

COMPARISON OF JOB ANALYSIS TRADITIONAL AND PROCESS APPROACH

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Abstract

The authors point out new trends in human resource management, particularly the possibility to apply a process approach in job analysis. At the beginning they bring attributes of traditional approach to job analysis, course of its processing and an opinion concerning basic outcomes, i.e. job description and job specification. Traditional approach is characterized by meritorious definition of working tasks, responsibilities and characteristics of a suitable job holder. Many employees may refuse to fulfil the tasks and take responsibility over the frame of the duties defined in a job description. The authors describe utilization of process approach in job analysis in a form of case study. Process analysis depends on many aspects which are provided by the authors in the course of its processing. At the end the authors offer comparison of main attributes of job analysis in application of traditional and process approach.

Each approach to working position analysis – traditional or process – has its own advantages and disadvantages. Traditional meritorious approach is from the point of view of human resource management more complex because it brings the view concerning job in a form of its description and specification of requirements on working position holder. The process approach is on the other hand more objective from the point of view of activities which are supposed to be carried out at a particular job. Its advantage is that a process model which may become the base for the future management system requirements is established in the organization.

Key words: job analysis, traditional approach, job description, job specification, process management, source process analysis, competent model.

Classification JEL: M12 Personnel Management

1. Introduction

Generation of jobs and examination of work content is as old as human work itself. Since people had lived upon hunting and fishing, they utilized experience acquired in the course of centuries and modified their behaviour with the aim to improve it continually. The process became more and more complicated when the intensity of tasks was higher and coordination of activities of more people was needed to execute them. In spite of all social, political, economic, cultural and demographic changes, which happened during the long human history, the basic situation of a man has not changed. He still executes tasks under the supervision of another man and his activity is connected with the performance of other employees.

Depth division of labour due to the consequences of the industrial revolution (establishment of factories, inventions of machines, introduction of mechanization, gradual mutual inter-connection of working activities, introduction of scientific management and later interest in human relations) made managers to consider employees performance, analyse their work, determine work content and later describe and specify jobs. In 1960s a group of scientists and corporate consultants in the USA proved that traditional approaches to jobs generation may lead to the results, which are in a conflict with company goals (Chiavenato, 2002, p. 295). Based on their statements new approaches to definition of newly generated and redesign of existing jobs started to be applied. One of them – process management – starts to be utilized also in human resources management. The subject of this article is to present application of process management approach at job analysis. The application is being done in a form of case study and its comparison with a traditional way of job analysis execution.

2. Generation of jobs and its reference to job analysis

Each person, who works in an organization, occupies a particular working position. Job consists of all the activities executed by one person, which may be contained in one compact unit which takes a formal position in organizational structure. Specificity of the workplaces in enterprises is diversity of the work, which is manifested mainly in its complexity and difficulty, the need for its use, in differentiated requirements for qualification and practical experience of staff (Zimermanová, 2008, p. 30). To execute activities a person who occupies a job must have a definitively determined position within the organization structure. Position of a job within the organizational structure defines its hierarchical level, lateral relations, subordination, subordinates and organizational unit to which they belong. Generation of job means obeying four basic conditions. It is necessary to determine:

- a) package of tasks or duties which must be fulfilled by a holder of a job (job content),
- b) how he is supposed to fulfil these duties and tasks (work operations, methods and processes),
- c) to whom the holder of job must submit results of his work (responsibility and relations towards a supervisor),
- d) whom he supervises or whom he leads (authority in relation towards subordinates).

Generation of job means specification of content, working methods and relations with other jobs to meet technological, company, social and personal requirements of job holder. Essentially it presents a model, which is being used by managers to project individual jobs and for their incorporation to organizational units, system. Personal activity – job analysis – is used to meet the needs for generation of new and change of existing jobs.

3. Traditional approach to job analysis

Job analysis is a basic personnel activity which systematically examines „job content and working conditions and determines requests which job imposes on an employee” (Dvořáková, 2004, p. 3). It provides all necessary information concerning job which are critical to work out tasks’ profiles, responsibilities and roles of employees. It helps to eliminate failings resulting from execution of not much effective, duplicate and useless work and its following rationalization. When procedures are selected properly its results are applied in recruitment and selection of employees, their development and education, work performance assessment and other personnel processes.

When traditional approach is applied job analysis is understood as „process of acquisition, analysis and configuration of information concerning work content, which is the base for job description and specification of requests on employees“, (Vetráková, 2007, p. 41). According to Z. Gyurák Babel’ová et al. (2007, p. 27), job analysis deals with systematic examination of work from the point of view of its content, working conditions as well as other aspects. It presents systematic acquisition, processing and evaluation of information required to describe job in details and specify requirements which particular job imposes on an employee. J. Koubek (2002, p. 40) supports similar traditional opinion and due to him the purpose of job analysis is to provide work image at a job and in this way to determine idea of an employee who should occupy this job. This approach is characterized by meritorious definition of working tasks, responsibilities, authorities and characteristics of a suitable job holder.

Job analysis is realized, when a new job is generated, but also when it is necessary to update jobs. The next reason is a change in work components based on objective and reasonable causes, for example: a change of situation at labour market, economic reasons, change of a system at new technology introduction, construction of a new operation, change of organizational structure but also different personnel reasons. Standard purpose of job analysis

is to form actual, compact and meaningful picture about job. Schematic illustration of job analysis traditional approach is presented in the Figure 1.

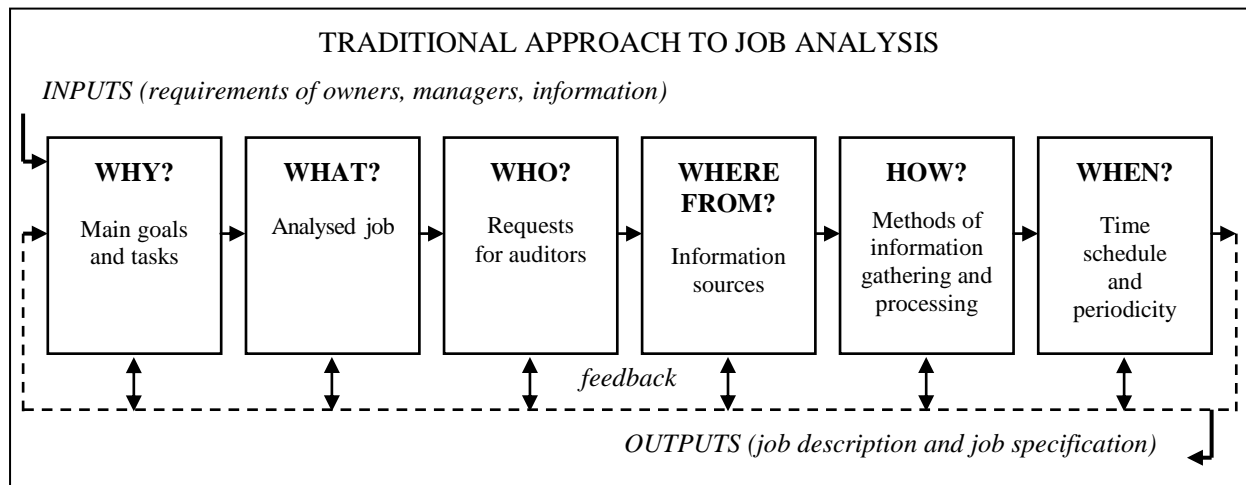


Figure 1: Traditional approach to job analysis

Source: own study

When traditional approach to job analysis is applied it is possible to divide its process into four basic phases, i.e. analysis planning, preparation, execution and assessment.

a) Planning period

At the beginning it is necessary to determine the purpose and main goals of analysis in relation to the results which are expected by the subject who ordered it (mostly top management). Based on defined goals top management decides about execution of personnel audit by internal employees or external consultancy company. When analysts are selected their first task is to get informed with all important information about the company and its strategic intentions. It is important to analyse actual situation in terms of relevant facts from local and international environment, from the point of view of organizational structure, mission, company culture, main goals and strategies. At the same time by means of situational analysis expectations of a client are defined and goals of audit are determined.

Analysts process assumptions of job analysis execution to a form of schedule in which they specify the reasons of job analysis initiation. The plan is submitted to top management for reviewing. Jobs that are to be the object of analysis are determined. Consequently organizational structure to which – based on a defined hierarchical level, belonging to organizational unit and relations of superiority and subordination – individual jobs are integrated. Integration of a job to organizational structure means to define a level of hierarchy, authority, responsibility and area of activity. An important step is methods and specific factors selection which will be applied and considered during analysis. In general more methods of analysis are selected since it is probable that jobs are of similar character and have similar characteristics. The methods – which bring more advantages or less disadvantages respecting jobs which are to be analysed – are chosen. Selection of specific factors is based on criteria of universality and discrimination.

b) Preparation period

In this phase responsible people, schemes and working materials are determined. At the beginning analysts of jobs who form a working team have to be trained. The analysts

initiate a meeting with line managers and specialists where they introduce reasons of job analysis execution, ask them to participate, discuss the plan of execution and supposed methods of data acquisition. The outputs of meeting enable to compile the definitive plan of job analysis and prepare details for data acquisition. One of the last steps of the preparation period is to inform about execution of job analysis of all the employees whose jobs are to its object. Before the execution itself it is a must to take a check-out step of analysis after which the control of procedure will be carried out and critical places in proposed process of execution will be discussed.

c) Execution period

After a check-out step execution of planned job analysis in a full content based on definitive agreed plan follows. Data acquisition itself is carried out directly in an organization. According to its size, specific features, extent of analysis, number of participating analysts it takes several days or weeks. The most important moment of the whole process presents for analysts getting trust of jobs holders and ensure their co-operation since analysts in this phase get maximum amount of information. Basic condition of successfully executed analysis is a real and professional internal communication. Top management has to make corresponding measures to lay fears of employees concerning analysis. In the phase of execution the analysts examine activities, tasks, responsibilities and competencies of jobs which are being analysed. Acquired data may be completed by actual directional situation of an organization (managerial and organizational structure, decision processes, total system of responsibility and competencies, company culture and so on, including requests on jobs, resulting from a new strategy, goals and company roles).

After finishing the phase of data acquisition analysts come to an analytical phase, which is a key and from the time point of view the most demanding part of the process. Analysts work out and present objective and detailed analysis of an actual state taking into consideration strategic and practical recommendations concerning their execution. In this phase they review defined objects (jobs, human resources) due to specified aspects, through the most modern analytical and diagnostic methods.

The output of job analysis is processing of information concerning particular job into a version of complex picture covering all the aspects of a job (work content, duties, responsibilities, contacts, factors of work environment, norms and criteria of working performance assessment, requests imposed on an employee, etc.). In traditional approach basic outputs of jobs analysis – which catch this picture – are description and specification of a job. Description of a job is systematic and detailed list of information which provides summary data about a job. It contains a list of working activities which are being carried out by an employee in the organization. Job generated in an organizational structure has a defined responsibility for activities, in case of need this responsibility completed or in a different way modified. Specification of job is derived from description of job and expresses sum of requests imposed on an employee and abilities required to perform work. Based on comparison of required state with the state which exists own assessment of total professional ability of jobs holders including their strengths and weaknesses, possibilities for development, or relocation and resulting suggestions and recommendations follow.

d) Assessment period

Based on acquired and recorded data and information analysis the analysts define measures which must be introduced into practice so that a required level of working performance is achieved. They process proposals of recommendations in a form of evaluative report, which contains synthesis of results, identified provisions, definition of measurements, level of costs for

their execution, priority of execution, potential consequences and contradictions. Official termination of the process of analysis is carried out after assessment which is connected with presentation of results of findings with recommendations and final negotiation with the employees who are being reviewed and top management and after execution of all the activities determined in the plan. Job analysis makes sense only in the case if their conclusions and recommendations are put into practice. Based on analysts' recommendations top management carries out their implementation.

4. Process approach to job analysis

Fundamental assumption for jobs analysis by means of process approach is creation of process model of organization. Process model of an organization is made of its basic elements and their process attributes. Elements of process model are activities and process attributes are characteristics of processes which must be defined for control.

Process company system may be defined as an open dynamic system whose basic items are activities. Its subsystem is formed by processes which arise by logically-tied connection of individual activities. Relations between elements, subsystem and environment are expressed by means of indicators related to particular process attributes. This understanding of a company system is determined by reducing its structure to a basic element – activity. Process is generated through chaining of activities. According to M. Zairi (1997, p. 64) each process should have the following basic characteristics „defined inputs, linear-logical succession, clearly defined activities and defined output“. R. Lee and B. Dale (1998, p. 215) say that „process is a sequence of defined activities performed based on defined output requests“. Processes such as transformation of inputs into outputs determine other authors (Truneček, 1999, p. 19; Robson – Ullah, 1998, p. 27).

These definitions clearly express the core of company processes. Strict determination of processes as transformation of inputs to outputs is not sufficient enough from the point of view of their efficiency management. Efficiency is closely connected with activities of a particular process and their characteristic is given by process attributes. In market oriented environment process outputs acceptance by customers is important. For example the method of target costing suggests activities of the process and their efficiency in dependence on such a price which is accepted by a customer. That is why the company should optimize process and its activities due to determined target price. Also Š. Slávik (2000, p. 134) speaks about such „process output which is valuable for customer and brings benefits to him“.

Company processes present a set of activities where each one transforms incoming inputs to outputs. Character of activity, rate of transformation, character of input and output is limited by a set of process attributes. In Figure 2 there is a relation between the process, activity and a set of process attributes.

Process attributes are important part of a company processes efficiency management system since they present an assumption to measure, assess and improve their efficiency. Most authors, however, mention only some of them. For example P. Chovan (2000, p. 53) states that process management as one of four phases of processes life cycle is the phase of processing time and costs attributes of the process. Other authors (Zairi – Sinclair, 1995, p. 43) integrate there also quality and productivity. The norm ISO/IEC TR 15504-9:1998 defines process attribute as a measurable characteristic which may be applicable to any process. P. Maccarrone (1998, p. 152) defines attributes from the point of view of costs calculation based on activities among which he includes „determinants of costs, time cycles, capacity and efficiency“. P. Sakál and A. Podskl'an (2004, p. 57) include finance, sale, projecting, accounting, information system, material management, human resources, production and quality among strategic indicators.

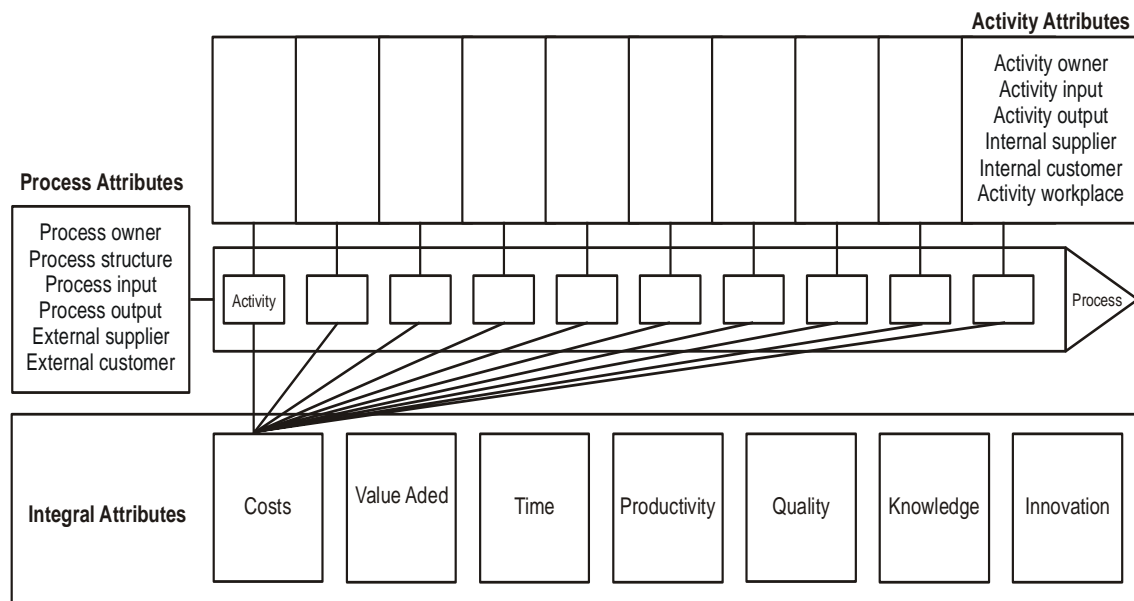


Figure 2: Set of process attributes in relation to company process

Source: Závadský, 2005, p. 13

Every author presents his/her own classification of places for measurement and performance assessment. So their systematization which should contain all aspects of company processes efficiency is due. By means of analysis process attributes were determined and they were divided to the attributes in relation to the process as an aggregate of more activities and which cannot be related to process activities, then attributes of activity which are related to any process activity and cannot be related to a level of more activities or a process and integral attributes which are related to activity and through their aggregation we come to a process level. The attributes are provided in the Table 1.

Table 1: Process attributes systematization

Process attributes	Activity attributes	Integral attributes
<ul style="list-style-type: none"> - process owner - process structure - process input - process output - external supplier - external customer 	<ul style="list-style-type: none"> - activity owner - activity input - activity output - internal supplier - internal customer - activity workplace 	<ul style="list-style-type: none"> - costs - added value - time - productivity - quality - knowledge - innovation

Source: Závadský, 2004, p. 8

Number of process attributes included to process model depends on requests concerning management system. Some organizations define to activities a numerous set of attributes (cost to activity, activity duration, activity owner, inputs, outputs, information flows, qualitative criteria concerning activity and other). To analyze jobs by means of process approach application it is enough to form a process model by sources process analysis. This process model of an organization presents the basic structure of management system which must be obeyed then by all the employees. Process model contains *basic management elements* (Závadský, 2004, p. 73):

- organizational structure,
- list of working positions in an organization,
- list of processes which are executed in an organization and classified into main and support ones,
- list of managerial positions and their responsibilities for processes,
- chronological list of activities required to execute a particular process,
- assignment of individual jobs to activities.

Three organization norms – *rules of organization, competence regulations and working processes* – form outputs of process model for organization management. The purpose of rules of organization due to the process model is determination of superiority and subordination relations, specification of individual working posts, specification of general working positions and assignment of activities to managerial and general working positions. There are activities in an organization which are common for all or a group of selected employees. That is the reason why there are fictional working positions in the process model which represent a selected group of employees whom these activities concern, e.g. head of a unit without specification which particular unit within the frame of organizational structure. The purpose of competence regulations is determination of responsibilities and competencies of particular working positions for performance and execution of individual activities due to main and support processes. Working processes due to process model present chronological process of activities which must be executed in a particular process with the aim to achieve required process output. Working process displayed graphically in a form of sequence chart presents the process statically. In cases when sequence of activities in a process cannot be met or it is necessary to realize changes in the process it may be done only in a directed way.

4.1. Competent model and competent organization order

One of the subsystems of by process managed organization is a competence model, which determines relations between activity and its executor (human source, technical device). Competence model presents simplified illustration of a subsystem of company management whose elements are company activities and human resources. It enables to identify real responsibility for activities execution at elementary executive level (Figure 3). Determined list of responsibilities and competencies resulting from the process model is more detailed, easier enforced at conflicts and more objective form the point of view of remuneration system. Its disadvantage is a difficulty concerning determination of the process model and its continual administration. In general this approach is identified as process defining of responsibilities and competencies.

To create a competence model sources process analysis is applied. The advantage if this approach is analysis of processes and their activities in organization as the basic structure of management system. The advantage of this approach is analysis of processes and their activities as of the basic structure of management system. Process model enables creation of different views on a company and due to process attributes also differently approach to increase of its efficiency. Model synthesis presents determination of company competence regulation. The purpose of competence regulation is determination of responsibilities and competences of particular working positions for execution and realization of individual activities due to main and support company processes in a form of organizational norm.

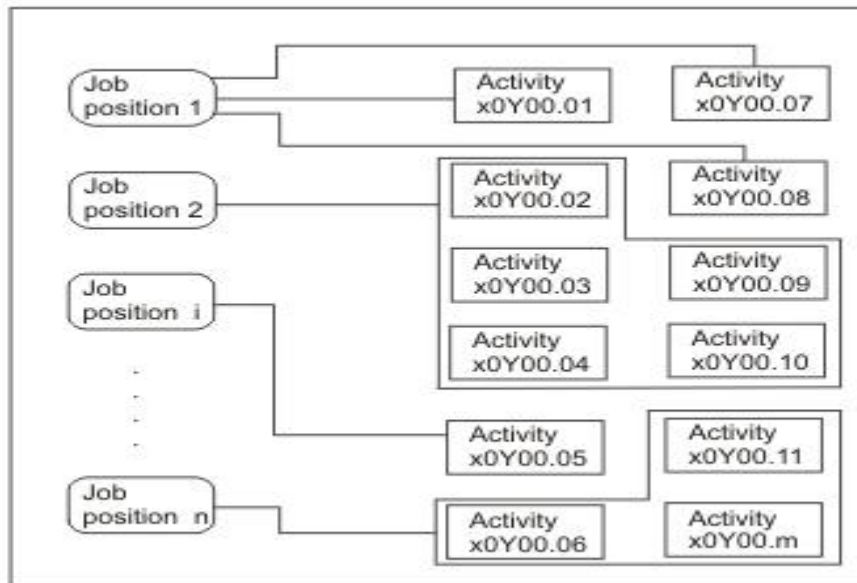


Figure 3: Competence organization model

Source: own study

4.2. Theoretical background of source process analysis

Process analysis is a system analysis of a process aimed at one or more process attributes. It is based on hierarchization of processes, identification of processes activities and determination of process model. According to J. Závadský (2005, p. 36) process analysis may differ from various points of view but now we consider optimization of company processes. Based on these fundamentals we distinguish the following **types of process analysis**:

- a) Optimization of information flows in company processes – informative process analysis. Its aim is to describe information flows which are in progress in individual processes and between them. This analysis includes also identification of data warehouse (including documents) and programme equipment.
- b) **Optimization of company processes** – source process analysis. Its aim is identify all the material, technical and human resources in a process and definitely allocate them to individual process activities.
- c) Optimization of responsibilities for activities and processes execution – competence process analysis. Its aim is to assign responsibility for individual company activities to particular functional positions and form starting point for efficient organizational covering of individual processes.
- d) Optimization of procedures and course of process execution – procedural process analysis. Its aim is describe execution of a particular process procedure precisely and in detail.
- e) Optimization of process indicators (metrics) – parametrical process analysis. Its aim is to identify all the indicators and parameters which measure and assess company efficiency and assign them to particular processes and strategic goals.
- f) Optimization of process lasting – time and space process analysis. Its aim is to analyze time continuance of a process according to activities and identify space flow of the process (starting point for a dynamic process simulation).

4.3. Process of source process analysis at job analysis (case study)

Generation of process model and from this resulting competence regulation was carried out in a selected company doing its business in engineering industry which due to the employees' number equal to 200 belongs among medium size companies. In the following point the steps through which source process analysis was executed are provided.

a) Generation of work position Process model administrator

Working position of an administrator of process model became the key one for execution of process analysis and following generation of process model outputs. First task of the process model administrator was to manage source process analysis centrally. The aim of generation of administrator working post was to exist even after processing the process analysis and duties connected with process model actualization were added to the original scope of work. After finishing process analysis and generation of requested outputs, all incentives for changes are carried out by the process model administrator and he also manages the process of changes.

b) Selection of methodology for source process analysis

Source process analysis is demanding from the time point of view, especially in organizations with the extensive and complicated execution of company processes. Time intensity of process analysis may be reduced through its automation, i.e. selection of a suitable software tool. Decision concerning selection must be made immediately at the beginning of analysis, because defining of some rules of procedure and source process analysis depend on it. In this case we chose application program QPR ProcessGuide. The reason of this selection was its openness from the point of view of utilized graphic presentations and simplicity of its application in common practice. QPR ProcessGuide is an interactive tool for planning, communication and involvement of people to a permanent processes improvement, determination of responsibilities, competencies and goals at processes level. Above mentioned program equipment makes a platform for generation of electronic documentation for quality system purposes. QPR ProcessGuide enables processes in the company to be described and employees to concentrate on their permanent improvement.

c) Definition of main and support processes and their identification

It was possible to define main and support processes only in co-operation with processes owners. In this connection a meeting where company representatives and processes owners participated was arranged. Processes owners defined all by them executed processes based on which the main process map was determined. Due to the high number and variousness of processes each process was given alpha-numerical identification which expressed relation to organizational unit and level of importance (main and support processes). Example of processes coding is illustrated in Figure 4.

Coding of processes may be automated in the process model – it depends on the applied program equipment or it may be defined by an organization – in this case it depends on the need of mutual relations expression. In the situation of this case study we defined our own system of alpha-numerical processes coding so that the identification contains a code of organizational unit to which the process belongs. Organizational structure in the organization was leaned but not completely eliminated. When the processes were modelled the method of sea-way was applied and here the process model contains visual allocation of processes to organizational units. Next part of the identification is determination of the rate of importance in division to main and support ones. The last part of process identification is its sequence number at given level of organizational structure.

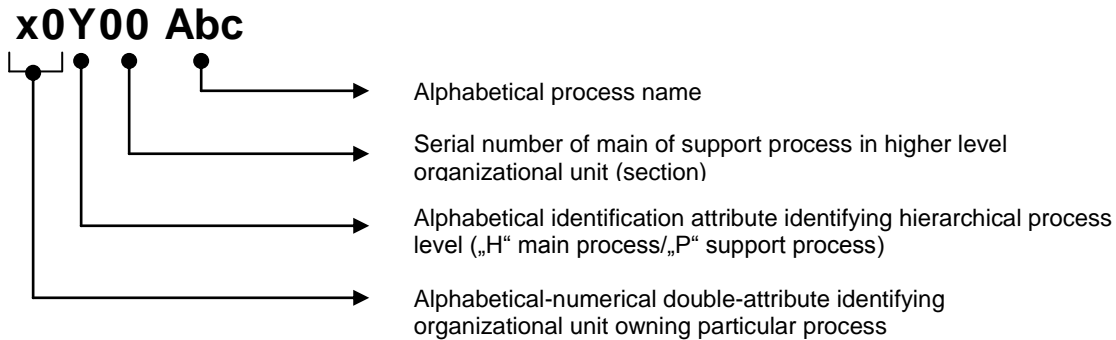


Figure 4: Processes coding

Source: own study

d) Individual consultations and common workshops

Formulation of individual discussions schedule followed the processing of the list of main and support processes. Each process was given a particular process owner. Individual appointments were arranged between processes owners and executors of process analysis. The subject of these individual appointments was detailed description of executed processes. In connection to individual discussions and information which were acquired individual processes were modelled and gradually the process model of actual state was formed. All the interested parties participated in common workshops. Process model was presented there and then discussion about the model occurred. If relevant suggestions were given they were included into process model. The analysis took three months during which 14 departments within four units were analyzed. The process model which contained 40 identified processes, 21 main and 19 support company processes – was determined.

e) Analysis of employees' responsibilities and competencies

Source analysis requires creation of jobs before the analysis of company processes. The base for jobs database formulation were information obtained from the personnel department. Important is data consistence – especially in names of jobs which are stated in labour contracts, organizational structure, organization norms and QPR database. For all the jobs the system of alpha-numerical coding was determined (Figure 5).

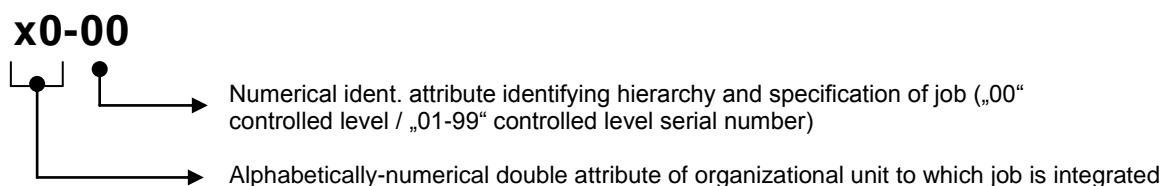


Figure 5: Job coding

Source: own study

After processing the process model in a form of a process chart which contained inputs, outputs and information flows the system of activities coding was determined. The rate of process analysis depends on its goal. If source process analysis is executed the process is modelled with such punctuality that each activity is allocated responsibility for its execution. Next criteria concerning the rate of punctuality is input-output transformation, i.e. if the input is being changed through activity – it is necessary to record the activity. After creation of organization process model human resources from determined job database are allocated

to individual activities. In this way aggregate of relations between one job and aggregate of company activities is formed. Every element of management system which is a part of the process model should have its own identification towards the level of individual activities as it is given in Figure 6.

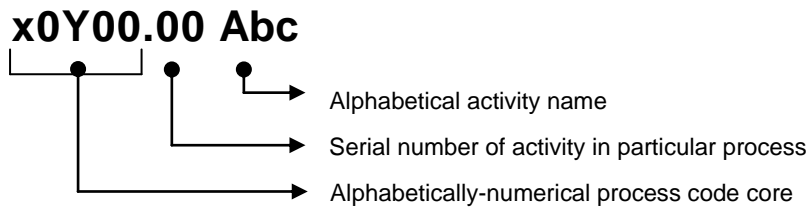


Figure 6: Activities coding

Source: own study

System of activities coding results from processes identification where the sequence number of particular activity of the process is seen as its code. The principle of process model determination in the organization where one of the outputs is the competence order is mostly based on objectively oriented modelling. The approaches to such organization modelling result from different standards and company processes' notifications. In our case we utilized application program equipment QPR ProcessGuide which did not request to know the principles of objective modelling and focused especially on relation between job and aggregate of activities which belong to it.

Allocation is possible also in case of technical devices – in this case study attention was paid to human resources. Job was given the **following parameters:**

- a) source name – job due to the catalogue of jobs,
- b) available quantity of employees at particular job ,
- c) costing due to selected unit,
- d) organizational unit where the source (employee) belongs,
- e) participation of an employee in the group of sources.

For technical devices the same parameters were defined as for human resources. The difference exists in case of consumed material description where the parameters of the following things are stated:

- a) name of material,
- b) available quantity,
- c) cost on material unit,
- d) available warehouse space for selected material kind,
- e) activating limit for material order,
- f) size of one order,
- g) cost and time of order.

Companies have two possibilities in case of sources allocation. When expenses of human resources are defined it is possible to include also overheads to the costs. Overhead charge is calculated as a ratio of a sum of determined costs to the number of selected employees multiplied by one hundred. But this approach is not the objective plan of overheads due to activities. The second and in the case of the company that we examine the better approach is allocation of all kinds of sources to individual activities – human resources, technical advices and material. Such definition becomes the base for budgeting of costs according to activities. At human resources it is possible to take into consideration employees' fluctuation. It means that

disposable quantity at particular job may be decreased by a rate of seriousness of executed activities.

f) Formation of organization competence order

Collection of relations between one job and company activities enables generation of a detailed list of activities which are supposed to be carried out by an employee or what authorities in the organization an employee has (decision activities). We provide the example in Figure 7.

<p>p1-04 Officer of financial accounting department</p> <p>p4H03-1.2 Customer invoice issuing</p> <p>p4H03-1.3 Booking of issued customer invoices</p> <p>p4H03-1.4 Sending of issued invoice to customer</p> <p>p4H03-3.1 Booking of created cash vouchers accounting amount</p> <p>p4H03-4.1 Printing of bank statement from internet-banking</p> <p>p4H03-4.2 Coding of individual operation in bank statement from internet-banking</p> <p>p4H03-4.3 Booking of bank statements from internet-banking</p> <p>p4H03-4.4 Check of balances in bank statement form bank</p> <p>p4H06-1.3 Acquisition of external financing offer</p> <p>p4H06-2.4 Cash-flow plan development</p> <p>p4H06-2.5 Cash-flow distribution</p> <p>p4H06-2.7 Creation of orders to pay company obligations/debts</p> <p>p4H06-2.8 Execution of charging orders</p> <p>p4H06-3.1 Cash deposit to booking-office</p> <p>p4H06-3.2 Issuing of cash voucher receipt</p> <p>p4H06-3.3 Sending of issued cash voucher receipts to bookkeeping</p> <p>p4H06-3.4 Processing of requests for cash</p> <p>p4H06-3.5 Issuing of cost cash voucher</p> <p>p4H06-3.6 Cash payment based on cost cash voucher</p> <p>p4H06-3.7 Sending of issued cost cash vouchers to bookkeeping process</p> <p>p4H06-4.1 Luncheon vouchers ordering</p> <p>p4H06-4.2 Luncheon vouchers receiving</p> <p>p4H06-4.3 Luncheon vouchers registration</p> <p>p4H06-4.4 Luncheon vouchers release to company employees</p> <p>p4H06-4.5 Development of configuration for bookkeeping of luncheon vouchers consumption</p> <p>p4H06-4.6 Development of configuration for payroll deductions for issued luncheon vouchers</p> <p>p4H06-5.1 Issuing of electronic orders to pay company obligations/debts</p> <p>p4H06-5.2 Execution of charging orders to pay company obligations/debts through internet-banking</p> <p>p4H06-5.3 Printing of charging orders to pay company obligations/debts</p>
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Figure 7: Assignment of responsibilities and competencies to job after process analysis

Source: own study

In the figure we may identify the object 1-04 Officer of financial accounting department who presents a job. It results from the object name and identification that it belongs to the organizational unit p1 Department of financial accounting and it is the fourth job in this department. By means of process analysis 29 activities were identified for this job. This simple

approach based on relations between the objects of model is a base for responsibilities and authorities determination in an organization. It is possible to apply it both ex-post and ex-ante.

5. Final comparison of main attributes of traditional and process approach to job analysis

Each approach to working position analysis – traditional or process – has its own advantages and disadvantages. Traditional meritorious approach is from the point of view of human resource management more complex because it brings the view concerning job in a form of its description and specification of requirements on working position holder. The process approach is on the other hand more objective from the point of view of activities which are supposed to be carried out at a particular job. Its advantage is that a process model which may become the base for the future management system requirements is established in the organization. Based on a detailed activities description it is possible to determine working procedures, after assignment of direct cost on an activity also costs on activity may be simply calculated. Both approaches may be combined in a company but consistence in outputs from both approaches must exist. Table 2 brings comparison of main attributes of individual approaches.

Description of a job as one of the fundamental outputs of job analysis usually has a form of an order, which an employee gets when he starts working. It is relatively nonflexible, because it precisely defines what a holder of job has to perform. In practice it leads to unwillingness of employees to carry out tasks and take responsibilities which are not particularly embodied in job description on them. Due to its non-flexibility resulting from irregular actualization it provides employees space to reject execution of an order. In continually increasing rate practice supports transfer from description and specifications of jobs to roles which are „played” by employees at particular job. Many experts recommend analyze at first roles and roles profiles than a job. Introduction of process approach and consequent development of competence model and competence order which definitively determines responsibilities and authorities of people included to individual processes in organization with the emphasis on customer satisfaction enable this reality.

The results of the research carried out at Faculty of Economics of Matej Bel University in Banská Bystrica in 2009 on sample of 312 Slovak organizations proves that job analysis which is basic personnel process is in practice realized only by about 47,8 %. In the process of job analysis they utilize especially functional analysis (51%) which characterizes working tasks in relation to information, things and people. Conventional analysis which is based on acquisition of information by means of a directed interview applies 41.6% organizations. Quantitative analysis (structured questionnaires PAQ, MPDQ) is applied in 6.3% organizations. One percent of the monitored organizations utilize also other methods of analysis. We can state that Slovak organizations apply job analysis systems mostly based on traditional approach. But some of them which introduced process management into practice utilize its advantages and priorities also in this working process.

Table 2: Comparison of main attributes of traditional and process approach

Approaches main attributes	Traditional approach	Process approach
Conception of human	- economic	- knowledge
Emphasis	- on job tasks - on personality of job holder	- on customer - processes and flows
Analysis interest subject	- job content - characteristics of job holder	- context of job in process - competences and responsibilities
Analysis executors	- internal analysts - specialized external analysts	- specialized external analysts
Way of higher efficiency achievement	- methods of work change - redesign of job - development of job holder	- focus on target customers - arrangement of working processes – increase of value provided to them
Subjects participation in decisions making	- employees	- employees and customers
Employees motivational factors	- communication - know-how	- solidarity, alliance - own leadership - creative thinking
Data acquisition methods	- questionnaire - observation - individual discussion	- individual discussions - common workshops
Manager function	- gives orders and is a leader	- couch and „cases manager“
Job analysis outputs	- job description - job specification	- competent model - competent order
Way of results processing	- classic text editor	- specialized interactive software support
Analysis time intensity	- medium high	- high

Source: own study

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