their background education and experience in which the position require. This may implies that, even if a greater number of respondents replied that their position match their background ,there is also a problem of matching their background with their position so, there is some problems in studying about each job means job analysis.

4.1.27. Does ERCA uses job Analysis result used as a base for effective functioning of Human resource development practices.

Table 4.1.27. Percentage and Frequency of ERCA uses Job analysis result

ERCA uses job analysis result for proper functioning of Human resource development practices.	Frequency	Percent	Cumulative percent
Yes	85	50	50.0
No	85	50	100.0
Sum	170	100	

According to the literature, the output of job analysis is job description and job specification which are corner stone of every human resource development functions; with this the researcher wants to investigate the proper usage of the output (job description and specification); the findings illustrate that equal number 85(50%) of the respondents replied, positively and negatively too, for the proper use of these output of job analysis ,which explains that the output is not used as a recruiting material and the performance appraisal, it is not based on these.

CHAPTER FIVE

SUMMARY, CONCLUSION AND RECOMMENDATIONS

5.0. Introduction

The purpose of this chapter is to round off the study with summary of findings, conclusion and recommendations. The conclusions would be made from the analysis and the objectives of the research.

5.1 Summary of Major Findings

The general objective of the study was to assess the job analysis and description practices of the Ethiopian Revenues and Customs Authority. It has assessed the job analysis practices by investigating the participants' general information and regarding job analysis: the purposes of job analysis in the Authority, Its procedures and processes; the methods used to undertake the job analysis; the participants in the job analysis process and finally the problems/challenges affecting the job analysis practice in the Authority. In general terms, the study result was based on the presentation and interpretation of findings in chapter four is worth mentioning as summarized here below.

- Almost all respondents reported that; they fully agreed that they are not clear knowledge about whether ERCA have a policy about job analysis or not, From the figure we can say that staffs of ERCA have not clearly know the policy of job analysis in the authority, on the other hand from the interview ERCA has policy of the practice of job analysis, and it is practiced at head office.
- Regarding employee's knowledge about their job descriptions, almost majority 65.9% of the respondents agreed that they have knowledge about their job description. This implies there is a clear job description in the organization.
- Slightly greater proportion 58% of respondent agreed that ERCA has not been dependent on CPA for practicing job analysis, which it clearly shows that the Authority does not need or got any help from CPA. The Authority had a mandate for doing job

analysis by itself and the studied job is directly presented to Prime Minister Office and approved by prime minister.

- About three- fourths (74%) of the total respondents agreed that practicing job analysis is important or very important for ERCA.
- Slightly greater percent 32% respondent's reports that the main objective of practicing job analysis in ERCA is job description and job evaluation, during restructuring of the organization(applying Business process reengineering (BPR), the Authority made job analysis for recruitment and selection purpose for vacant position and job evaluation for compensation purpose.
- Almost majority 88% of the respondents agreed or fully agreed that job analysis is undertaken by committee those who are selected from higher managers of ERCA'S head office and assigned by the director of ERCA. It seems better practice; in addition to this it is advisable to participate outside expertise in the area and branch representatives.
- Job analysis process is not used as an excellent opportunity to discuss about each individual jobs with employees in ERCA, more over it lacks employees participation. Which means; job analysis processes and procedures are not transparent and do not participate workers/job incumbent.
- Out of the various methods of job analysis, ERCA uses combination methods of job analysis, such as interviewing and questioning job supervisors, but the main information source is only job supervisor.
- A significant portion of the respondents 49% believe that job analysis is the only responsibility of Human resource department; the other department staffs does not concern about the practice of job analysis , as the literature revealed that job analysis is effective when all stakeholders are committed to work for its success.
- Poor job analysis and description practice continue to affect organizational performance and limit goal achievement. The study revealed that job analysis and description practices have improved performance of employees of ERCA, 61% of respondents stated that the job analysis and description practice has helped them improve upon their performance at the Authority and in what way they do their jobs. It was also revealed

that BPR manual had added to their stock of knowledge of most employees which help them effectively carry out their duties.

- In spite of the above some respondents were of the view that the job analysis and description practices have not improved performance as job descriptions are general and most often not have detail information about individual job.
- The analysis realized that 8% of the respondents were of the opinion that job analysis and description practices were very effective as the right process are always employed, majority of respondents believed that these practices were good and they constituted 36%, 41% percent of the respondents agreed that these job analysis practice were not effective. The other 15% were either indifferent or believed that these measures were not effective and the reasons raised included the job description is done for work process as team charter which do not incorporate detail about individual jobs.
- Challenges that is Associated with the Practice of job Analysis; as the researcher listed out many challenges in the literature According to, Lysaght et al. 2008), in the literature review the main challenges of job analysis lies in the quality of information gathered through worker or supervisor report based on ability or willingness to provide accurate descriptions. Observational data may be compromised through lack of rater familiarity with the job type or milieu, or inability to observe sufficient and representative time samples of the job, especially one that is highly variable. The findings shows that, forty five 45 respondents constituting 26% of the population reported that lack of familiarity with the job is the main challenge, 34(20%) difficulty to define job demands and the human requirements, 57(34%) respondents of the due to poor organizational system the other 34(20%) of the respondents indicate that lack of specialists to undertake effective job analysis project.

The interview result also shows that the Authority has got various challenges to undertake job analysis. The major out of other challenge is lack of specialists in this sector, the second is lack of commitment of line managers and concerned body and those taking job analysis is the responsibility of human resource department only and misinterpretation of its advantage to the success of the organization.

5.2. CONCLUSION

The main purpose of job analysis is to provide a summary of jobs duties, responsibilities and its relationship to other jobs, the knowledge and skills required and working conditions under which it is performed. Which is basis for every functions of human resource management like recruitment and selection, job evaluation, human resource planning, training and other; it is a cornerstone for human resource management functions. It is useful for to match capabilities of prospective candidates against the demands and rewards inherent in a given job. For this reason, top performing companies devote considerable resources and energy to creating high quality job analysis systems.

In addition; Job analysis and description process are important practices for human resource management, and are crucial in affecting organizational success. The quality of new recruits depends upon an organization's job analysis result, and that the relative effectiveness of the selection phase is inherently dependent upon the caliber of each job description and specification.

From the analysis, job analysis and description is of prime importance to ERCA in order to get the best of employees, effective human resource functions and organization too, however, it faces lots of challenges in its mission to effective human resource functions. The issue of lack of specialists in the area seems to place unrepresentative job description. In addition, from the analysis it was realized that, the Authority does not recruit external expert for its job analysis practice which is only done by internal employees of ERCA which are not expertise in the area. Despite these challenges it was realized that these measures (job analysis and description practices) have been effective in the functioning of human resource directorate of ERCA; even though much needs to bedone to enhance it.

Specifically the following conclusions were drowning from study conducted through survey results from among the supervisors and employees of the Authority. The following conclusions are drawn based on the findings of the study:

1. It is reasonable to conclude that ERCA staffs unlikely know policy and practice of job analysis and description of the Authority.
2. Despite job analysis has various objective, like human resource planning ,job evaluation, performance appraisal and many others, and it is corner stone of all

human resource management, But the study found that job analysis practice of ERCA doesn't set these objectives it is only for recruitment and selection and job evaluation purpose.

3. Job description and specification is an important /output/result of job analysis (the purpose of the performance discussion has to be to solve problems and reach consensus for future improvement (dessler,2005) but this not the case in ERCA, employees doesn't get orientation about job analysis.
4. Job analysis process is not used as an excellent opportunity to discuss the link between employees and job analyst or managers moreover there is no job analysis discussion in the ERCA.
5. According to many scholars, job analysis can make a major contribution for the good performance of work by providing the direction, how why and how to do his work, but this is not the case in the authority, its employees are not satisfied with the result of job analysis.
6. The responsibility of job analysis is all departments in any organization but the job analysis practiced by human resource department in ERCA even if it was made by assigned committee, it is believed that the responsible body is only human resource department.
7. Among the many problems/challenges that affect the job analysis practice of the Authority, lack of specialists in the area, lack of commitment of line managers, mis conceptions and giving less attention for its advantages are the main one.
8. The study found that most job descriptions contain the components recommended by Brannick et al. (2007). Those recommended components include: identifiers (title and location), summary, duties and tasks, and other information (miscellaneous). Every job description contained a title. The component that was most excluded was the objective part. The study showed that most job descriptions for most positions do contain the recommended components except the summary part.

5.3. RECOMMENDATION

From the study job analysis and Description is of great importance to every organization, though it is an integral part of human resource planning and development, its application and operation and challenges makes its practice quite difficult. These recommendations are therefore made to help make these practices more effective. All employees must participate and get orientation about job analysis otherwise individuals who might not contribute meaningfully to organizational output; issues of avoidance of each employee should be avoided while giving the chance to all to give their idea and comment.

Employment of specialists in the area with contract or permanent bases are mandatory, because the revenue and customs Authority always uses new technology and changes it needs frequent practice of studying about each jobs for the success of the organization and the achievement of goals..

The human resource department should appraise employees to help them give off their best and help improve performance of employees; this will always keep employees on their toes to give off their best.

Refresh each job must be organized for employees for them to be abreast with trends in the ever growing market. It was revealed in the analysis that key talents are difficult to come by, the Authority help upgrade the skills based on the job analysis result. This will also go a long way to help staff contribute to the success of the Authority.

Based on the major findings of the study, the following recommendations are forwarded:

1. As federal organization and has great frequent change the Authority should implement formal, frequent, planned and systematized job analysis system. This should be revised from time to time.
2. The Authority should revise its job analysis practice. well defined standards which are related with actual job the employee performs must be based on compressive assessment on the current practice and this should also get an input from employees as well as managers at all levels
3. The responsibility for making job analysis should not be given only to human resource department ,it is the responsibility of the overall department of the authority

4. The job analysis practice should not be a onetime event; it should be continuous process aimed at improving employee's performance and contribution to the accomplishments of organizational mission.
5. To overcome the challenges identified by the study, comprehensive training should be provided to job analysts, recruiting professionals and also try to participating external expert in the area for practicing job analysis.
6. Further research should be made on job analysis practices and develop systems that could be applied according to organizational context; contingently.

1. Sex ☐ male ☐ female
2. Your Age(years) ☐ Under 25 ☐ 25-35 ☐ 35-45 ☐ Above 45-55 ☐ Above55
3. Your highest level of Education ☐ Below 12grade ☐ High school complete
☐ Certificate ☐ Diploma ☐ First degree ☐ Master's degree ☐ PHD
4. Current position/job title in the Authority

☐ Director ☐ Deputy Director ☐ Work process leader ☐ Team leader ☐ Senior officer ☐ Junior officer ☐ external expert ☐ other

5. No of years in present in present Authority

☐ less than 1 ☐ 1-5 ☐ 6-10 ☐ 11-15 ☐ 16-20 ☐ above 20 years

6. Your current salary/in Birr/ ☐ 850-2414 ☐ 3145-4975 ☐ 6050-7250 ☐ above 7250

II. Job analysis & Job description

7. Do you have any formal policy for the job analysis and job description practices?

☐ Yes ☐ No

8. If yes to the above questions briefly state the policy _____

9. Does ERCA outline job analysis/Duties, responsibilities, skills etc. required for every functions of Human resource development? ☐ Yes ☐ No

10. How often your organization conducted job analysis? ☐ Not Performed

☐ Every year ☐ Every two year ☐ After every three year ☐ After four to five years
☐ When it is Felt Essential

11. How important is job analysis to conduct in ERCA?

☐ Not important ☐ somewhat important ☐ Important ☐ Very Important
☐ Extremely important ☐ Essential at the time of recruitment

12. What are the main objectives/purposes of practicing job analysis in ERCA

☐ Job evaluation ☐ for training ☐ performance appraisal ☐ recruitment and selection
☐ human resource planning ☐ other

13. If your answer for number 12 is other please specify it? -----

-----.

14. By whom does ERCA undertake job analysis project?

☐ Selected job analysis committee of the authority ☐ External expert

☐ Human resource department ☐ work supervisor ☐ Other

15. If your answer for no 14 is selected job analyst committee of the Authority, what is the position in the committee you are involving?

16. Does ERCA Rely on civil service minister for the job Analysis and Job Descriptions practices? ☐yes ☐no

19. Do you observe that there is an impact on the accuracy by the person whom job

20. In your opinion Where and Why inaccuracies occur in job analysis in ERCA

☐ Observation ☐ Diary Method ☐ checklist ☐ questionnaire ☐ Interview

☐ combination of methods ☐ other

☐ Employee Information ☐ key Task and responsibilities ☐ problem solving
☐ Decision Making ☐ Management responsibilities ☐ contacts ☐ job
 complexity ☐ work environment ☐ physical demands ☐ Mental
 Requirement's ☐ Education ☐ Working Experience ☐ Skills And
 licensing/certification Required ☐ Employee comments ☐ Supervisor's Review section
☐ HR Department comments ☐ All of the above are incorporated

☐ Job supervisor ☐ human resource department ☐ Higher manager

☐ All are equally responsible

25. Do you believe that the experience or knowledge level of the analysts affect the accuracy of job analysis in your organization?

☐ Yes

☐ no

26. Who is the **basic** sources of job analysis Information

☐ Job supervisor

☐ incumbent/job holder

☐ human resource

☐

higher manager's ☐ other

27. Please list out the job analysis process practiced by ERCA?

28. Do you believe that does ERCA allocate sufficient time and money to undertake job analysis?

☐ Yes

☐ no

29. Which of these approaches to job analysis are applicable in ERCA?

☐ Worker oriented

☐ work oriented

☐ hybrid

30. If your answer for no 27 is work oriented do you believe that it makes your Organization successful?

31. Does the job analysis project has support from higher managers of ERCA

☐ yes

☐ No

32. If your answer for no 31 is yes in what level?

☐ higher/stronger

☐ Medium

☐ lower

☐ No

33. Who is the implementer of job analysis information result?

☐ manager

☐ human resource

☐ incumbent

34. What components does the job description of ERCA have?

☐ Identifier

☐ summary

☐ duties and tasks

☐ other information

☐ all are incorporated

35. What are some of the major challenges associated with the practice job analysis more accurately?

☐Lack of Familiarity with the job type ☐Difficult to accurately define job demands and the human requirements ☐ job levels may demand in ☐ Poor Organizational system

☐lack of specialists' ☐lack of enough budgets ☐Other specify_____

36. In general, please give us your suggestions concerning the overall condition of job analysis in Ethiopia particularly in Ethiopian revenue and customs Authority? What do you suggest?

for the improvement or transformation of the practices of job analysis and associated human resource functions of ERCA.

II. APPENDIX

Addis Ababa University

Faculty of business and economics

Department of public management and policy

Questionnaire Designed to be filled by employees of ERCA.

Dear Respondents

I am a Graduating Student of Development Management Stream in the Department of Public Management and Policy at Addis Ababa University in the postgraduate program; as a partial fulfillment of requirement of MA Degree program; I am conducting a study on the practices and challenges of job analysis and job description at Ethiopian Revenue and Customs Authority (ERCA). The purpose of this questionnaire is too enable the researcher secure relevant information and data on the title selected, The findings of the study may help the Authority to improve its human resource management practices as well as get a competitive advantage in the different competent organization, your responses are thus indispensable for the successful accomplishment of this study and in turn for accomplishing the success of your Authority .please provide genuine and complete information for the questions and rest assured that your responses shall be kept confidential and will only serve for the purpose of this study .

Thank you in advance for lending your precious time and effort to fill the questionnaire

Instructions:

- You don't need to write your name
- For close ended questions given put a"√" in the box provided.
- Write precise and short answer for questions followed by blank space.

A. General/Demographic information

1. Sex ☐ male ☐ female
2. Your Age(years) ☐ Under 25 ☐ 25-35 ☐ 35-45 ☐ Above 45-55 ☐ Above55
3. Your highest level of Educational ☐ Below 12grade ☐ High school complete
☐ Certificate ☐ Diploma ☐ First degree ☐ Master's degree ☐ PHD
4. Current position/job title in the Authority
☐ Director ☐ Deputy Director ☐ Work process leader ☐ Team leader ☐ Senior officer
☐ Junior officer ☐ external expert ☐ other
5. No of years in present in present Authority
☐ lessthan1 ☐ 1-5 ☐ 6-10 ☐ 11-15 ☐ 16-20 ☐ above 20 years

6. Your current salary/in Birr/ ☐850-2414 ☐ 3145-4975 ☐6050-7250 ☐above 7250

B. Job analysis and job specification

7. Are you aware of any formal policy for the job analysis and job Description?
☐Yes ☐No
8. If yes to question no 7 please state some of this policy?_____
- _____
- _____
9. Do you know whether ERCA undertake job analysis/i.e. duties, responsibilities, skills etc. required for a particular job/before undertaking all human resource functions?
☐Yes ☐No
10. What is the main objective of practicing job analysis in ERCA?
☐For recruitment and selection ☐training ☐performance appraisal ☐Job Evaluation ☐workforce Planning
11. I feel that employees are fully informed about the job analysis practiced by the job analyst ☐Yes ☐No
12. How effective are the job analysis and description practices of ERCA
☐Very effective ☐Good ☐Not Effective ☐indifferent ☐Bad
13. Does ERCA outline job analysis/duties, responsibilities, skills etc. required for every functions of human resource development ☐Yes ☐No
14. Does the Authority have any external analyst for job analysis and practices?
☐Yes ☐No
15. Before joining my present job I knew about the Authority
☐Yes ☐No
16. Before joining my present position I knew the job specification to perform
☐Yes ☐No
17. Has the job analysis and job descriptions practice of ERCA Affected your performance?
☐Yes ☐No
18. Have you provided with job description during your recruitment?
☐Yes ☐No

19. Have you ever asked you to justify or prove your duties and responsibilities for job the collection of information for analysis purpose
☐ Yes ☐ No
20. Does your current position suit your educational background skills and abilities
☐ Yes ☐ No
21. Which of these methods of job analysis are applicable to your organization? You can select more than one. ☐ Questionnaire ☐ Interviews ☐ checklist ☐ diary
☐ combination of methods ☐ other
22. Do you have the necessary knowledge and skills required for the job you are assigned
☐ Yes ☐ no
23. What are some of the major challenges of practicing job analysis more accurately?
☐ Lack of Familiarity with the job type ☐ Difficult to accurately define job demands and the human requirements ☐ job levels may demand in ☐ Poor organizational system
☐ lack of specialists
24. What is your impression about the job analysis and job descriptions practices at ERCA?__

25. What factors will improve the practices of job analysis and job description of ERCA?____

III. APPENDIX

Interview questions

- What are the objectives/purposes of practicing job analysis in ERCA?
- Do you think that the institute has adequate written working documents (e.g. policy, guidelines, manuals.....} to successfully manage job analysis activities
- Do you think that proper job analysis is being exercised?
- What is the job analysis methods used in your organization?

- Do you think the institute's job analysis programs are improving employee's performance?
- Does the institute allot sufficient funds to carry out the program effectively?
- Who is responsible for job analysis in the Authority?
- What formal and informal opportunities exist for perfect job analysis?
- What problems or factors do you observe that affect job analysis in the Authority.

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