The Impact of Job Analysis on Employees Performance – A Descriptive Study in Humanitarian Section – Yemen Red Crescent Society 2024

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Abstract:

This study examines the impact of job analysis on employee's performance in Yemeni Red Crescent Society (YRCS). The researcher adopted a quantitative approach and implemented a hypothetical study to test developed hypotheses and address research questions. The study aims to test the causal relationship between job analysis (independent variable) and employees' performance (dependent variable). The convenience sampling is the sampling technique employed in this study, and the data was collected through a self-administered questionnaire distributed electronically via WhatsApp and Emails to randomly selected respondents. The collected data, consisting of responses from 183 participants, were analyzed using the SPSS statistical software. The result of this study shows job analysis significantly impacts employees' performance in (YRCS). Furthermore, the result reveals significant impacts of job description on employees' performance, and there is a significant impact of job specifications on employees' performance. Based on the results of the study, several recommendations were made, the most important of which are: The organization should consider updating the job analysis once the employee's status changes in order to ensure high performance, and the organization should enhance the job analysis in the working conditions and environment and explain it clearly to employees

أثر التحليل الوظيفي على أداء العاملين – دراسة وصفية في القطاع الإنساني – جمعية الهلال الأحمر اليمني 2024

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الكلمات المفتاحية

1. التحليل الوظيفي
2. جمعية الهلال الأحمر اليمني

2. أداء العاملين

الملخص:

تتناول هذه الدراسة دراسة تأثير التحليل الوظيفي على أداء العاملين في جمعية الهلال الأحمر اليمني. وقد اعتمد الباحث على المنهج الكمي ونفذ دراسة افتراضية لاختبار الفرضيات المطروحة ومعالجة أسئلة البحث. وتهدف الدراسة إلى اختبار العلاقة السببية بين التحليل الوظيفي (المتغير المستقل) وأداء العاملين (المتغير التابع). وتعد العينة المريحة هي أسلوب العينة المستخدم في هذه الدراسة، وتم جمع البيانات من خلال استبانة ذاتية الإدارة تم توزيعها إلكترونيًا عبر WhatsApp والبريد الإلكتروني على المستجيبين المختارين عشوائيًا. وتم تحليل البيانات التي تم جمعها، والتي تتكون من استجابات من 183 مشاركًا، باستخدام برنامج SPSS الإحصائي. وتظهر نتيجة هذه الدراسة أن التحليل الوظيفي يؤثر بشكل كبير على أداء العاملين في جمعية الهلال الأحمر اليمني. وعلاوة على ذلك، تكشف النتيجة عن تأثيرات كبيرة للتحليل الوظيفي على أداء العاملين، وهناك تأثير كبير لمواصفات الوظيفة على أداء الموظفين. وبناء على نتائج الدراسة تم تقديم عدد منال توصيات، أهمها: أنه يجب على المنظمة أن تفكر في تحديث تحليل الوظائف بمجرد تغير وضع الموظف وذلك لضمان الأداء العالي، ويجب على المنظمة تعزيز تحليل الوظائف في ظروف وبيئة العمل وشرحها بوضوح للموظفين.

1. Introduction

Employees and organizations are two elements that have an intensive relationship and effect on each other; an organization needs to make employees partners in order to encourage them to achieve the expected and planned goals of the firm. On the other hand, employees will try to give the best performance to assist the organization in achieving its goals to ensure they will be an important factor for company prosperity (Karlina &Heriyanto, 2022).

Organizations present and future success and growth depend on how the employees implement their tasks perfectly, and how can their performance affect directly to corporations bottom-line. The value of these employees' efforts is seen in many aspects they provide to their employer, like increasing in sales, productions, or profits (Swanson, et al., 2020).

In order to gain a competitive edge, businesses hire and recruit highly skilled and experienced workers in their fields of expertise, Muchhal (2014). High continuous performance is critical to the organization's success, whereas low performance is viewed as a failure to meet its objectives. Additionally, since employees are the primary determinant of an organization's success or failure, it is imperative that they arequalified, well-informed, andcompatible staff members who will perform to the best of their abilities in order to meet the organization's goals.

Employees must possess the requisite abilities, knowledge, and skills to carry out their responsibilities successfully and efficiently if they are to function at their highest level. As a result, one of the key tasks of human resource management is job analysis, which includes work descriptions and specifications. This helps both employers and employees achieve optimal performance and prevent job overlap (Rao & Krishna, 2002).

Augustine et al., (2021)defined job analysis as "an essential and rich source of information about jobs and jobholders that professionals and managers has a job descriptions and job specifications for improved corporate performance".

Being the largest humanitarian network in the world, the International Federation of Red Cross and Red Crescent Societies (IFRC) works in over 190 countries to prevent and lessen suffering, uphold human dignity, and advance world peace (IFRC, 2025)

Red Cross and Red Crescent Societies are not entirely independent non-governmental organizations (NGOs) or governmental entities. The Fundamental Principles of the International Red Cross and Red Crescent Movement (IFRC, 2025)and their function as "auxiliaries" define their relationship with the national authorities.

Yemen Red Crescent Society (YRCS) is a humanitarian neutral and impartial organization founded in Aden in 1968, and established in Sana'a in 1970, and both were joined to (IFRC) in 1982. The two organizations merged in October 1993, to form the National Society (Yemen Red Crescent Society).

The Society operates independently throughout the country as an auxiliary organization to the official authorities in the field of humanitarian services under the Yemeni Constitution, the Geneva Conventions and the basic principles of the International Red Cross and Red Crescent Movement to provide the humanitarian services to many governorates in the Republic of Yemen , and it implemented thousands of projects , and due to the hard life circumstances in Yemen, (YRCS) has increased its efforts to provide aids and implement more projects. (Yemenredcrescent.org).

Therefore, this study aims to examine the impact of job analysis on the employees' performance inside (YRCS) to ensure that it has appropriate employees who are qualified to implement its projects effectively and efficiently.

2. Research problem

Over the years, the practice of human resource management has faced many conflicts in determining the right person for the right job in

most of the organizations, which caused poor performance and low productivity. Many organizations have a weak human resource planning policy during recruitment and selection, training and development, succession planning as well as performance appraisal system. This is because job analysis is hardly exist in the organizations for effective and efficient determination for the right persons with the accurate and acceptable knowledge, competency, and abilities during recruitment and training of existing and prospective workers (Augustine et al., 2021).

Yemen Red Crescent Society (YRCS),with 22 branches, more than10 thousand volunteers, about 300 employees, has increased its efforts to provide aids and implement more projects to help people in Yemen. (Yemenredcrescent.org).

Based on the Society regular reports and observations, it has observed that many of its employees do not understand their duties and responsibilities, and don't have the required skills and knowledge to implement their tasks effectively, which affect their performance, that affect the organization performance.

Also, based on many previous studies and research results about the impact of job analysis (description and specification) on performance, the organization top management has realized that there is a real need to examine the impact of job analyses on its employees performance (YRCS internal reports).

Therefore, the research problem in this study tries to answer the main question, which is:

What is the impact of job analysis (job description and job specification) on employees' performance in (YRCS)?

3. Research questions

This main question has two sub questions:

Q 1A: What is the impact of job description on employees' performance in (YRCS)?

Q 1B: What is the impact of job specifications on employees' performance in (YRCS)?

4. Research hypothesis

The study proposes several hypotheses to explore the impact of job analyses (job description and job specifications) on employee's performance:

H1: Job analysis (job description and job specification) has a significant impact on employees' performance in (YRCS).

H1 A: Job description has a significant impact on employees' performance in (YRCS).

H1 B: Job specifications has a significant impact on employees' performance in (YRCS).

5. Research objectives

This study seeks to examine:
1- The impact of job analysis (job description and job specification) on employees' performance in (YRCS).
2- The impact of job description on employees' performance in (YRCS).
3- The impact of job specifications on employees' performance in (YRCS)

6. Significance of the research

This study will contribute to the knowledge of the researchers as well as provide much needed information to the human resource managers. The outcomes of this study would be useful for local and international organizations, because it addresses a very important topic that affect the bottom line and performance of the organizations.

The benefits of this research will be:

• Practical:

- For Top Management of (YRCS). They will be informed and made aware about the current job analysis in the Society, the competency of their current employees, and how much they are qualified to perform their duties effectively and efficiently.

Moreover, the results of this study can help the top management to make administrative corrections and to take the right decisions during the   recruiting and hiring procedures, to

ensure the employees fit the positions asto perform well and promote the production efficiency in general and in particular in (YRCS).

 - For Employees in (YRCS):

They would be given their clearly defined job descriptions that would outline their duties and responsibilities, thus enhancing their performance.

- **Theoretical:**

- For managers in general to help them in the recruiting and selecting process and to realize the importance of job analysis on employees' performance.

- For academicians/other researchers – The study will be a useful source of information for academicians and other researchers who would be interested to undertake research in the same field.

7. Research limits

Objective Limits: to study the impact of job analysis on employee's performance.

Place Limits: Yemen Red Crescent Society (YRCS).

Time Limits: in 2024.
Human Limits: (YRCS) employees.

8. Operational definitions
Operational definition is the reduction of abstract concepts to render them in ameasurable and tangible way. It is done by translating these concepts into observable and measurable elements to develop an index of measurement of the concept (Uma Sekaran, Research methods for business).

Job analysis (JA) is the systematic investigation and identification of the tasks, duties, responsibilities, required skills, knowledge, and work environment of a specific job. (SHRM).

Performance is the execution of an action, task, or function, measured against predetermined standards (accuracy, speed,

efficiency) to assess the level of achievement of objectives (Otley.1999).

A researcher must identify the variables and concepts in the specific meanings and measures he/she intends to use in his research. In this research, the independent variable is job analysis, and the dependent variable is employees' performance.

To render these abstracted concepts into operational definitions, we must identify them in a measurable way.

Job analysis has two components, job description (job Identification, job summary, job duties and responsibilities, work conditions), and job specification (Educational qualifications, experience, skills, personality traits and characteristics).

To measure these variables in this research, 5-point Likert scale (strongly disagree, disagree, neutral, agree, strongly agree) is used.

Employees; all population in (YRCS) no matter of gender type and employees age, considering gender frequency and age scale frequency

▪ Performance is measured by how effectively and efficiently employees are implementing their jobs, duties, responsibilities, and goals using many indicators and metrics as (productivity, quality of work, teamwork, punctuality, and meeting deadlines).

9.Previous Studies:

Yemeni Studies: Ali (2014)conducted a study in job description and its impact on employee's performance in NGOs in the Republic of Yemen as a case study on INTERSOS organization. The study aimed to investigate the impact of job description on the performance of Yemeni staff working for INTERSOS organization. In order to achieve the goals of this study, a questionnaire consisting of (110) items was used, of which (93) were valid for analysis. The study revealed that there is a significant impact of job description on employees' performance in INTERSOS organization. The study presented a number of

recommendations including that all civil society organizations and governmental organizations should care about job description since it is a factor that affects job performance greatly.

Another study was conducted by Ghaleb (2013) titled 'Job description and employees' performance', as a case study at the Ministry of Civil Service & Insurance of the Republic of Yemen – 1997-2011. The study aimed to recognize the occupational description and employees' performance of civil service of the ministry's general office in Sana'a, the republic of Yemen. This study adopted a case study approach, relying on qualitative document analysis using well-established strategies, tools, and methods within the qualitative research tradition. The primary method of data collection involved conducting in-depth, semi-structured interviews with a deliberately chosen group of participants. This group included seven senior administrative officials closely involved in the subject matter, as well as five individuals from non-executive roles who possessed relevant and insightful information. The selection was intentional, ensuring that participants had firsthand experience and knowledge, which is essential for the depth and richness required in qualitative inquiry.The findings revealed several key issues, the most prominent being the lack of clarity in occupational description processes. These descriptions often suffer from imprecision and a subjective bias, lacking the objectivity needed for effective implementation. Additionally, there is no standardized or structured occupational framework in place. The study highlighted the absence of thorough and systematic analysis, as well as detailed job descriptions that clearly define roles and the qualifications required. Furthermore, mechanisms for classifying and evaluating these occupational structures are notably missing. The most important recommendation resulted from the current study is: The occupational designing necessity starts increasingly, reanalyzing and detailed description preparing for each vacation and worker specifications.

Reclassify, reevaluate, rebuilt vocational structure, putting organizing classifications, description and organizing reference, work clues, workers record in accordance with occupational description outputs and phases.

A research was conducted by Albeshari(2013) about job description and its effect on the employee's performance appraisal as a field study in Science and Technology University. The purpose of this research was to assess job description effect on the employee's performance Appraisal in Science and Technology University. The study used the quantitative methodology, and descriptive and analytical design. The population of this study was the employees of Science and Technology University in Yemen 450 employee, the sample size was 200, and for data collection tool, questionnaire was submitted. The study revealed many conclusions as, there is no correlation between the duties and responsibilities addressed in the job description and the performance appraisal inside the university, the sample did not realize the importance of job description and its impact on employee's performance, and the employees justified the ambiguity of their responsibilities and tasks overlapping due to the unclear job description. Finally, the study came up with many recommendations such as, the university must rely on job description to evaluate employee's performance, make operational and measurement definitions for the job descriptions dimensions, stick with objectivity and clarity in job description dimensions, and handing a copy of job description to the employees.

● After reviewing the Yemeni studies, it was clear that all of them concur with the results of this study. However, all of them were implemented in public sectors and private organizations, and were about the influence of job description on performance. So, this study is more comprehensive than the local ones because it examines the influence of job analysis as a whole (description and specifications) on performance, not just job description. Moreover, this study targeted a very unique type of organizations, which is

auxiliaries, therefore, this is another gap this study will try to fill.

Arabic Studies: Five ministries were the focus of a study by AL Rawas & Jantan (2022) on the impact of job descriptions on employee performance in the Omani public sector: health, housing, education, labor, commerce, and industry. Stratified sampling was employed to ensure proportional representation from each ministry. Based on the Slovin formula, the calculated sample size for a total population of 106,102 was 399 respondents. However, to mitigate the potential impact of a low response rate, the sample size was intentionally increased to 798. Despite this effort, only 432 questionnaires were successfully completed and returned by participants. A questionnaire was utilized to collect data for the study, and AMOS software was used. The results of this study demonstrated that employee performance is positively impacted by job descriptions. In order to better explain the diversity in EP, the researcher also made a number of recommendations for future research, including expanding the sample size by incorporating new organizations and looking at other factors like trust and leadership style as moderators or mediators. To improve the understanding of EP in the public sector, more research is advised to be carried out in the context of emerging and developing nations.

Khtatbehet. al (2020) conducted a study to investigate the relationship between job analysis, job performance, and procedural justice among Jordan Industrial Estates' local workers. The study population consisted of 22,843 workers from three industrial companies, and the sample size was 379 workers. However, the team chose to keep recruiting until the sample size reached 760 in order to enable subgroup analysis, and 960 questionnaires were collected. To ensure that all employment levels were represented, a stratified sample was employed. Through the systematic random selection of personnel in each factory and the random selection of factories in the study sample, a self-demonstrated questionnaire was used to collect data. Respondents' answers to the study items

were scored on a 5-point Likert scale. Using AMOS software for statistical analysis, the gathered data was examined using Structural Equation Modeling (SEM). The findings of this study showed that job analysis and performance, job analysis and procedural justice, and procedural justice and job performance all had a substantial positive correlation. Additionally, the association between job analysis and job performance is revealed to be mediated by procedural justice.

Study by Aldalwi (2017) conducted to determine the correlations between job descriptions and perceived organizational support, as well as the impact of each on the performance of academic department heads in the faculties of the University of Sulaymaniyah Iraqi Kurdistan Region. The study was quantitative and employed both descriptive and analytical methods .The deans of academic departments in the faculties of the University of Sulaymaniyah served as the study's population. There were (89) in the role of President. For this purpose, the researcher employed a questionnaire as a tool for gathering data and information. Eighty copies of the questionnaire were distributed, and 76 copies were retrieved. Additionally, a copy of a valid statistical analysis was obtained, and eleven department heads from All Sulaymaniyah University were interviewed in-person. Several statistical techniques were used to test hypotheses. The research has reached a number of conclusions, including: weakness in the university's ability to place the right people in the right jobs; it turns out that the university has some shortcomings in terms of overall organizational support through its determinants, which has an impact on employees' performance and limits their ability to perform at an excellent level; it also demonstrates a correlation and impact of relationships between job descriptions and excellent job performance, as well as between perceived organizational support and excellent job performance; and finally, it reveals a relationship between job description and perceived organizational support and overall excellent job performance within the university examined.

Rajeh (2014) conducted a study in Sudan that looked at how the job description affected the effectiveness of the administrative performance in the UNAMID police. The researcher employed analytical, descriptive, historical, and inductive methods in the study. A list of survey questions and phrases that addressed all of the study's hypotheses was used by the researcher to collect data for his study, which was conducted on a simple available sample of the general population of 11,000 employees. The total sample size was 100 employees. Utilizing the statistical analysis (SPSS) program in the social sciences, the researcher used in conducting the analysis. The study's findings demonstrated a statistically significant correlation between the effectiveness of administrative performance and the job description's requirements. In order to stay up with new advancements and future factors, the study has suggested that the job description should be reviewed on a regular basis for development and continual improvement. Priority should still be given to personnel performance and seniority during redeployments or transfers.

Khatam (2012)study was conducted to find out the impact of job analyses on raising productivity. Examining how job analyses affect productivity growth at Sudanese Thermal Power Generating Corporation-Sudan-Khartoum was the goal of this study. The study employed both descriptive and analytical methods in addition to a quantitative technique. The sample size consisted of all Sudanese Thermal Power Generating Corporation personnel, who were the study population. According to the survey, 88.4% of workers concurred that job analyses have a significant influence on output.

International Studies: in Indonesia Karlina &Heriyanto (2022)was study conducted with the goal of analyzing how job descriptions affected the performance of employees at PDAM, a local water firm. With 31 responders, this study employed a saturated sample, a sampling strategy in which all individuals of the population are used as samples. It employed correlation and determination coefficients (R2),

SPSS version 25 as an analytical tool, and simple linear regression as a data analysis technique that compares or links the independent and dependent variables. Job descriptions have been shown to positively impact employee performance levels.

Ehugbo et al (2022) conducted another study in Nigeria in 2022 on the impact of job descriptions on employee performance at Biase Plantation in Cross River State. The sample size was calculated using Taro Yamane's formula at 242, and the study's population consists of 612 employees. A structured questionnaire was used to elicit the study data, and SPSS software was used to evaluate the hypotheses through multiple regressions. Employee misunderstanding regarding responsibilities and overlapping activities, as well as job conflicts, have been attributed to inadequate job identification in job descriptions, according to the study's findings.

The researcher included numerous recommendations, such as: In order to minimize task overlap, conflict, and role ambiguity, job descriptions must adequately address job identification so that workers are aware of their constraints and may work more competently and dedicatedly. As a result, worker performance will increase. The employees should be assigned to their functional areas by the management. It follows that employing qualified job analyzers, human resources specialists, and job descriptions will enable new hires to apply their acquired knowledge and abilities. Additionally, it will facilitate career planning and development, promote succession planning, and assist companies in keeping skilled and competent employees. It will also promote the development of organizational information systems that will serve as valuable resources for creating relevant references, such as management profiles, skills profiles, and comprehensive HRP. These systems should be essential tools for drafting effective job descriptions.

Wilbertet al (2022) conducted another study on the impact of job descriptions and work

commitment on the work achievement of Pt. Mandiri Berjaya Abadi Medan employees. All 55 employees who work for the company made up the research population. The entire population will serve as the research sample in this study, which will employ a saturation sample collection technique. Respondent data was gathered via questionnaires, which were designed on a five-point Likert scale. The linear regression was tested using SPSS software for data analysis.

The findings of this research showed that there is a statistical effect of job description and work commitment on the work achievement of the employees.

Another study on the impact of job descriptions on employee performance, using compensation as an intervening variable, was conducted by Cia (2022) in Indonesia at PT. Karya Hevea Corporation. The sample size was all employees, as the population consisted of all 40 workers in PT's harvesting division. Simple linear regression analysis was employed as the data analysis approach in this study, and SPSS 25 was utilized for data analysis. With remuneration acting as an intervening variable, the regression's findings indicate that job description has a statistically significant impact on employee performance.

10. Research Methodology

To achieve the objectives of this research, the quantitative methodology was used in order to be able to describe the studied phenomenon theoretically & in a quantitative manner, and to test the phenomenon practically through a questionnaire tool which was distributed to YRCS employees (Creswell & Creswell, 2018).

11.Population and sample size:

Population in this study is the 300 employees of the (YRCS), and sample size is 169, depending on the Krejcie and Morgan (1970). Whereas Creswell (2009) suggested that, the largest possible number of respondents should be selected so that the sample is representative of the target population to make the study more realistic and closer to the truth for the purpose of generalization. Therefore, the researcher has

distributed 200 questionnaires, but only183 questionnaires were retrieved.

12.Data Collection Tools :

The questionnaire is the data collection tool in this study because it is a very cost-effective method and the respondents answer the questionnaire on their own without the researcher's supervision. Moreover, it also gives the respondents more time, space, and freedom .

The questionnaire is divided into three sections, section A contains questions on personal details of the respondents, section B contains questions on job analysis (description and specification), and section C contains questions on employees' performance .All questions in this study were adopted from previous published literatures.

Reliability:

The Cronbach's alpha test was used to assess the instrument's reliability. The test of instrument reliability was carried out for every construct in the study's instrument. Table 1 shows the Cronbach's alpha test scores.

Table 1 Cronbach's Alpha Score for the Instrument's Constructs.

Construct	No. Items	Cronbach's alpha
Job identification	3	0.801
Job summary	3	0.765
Duties and responsibilities	4	0.806
Work environment and conditions	3	0.794
Education Qualifications	3	0.831
Work experience	3	0.842
skills	3	0.876
Personality traits and characteristics	3	0.740
Productivity	3	0.853
Quality of work	3	0.883
Teamwork	3	0.960
Punctuality	3	0.818
Meeting deadlines	3	0.830

The instrument used in this study has no problem with its reliability scores. All of the constructs used in this instrument scored higher than 0.6 with a range of .70 and .96.

13. Data Analysis:

SPSS statistics software was used to analyze data; central tendency measures are used as Mean, to show the average of the results, and frequency to show the most repetitive results.

Additionally, simple linear regression was applied to analyze the relationship and impact between the independent and dependent variables. The standard deviation was used to assess the dispersion of the data in relation to the mean. Pearson's Correlation Coefficient measured the strength of the relationship between variables, while Cronbach's Alpha was utilized to evaluate the reliability and validity of the data collection tool.

Job Title Frequency:

The sample of the study showed that 21.31% of the respondents were conducting assistant jobs, 19.67% of the respondents were service officers, 16.94% of the respondents were purchasing officers, 15.85% were accountants, 14.21 % were working in the HR department,

while 12.02 % were managers. The distribution of the respondents' job title is shown in Table 6.

Table 6. Job Title Distribution of Study's Sample

Job title	Freq	% Valid
Assistant jobs	39.00	21.31
Service officer	36.00	19.67
Purchasing officer	31.00	16.94
Accountant	29.00	15.85
HR	26.00	14.21
Manager (Executive, Branch, Department)	22.00	12.02
Total	183	100

The sample of this study shows balance when selecting different types of jobs to contribute in the study.

14. Research results and hypothesis testing

Testing hypothesis H1, which states that Job analysis (job description and job specification) has a significant impact on employees' performance in (YRCS).

Table 7 Regression Analysis

Characteristic	B	SE1	t - Statistic	95% CI1	p-value
(Intercept)	1.107	.296	3.744	0.532, 1.680	.000
Job description	.266	.079	3.380	-0.111, 0.422	.001
Job Specifications	.441	.079	5.574	0.285, 0.597	.000
R²	.299			F	38.405
Adjusted R²	.291			P-value	<0.001
No. Obs.	183				

1SE = Standard Error, CI = Confidence Interval

Regression model was conducted between employee performance as dependent variable and the job description and job specifications as independent variables. The model of the regression shows significant fit. The independent variable can explain 30% of the variability in the dependent model. R2 adjusted = .29, F = 38.405,   P-value = <.000.

Testing hypothesis H1A, which states Job description has a significant impact on employees' performance in (YRCS).

Regression Model was conducted between employee performance as dependent variable and job analysis as independent variables. The model of the regression shows significant fit. The independent variable can explain 18% of the variability in the dependent model. R2 = .18, F = 39.221, P-value = <.000.

Table 8 : Main Regression Analysis

Characteristic	B	SE[1]	t-	95%	p-value
(Intercept)	1.939	.275	7.039	1.395,	**<0.001**
Job description	.471	.075	6.263	0.323,	**<0.001**
R²	.178			F	39.221
Adjusted R²	.174			P-value	**<0.001**
No. Obs.	183				
[1]SE = Standard Error, CI = Confidence Interval					

Table 8 shows that job description has positive and significant impact on employee performance with a score of (B=.471, t = 6.263, p-value = <0.001).

Testing hypothesis H1B which states Job specification has a significant impact on employees' performance in (YRCS).

Table .9 : Main Regression Analysis

Characteristic	B	SE[1]	t-	95% CI[1]	p-value
(Intercept)	1.632	.259	6.309	1.121,2.142	**<0.001**
Job Specifications	.566	.072	7.863	.424,.708	**<0.001**
R²	.255			F	61.827
Adjusted R²	.250			p-value	**<0.001**
No. Obs.	183				
[1]SE = Standard Error, CI = Confidence Interval					

Table 9 shows that job Specifications has positive and significant impact on employee performance with a score of (B=.566, t = 7.863, p-value = <0.001)

10. Research findings & discussions

The study was conducted to examine the impact of job analysis on employees performance in Yemen Red Crescent Society (YRCS). To examine the impact and the correlation between the two variables of job analysis and employee performance, the study developed three main questions, which are explained as follows:

What is the impact of job analysis (job description and job specification) on employees' performance in (YRCS)?

This question entails the following hypothesis:

Job analysis (job description and job specification) has a significant impact on employees' performance in (YRCS).

This hypothesis was supported as the results of the regression analysis, whereas regression model was conducted between employee performance as dependent variable and the job analysis (job description and job specifications) as independent variable. The model of the regression shows significant fit. The independent variable can explain 30% of the variability in the dependent model.

To demonstrate its details, job description has positive significant impact on employee performance with a score of (B=0.266, t = 3.380 , p-value = 0.001). Job specifications shows significant and positive impact on employee performance with a score of (B=0.441, t = 5.574, p-value = <0.001).Therefore, Job Analysis has positive significant impact on employee performance.

These findings denote that both job description and job specifications together as components of job analysis have a positive significant

impact and influence on employee's performance.

These findings conform with many studies that have been presented in chapter two, such as (Augustine et al., 2021) , whose study revealed that there is a significant relationship existing between job analysis and performances of business organizations in Nigeria. It was also discovered that significant relationships existed between job description, specification as well as job evaluation, and corporate performance of business organizations. Moreover, (Khtabeh, 2020) found in his research in Jordan Industrial Estates, that there is a significant positive relationship between job analysis and job performance. Finally, in 2014, BK. Suthar implemented a research in India in a public a Telecom. Company; finding the relationship between job analysis and organizational performance, and the result of this study showed there is a significant positive relationship between job analysis and organizational performance.

What is the impact of job description on employees' performance in (YRCS)?

To address this question, a regression analysis was conducted with employee performance as the dependent variable and job description as the independent variable. The results of the regression model indicate that job description has a positive and statistically significant impact on employee performance (B = 0.471, t = 6.263, p < 0.001). This suggests that well-defined job descriptions contribute meaningfully to improved employee performance within YRCS.

These findings indicate that job description has a positive significant impact and influence on employee's performance. Taking job description elements in details, starting with job identification, as over 80% of the employees agree that job title for each position is clearly defined, the administrative vertical and horizontal structure is stated without any ambiguity, and code number facilitate many administrative procedures. The second element is job summary, as the majority of the employees agree that job summary addresses

clearly the main tasks of each job, and describes precisely work conditions, and demonstrates the relationship between the positions.

Fourth element is job duties and responsibilities (D&R), as more than 82% of the employees agree that job description demonstrates and explains all (D&R) of each position clearly, and over 50% of employees disagree that there are few overlaps in some (D&R) of some jobs, while about 21% agree there are some overlaps.

For responsibilities and duties have been clearly explained to the employees before they embark their jobs″, over 82% agree that most (D&R) have been clearly explained. Last element is work environment and conditions, around 81 % of the employees agree that physical work conditions and security and safety procedures in (YRCS) are satisfying. However, over 55% believe that both work environment and conditions in the organization are stressful and full of pressures.

These findings of job description and its effect on performance align with many studies that have been also discussed and presented in chapter two, such as (Ali, 2014) his study approved that there was a significant impact of job description on employees' performance in INTERSOS organization in Yemen. Another study has the same findings in Yemen was done by (Galeb, 2013) in the Ministry of Civil Service & Insurance, revealed that poor job description has an adversely an effect on employee performance. Other Arabic and international studies confirm the same results, as (AL Rawas, 2022) in many Omani public ministries, (Karlina & Heriyanto, 2022) in Indonesia, (Taufik, 2014) in Tanzania.

What is the impact of job specifications on employees' performance in (YRCS)?

This question entails the following hypothesis:

Job description has a significant impact on employees' performance in (YRCS).

This hypothesis was supported in the results of the regression analysis, whereas regression model was conducted between employee

performance as dependent variable and the job specifications as independent variable.

The result shows that job specifications has positive and significant impact on employee performance with a score of (B=.566, t = 7.863, p-value = <0.001).

These findings indicate that job specifications has a positive significant impact and influence on employees performance. Taking job specifications elements in details, starting with educational qualifications, as over 80% of the employees agree that the required educational qualifications for each position are realistic and reasonable, for the question of the acceptance of employees based on their educational qualifications, over 70% of the employees agree on that, but around 30% of them were distributed between naturals and disagree, which raise many questions that deserve to be investigated, and for the "Many employees hold educational qualifications that are not aligned with the positions they occupy, a considerable number of the employees either agree or being neutrals to this important question, which must be concerns the top management. The second element is work experience, as the majority of the employees believe that most positions demand a specific experience year to occupy, to coordinate, and to organize the tasks efficiently.

A very controversial response was the ″ work experience that many employees have doesn't necessarily reflect their competency″, over 60 % of the employees agree on that, and around 25% disagree, while 15% were neutrals, these close results indicate that there must be a logical reason for this and should be investigated. Third element is skills, 70% of the employees agree that all the employees who need English language in their jobs are fluent, and 30% were divided equally between disagree and neutrals, so, this point should be considered to enhance performance quality. The majority of the employees confirm that the organization leaders have the appropriate skills to run the organization efficiently. Furthermore, over 72% of the employees agree that having technical skills is very important to get a job within the organization. Last element is personality traits and characteristics (T&C), the

majority of the employees assured that the organization job descriptions have listed the most suitable (T&C) for each job, and they agree that a competitive personality has a positive influence on teamwork, while many of the employees disagree that the different personalities among the teamwork cause issues, some of them agree that difference causes many issues.

These findings of job specifications and its impact on performance align with many studies that have been also discussed and presented in chapter two, such as studies of (Wilbert et al 2022) , (Cen, 2022), and (Sudrajat, 2021) in Indonesia, (Garba & Allumi, 2019) in Nigeria ,and (Aldalwi, 2021). All those studies revealed that job specifications has a positive significant impact on employees performance.

Conclusion

This study concluded that job analysis, represented by job description and job specification, has a positive and significant impact on employee performance in the Yemen Red Crescent Society (YRCS), as it was shown through the use of statistical regression models that job analysis explains a large percentage of the variance in employee performance, which confirms the importance of clearly defining tasks and responsibilities, as well as setting appropriate job specification that contribute to improving efficiency and productivity. The results also showed that both job description and job specification have an independent and positive impact on employee performance, as job description had an important impact in clarifying tasks and responsibilities and reducing job overlap, which was positively reflected on job performance. It was found that job specification play a prominent role in ensuring the employment of individuals with the appropriate competence and experience, which enhanced the quality of performance within the organization.

In conclusion, this study emphasizes the importance of job analysis as an administrative and strategic tool that contributes to improving job performance, making it a key factor in the

success of institutions and enhancing their operational efficiency. This study also opens the door to future research aimed at exploring additional effects of other factors that may affect job performance in various organizational environments.

Recommendations

Based on the findings of this study, the study suggests the following recommendations:

- The organization should consider updating the job analysis once an employee's status is changed in order to ensure the high performance.
- The organization should enhance its job analysis in work conditions and environment and clarify them to the employees plainly.
- The organization should start improving the physical work conditions, as many employees show their dissatisfaction over logistics there.
- The majority of the organization employees either agree or chose to be neutral about the stressful environment of the organization, which is an important factor that effects directly employee's performance. Therefore, top management should investigate this issue and solve it to have a healthy work environment.
- The organization should look more carefully to some (D&R) of some positions, as the findings show a considerable number of the employees believe that there is an overlapping in some positions.
- The organization must ensure that every employee has the appropriate credentials that qualify him to run his position efficiently, as half of the employees agree that some employees are occupying positions that don't match their educational qualifications.
- The organization should not be satisfied only by the experience years of its employees, as many of the employees agree that years of experience don't reflect the competency. Therefore, regular evaluations should be implemented to all the employees.
- The organization should motivate its employees to develop and to enhance their

skills to maximize the performance, those skills could be soft skills or hard skills.
- The organization should consider characteristics and traits when forming teamwork, as the employees prefer to have the same traits among the team to avoid issues.
- The organization should show its employees impartial and justice in many personnel and administrative procedures and treat all of them professionally.
- The organization should motivate its employees by many ways like financial incentives and promotions, as the majority of the employees agree that the organization doesn't show them the appreciation.

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