JOB ANALYSIS IN ORGANIZATIONS: TRANSITION FROM TRADITIONAL TO STRATEGIC

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ARTICLE INFO	ABSTRACT
	Purpose: The aim of the study is to highlight essential elements of job analysis techniques, discusses innovative approaches, and the strategies adopted by organizations to improvise the Job Analysis procedure. **Theoretical framework:** Technological advancements and dynamic work environments have changed the means and methods through which job analysis procedure was managed earlier. HR professionals are now exploring innovative approaches and strategies to job analysis which are essentially compatible with the present-day organizational situation. To achieve this objective, human resources operations should be incorporated into the company's strategic management process. Professional experts of human resources should construct a compatible HR management system to support the organization implement its strategic objectives. **Design/methodology/approach:** The methodology is primarily based upon secondary data. For this, extant literature related to the topic from different databases, websites, and other available sources was gathered. A logical and orderly review of the accumulated literature was completed. **Findings:** The findings envisage the need for a well-established job analysis framework with all the elements needed to help human resource personnel updated about the changes in the work force concerns around them, make meticulous decisions using job data, and communicate effectively through all the departments in their organization. **Practical implications:** The study intends to provide managers with a detailed framework of job analysis practices in organization enfolding both the traditional and modern methods and suggesting probable ways to implement them. **Originality/value:** The paper is basically a descriptive viewpoint that may contribute positively to the extant literature, academicians, professionals and other related streams of the discipline.

ANÁLISE DO TRABALHO NAS ORGANIZAÇÕES: TRANSIÇÃO DO TRADICIONAL PARA O ESTRATÉGICO

RESUMO
Objetivo: O objetivo do estudo é destacar os elementos essenciais das técnicas de análise de cargos, discutir abordagens inovadoras e as estratégias adotadas pelas organizações para aprimorar o procedimento de análise de cargos.
Estrutura teórica: Os avanços tecnológicos e os ambientes de trabalho dinâmicos mudaram os meios e métodos pelos quais o procedimento de análise de cargos era gerenciado anteriormente. Os profissionais de RH agora estão explorando abordagens e estratégias inovadoras para a análise de cargos que sejam essencialmente compatíveis

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com a situação organizacional atual. Para atingir esse objetivo, as operações de recursos humanos devem ser incorporadas ao processo de gerenciamento estratégico da empresa. Os profissionais especialistas em recursos humanos devem criar um sistema de gerenciamento de RH compatível para ajudar a organização a implementar seus objetivos estratégicos.

Projeto/metodologia/abordagem: A metodologia baseia-se principalmente em dados secundários. Para isso, foi reunida a literatura existente relacionada ao tópico em diferentes bancos de dados, sites e outras fontes disponíveis. Foi feita uma análise lógica e ordenada da literatura acumulada.

Conclusões: As descobertas preveem a necessidade de uma estrutura de análise de cargos bem estabelecida com todos os elementos necessários para ajudar o pessoal de recursos humanos a se atualizar sobre as mudanças nas preocupações com a força de trabalho ao seu redor, tomar decisões meticulosas usando dados de cargos e se comunicar de forma eficaz com todos os departamentos da organização.

Implicações práticas: O estudo pretende fornecer aos gerentes uma estrutura detalhada das práticas de análise de cargos na organização, incluindo os métodos tradicionais e modernos e sugerindo maneiras prováveis de implementá-los.

Originalidade/valor: O artigo é basicamente um ponto de vista descritivo que pode contribuir positivamente para a literatura existente, acadêmicos, profissionais e outras correntes relacionadas da disciplina.

Palavras-chave: Recursos Humanos, KSAs, Métricas, O*Net, Análise Estratégica de Cargos, Análise Tradicional de Cargos.

ANÁLISIS DEL TRABAJO EN LAS ORGANIZACIONES: TRANSICIÓN DE LO TRADICIONAL A LO ESTRATÉGICO

RESUMEN

Objetivo: El objetivo del estudio es destacar los elementos esenciales de las técnicas de análisis de puestos de trabajo, debatir los enfoques innovadores y las estrategias adoptadas por las organizaciones para mejorar el procedimiento de análisis de puestos de trabajo.

Marco teórico: Los avances tecnológicos y los entornos de trabajo dinámicos han modificado los medios y métodos con los que se gestionaba anteriormente el procedimiento de análisis de puestos de trabajo. En la actualidad, los profesionales de RRHH están explorando enfoques y estrategias innovadores para el análisis de puestos que sean esencialmente compatibles con la situación organizativa actual. Para lograr este objetivo, las operaciones de recursos humanos deben incorporarse al proceso de gestión estratégica de la empresa. Los especialistas profesionales en recursos humanos deben crear un sistema de gestión de RRHH compatible para ayudar a la organización a implementar sus objetivos estratégicos.

Diseño/metodología/enfoque: La metodología se basa principalmente en datos secundarios. Para ello, se recopiló la bibliografía existente relacionada con el tema en diferentes bases de datos, sitios web y otras fuentes disponibles. Se realizó un análisis lógico y ordenado de la bibliografía acumulada.

Conclusiones: Los resultados predicen la necesidad de un marco de análisis de puestos bien establecido con todos los elementos necesarios para ayudar al personal de recursos humanos a ponerse al día sobre los cambiantes problemas de la mano de obra que les rodea, tomar decisiones meticulosas utilizando los datos de los puestos y comunicarse eficazmente con todos los departamentos de la organización.

Implicaciones prácticas: El estudio pretende proporcionar a los directivos un marco detallado de las prácticas de análisis de puestos de trabajo en la organización, incluyendo métodos tradicionales y modernos y sugiriendo formas probables de aplicarlos.

Originalidad/valor: El artículo es básicamente un punto de vista descriptivo que puede contribuir positivamente a la literatura existente, a los académicos, a los profesionales y a otras corrientes afines de la disciplina.

Palabras clave: Recursos Humanos, KSAs, Métricas, O*Net, Análisis Estratégico de Puestos, Análisis Tradicional de Puestos.

INTRODUCTION

The analytical features of job analysis were the primary focus of a significant portion of the previous research on job analysis. These research endeavours significantly impacted the field of human resource management by inventing methods and processes to generate job-

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related data that are accurate and practically valuable. Job analysis is one of the important human resource management activities that can accomplish diverse functions as job evaluation, job specification, job description, etc. (Suthar, Chakravarthib, and Pradhanc, 2014). A sound-structured role, tasks, and functions becomes a significant element to attract and retain employees at a workplace. This can be achieved by a job analysis process that aims to comprehend an individual's task properly. In the context of highly operational work organization or category of work, refining unsuccessful techniques of redesign work, devising training for introducing new staffs into existing practices, or existing staffs in latest practices, setting up evaluation criteria, suitable compensation and, in pre-planning of staffs all through their occupations job analysis has performed the very significant task (Stoilkovska & Serafimovic, 2017).

The significance of job analysis for cross-cultural inquiry should be clear because most authors consider it the centrepiece or core part of most HR resource activities. Further, Job analysis provides HR professionals with various information on professions and jobholders, which they can utilize to produce essential details such as the scope of work, job standards, and performance criteria. These texts serve as the foundation for HRM choices in various interconnected areas. Job analysis combines processes related to a job, i.e., identifying the activities, qualifications, environment etc. To attain an organizational goal, it further includes job duties, job environment, qualification required, and worth of the job. In a study, Kshatriya (2016) declared that Job analysis assists executives with feasible techniques and tools regarding recruitment and selection of potential personnel and when decisions are taken during promotion, performance appraisal, performance management, training & development, and other related decisions in terms of human resource planning practices. Next, he specified that job analysis replies to the queries of what tasks to perform and what means to make up the job applying the performance management systemic method. Such as a systematic procedure, job analysis presents exhaustive detailed and accurate job data than qualitative interviews as well as workers since it attracts a prevalent range of data sources and involves steps to verify judgements on various stages. A researcher Eiden (2015) affirms that many organizations are unaware of the effect of HR practices of management of human capitals, performance management, resourcing, job-related growth, and job evaluation. Singh (2008) proposed that the task to be finalized other than the skill, experience desired for effective job performance are likewise going to be more unbalanced and sometimes more team attentive. There are possibilities that ultimately establishments may acknowledge the development of positions that

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do not right now exist, the analysis of which is outside the extent of conventional job analysis. Baa (2019) states that in an increasingly competitive global business climate, organizations must be proactive and resilient to succeed.

This article highlights the strategies adopted by organizations to configure and analyze large amounts of job analysis data which facilitates human resource decision making. Additionally, it discusses the two significant elements of job analysis-job specification and job description to get a conceptual knowledge about its procedure.

LITERATURE REVIEW

The job analysis system was not fully created until the early twentieth century, when two of the most influential creators of business, Frederick Winslow Taylor and Lillian Gilbreth, discovered the notion of work analysis to determine job content and psychological or mental employment conditions (Business NLP Blog, 2013). This awareness on the part of job analysis motivated the human relationships associated with the decisions, including additional matters and other human resources practices. In 1960, psychologists and behaviour specialists projected tasks as a critical subject for analysis within the establishments. Until then, job analysis focused purely on the task to be managed out. Later, in the 1970s this trend somehow changed as of now, the psychologists' concerns were drawn towards their participation in job analysis procedures.

For executives and labor unions, the traditional job analysis (TJA) constituted a win-win situation that was carefully prepared. Nowadays, traditional job analysis measures are more or less outdated because of various alterations in the working environment, practices, and ever-changing job responsibilities. Thus, for organizations to grow, they must be cognizant of shifting labor demographics, global competitiveness due to technological advancements, open trade, and rapidly expanding businesses (Ariss, Rezvanian, and Mehdian, 2007). A job analysis system helps us collect data about a task's competencies, roles, outcomes, and work environment. According to Sharif and Karim (2017), human resource professionals require a massive amount of data to maintain a job description that incorporates the repetitive outcomes of the job analysis. Morgeson and Dierdorff (2011) describe how managerial psychologists and human resource executives widely use job analysis findings to inform training curricula, recruitment strategies, and performance management procedures within the organization. A well-organized human resource management trent program reduces personnel turnover while also

making an essential contribution to financial performance and effectiveness (Bayers & Rue, 2006; Baa & Chattoraj, 2022).

JOB ANALYSIS -- TRADITIONAL APPROACH

A traditional job analysis considers the complete procedures related to a task. It contemplates the duties, work milieu, desired experience accompanied by the worth of the task regarding the achievement of the organizational goal for that job. When a standard job analysis approach is used, the process will likely be split into four critical stages: analysis planning, preparation, execution, and evaluation (Mackayova et al., p.3). Single jobs were distributed and assigned to multiple workers at different levels according to their skills with clear-cut boundaries. The scientific Management approach was implemented to identify the best way to execute or conduct a given task, and above all, the control of the management over all the processes of the job gained prominence. As time passed, the scientific management approach paved the way for the division of employees into two categories, namely, the managers & the workers. Employees assigned with the ground-level job were termed as workers and were not allowed to participate in any managerial process or decisions. This division of employees further augmented the ever-existing gap between the management and labour and initiated the use of a pre-determined, well-defined job specifications and job descriptions. Following job analysis, the technique is used to collect data regarding the accountabilities, duties, required abilities, and results of a specific job, in addition to the job environment. All the decisions relevant to the hiring of Human resources using job analysis data is generally based on assumptions and suppositions, rather than using the gathered data to its full effectiveness. The gap and limitations within traditional job analysis data configuration resulted in the inefficiency of human resource professionals. Due to this Inefficiency, the conclusions and decisions related to job decisions were valid only for a particular job or a group of individuals and were not feasible for further interpretations with a broader implication.

Further, in a traditional job analysis process, the role of HR personnel was reactive instead of descriptive. They did not inform workers about their responsibilities or how their work will be done rather, and they assumed that that the employee would pick up the job training while on the job. These are the major flaws or 'gaps' in a traditional job analysis These traditions, and past presumptions regarding job analysis has become obsolete in modern organizations of today as these organizations are rapidly bringing changes in their task structures which has further caused a reduction in the stabilization of jobs and the KSAs

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(Knowledge, Skill, Abilities) needed for specific jobs. Currently, organizations are expanding their scope and creating jobs that did not exist previously. Hammer and Barbera (1997) in their study state that "as population demographics continue to change rapidly and organizations strive to compete globally, organizations are developing strategies to adapt to the needs of the workforce" (p. 29). Due to this, organizations world–wide are employing alternative work schedules for their employees into their HR policies to acclimatize to the ever-changing work atmosphere. In the light of the above facts traditional job analysis becomes incongruous in the existing situation and contemporary work environment and needs to be strategically processed.

STRATEGIC APPROACHES TO JOB ANALYSIS (SJA)

In a very dynamic organizational environment, various organizations worldwide, are adapting themselves to novel management techniques, to keep abreast with newer challenges and tough competition. The root source of these novel techniques should be presumed as the capability of the organizations to effectively envisage effectively, and accordingly, design the job specification and description for any job before they hire employees. This ability for an organization is significant because job analysis is the core origin for the HR practices relevant to the development and constancy of the concerned job. In simple words, this change in approach towards Job Analysis with the changing environment can be termed as strategic job analysis. Strategic job analysis plays significant role in selection, training, performance assessment, and compensation of a workplace. Strategic job analysis should be a continuous process to ascertain the job's accuracy and credibility in question, since traditional job analysis methods used for configuring data related to human resource decisions rests on weak inferences gathered instead of using potential data. The extant literature in the field of strategic management argues that organizational changes can be credited to the technological advancements and competitiveness between organizations, besides other aspects (Marjchzak & Klein, 1987). Further, Gatewood and Field (1994) supported this view in their words, "... given the rapid technological changes that many organizations are experiencing, strategic job analysis or a similar approach is likely to become a necessity ... clearly, more research on methods for identifying employee specifications of future jobs is an important need." (p.357).

It may be said at this point that the effects of innovation and technology, as well as other changes in job analysis techniques, will be pervasive and applicable to all enterprises. Empirical research advocates using new knowledge, skills, and abilities for the new jobs to be conducted successfully and competently in a new work environment (Voskuijl, 2008). Likewise, Siddique

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(2004) proposes a proactive way heading towards a job analysis. One of the elements of the Strategic direction of an organization is the strategic job analysis process, which we are going to discuss in this paper. Strategic job analysis can be considered as a process that helps the human resource personnel align the contemporary and prospective future job with the organization's strategic planning. The interconnected standards may be described with reference to job analysis that must include emphasis in strategic job analysis procedures:

Gather Information Relevant to the Future Job

To integrate strategic issues with the current or traditional job analysis, management first need to gather information about the potential issues associated with the current job/work environment that may affect the future job requirements. For this, an organization's environment- internal and external, should be thoroughly scanned to release information referring to both the positive and negative nature of the job at hand, such as - opportunities for the employees, possible limitations, and the dynamic nature of the job. Schneider and Konz (1989) further elaborate that information gathering on future job changes can be…… "accomplished in a workshop composed of subject matter experts (e.g., job incumbents, supervisors, managers, human resources staff, and strategic planners) and job analysts. The participants might also include experts in relevant technical fields, economists, demographers, and so forth, depending on the strategic job of interest."(p.53). We suggest that the expert panel may include persons from diverse expertise fields depending on the scope and specification of the job.

Various workers described methods to identify the information relevant to future jobs. An important method to identify and gather information on future jobs is to construct settings for possible future jobs. Taking the argument further, Siddique (2004) in his study comprehended that a job analysis based upon competency has a positive impact on a firm's performance. Formerly Cronshaw (1998) concluded that "competencies are better suited to the newer, more fluid organizational structures of the late 20th century" (p. 10). This statement of Cronshaw is relevant in today's work environment.

Prepare for Future Jobs and Determine the Gap

Cross (2004), in his work contends that on the whole main primary purpose of job analysis is to validate the requisites of a role other than the task accomplished. When an organization hires employees, preparing a strategic job analysis for specific positions is the first

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step involved. To analyse a job strategically, vital information relevant to the existing job and future job is gathered. This job-related information may be gathered through different channels/sources such as subject experts from within and outside the organisation, job and market analysts, and human resource personnel.

Basically, job analysis is conducted to determine the specifications and requisites of a job applicable to the subsequent issues related to it, such as, training need assessment, description of work, performance evaluation procedures, selection and recruitment procedures, criterion for promotion and even details of reward and compensation. To gather the exact figure and data for these issues, comparison of the analysis of present and future job must be done. A comparison between present and future job and its ratings allows the accurate calculation or estimation of the degree of change brought about within an organizational environment and relevant to the undertaking and KSA (knowledge, skill, ability) variations for a particular job. This comparison is very significant as argued by Shneider and Konz (1989), "Listing the futures issues for all participants provides a shared framework for the workshop participants to then make a series of ratings about the target job in the future: (a) the importance and time spent on each task or task cluster, (b) the importance of the KSAs, the difficulty to learn the KSAs, and when the KSAs will be learned ," (p.53). There is a need to conduct a 'gap analysis' wherein existing as well as almost forthcoming situations are equated by subject matter experts (SMEs), job analysts as well as appropriate personnel within the workplace. Based on the report of the gap analysis, SMEs services can be utilized to explain in detail employee behaviours, and the much-needed KSAs associated with a job, for effective and successful performance of a task which is assumed to be existing in the future. Once the gap analysis identifies plausible disparities between the present reality, the company can take iterative actions to ensure that occupations are continually developed to stay up with technological advancements as well as other ecological factors (Singh, 2006, p.8). The employees must be concerned about why it is necessary to familiarize themselves, who might be the inventor, how the workers will be influenced, and why their efforts are necessary prior to the process being initiated. Siddique (2004) emphasizes that competences must be realized, which contrasts with obligations and learning, skill, and abilities since they are regarded in traditional job analysis.

Analysis of Tasks, Competencies and KSAs for Future Jobs

Siddique (2004) recommends for the organizations that they need to start concentrating on the competencies in comparison to assignments and KSA's as was done previously in the

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case of traditional job analysis approach if they want to employ a strategic job analysis process at their place. It is evident-that, like all other worldly affairs, organization also experience changes in job requirements and specifications as change is inevitable. Building upon this fact, needs and requisites for an individual with KSAs also changes due to various reasons related to the contemporary situation and organizational transformations to provide quality in services and production. Analysing the future changes in existing jobs provide a framework for the human resource personnel to assess the probable future jobs. Analysis of tasks and competencies require creation of jobs in the light of future changes which should be done before analysing the organizational processes. The task information about the task and KSAs are assessed by the HR personnel based upon the evaluation of the current jobs, measured in the light of the recognized probable changes. At this point, the present and future task & competencies relevant to jobs in question are evaluated by job analysts, subject matter experts (SMEs), and HR personnel from the concerned organizations. This comparison procedure enables the evaluation of job analysis in terms of the degree of change occurred in the organizational work environment and to what extent the changes are permissible or appropriate to the work and job specific KSA modifications. This comparison, referred to as a gap study, supports workers to identify their competent tasks and/or KSAs suitable to the nature of their jobs. "Thus, jobs may not only change in how important a task or a KSA is, but new tasks and/or new KSAs may emerge in the future. These new tasks and KSAs need to be identified and discussions during the there-rating process provide an opportunity for them to emerge" (Schneider & Konz, 1989, p. 55).

The purpose of comparison or rating is to determine the responsibilities and competencies involved in a particular job to execute and realize individual activities in it. Modern technical inventions and increasing cutthroat initiatives are making various tasks obsolete, asking for solely current experiences and knowhow for a new. This can be assumed as a development process to gain an edge, parallel to the conventional methods utilized to attain organizational objectives.

Various organizations have different approaches to evaluate the KSA and competencies of the employees in their way. Some organizations rigidly follow the protocol of the job description and can be restrictive for their employees, while others require their staff to be flexible and do not stick to a structured job description. Examples of flexible companies are Proctor & Gamble, Accenture, GE electronics etc. These companies hire employees randomly without a clear job position in mind and focus on developing their skills and talent according

to the organization's requirement. In the above case, where the organization strictly adheres to the job description, hired employees need to be well versed in their competencies and follow the protocol religiously. Since they are bounded with their job role, they experience little or no growth in their career. Whereas in the case of flexible environment, the hired employees, regardless of the job's roles, have a scope of growth but must possess the competencies and motivation to meet the company's expectations and requirements. "The interaction of job analysis practice and the approach used to obtain pertinent data indicates the need to recognize the potential value of modifying the conventional or standard job analysis approaches to incorporate competency factors" (Siddique, 2004, p.21).

Evaluate the Validity of the Process

Researchers argue that after applying strategic job analysis (SJA) in organizations, there arises a need to check the validity of the process. At this stage, the question of whether SJA applied to a particular job becomes questionable since this issue should be taken up at the organizational level itself and does not rely upon the attributes of job specification or job description. In fact, it can be asserted that the specific responsibilities or work behaviours involved with the job will change depending on the nature of the job. We may uphold that SJA applied in organizations needs the validation process when a staffing system is designed around the SJA process and competencies. It is also advisable to constructing an exclusive strategic staff keeping system. Job analysis components at the center should be undertaken meticulously since they are expected to influence employee and organizational performance across all jobs and job families. In their study, Arthur et al. (2006) concluded that the implication of criterion-based validation systems may be taxing, as the meta-analytic studies on these practices indicate that comparison between a person and organization fit has very little or irrelevant relation with performance and turnover output of the organization.

SJA evaluations must be conducted indefinitely as it accentuates the compatibility, coordination, teamwork, and other similar traits of employees which are considered as significant features for a successful job performance. These regular assessments can also predict the 'criterion-related validity' of strategic job analysis implemented linked to the complete process. Given the importance of SJA in an organization's human resource processes, including selection, training, performance evaluation, and pay, it is reasonable to predict that SJA content validation will be a difficult procedure. Specifically, switching over from existing practice in TJA to a new strategic process, some applications may be a grueling task, for e.g.: unnecessarily

using the valuable time of wasting SMEs by asking them to rank a job based on the extent to which strategic competencies are applicable to the career or job family in its whole. The employment of SMEs for the validation process could be potentially problematic, as suggested in a study by Dierdorff, and Wilson (2005) that "ratters do in fact differ," resulting in rating variance (p. 643). Though we assert that SJA is essentially stimulating application whose purpose and process into improvising the constituents of TJA strategically, we also suggest that it should be evaluated around keeping in view its pros and cons. Assuming SJA's central role, focus should be upon the extent to which it has evolved and shaped itself according to the strategic lines as its primary evaluation criteria. The purpose of evaluating the validity of SJA should also include the overall strategic thrust of the organization. Considering these objectives, it is assumed that this method will accelerate the development of SJA procedures, plans, and practices more strategically. It is also recommended that the complete SJA process be evaluated using feedback techniques compatible within an organization. These discrete methods of evaluation mechanisms may help the scientific researchers get a better understanding of the job analysis components essential for the type of strategic performance the organization wants to implement.

RECENT TRENDS AND INNOVATIVE APPROACHES TO JOB ANALYSIS

The rapid growth of multinational and national organizations around the globe and, the cutthroat competition among them has been quite prominent in the initiation of several ingenious management processes catering to almost every operational field of management practices. Nowadays, organizations are observing a paradigm shift from traditional job analysis procedures and practices to improvised alternatives of KSA-based job analysis which can enhance organizations' efficiency and productivity rate on all fronts. Through job rotation and an employment strategy that increased possibilities for employment equity groups, the department increased its productivity by 12% over four years (Gomez-Mejia et al., 2000, p. 66). In California, Wrike, a service provider for project management applications, started a new approach to job analysis procedure, that became very popular. The management included a one-minute video with every job description they put up on their website. This video helps the potential candidate to choose better from the range of jobs according to their suitability. Insurance companies identified all the possible essential tasks of the future job and aligned them to SJA information to achieve the desired organizational change (Landis, Fogli, & Goldenberg, 1998). Similarly, the US Army prescribed a knowledge base, abilities, and characteristics

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necessary for effective performance in conditions anticipated to arise in the twenty-first millennium (Sager et al., 2005). There are various other examples of organizations implementing SJA like mentioned above.

The job data and data analysis tools enable HR personnel to align complete organizational data together and then take suitable decisions regarding job at all the levels. Job analysis is evaluated to ascertain that the gathered information about jobs or job families is relevant to the decisions taken. To be precise, it must be ensured that the data should be compatible with and structured to facilitate the given analysis. This procedure becomes mandatory, especially when a job analysis is conducted on a variety of positions and work for families in big enterprises with the capacity of enhanced human resources. Any flaws in the data collection procedure can distort the vision and core values of the organization, which included building trust, enthusing excellence, and investing capital in acquiring human resources. To ensure the precision and accuracy of the process, organizations worldwide are using the latest techniques for data gathering to conduct job analysis strategically. Some of those powerful techniques and tools we will discuss here.

O*Net an Online Database

An online database, namely- 'The Occupational Information Network (O*NET)' consists of several job descriptions relevant to job search criteria for students, job seekers, organizations, and personnel as free service in the United States. In 1995, the International Labour Organisation came up with the name "Occupational Information Network (O*NET)" to describe a new tool that could help people find jobs (Dye & Silver, 1999). It is a comprehensive online tool used for conducting employees related and job-related analysis for organizations and aid in developing job descriptions. In all, 33 advance competencies, encapsulated within 10 conventional competencies is included in the O*NET data classification system. This tool was drafted and constructed across the current research on job analysis and includes the 'Fleishman Job Analysis Survey' (Fleishman, 1992).

O* NET is an essential tool which that provides complete solutions related to comprehensive data collections. It is an advantage for organizations to conduct job analysis through this system. In their study, McEntire et al. (2006) put forward three main benefits of Job analysis data derived from the O*NET system are used to build data analysis tools: multiple windows into the world of work; outline for the design of analysis of the data and the implementation of a hierarchical variable organization. Here we argue that the first approach

suggests that a job can be portrayed and understood from different angles or perspectives. For instance, one perspective of a job may be aptly relevant to the knowledge and skills needed to do that work, while another perspective might describe the job within the limitation of the job framework. Regarding the second point of benefit, we assert that it describes and compares jobs across different job families that relate to homogeneous KSAs. Here O*NET outlines the expansion of data analysis practices and applies job description as an approach that offers a common language to the evaluators for defining and comparing different jobs. The third advantage of O*NET implementation is that it focuses on a general description of a particular job where descriptive variables are organized in a hierarchy that precisely relate to KSAs domains for a job.

O*NET system includes abilities, skills, and other job-related components. However, these expressions use some complicated phrases such as 'deductive reasoning', 'speed of closure', etc. to describe a job. At times, usage of these types of complex language makes it difficult for some O*NET descriptors to comprehend the exact data and correspond to accordingly with the client.

Metrics a New Trend

The O*NET system helps formulate data management formulas by combining the collected data. These data management formulas are termed as 'metrics.' Metrics can be used in conjunction with employment analysis data to provide answers to workforce-related questions. (Mc Entire et al., 2006, p. 313). Metrics helps convert the collected job analysis data into easy and straightforward modules which helps to interpret the data easily. It also provides accuracy and is more economical to use. Metrics applies both the quantitative and qualitative analysis of data collected to draw mathematical calculations in a sequential order. This process also helps to respond to workers' analysis queries accurately. This mix or combination of data requires detailed information, such as job performance data, selection scores count, and complete data of other relevant practices of HR analysis.

When metrics are utilized to analyze job data, it creates many options for researchers and human resource specialists at all levels. It helps HR Personnel to concentrate precisely on the needs suggested by the available tools to analyze a job or job family. There are various implications of using metrics as a job analysis tool. We argue that with the application of metrics, the data analysis output of the collected data can be assessed entirely at once, rather than in segments or section-wise as was done previously. Metrics facilitate HR Personnel to

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keep themselves updated with relevance to the work status of their employees as all the information is electronically stored. Data processed by metrics can be made available at a very low cost compared to other job analysis methods used earlier. Metrics use mathematical calculations to analyse job data which help organizations make strategic decisions regarding HR practices such as recruitment, selection, reward & compensation, promotion, training, etc.

MATERIALS & METHODOLOGY

Data collection strategies include all actions taken and deemed appropriate for explaining the issue in question and answering the questions posed at the outset. The secondary method, on the other hand, entails gathering information from previously published works written by other authors. Secondary data was retrieved in order to gain a comprehensive understanding of the study because its collection is specifically focused on research development. Following a thorough analysis of the relevant literature, data is gathered through secondary sources in order to gain a thorough understanding of the topic at hand, and is then qualitatively analyzed. This information was compiled using secondary sources, including books, journals, online articles, and websites. Through these channels, the researcher does not not have direct access to the original sources of this information. These have been the original, primary data that other researchers had gathered and published. These methods only provide indirect access to the data because it is not collected in its raw form.

The essence of the above discussion is that metrics process the gathered information, which is complex in nature, more efficiently, economically, and precisely. Indeed, it's a boon for organizations and is adept in addressing the intricacies of both job and organizational affairs. We conclude that with metrics and O*NET employed, it comfortably places an organization in an advantageous position where they can respond in a better and convincing way to the questions related to person, job or staff. Furthermore, these job analysis tools help organizations to take decisions more accurately and strategically in connivance to the organizational goals, structure, and productivity relevant to the changing work environment.

RESULTS & DISCUSSION

Concerning the discussions and arguments taken up in this study, it is obvious that organizations should infuse flexibility in their job analysis practices adapting themselves to the dynamic and rapidly changing workplace environment, job families, and job definitions. Due to the influence of globalization in business, traditional job analysis evolved into Strategic job

analysis so that organizations thrive and survive amidst cutthroat competition. As projected in this study, strategic job analysis has become an integral part of modern business conglomerates, as an essential step so that the emerging needs of contemporary organizations can be proficiently and professionally handled. The current business scenario is witnessing a complete transformation in the job requirements due to the dominance of cross-functional work teams in the organizations. Due to the implementation of strategic job analysis, the gap in organizational hierarchy can also be felt as the organizational structure has become a flatter pave the way for more active participation and communication across the organization at all levels. This paper briefly documents the significance and process of evolution of - job analysis in line with strategic HR management practices and use of technological advancements such as O*NET and metrics. With the help of these technologies massive and complex data collection is now done with relative ease in shorter time period, with more accuracy.

CONCLUSION

Conclusively, Job analysis is a critical technique for evaluating the effectiveness of human resource management processes. Owing to the current trend and situation in organizations, it is comprehended that job analysis should integrate all the basic as well as futuristic job traits to diversify and broaden the job analysis aspects that caters to the process strategically instead of just concentrating on specific skills and behaviors needed for a particular job. Having highlighted the advantages of incorporating strategic job analysis in human resource processes we look forward to promoting more research on the topics related to different approaches where SJA impacts an organization in terms of employee and organizational productivity. To a certain extent, this research addresses some of the concerns about SJA techniques, and it is expected that more substantial research should be conducted on this topic to analyze its influence on general employee performance along strategic lines. Much needed scientific research is also required on the efforts undertaken by HR practitioners another related concerns regarding implementation of strategic job analysis. The limitations of this investigation can influence future research. Future research could add moderating variables besides a firm's corporate strategy, senior management style of leadership, and organizational capabilities. Thus, the conclusions of this study are preliminary and designed to encourage job analysis research.

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AUTHOR CONTRIBUTION

The work is original and has not been submitted for review to any journal.

DECLARATION OF CONFLICTING INTEREST

The Author declares that there is no conflict of interest.

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