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Job Analysis and HRM Strategic Decisions: Administrators' Ethics as Moderating Variable

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Abstract: Job analysis has been identified as a critical issue in human resource management (HRM); little research has focused on the relationship of work-related ethics between JA (JA) and HRM strategic decisions. This study aims to determine the effect of JA on human resource management strategic decisions at Jordanian institutions of higher education. We also examine how the impact of JA varies depending on how prevalent administrators' work-related ethics are in each institution. The study's sample includes (420) individuals who work in supervisory academic and administrative roles at four universities. We test our proposed model in both public and private universities in Jordan's northern region, using structural equation modeling (SEM) to analyze the data. According to the findings, JA positively impacts HRM strategic decisions. On the other hand, administrators' work-related ethics considerably moderate the influence of JA. Theoretical and practical implications are discussed.

Keywords: Job analysis, Human resource management, Strategic decisions, Ethics, Higher education.

1 Introduction

Human resource management is emerging as a primary source and strategic pillar in achieving qualitative transition in the context of the transformations that higher education institutions are witnessing in the transition to the information society and the intense reliance on professional competencies and knowledge resources. The higher education industry faces a plethora of challenges, including technological improvements, political conflicts, and special and non-traditional requirements on educational standards worldwide, all of which make it an appealing research field.

Universities today worldwide are fighting for survival because of rising pressure from globalization, changing funding structures, and shifting supply and demand for higher education institutions [1].

HRs are one of the most critical assets that characterize organizations in the current era. That is because the human element is one of the organization's most valuable resources and the most influential in enhancing its competitive capabilities [2]. Therefore, organizations constantly seek to obtain, develop and train working HR and attract the

required abilities to succeed in the face of current and future difficulties. According to [4], JA is carried out to assess an individual's vital skills and the experience required to work in a particular *occupation* or profession. Therefore, JA has been a very effective human resource planning tool for businesses in recent years. That is because the most valuable resource of every business organization is its people [3].

As stated previously, JA involves collecting and capturing job-related data, like the competencies needed to perform a job, the accountabilities of employees, the education and experience requirements, and the emotional and physical characteristics required to fulfill a career in the desired manner. The JA process's critical goals are to apply these statistics to set up a great fit among activity and worker, examine a worker's performance, decide the value of a particular task, and examine the training and improvement desires of a worker acting that activity. Previous JA research centered on methodological aspects made essential contributions to HRM by developing procedures and techniques for producing job-related data [4,5]. That has enabled experts to implement JA procedures in various organizations efficiently. Almost all HRM practices depend on JA. It offers information about positions and position holders, which human resource practitioners may use to

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create job descriptions and performance assessment criteria for staff evaluation. JA aids managers in the development of effective recruiting plans, training and development programs, incentive packages, and performance appraisals. Many researchers like [6], [7], and [8] agreed that JA is the backbone of all HRM practices.

The strategic decision-making of HR management encompasses two main pillars. First, the organization's general strategy is a frame of reference that directs the activities of all jobs in the organization. Second, JA is the actual ground that allows knowledge of the self-potential and the drawing of social policies to embody and achieve the strategic goals and determine the organization's training needs, salary and wage preparation practices, selection, appointment, and performance evaluation [31]. Administrative work ethics is considered one of the pillars controlling the proper behavior of managers, and their commitment to these ethics reflects the achievement principles of transparency, integrity, fairness, honesty, independence, objectivity, and respect for laws and regulations. Accordingly, it represents a moderated and conditional variable for the relationship between JA and the strategic decisions of HR management [10,11]. However, while previous studies contributed to the advancement of our knowledge of JA in some variables in academic institutions, it is essential to highlight the various valuable gaps in the literature. Adherence to the ethics of administrative work is a crucial issue to ensure rational strategic HR decisions. However, previous studies overlooked the interaction and interplay between strategic HRM decisions and the administrators' work-related ethics.

This research paper contributes to the current literature by clarifying the void described above. We do this as follows. First, we propose the impact of JA on strategic HRM decisions in higher education in Jordan. that would bring new insights into the aspects of JA that are considered significant in making strategic HRM decisions. Second, we provide work-related ethics among administrators as a moderated and contingent variable in the link between JA and HRM strategic decisions, which would disclose previously unknown connections and recommendations.

2 Literature review and hypotheses development

2.1 JA and strategic decisions of HRM

JA is the process of gathering, analyzing, and organizing data on jobs to create a foundation for job descriptions and specifications. Several researchers have compiled lists of JA outcomes, which include the following: (1) Job description, which consists of the Job duties, obligations, and responsibilities. In general, job description encompassing all technical, administrative, and managerial responsibilities [12] (2) Job specification, which is concerned with the

personal characteristics of the job, as well as the education or qualifying background, skills, knowledge, and ability [13]. The result of a JA is a collection of data that may utilize for recruiting, training, job appraisal, and performance management in a company [14,15]. JA is a fundamental organizational technique throughout the world. According to [16], JA is a rigorous approach to determine the nature of a job by breaking it down into smaller sections [17]. When it comes to JA, competency includes tasks, that a person must possess. In this regard, the McCormick model describes the essential variables that aid in JA for achieving corporate success in a company. McCormick has classified the job descriptors into the following categories: (a) Work activities, which are job-related and worker-oriented tasks. The term 'job-oriented' refers to the tasks that must be accomplished to finish the job; worker-oriented refers to the primary components of knowledge, skills, abilities, and other job qualities required for doing the job. (b) tools, machines, and equipment required for the job to be completed successfully [18].

The JA provides the objective groundwork for dealing with various HRM issues. Researchers regard it as the 'backbone' of all HR activities [15,36]. Because it is difficult to grasp the occupations in an organization if not assessed effectively, the job description and job specifications must be precise for the organization to invest its personnel correctly. Many academics agree that JA is critical to obtaining objectivity and justice in the following HRM tasks [21]. According to [27], JA is crucial to a business. It highlights the importance of strategic HRM, allowing organizations to better understand their jobs and personnel. Some academics stress the importance of JA as a strategic HRM tool for improving organizational performance [2].

JA is critical for a company's strategic goals and priorities. According to [6], JA details aid in identifying key employee competencies needed in various work positions and training requirements. JA is a prerequisite for a variety of HR processes, including recruiting workers, managing and appraising their efficiency, deciding their salaries, designing training to support their development, and preparing how to meet an organization's evolving workforce needs [22,29]. According to prior research, JA is the key to all HRM strategic decisions such as recruiting and selection, training and development, remuneration, performance appraisal, and termination [44,25]. Our primary goal in this paper is to investigate the impact of JA on HRM strategic decisions in Jordanian universities; hence the following hypothesis is developed:

H1. JA positively influences strategic decisions of HRM in universities in Jordan.

2.2 Administrative work-related ethics and human resource management

Work-related ethics are a set of norms that all employees must adhere to, and they serve as a guideline for how to conduct themselves properly in the workplace [43, 3]. Ethical standards and frameworks are considered value controls that affect managers' thinking and behavior when making organizational decisions, ensuring that their actions are in the public interest and community values. Many scholars feel that ethical standards should include the following principles and foundations [26, 38]: (a) respect for rules and regulations; (b) independence and objectivity; (c) integrity and transparency; and (d) honesty and purity. Organizational performance and sustainability are jeopardized by a rising number of scandals stemming from unethical behavior [24]. Organizations that are ethical in their actions recruit talented people and, as a result, consistently outperform their competitors. HR managers and other concerned managers have expanded their obligations beyond conventional occupations to include adhering to the concepts and principles of ethical regulations in order to carefully recruit top personnel, develop their talents, reward them, and strengthen their loyalty. [11]. Not carrying out HRM responsibilities following these principles has a variety of adverse outcomes, including employee conflict and a lack of moral conviction in carrying out work-related tasks [12, 3]. As a result, influential firms ethically carry out their tasks and obligations toward their HR, including human resource functions such as recruiting, selection, promotion, remuneration, and performance evaluation. A variety of factors impacting employees might contribute to a workplace culture of misconduct and unethical behavior. For example, in Arabic and Jordanian cultures, these variations are frequently the consequence of pressure from relatives looking for work and perceived responsibilities of the employee's family and friends. Nepotism, lack of integrity, failure to implement justice, and the employee's ethical ideals and conduct may be affected by changes in the economic, political, or social environment, and all are possible grounds for an employee's wrongdoing at work. HRM departments are responsible for ensuring ethical compliance and building and implementing an ethical culture. They accomplish this by instilling organizational values and culture in employees' conduct and ensuring that ethical behavior is adhered to during recruitment and selection, performance appraisal, and benefits and rewards [32]. [9] reported a favorable association between HR to work ethics and employee satisfaction in Jordanian mobile phone companies in the Middle East. [4] emphasizes administrators' need to provide equal opportunities, particularly pay and benefits. [33] recruited participants from four major cities in Pakistan to investigate the impact of adherence to work-related ethics on project success while executing human resource activities. They discovered that following a stringent ethical code in training and development has a minor impact on project success. Still, ethics has a moderate effect on staff selection and hiring. [38] discovered that administrative employees at Jordanian institutions are committed to ethical standards in all HR responsibilities. Thus, it is evident that work-related ethics

play a vital role in HRM practices. That led us to the following hypothesis:

H2: Administrators' work-related ethics will moderate the relationship between JA and strategic decisions of HRM.

3 Methodologies

This study uses a closed-ended survey instrument to collect data on the impact of JA on HRM strategic decisions, which administrators' work-related ethics will moderate. The data has been compiled using HRM strategic decisions on a 5-point Likert scale with values ranging from 1 to 5, making our study quantitative. After that, the numerical data will be statistically examined, and the study outcomes will be interpreted. The primary respondents of this research were both academic and administrative staff. The questionnaire was divided into four sections. The sample consisted solely of academic supervisory roles (i.e., deans, deputy deans, assistant deans, and heads of departments) and administrative, supervisory roles (i.e., directors, deputy directors, and heads of departments) in public and private universities in the Northern region of Jordan, of which there are approximately 331 across the four universities (Jadara, Irbid Al-Ahlia, Jerash, Yarmouk, and Jeresh). The reason for choosing this sample is that they were best able to know the availability of JA, their role in participating in HRM decisions, and their adherence to the ethics of managerial work when making such decisions.

The demographic variables were examined in the first part. The respondents' perceptions of JA availability (11 items) were covered in the second section, which was adopted from Wends and October (2008) and [36]. The third section covered the respondents' perception of strategic decisions of HRM in four areas: recruiting and selection (five items), remuneration (four items), and performance appraisal (five items), all of which were adopted from various studies [14; 7]. The fourth component dealt with the work ethics of administrators, with 16 questions adopted from [38, 16] and changed to fit the research setting, higher education institutions. This final section covered the four dimensions of administrators' workplace ethics: adherence to applicable rules and regulations, impartiality and independence, honesty and integrity, and fairness and openness.

4 Data analysis and results

4.1 Demographics information of the respondents

The present study comprises 92.1% male employees and 7.9% female employees. 10.4% of the participants were less than 30 years old, 38.5% were between 31 and 45 years old, and 51.1% were over 46. As for job type, 24.8% of participants were managers, 19.4% were heads of an academic department, 18.3% were deputies/manager's assistants, 12.9% were heads of departments, 11.5% were deans, and 19.4% were deputies/assistants of deans. Concerning educational level, bachelor's degrees are held by 10.1% of participants., A college diploma is held by 1.4

percent, a master's certificate is held by 11.5 percent, and a doctoral degree is held by 77.0 percent. Finally, 15.5 percent of participants have worked at their current institution for fewer than five years, 25.5 percent have worked there for five to ten years, and 59.5 percent have worked there for more than ten years.

Relationship map

Showing the connection and influencing of specified variable has a multiple links with both categories as shown in Figure 1.

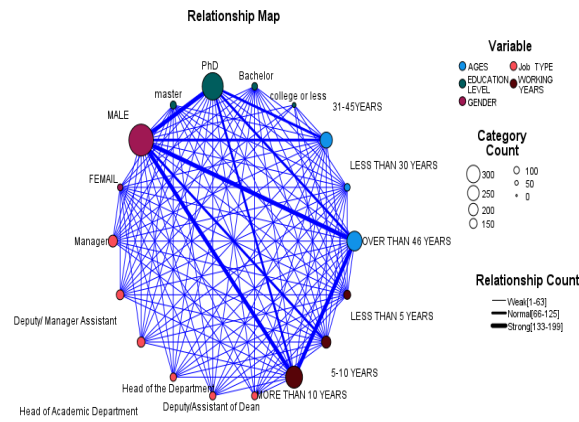


Fig. 1: Relationship Map for demographics information
Source: IBM SPSS statistics 28 relationship map (2020)

4.2 Measurement model Assessment

For determining and evaluating the linear and interaction relationships among the variables under discussion, the measurement model was created using the program SmartPLS 3 to forecast the outcome of structural equation modeling (SEM). The covariance-based SEM (CB-SEM) is based on the uncertainty of the factor score [27]. PLS-SEM can handle extremely complicated models, including first- and second-order models. Additionally, PLS-SEM adheres to a prediction-oriented methodology, enabling researchers to evaluate their results' predictive validity [17]. The outside charges of the scale elements, which correspond to beta estimations in the inner model, are depicted in Figure 1. The effect level of the individual scale elements in the outer model is depicted in Figure 2, while the effect level of the connections between the variables in the inner model is depicted in Figure 3.

The exogenous model weights depicted in Figure 1 were predominantly more than the 0.7 threshold value, and their corresponding t-values were significant in Figure 2. Along with Cronbach's alpha (α) values more than .70, composite reliability (CR) values greater than .70, and the values shown in Table 1. Additionally, Table 1 demonstrates that the Fornell-Larcker requirement was fulfilled since the square of each variable AVE is greater than the sum of its intercorrelations. Second, the newly adopted heterotrait-monotrait (HTMT) ratios fulfilled the .90 value specified in Table 2. [22]. As a result, we found that the measurement model was internally consistent. convergent.

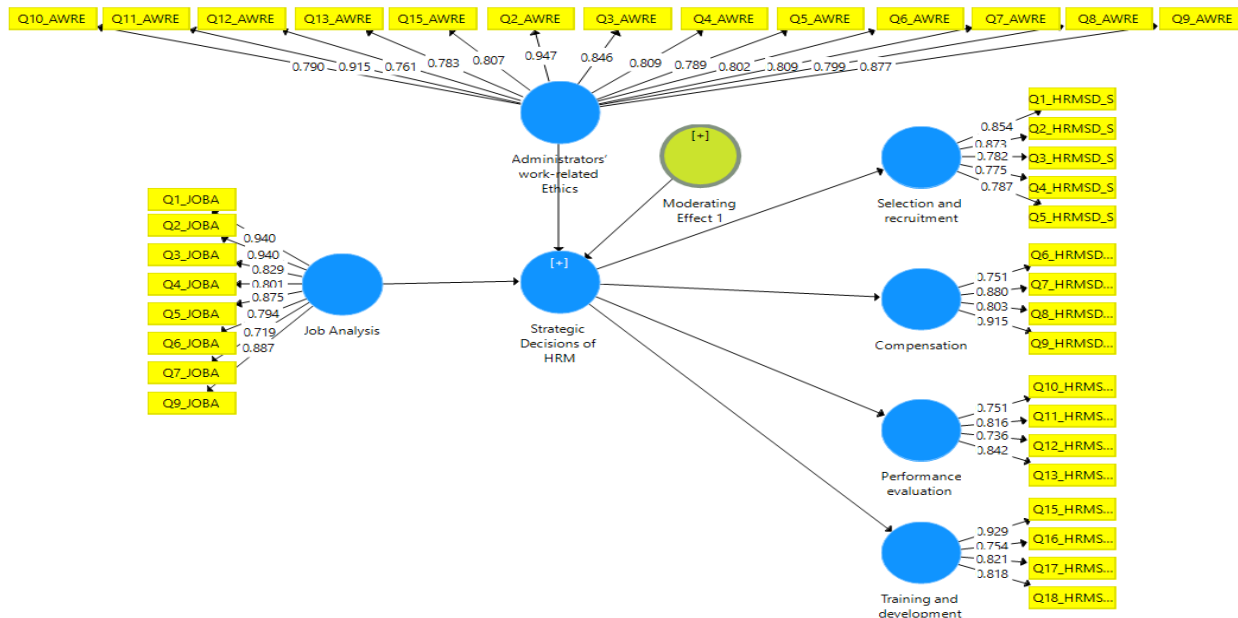


Fig. 2: Measurement model estimates.

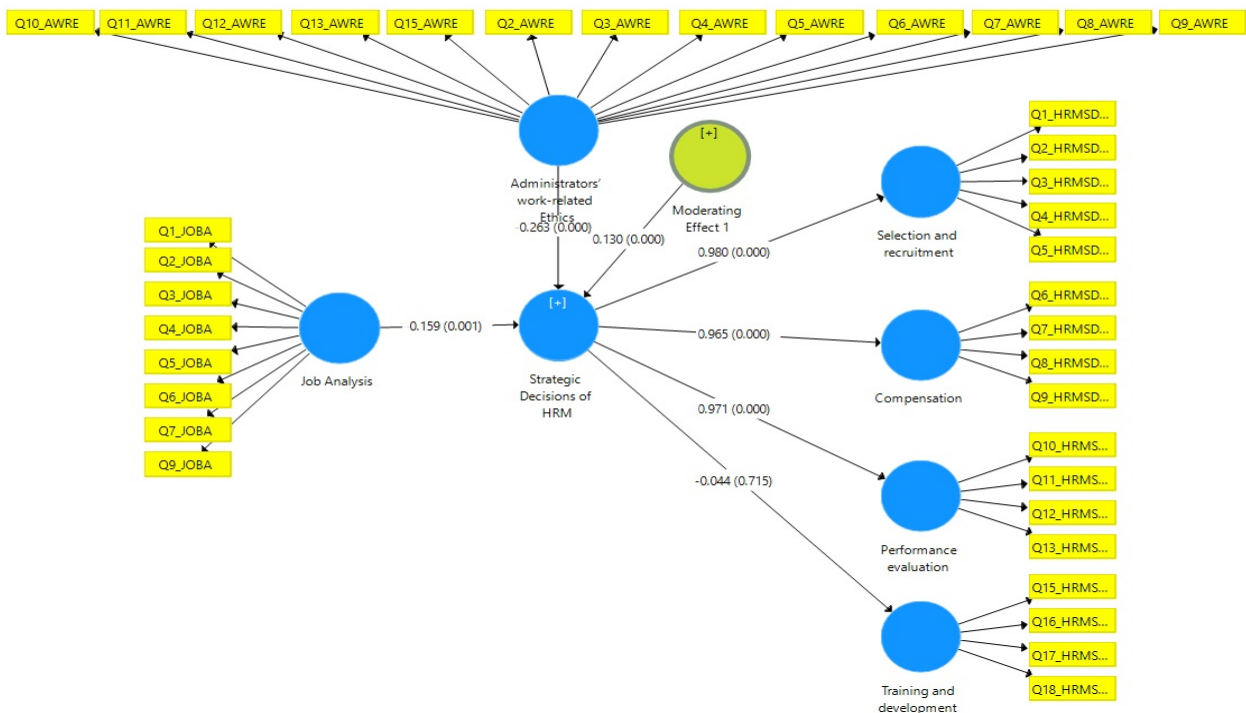


Fig. 3: Model of measurement with a significance level.

Table 1: the Fornell–Larcker technique.

Instruments R ²	1	2	3	α	CR	AVE
1. JA	.848			.950	.968	.718
2. Administrators .633	.378.	.827		.961	.966	.684
3. Strategic decisions of HRM	.220.	.446	.777	.958	.962	.603

Table 2: Divergent validity based on (HTMT) ratio

Measures	1	2	3
1. JA	-		
2. Administrators	.392	-	
3. Strategic decisions of HRM	.457	.641	-

The last parts established reliable and valid models. Table 2 contains the estimation coefficients for the structural model. The direct effect of workplace analysis on strategic HRM choices is seen to be favorable and significant ($=.159, =.001$). Administrative work ethics had a negative and negligible moderating influence on the association between JA and strategic HRM decisions ($=.130, =.000$). Refer to table 2. In our investigation, R had a statistically significant effect. It is also feasible to determine if an impact is statistically significant, it seems sensible to calculate its effect size, f^2 .

[21], and [22] define robust, moderate, and weak values as those more than 0.35, 0.15, and 0.02. The f^2 value for the influence of JA on strategic HRM choices is reasonable. As a result, we discover empirical evidence for hypothesis 1 and confirm hypothesis 2

5 Discussions

Our research investigated the impact of JA on HRM strategic decisions. The study also examined the function of administrators' work-related ethics in influencing the relationship between JA and HRM strategic decisions. Respondents in our research were

academic and administrative staff at Jordanian higher education institutions in the north. The proposed hypotheses were tested using PLS-SEM. We ran two models, one with a significant effect and the other with an interaction. According to our primary effect model results, JA was favorably associated with HRM strategic decisions in universities of northern Jordan. While this study focused on the role of JA at the hierarchical level, the findings are consistent with earlier research [36, 44]. Perhaps this study is more in line with a study conducted in Alkofeh University in a country close to Jordan, namely Iraq [30]. This result, which reflects a robust positive relationship between JA on the one hand, and the strategic decisions of HR management on the other, is attributed to two reasons. The first is Jordan's central recruitment and selection system, which has been in force at public universities since 2015 when the Civil Service Commission Bureau assumed responsibility for administrative cadre employment. With the help of experienced personnel, this centralized approach professionally maintains the system, utilizing sound JA tools and methodologies. It goes without saying that the selection decision will not be rational unless the best match between job requirements on the one hand, and the qualifications of the candidates on the other, is found to select the best candidate. The Jordanian government resorted to this central alternative as the supply of workers increased and competition for public jobs increased due to the advantageously high income, particularly in the higher education sector. Secondly, private universities tend to adopt rationality in recruitment processes and HRM decisions that is governed by an obsession with productivity and profit. Perhaps this interest pushes these institutions to follow the tools that lead to this purpose, and we are certain that the use of JA is one of the tools they use to achieve this endeavor.

On the other hand, the interaction model was examined to test our moderating hypothesis. Our findings reveal that the interaction effect of administrators' work-related ethics is positively associated with JA and HRM strategic decisions in the higher education sector. A solid commitment to ethical practices in HRM strategic decisions was driven by respect for norms and regulations, honesty, and integrity. Perhaps the best explanation for these findings is that corporate behavior in some countries, such as Japan and the Middle East, is strongly tied to religious and cultural regulations (Dane, 2009; Imam et al., 2013). For example, in Jordan, 94 percent of the population is Muslim. The country is governed by Islamic law, which

emphasizes treating people properly and fairly, regardless of their position, rank, or history.

6 Theoretical and practical implications and potential future research

This study aimed to look at the impact of JA on HRM strategic decisions and the role of administrators' work ethics in moderating the relationship between JA and HRM strategic decisions. While previous research has focused on the relationship between JA and a single dependent variable, ignoring the importance of management ethics in a significant context, this study is unique in that it examines both direct and interaction impacts. Furthermore, we put our proposed paradigm to the test in a non-western country such is Jordan, which differs greatly from studies conducted in western or second-world settings. This would help us better comprehend JA techniques, management ethics, and HRM strategic decisions in the context of Arab countries, which have their own culture and distinct characteristics. Furthermore,

previous research implicitly implies that JA facilitates HRM strategic decisions, ignoring the function of management ethics in distinct norms.

In terms of application, this study suggests and presents several items of advice for university leaders in Jordan, both public and private. In this context, the university's various levels of management must understand the fundamental importance of JA in all HRM functions. Commitment to JA is a critical component of making rational decisions in human resource management, particularly in recruitment and selection, performance appraisal, training and development, and remuneration. It is advised that more emphasis be placed on university administrators' commitment to administrative work ethics and measures to establish strict restrictions and consequences for people with disabilities. Future research should duplicate the same model across multiple industries to determine if similar results can be reached, as mentioned briefly in the preceding section. In addition, additional HRM functions should be considered. Other mediators or moderators, such as trust, leadership and organizational climate should be investigated in future studies.

7 Limitations

The study targeted a sample of leadership positions in universities' academic and administrative bodies. However, several employees were denied participation in this survey due to the subject's sensitive nature. The study's second limitation is that it was carried out in a developing country such as Jordan; future research should investigate the phenomena at universities in the context of developed countries. Another limitation is the sample size, which comprised four institutions in Jordan's northern area. As a result, the findings may not apply to other nations. In any case, the researchers believe that the study population and its sample, which includes public and private universities represent an ideal case in the context of the system of developing countries; such results can be generalized.

Conflict of interest: The authors declare that there is no conflict regarding the publication of this paper.

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