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THE IMPACT OF JOB ANALYSIS ON ORGANISATIONAL CHANGE

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Abstract: *It is almost impossible to imagine the modern functioning of an organisation without the constant change of jobs and work conditions within the organisation, as well as adapting to the environment. In short, by analysing a job situation, we determine what issues need to be changed or adjusted, in what measure and in which aspect.*

This thesis includes an analysis of methods and techniques for job analysis and estimating the organization's state, as well as their influence on planning and executing certain organisational changes. There is a display of specific techniques that could be used, an explanation of how to apply them and all phases of the process of managing organizational changes.

The goal of this thesis is to provide insight as to what extent the results from analyzing the jobs and the state of the organization entail the necessity of executing organizational changes, with the aim of boosting the workers' efficiency and effectiveness at work. From the results gathered through methods and techniques and their comparative analysis, it was determined that they have a great influence on the process of organizational changes.

Nowadays, an organization's value is not perceived through its standing but rather through its ability to change. Only changes can enable the creation of something new and different. Changes have become an essential part of every modern organisation and are no longer a continuation of the past.

Keywords: *analysis, changes, leadership.*

INTRODUCTION

The analysis is usually conducted by a supervisor or an HR expert. This is because other management activities are based on job analysis. The main focus is placed on jobs within the organisation. These jobs change and adapt through time. As a result, there's a change in the requirements that the employees need to meet. Every individual has his own response to these requirements. This depends on employees' potential and ambitions. Through job analysis, we can identify tasks, duties and responsibilities that refer to a specific job. A task is a work activity that consists of specific movements. A duty encompasses more tasks that are executed by an individual. Both tasks and duties consist of certain activities, making distinguishing them harder. For instance, if the manager's duty is to interview job candidates, his task is to ask questions. Responsibility entails an individual obligation of conscientious and responsible execution of tasks and duties. Jobs that require more responsibility are usually better-paying and more appreciated than those requiring less commitment.

For analysing jobs and the state of an organisation, we can use various methods and techniques, depending on the subject of the analysis, the level of expertise of the person conducting the study, the number of employees etc. By analysing the results, we conclude whether or not organisational changes are needed.

Changes can cause development, but in some cases, they lead to a downfall. People resist changes, wanting to save their routine behaviours and gestures. Leaders play the most crucial role in acknowledging the necessity of changes, defining phases of the change management process, and its implementation. It is of utmost importance that they master change management skills. Apart from possessing enough knowledge, they must have organisational change management skills. Changes shouldn't be the end goal but rather a means to boost effectiveness and efficiency, as well as strengthen or create a strategic position with a specific advantage. They represent the process of change and have a development dynamic. Adaptability means living and working with constant changes, which is much more complex in the practice of managing organizations. (Djuretic, Krasulja, Radojevic, 2021).

An organization's vision needs to be inspirational, clear, challenging and practical in execution to become as acceptable as possible and enable a more effortless execution. Without the right vision, any attempt in organisational changes can easily lead to unsynchronised projects that lead in the wrong direction. Organisational changes can work only if employees integrate new behaviour patterns. A safe way to accomplish this is through training and advising the employees on how to learn new skills and behaviours.

1. RESULTS OF JOB ANALYSIS

Job analysis is defined as a process of constant and organised gathering, arranging and assessing data and information about jobs, needed knowledge and skills, responsibilities and other requirements that are necessary for their execution. (Lojic, 2011) The final result of the job analysis is: 1) job description and 2) job specification. By conducting a job analysis, we gain the information necessary for creating and adjusting the job description and specifications.

1) Job description. Through job descriptions, we can determine the tasks, duties and responsibilities of a specific job. That way, we can assign jobs and tasks to employees for

every job position, and through execution standards, we can clarify conditions (quality, quantity etc.) that an employee needs to meet. Employees need to know what's expected of them, what's a well-executed job and what isn't. That way, they are more motivated to do their job correctly.

Common elements of the description are the following:

- job identification (includes data on the job, organisational part in which the job is done, location and date of the analysis);
- description of job essence (includes a general and detailed description of the job essence, or rather, work tasks);
- determining basic tasks and duties (refers to data on basic tasks, duties and responsibilities at work);
- other questions (the job description usually contains a clause stating that the employee is obliged to execute tasks that aren't contained within the job description, if necessary for the work process or if a direct manager demands it).

Depending on the needs, the size of an organisation and access of the job designers, the job description is structured in detail or in a general way. Both options have certain advantages and defects. Nevertheless, modern organisations are increasingly choosing the available job description.

2) Job specification. It's based on information gathered from multiple sources. Through job description, we can determine tasks, responsibilities and duties for all jobs, and through job specification – knowledge, abilities, skills, qualifications and other requirements necessary for the successful execution of a job. The starting and most valuable information for creating a job specification is found in the job analysis results. We can also gather important information by communicating with the employees, direct manager and HR experts.

In recent years, apart from said requirements, there's a rise in other conditions, such as computer literacy, creative and communication skills, knowledge of foreign languages etc. Apart from requirements related to knowing the job, intelligence and specific abilities, candidates must also meet the provisions relating to responsibility, principality, determination, spirit, credibility and other similar personality traits.

With that said, through job specification, as an essential part of a job description, we can determine: the knowledge, skills and abilities needed for doing the job; qualifications and experience required for an employee; desirable personality traits for doing the job; number of executors; other requirements for doing the job (knowledge of foreign languages, computer literacy, driver's license, etc.)

In order to objectively estimate a candidate and make a choice, we need to fill in the requirements profile. This profile includes translating job characteristics into the candidate's characteristics, and it contains professional requirements, a psychological profile, and medical requirements. (Przulj, 2002) People differ in many individual factors, such as abilities, personality traits, motives and interests, opinions and values. Attitude towards a specific job and work performance depend on these characteristics to a great extent.

2. METHODS FOR JOB ANALYSIS

In the job analysis process, we usually use the following methods: 1) observation, 2) interviewing and 3) questionnaires. For analysing the state of the organisation and environment, we can use a technique called 4) problem analysis.

1) Observation. This is a simple method which is used for analysing jobs that are simple and repetitive. That's why they're not adequate for analysing complex jobs. Surveillance or observation activities are given to an observer who's objective and trained for those jobs. An analyst observes the employee while he does his work, and from his observations, he writes notes on tasks and duties that the employee executes. The observation can be continual or based on sampling. Its use is limited because many jobs don't have clearly defined and easily spotted tasks or complete work cycles. That's why it's more helpful in analysing repetitive jobs. It's often combined with other methods for job analysis. For instance, job analysts who use other methods can observe how a part of a job is done to learn its nature and the conditions under which it is executed.

The observation method is accompanied by two additional methods: job sampling and work diary. Both are often applied. Job sampling doesn't require focusing on every detail and activity inside the work cycle. Instead, the job analyst determines a part of a typical work day through statistic sampling of specific tasks and duties to avoid wasting time on their long-term observation. That sampling is beneficial for analysing drab and "simpler" jobs. A work diary includes a method in which the employee is asked to "observe" the way he does his job and to write a work diary about it. The employee's task is to write down his notes and impressions in a special notebook, the work diary so the job analyst could use it.

2) Interviewing. This method includes the job analyst's obligation to hold interviews for every position. A standard interview form is usually used. To gather complete information about the job, it's often necessary to interview both the employee and his employer. However, in certain cases, we can use group interviews. Their use entails considerable expenses because it requires the presence of a great number of people, including HR experts. Apart from that, their use is almost inevitable when analysing jobs that are hard to define.

Interviews can be structured, semi-structured and non-structured. Preparations for holding an interview are very important. It's important that workers and managers who do their job well be interviewed since they know their job well. Before starting the interview, they must be informed why they're being interviewed. The success of the interview depends on the preparedness of the interviewer. An interview entails a lot of time, especially if complex jobs are analysed. As a result, its implementation is often combined with other methods. For instance, combining an interview with a questionnaire enables the analyst to ask the manager (supervisor) or employee for further explanation on specific data or information from the questionnaire.

3) Questionnaires. A well-written questionnaire is handed to employees and managers so they can fill it in. Questionnaires are considered to be the most used method for gathering data, and they consist of questions that are important for doing a job at the

workplace. These questions need to be answered by work executors and their managers to gather, in a short period of time, as much information about the job as possible. As a result, specific differences regarding the job can be noticed. If the differences are big, one can hold an interview or use other methods.

Questionnaires contain many questions from various fields, depending on the job that's the subject of the analysis, interview type and interview strategy. The advantage of a questionnaire is that the information about the job can be gathered quickly and with little expense. However, sometimes additional observations and discussions are needed. Considering that employees have different abilities for analysing and giving information about their job, the questionnaire is often combined with other methods for a more precise and complete clarification of the information gathered through the questionnaire.

4) Problem analysis. This is a technique for analysing the state of an organisation and the environment in which it functions. Problem analysis is based on two tools, problem tree and goal tree. These tools should enable a rational assessment of the problems and their potential solutions. Problem analysis can be applied at every level of the hierarchy within the organisation. It often serves as a basis for initiating and working out different programs and projects in the organisation.

Problem analysis uses one or more negative aspects of the current situation as a starting point. With every identified problem, we can determine the cause and consequences of that problem. The need to solve a crucial problem becomes the subject of creating the measures for its solving, and the statement about the problem, by inversion, becomes a statement about the goal.

Problem analysis is done by:

- determining key problems;
- determining direct causes and consequences of the problem;
- determining the relation between different levels of causes;
- determining the relation between different levels of consequences;
- translating the problem tree to goal tree.

The result of problem analysis, the so-called "problem tree", represents a simplified image of reality, while the "goal tree" means a simplified image of the wanted situation. Problem analysis is a useful tool applied successfully in different phases of organisational management. As such, it is used in combination with other techniques and methods.

3. THE PROCESS OF JOB ANALYSIS

Depending on what methods are being used and the scale of jobs subjected to analysis, the job analysis process goes through different activities. The basic activities include 1) job identification and document control; 2) explanation of the essence of job analysis and reasons for it; 3) direct job analysis; 4) putting together a job description and specifications; 5) observation and adaptation of job description and specifications.

Job identification and document control. The first step in the process of job analysis is the identification of jobs that are subjected to analysis. For instance, it is necessary to know whether only specific jobs, jobs in a part of the organisation or all jobs will be analysed. A portion of activities is reserved for inspection of existing documentation, which contains job descriptions, organization and systemization act, results from previous job analysis etc. Also, choosing employees to participate in the job analysis and analysis methods is important.

1) Explanation of the essence of job analysis and reasons for it. It's deemed highly valuable. This is because an explanation is given to managers, employees and other subjects included in the analysis. It's essential to explain the purpose of the job analysis, basic activities in the process, the time schedule and type of participation of employees and managers etc.

2) Direct job analysis. It includes gathering data that are important for the job analysis. The data is collected through interviews, questionnaires, observations and other methods. When the information is gathered, the analyst thoroughly examines it to ensure completeness. Certain information can be additionally clarified by holding interviews or some other way if necessary.

3) Putting together a job description and specifications. Information gathered during the analysis is used while creating or correcting the job description and specifications. The first version, or rather its corrections, is done by the HR department. After that, it's sent to a particular circle of managers and employees for further reviewing to add modifications to the given text and make a final version of the job description and specification. After the completion of said activities, managers should provide feedback to the job executors and employees that were included in the analysis.

4) Observation and adaptation of job description and specifications. In this analysis activity, the employees and managers closest to the jobs estimate whether something needs to be changed in the job description and specification. After some time has passed, a new job analysis is conducted.

To determine if a job description or specification correction is necessary, the job analysis has to be conducted once in three years. This is rarely done in organisations. However, when determining new jobs, an investigation is done immediately to create the first job description and specifications.

4. PROCESS OF MANAGING ORGANISATIONAL CHANGES

The speed of change is possibly the most important factor influencing our lives today. We live in a time when changes happen faster than ever before in human history. Organizational changes don't occur independently, nor can they be made automatically. To successfully execute a turnaround strategy, we need a new vision and energy required for a positive outlook on changes. The changes can be made only when all conditions are met. The behaviour within an organization results from the balance between moving forces and those who oppose changes. Changes are unpredictable by nature, and they often entail the unplanned ceasing of brilliant plans and ideas due to a new and completely unexpected turn of events that comes from a new and unexpected direction. Consequently, leaders must be flexible in their thoughts and actions.

The process of managing organisational changes consists of ten phases: 1) initiating changes, 2) diagnosis of the state of the organisation and the cause of changes, 3) creating a vision and planning a new organisation, 4) planning and organising the process of changes, 5) change motivation, 6) executing changes, 7) managing the power structure and political processes, 8) managing the personal transition, 9) stabilising changes and 10) monitoring and supervision of organisational changes. (Janicijevic, 2007)

1) Initiating changes is the first step in managing organisational changes. For organisational changes to begin, the organisation's management needs to: identify the causes of changes; develop awareness about the necessity of changes; form the desire for changes; decide to start with the change process; find and hire a change agent; define the task for the change agent and build productive relations with him. (Janicijevic, 2007)

Changes within the organisation or the environment can cause organisational changes. Changes in the background or external causes of organisational changes can generate an external disbalance. The organisation's performance is compromised by the disbalance of the environment. The organizational changes that can lead to internal disbalance are called internal causes of organizational changes. (Anderson-Meli, Koshy., 2020) After the cause of changes occurs, employees and managers start resisting the changes, which leads to a crisis. A crisis is necessary for implementing changes, but not too deep. When a problem occurs, the awareness about the necessity of fending off the cause of the concern and stimulating the energy needed for implementing change.

Modern organisations are increasingly hiring consultants as change agents. The consultants are helped by teams from the organisation. The main reasons are objectivity, neutrality and professionalism in executing the jobs related to managing changes and their success. For the process of organizational changes to succeed, support from the top is necessary.

2) Diagnosis of the organisation begins after initiating organisational changes and deciding to execute them. The goal of this activity is to determine the state of the organization and the causes of changes. Choosing the existing deficiencies of the organization or problems and opportunities from the environment contributes to increasing awareness about the necessity of changes and motivating employees to accept changes. To establish a diagnosis, we need data that are gathered through these methods: interviews, questionnaires, observation and gathering secondary data. (Lojic, 2019) An interview is a two-way communication between the change agent and members of the organisation. This way of gathering data provides a description of the state, drawing a conclusion and expressing emotions. Interviewing gives a lot of data and enables a thorough search of the organization, which are the main advantages of this method. The main deficiency of this method is in the fact that conducting an interview requires a certain amount of time and that interviews are often dishonest. Questionnaires are meant for gathering data from a bigger number of employees simultaneously. The advantage of the questionnaire is that it allows

for gathering a great amount of data simultaneously, and its deficiency is in the limitation of the answers and giving answers that are expected of them. Observation is a method for gathering data that is complementary to questionnaires and interviews. This method is rarely used systematically. The very presence of the observer affects the observed, which is the main deficiency of observation. The results of observation depend on the observer and his perception of the behaviour of the observed. The advantage of observation is that certain information is gathered that the respondent isn't aware of. Gathering secondary data is done through objective data on the functioning of the organization. Objective data, such as the number of employees, work leaves and others, become secondary because they're meant for other purposes, not for organisational diagnosis.

3) Creating the vision and planning a wanted state of the organization is the next phase in organizational changes. Based on state diagnosis and identified causes of administrative problems, it's essential to make a decision on what, how and when to change within the organization and plan the wanted state. The vision ensures a direction in which the organisation tends to go. (Nilsson, Petri, Westelius., 2020)

The changes and the wanted state of the organisation are clarified through the following activities: creating preliminary suggestions, giving feedback to the management, management's decision on changes, making the new organisation's vision and expanding the concept in the organisation. By creating preliminary suggestions regarding the changes in the organization and the target state after the changes, we define the description of a new organization, what needs to be changed, how, when, and who will do that. Giving feedback to the management about the state diagnosis and suggestions on the necessity of changes is the second activity in creating a vision and planning a wanted state of the organization. This activity shows the results of the diagnosis of causes and suggested change directions. Management's decision on changes is based on suggestions from the internal or external consultant. That's the mandatory decision with which we formally define what will change, the deadline and the tasks for implementing the changes. Creating the new organization's vision is to motivate employees to accept and implement changes. Thanks to the idea, which should be wanted, concise and clear, employees understand and accept changes. (Johnson. ,2022) Expanding the organisation's vision requires that most employees be informed about it. To broaden the concept, we need to use all types of communication in the organization.

4) Planning and organising changes has the purpose of explaining to the organisation's members the expectations in the course of the changes, thus reducing the uncertainty in the path of the changes and resistance towards changes. When planning the process of changes, one needs to determine: the activities that will be executed; the order of actions and phases of the process; executors of activities; the time needed for conducting activities; control parameters of the process and its success.

The implementation of changes can be done by employees within their usual obligations or four teams can be formed: leading comity, an expert team, a team for encouraging changes and a support team. (Janicijevic, 2008)

5) Motivating employees to accept changes is a crucial task. Without execution, it is not possible to successfully implement changes. Before initiating change, employees need to be motivated, not just managers. Organizational change includes the difference in the behaviour of employees to a greater or lesser extent. For that change in behaviour to come, or for the employees to accept and implement those changes, they have to honestly believe that the changes will bring something good to them, but also to the organization. The motivation for changes can't be forced upon or ordered, it has to be created.

The basic strategies for motivating employees to accept change are: creating dissatisfaction with the current state and developing positive expectations from changes. Dissatisfaction with the current state can be caused in many ways: by informing on the real situation and perspectives of the organisation, setting high-performance standards and disconfirming existing behaviour, thus creating a sense of guilt due to the absence of changes. Positive expectations of changes are created by showing a vision and developing positive expectations of the new organization. The basic techniques for motivating employees to accept changes are: communicating with employees; subjecting employees to correct and objective information; teams and participating in them; changes in the rewarding system and evaluating performance; changes in the planning system; changes in the control system. (Janicijevic, 2008)

6) Executing changes represents the key phase in managing changes in which decisions are made and put into practice, solutions to problems are created and executed or where initiatives for progress are integrated and executed. The process of executing changes is done in six steps: creating a plan for executing changes; executing changes in the first cycle; accomplishing and using the first progresses; executing the next cycles of change; observing the changes; supporting and facilitating changes. (Carnal, 2003)

Changes can be executed in cycles of a few days or even months. The process of change can encompass all needed changes in on an organizational part, usually in the form of a so-called pilot project or modification of one component in the entire organization.

7) Managing the power structure is the next activity in managing organizational changes. In the course of changes, power plays a significant role, whether as a consequence of these changes or a means to them. Organizational changes lead to changes in the power structure, which causes certain problems that the organisation's management has to solve. However, leaders can use power structure for the efficient execution of organisational changes. Sources of power can come from resource control and control of interpretive schemes of members of the organisation.

Managing the power structure in the course of organisational changes includes: estimating individual and organizational power sources in the organisation, predicting the structure and power sources in the new organisation, developing a strategy for influencing participants in the changes (we have to know if the individuals or groups in power are for changes or against them); applying political methods of influencing participants in the changes.

8) Managing personal transition. Members of the organisation that are involved in changes go through personal growth. Personal evolution can be experienced through different emotions, psychological reactions and specific emotional states: shock, refusing to

accept the reality of changes, accepting reality and depression, leaving the previous state of consciousness, testing and trying a new reality, consolidating the executed changes and internalising or implementing changes. The management of the organisation and change agent have a significant role in providing support to members of the organisation in their transition by influencing their emotions for changes to be more efficient. (Goldsmith, Osman., 2020) The most efficient way of persuading employees to accept and execute changes is participation in changes. The most common method for ensuring participation are teams.

The resistance to change can be implicit, momentary and delayed. (Lojic, 2019) The implicit resistance is spotted when the top management publicly promotes the change, yet it stays on the same course in its behaviour, which leads to the words not coinciding with actions. The momentary resistance usually includes losing motivation, increasing mistakes, low productivity etc. The delayed resistance is confused about the very source of resistance. The dissatisfaction reaches its peak, and suddenly, there's an explosion that, at first hand, doesn't seem to match the scale of the change.

First, leaders need to discover and recognise resistance to changes to work on their elimination. The sources of resistance to change can be individual and organizational. (Robbins, 2003) To dominate the resistance to change, we can use different strategies. Strategies that we'll use depend on the type and source of the resistance and the situation in which the organizational unit is found. Usually, we apply the following types of strategies: strategy of informing and indoctrination (informing the employees on changes so that they are convinced of the necessity and use of changes); strategy of education, learning and training (acquiring relevant skills for the new organization); strategy of participation (involving employees in the change process in the early phases); strategy of communicating (uncertainty as one of the main sources of resistance to changes is reduced by constant informing through constant communication); strategy of support and rewarding (by supporting and rewarding employees where changes have already been executed, we reduce resistance to change in other employees); strategy of cooptation (involving those in power into the change process and those who pose a threat to it); strategy of negotiation and compromises (compromise with those in power in order to get their approval for changes); strategy of manipulation (thoughtful revealing or covering certain information in order to convince employees to accept changes); strategy of compulsion (threatening by sanctions if the changes aren't accepted). (Janicijevic, 2008)

9) Stabilizing changes is done to integrate the changes into the organization's culture. Certain cultural assumptions and values characterise every organisation. Employees adjust their behaviour according to values and opinions. For the changes in employees' behaviour to last, they need to be followed by a change in cultural values and opinions, or in other words, following the generally accepted values and opinions. If the changes in behaviour aren't following the generally accepted values and opinions, employees will obstruct changes and try to return to the previous way of behaving. Leadership in an organization is not a position (function), it is an action. (Nikezic, S., Nikezic, S,. 2021)

10) Monitoring the success of organisational changes represents the last phase in managing organisational changes. Organizational changes and every other activity and process

need to be monitored and supervised to determine if the changes were executed as planned and if the intended effects of changes were achieved. To efficiently monitor and manage changes, every organisation needs to build a system for a settled, systematic and regular gathering of data on changes, their analysis and use for improving the change process.

The leader's skills and wisdom affect how the phases of the change process will be executed and how the resistance to change will be reduced and eliminated. More employees will support changes if they actively participate in planning and implementing changes. A leader needs to listen to the employees' advice and change his plans if they're not practical or accepted by the majority. Gaining supporters for change is a sign of leadership in modern organisations. A leader needs to know to what extent his employees can learn new ways of doing a job, and it's very important to give them confidence that they can do the job in a new way.

CONSLUSION

Which of the above listed methods will be used in a particular situation depends on the reason for doing a job analysis. Each of them has certain advantages and disadvantages, which is why it is best if we combine them to get more complete and usable data on the job subjected to the analysis.

Job analysis is tightly connected to other management activities. In other words, all essential management activities lean on job analysis and its results. Because of that, it's extremely important to approach the job analysis in a responsible and professional manner. In the same way that the gathered results can be helpful to other management activities, the results of other activities can be helpful for job analysis. Results of job analysis influence the decision to start the process of organizational changes and take a specific direction.

The management of the organisation starts the process based on formal or informal decisions. The management's decision defines the causes of changes, the field of differences, the width and depth of changes, the time of changes and a change agent. The process of change is led by a change agent, who can be an experienced manager from the unit where changes are executed or an expert outside of the organisation. A change agent can be one person or a team. The organisation's management usually leans on external change agents that possess specialised knowledge in the theory and methodology of change. They're more objective and not preoccupied with relations inside the organisation. Still, their disadvantage is that they don't know the organization's history, job procedures, people and the organization's culture. External change agents, compared to change agents from the organization, choose radical changes more quickly. Change agents from the organization want to maintain friendly relations and, simultaneously, bring about changes and improvement of the state. They're more cautious, and they often choose adaptive changes rather than radical ones.

The organization's success depends on people who should be treated accordingly. Inclusion of employees in the diagnosis of the organisation and establishing plans for changes both contribute to workers' satisfaction. For a valid diagnosis of the state and cause of the changes, we often need to combine more methods of gathering data. After they've been collected, the data is processed and subjected to various analysis methods.

In the process of executing changes, managers have to monitor the process systematically, analyse, supervise and inform the employees on the results of the accomplished changes. Every big success represents a triumph of persistency through hard times and obstacles on the way to the goal. During the process of changes, resistances occur among the employees. The leaders can in no way eliminate this completely, but they can keep them on a certain level that's not damaging to the changes. The state of the organisation before the changes represents a familiar and safe situation and ambience to employees, with established positions, influences and functions in the organisation. After implementing changes, there comes a state that is usually unfamiliar to the majority of employees, and it causes a feeling and climate of insecurity. A natural response of employees to a situation like that is resisting the changes. That way, employees protect themselves from the unknown, significantly if the changes can disrupt individual positions.

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