

Job Analysis and Performance Management in Pakistan Army: A Strategic Human Resource Management Perspective

Syed Sohaib Zubair (M.Phil Management)

Research Officer, Institute of Quality and Technology Management, University of the Punjab-Lahore-Pakistan
sohaib.iqtm@pu.edu.pk

Mukaram Ali Khan (Masters in Public Administration)

Student, Institute of Administrative Sciences, University of the Punjab-Lahore-Pakistan
mukarram_619@yahoo.com

Abstract

The article discusses Human Resource Management practices in Pakistan's highly acknowledged institutions as far as discipline and adherence to rules and processes is concerned. The study specially focuses on the role of Job Analysis and its impact on Performance Management i.e. how important Job Analysis is for effective Performance Management and other Human Resource Management practices. Moreover, the researchers attempt to explore whether or not a strategic fit exists between Organizational Objectives and Human Resource Practices in the Pakistan Army. Data collection technique used in the study is that of face to face semi-structured interviews of 22 Army officials of different ranks. The article concludes with few generic recommendations (lessons) for other public sector organizations or governmental institutions as well.

Keywords: Strategic Human Resource Management, Job Analysis, Performance Management, Public Sector Organization, Pakistan Army.

1. Introduction

Management of any organization works for two purposes; one is to achieve the goals of organizations and second is to achieve the goals of its employees. In the era of globalization, Human Resource Management (HRM) is facing tough challenges in order to survive. Due to boundary less organizations, rapid changes in technological features and consistent influence of external environment, challenges for HRM are getting complex. So, it is necessary to understand this phenomenon and to have a motivated HR force for the existence of organizations. Performance Management (PM) and Job Analysis (JA) are the core functions of HRM which are applied in almost every organization, therefore it is vital to discuss both components.

1.1. Importance of Job Analysis

JA plays a vital role in Human Resource Management, and is a prerequisite for other core functions of HRM such as Selection, Training and Development, Compensation and Performance Management (Nankervis and Compton, 1994).

In case of Selection, JA provides a clear guideline in terms of Job duties and responsibilities, appropriate pay scale depending upon candidate skills and qualifications/experience, interview queries, and orientation content for fresh blood.

JA can also be used in determining Training Need Assessment (TNA) as it may help in designing training content and selecting training methods to apply for different training activities and in identifying individual training needs.

JA also acts as a guide in formulating compensation packages based on skills, competencies, experiences and qualifications. High compensation package is more likely to be provided to skilled and experienced worker as compared to a relatively less skilled worker.

1.2. Importance of Performance Management

HR has a deep impact not only on managing the performance of organizations but also of the employees working in the firms. For that purpose, not only attractive packages are offered by the HR department to boost the morale and performance of employees but a conducive environment can play a vital role in fulfilling this purpose. Today, HR is also focusing upon employee engagement by introducing Management by Objectives (MBO) mechanisms and through participative decision making techniques at top level in order to give employees a sense of ownership, which ultimately contributes to an increase in overall organizational performance.

According to Armstrong and Baron (1998), PM is both a strategic and integrated approach in reaching the best possible outcomes by improving the organization inputs in favor of highly performed processes.

It can be asserted that PM is a proactive tool in maintaining performance standards of the organization by improving the performance of individuals and teams. Moreover, it promotes the alignment between individuals and organization performance goals.

1.3. Objectives of Study

- To explore Job Analysis and Performance Management systems in the Pakistan Army.
- To find out the level of Integration between Job Analysis and Performance Management at Pakistan Army.
- To investigate whether implementation of Human Resource Management systems (JA & PM) in the Pakistan Army onto other Public Sector Institutions can contribute to their improvement.

1.4. Significance

The link between JA and PM is perceived to be very strong and researchers through this study attempt to see this connection in the Pakistan Army as well. Pakistan Army is a very strong government institution which functions for the defense of the country. So, it is very critical to know what this research can provide to the society, because understanding these concepts in this institution can set an example for other government institutions as well, provided that there is not much difference in the apparent and real performance of this institution.

Also, this research focuses on JA procedures in a way that highlights the repercussions the organization will face if the function is not performed efficiently.

Furthermore, findings of this study might serve as a model for other struggling public sector organizations and help them improve their HR workforce and practices.

2. Literature Review

This study entails two concepts i.e. Job Analysis and Performance Management. Job analysis is a process which primarily results in two documents, Job Description and Job Specification. According to Harvey (1991), Job Analysis refers to the procedures which collect information describing verifiable job behaviors and activities; however, contemporary corporate world discusses all concepts while taking a strategic perspective.

Singh (2009) has highlighted the importance of JA in the changing work place environment. In the first part of their article, the author has taken account of a historical perspective of Job Analysis. According to him, the historical Job Analysis had different outlooks and methodology because of different job requirements. Examining the assumptions of traditional Job Analysis process, he found its connection to the Taylor's Scientific Management. After an introduction of Scientific Management, the entire paradigm of job scope changed.

Job Analysis is an important factor in designing performance appraisal tools i.e. it guides in development of different tools for different types of jobs. It involves an organized set of activities for drafting out duties of an individual employee. Moreover, it also assists in identification of Knowledge, Skills and Abilities (KSA) required in performing a job (Whetzel & Wheaton, 1997).

Before moving onto a component of JA i.e. Job Description (JD), it is important to know what does a Job itself is. According to Whetzel & Wheaton (1997), a pool of different tasks that are usually similar across different organizations is called a Job.

The main aim of a JD is to define the scope of job responsibility (Swanson, 1994). It is an official document that elaborates key duties and responsibilities of an individual(s) on a Job. The purpose of this document is to ensure that the employee is aware of what is required of him/her precisely (Whetzel & Wheaton, 1997).

Furthermore, items mentioned in a JD can be used at the time of Performance Appraisal as Key Performance Indicators (KPI's).

Formulation of a JD can be conducted in two ways: Either present JD's are reviewed and updated or interviews of area experts can be conducted in order to give meaning to a job (Randi et al. 1992).

Kloot & Martin (2000) have studied how a balanced approach of Performance Management works in the local governments. According to them, current practices in the public sector show that the concern for efficiency has increased. The issue of efficiency has increased the level of expectation from all governmental levels which without any doubt requires efficiency and effectiveness in administrative operations. Accountability in public sector has two dimensions i.e. Political and Managerial but they have only focused on managerial accountability (performance measurement). The measured constructs are financial performance management, community focus management, internal business process and managing innovation and learning. Their main findings are that performance management has now become strategic oriented approach, as it is considered by top management as well. Also, all the stakeholders' inclusion in development of Performance Management seems to be a good choice in maintaining accountability and its outcomes (Hood, 1995).

Sometimes, the terms Performance Management and Performance Appraisal are used interchangeably, but both of them carry their own specific connotations. Lebas (1995) has established strategic link of Performance Management asserting that it is not all about measuring the performance of the employee rather it is one step ahead which presupposes not only performance measurement but also takes into account the element of managing performance by the giving meaning to measured phenomenon.

Few researchers have discussed the relation between JA and PM. Safdar et al. (2010) aimed to find out the effect of Job Performance and Job Analysis using a hypnotized model, starting with the claim that in the context of Pakistani Public sector organizations, connection between HRM practices and Performance Management is yet to be explored.

They have also established the link between JA and PM in order to enhance the understanding of strategic connection between these two. According to them, job satisfaction and job retention derive from job performance which is dependent on Job Analysis because it has a vital role to play in terms of the company's recruitment strategy.

Nankarvis et al. (2002) have presented a strategic model for HRM clearly depicting the strategic association between Job Design and Performance Management. The fact is that through Job Analysis, the two important documents i.e. Job Description and Job Specification are developed that set bases for Performance Management. However, Job Analysis is done under the light of the overall organizational strategy which itself is derived from overall organizational objectives and goals.

Ali and Aroosiya (2010) in their study discuss relationship between Employee Performance and Job Design, investigating aspects of job design that added to desired performance of school teachers. They concluded that a substantial direct relationship between organized use of JA and Employee Performance existed. More interestingly, the relationship of employee performance is associated with the extent of the involvement of HRM strategies i.e. how much Job Description is integrated with other functions (such as performance). Ali and Aroosiya used Oldham and Jackman JCM model (Job Characteristic Model) and asserted that all five dimensions (Task Significance, Skill Variety, Autonomy, Task Identity and Feed Back) should be used for designing jobs. Siddique (2004) while studying 148 companies in United Arab Emirates investigated the relation between Job Analysis and Organizational Performance. In this quantitative study, he concluded that a proactive Job Analysis process has a strong positive impact on Organizational Performance in terms of maintaining Human Resource Information System and Competency based Characteristics.

2.1. Research Questions

- a). Whether the organization (Pakistan Army) has employed Job Analysis as a basic source document in their Performance Management Systems?
- b). Whether incorporation of Job Analysis outcomes (JD & JS) has resulted in better Performance Management at Pakistan Army?

3. Theoretical Framework

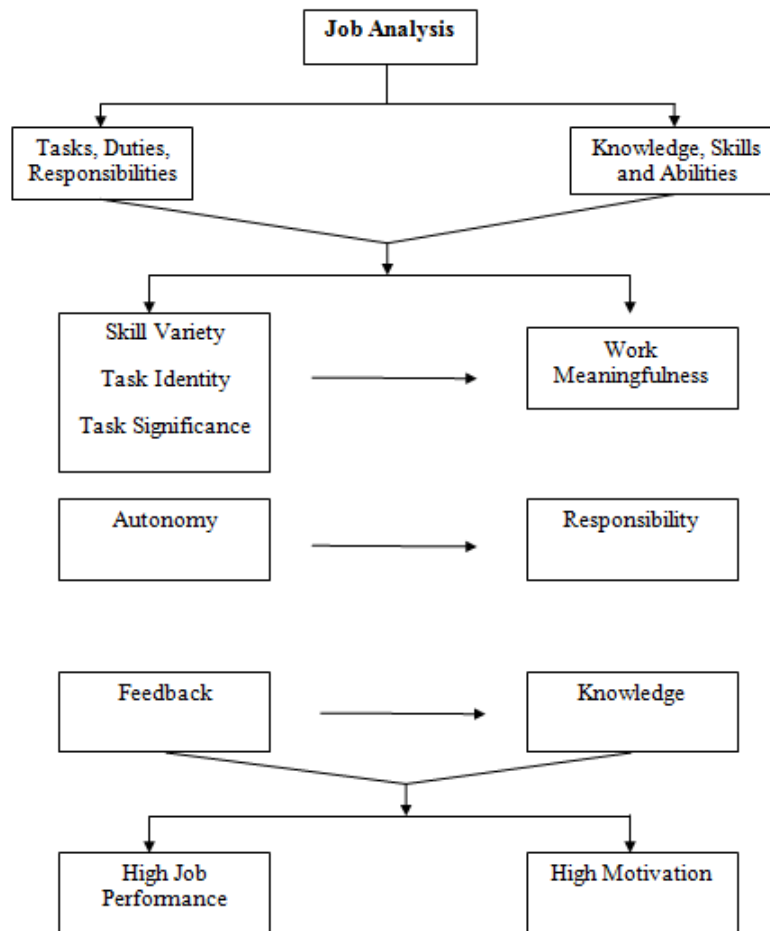
For this research paper, **Job Characteristic Model (JCM)** has been used as a basic theory to develop the relationship between Job Analysis and Job Performance. Hackman and Oldham (1975) presented this model which is widely used to refer to Job Motivation and Job Performance. Prior to developing theoretical framework, research evidence has been provided to justify its applicability for this current research activity.

Birnbaum et al. (1986) used this model in analyzing and linking job requirement and performance appraisal issues. They have determined core dimensions of 57 jobs by using job incumbents' self-reports on the Job Diagnostic Survey (JDS) and supervisory ratings on the Job Rating Form (JRF).

Zabihi et al. (2012) has studied the application of JCM in public and private sector in Iran. One of their chief conclusions was that people working in occupations with high rates of five indicators of JCM are generally more motivated, satisfied and have higher productivity. Their study concludes that incentive ends at satisfaction of an employee.

Bhatti et al. (2012) used JCM in their study while discussing Job Satisfaction and Motivation of employees in Banking Industry of Pakistan. They aimed to find relationship of job characteristics with the personal outcomes of an employee.

Figure 1. Theoretical Framework



4. Methodology

Methodology is a system of rules, principles and procedures in a scientific investigation. The scientific investigation involves the formulation and application of research and design in such a way so as to collect, analyze and manipulate the data in order to answer the specific question under our objectives of study (McNabb, 2002).

4.1. Research Strategy

The research strategy that has been used is qualitative. The rationale for using this technique is that, researchers want to explore the relation (if any) and the strength of the association amongst the variables under scrutiny i.e. Job Analysis & Performance Management.

4.2. Unit of Analysis

Unit of analysis for this study is “individuals”.

4.3. Sample Size

To collect data, 22 officers of the Pakistan Army have been interviewed. These officials range from the ranks of Lieutenants to Brigadiers.

4.4. Data Collection

Researchers have collected data through primary source. The primary data is collected using the survey method of face to face semi-structured interview. The reason of conducting interviews is to probe the information which cannot be easily done through structured questionnaires.

4.5. Research Design

Research design for this qualitative study is “Explanatory” because researchers have tried to explain why it is

necessary to conduct an effective Job Analysis prior to Performance Management.

5. Data Analysis and Findings

5.1. Job Analysis at Pakistan Army

Job Analysis (JA) should be considered as a pre requisite by all organizations. In the Pakistan Army, list of duties have been planned for each and every person. Job codes, duties of the specific position, Standard Operating Procedures (SOP), and certain qualifications are the key elements of Job Description and Job Specification. JA is conducted for every rank because as per a senior official, millions of rupees are invested on development of JD's. Each job demands different tasks to be performed, for instance, a Lieutenant has different duties as compared to a Major, so, if the JD's are not made separately or revised as per requirements, then it might create problems for a force where discipline is deemed a necessity.

JA also determines how many new captains, majors or colonel will be needed, in ever core, and how much cavalry is necessary for logistics, operations, staff and medical officers. Therefore, JA has a vital role in Human Resource Planning (HRP) at Pakistan Army.

5.1.1. Job Analysis for Line and Staff Managers

Job Descriptions are of an explicit nature for each job and it is fully integrated with the overall army's vision. JA is conducted for both line and staff officials. Line officials are concerned with the command action while staff officials are responsible for staff appointments. JA is done to get the "Right man for the right job".

The Army is a continuously evolving organization through which the need of JA determines what is to be added or subtracted from the JD and JS or it may be revised, changed and updated. New acquisition of weapons/technology and changes in the doctrine can lead to change in Job Analysis.

5.1.2. Job Analysis Revision

JA is a comprehensive process that consists of all the duties which have to be performed for a specific job from day of hiring. Army officials are hired after sessions with psychologists, psychiatrists, nutritionists, Group Task Officer (GTO), Medical Officers (MO's), Tacticians, and Academics. Psychologists deal with counseling only, whereas Psychiatrists job is to tell the responsible committee that the candidate is mentally fit and strong. Tacticians deal with the leadership skills and strategic skills of the candidate. Academics judge the communication skills of a particular candidate.

The foremost source of revision and improvement of JA is 'Feedback' provided by trainers. Selection criteria are revised over the period of time on the basis of JA; for instance, a person has been hired after clearance by aforementioned individuals, then during the training period s/he will be monitored and if any complaint is lodged regarding that individual (such as injury) then the person held responsible will be the concerned official who cleared that candidate.

It is vital to know that Pakistan Army conducts JA on Annual basis most of the times. The major reason is technological factor due to globalization. Therefore, it is important for them to update their JD's after some specific period of time. Moreover, once a JD is updated or changed, it comes in to force immediately. This factor is one of the major strengths of this institution's overall performance.

5.2. Performance Management at Pakistan Army

Performance Management is a crucial area of HR. According to some respondents, "performance of Pakistan Army is much more dynamic than any other organization in Pakistan". So, in the next section, the practices of the organization were probed into and highlighted.

5.2.1. Performance Ladders

Performance Appraisal (PA) is conducted at each level directly or indirectly. According to one of the respondents, "PA is open to all; nothing is ambiguous to anyone, unlike other governmental institutions". There are four ladders for promotion:

- Basic course.
- Mid-Career course.
- Staff course.
- War course.

5.2.1.1. Basic Course

In order to be eligible for Basic Course, completion of one year service is a pre requisite. It is necessary for everyone to complete this course or else they cannot qualify to the next ladder. As per respondents, "there is no room present for nepotism or any element of violation of merit in the Pakistan Army".

The tests are graded on the following criteria:

- Alpha 80% or above.
- Beta 70% or above.
- Gamma 60 % or above.

- Below 50 % is fail.

5.2.1.2. Mid-Career Course

To be eligible for the Mid-Career course, it is necessary to complete 5 years On the Job Training (OTJ). At this level, the officers are known as Grade 3 officers. This second ladder requires doing certain appointments (HR activities) during the 5 years tenure. After this, Grade 3 officer gets appraised and performance criteria are checked through second promotional exam. The same criteria are followed again for this test and parameters relating to abilities that influence performance are judged in the promotional test.

5.2.1.3. Staff Course

This is the third ladder of promotion and the service that is required under this ladder is of another 5 years i.e. accumulated 11 years of service been completed. The main theme of this course is that while appraising, the entire 11 years performance shall be considered before promoting that individual to the fourth ladder.

5.2.1.4. War Course

This is the last ladder in Army which requires 7 more years on the field. The training regarding weapon usage and missile launching is given to the course attendant.

There is a very rigid role of Performance Appraisal in the Pakistan Army and it holds open to all without any sort of discrimination to anyone. Everyone gets promoted according to the time line mentioned above, no one can be promoted by disturbing that time line. Other than aforementioned course completion, there are other important parameters assessed each year through a comprehensive Performance Appraisal. These parameters include:

- Leadership skills.
- Communication skills.
- Discipline.
- Use or Exercise of power.
- Performance during war (if applicable).
- Achievements.

5.2.2. *Types of Appraisals*

Two types of Appraisal reports that are used in the Pakistan Army to assess the performance of the Army Officials:

- Annual Confidential Reports (ACR).
- Adverse Reports.

5.2.2.1. Annual Confidential Reports

ACR is prepared on Annual basis for every army officer. Under ACR, there are two types of data to be appraised that include: a) the data which is recorded and cannot be denied i.e. explicit and objective (Tangibles), b) the data which is subjective (Intangibles).

5.2.2.2. Adverse Report

Adverse reports (also known as Clearing Observation) for any negative or disapproved action are also prepared; this can even be done on a daily basis. Clearing Observation is not part of performance appraisal directly instead all adverse reports are submitted separately along with the ACR.

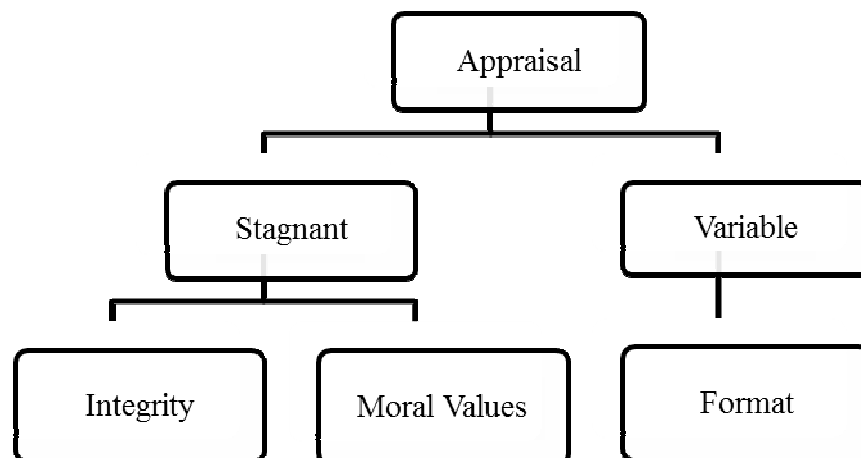
5.2.3. *Performance during Peace and Wars/Operations Time*

For the peace time appraisal, ACRs are used to evaluate employees on annual basis. The best thing about ACR is that the person who prepares ACR is further evaluated at General Headquarter (GHQ) in order to ensure transparency.

Additionally, during wars and operations, a special system for rewards exists. A single wound during service leads the wounded employees' name to be placed in the Achievement list forever with the red badge on the uniform as a symbol of a brave fighter.

5.2.4. Performance Appraisal Revision

Figure 2. Performance Appraisal Revision



There are two arrangements of appraisals followed in Pakistan Army. One is Stagnant Appraisal and the other is Variable. The type of variable appraisal is format, which is actually the pen picture of appraisal that can be alternated, updated or revised by adding or subtracting the parameters of performance appraisal. On the other hand, stagnant appraisal includes integrity and moral values which cannot be changed in the Pakistan Army at any cost. Format or Pen Picture does not give a static picture rather it varies with time but the integrity level of any individual can never be compromised.

Moreover, to enhance performance, proper procedure has to be adopted. For instance; if any rule is violated, the code of inquiry takes place and the alleged person (no matter of what rank) if proven guilty is punished hardly. This shows how rigidly the Pakistan Army follows Standard Operating Procedures (SOP's).

5.3. Performance Management and Job Analysis at Pakistan Army

There is a positive link between JA and PM. According to a senior respondent:

“If any organization does not follow proper JA or does not in-cooperate it in PM, then the person who one day is serving in the ministry of Tourism, soon after one may find him/her in the ministry of Education whereas both ministries have altogether different scope.”

The Army works in a synchronized manner, all the SOP's are aligned with overall objectives of the institution. The Pakistan Army is also standardized as it follows stick adherence to rules and procedures. It is basically an organization which ensures a good system, believes upon the philosophy of discipline, carrot and stick policy, standardization and regulation.

Furthermore, it has been strongly observed that JA is the key function of Human Resource Management in the Pakistan Army. It is the JA that aids in formulating an appropriate JD that includes and guides following several important areas:

- Discipline.
- Adherence to SOPs.
- Reward & Punishment.
- Accountability.
- Zero Error Syndrome.

6. Conclusion

The Pakistan Army believes in the idea of finding the “Right man for the right Job”, and JA is the most appropriate way to ensure it. Other HR functions cannot be successfully performed without conducting JA effectively and regularly. Viewing from the strategic perspective, JA and PM are interconnected i.e. if JA is ‘aligned’ well with the organizational objectives then it would be relatively easier to ensure ‘fit’ between all HR functions.

7. Lessons for other Public Sector Organizations (A SHRM perspective)

Though results of case analysis of one organization cannot be fully generalized to other organizations, but still there are clear evidences of effective management which can be noted down as lessons and can be used for the betterment of other Public Sector organizations. Performance Management can be ensured if the Job Analysis for every position is comprehensive, moreover there must be a feedback process which should be conducted on a

regular basis in order to update JD's.

Ensuring complete objectivity might not be possible, but performance should be judged on merit and no nepotism should be involved.

Acceptance of Human Resource Management as a strategic partner is lacking in Public Sector organizations, as its worth has still not been recognized in Pakistan.

Lastly, for organizations to survive, this case study recommends that JA should be a continuous process and must be integrated with PM in order to improve performance of the organization.

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