JOB APPROPRIATENESS (THEORIES, CONCEPTS AND MEASURE IT)

(A CASE STUDY IN IRANIAN OIL REFINING AND DISTRIBUTION COMPANY)

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Abstract:

Job Appropriateness (fit between personal characteristics and job requirements), one of the fundamental issues of human resource management has been proven that this is a Job Appropriateness for the organizational efficiency of human resources is essential. Given the importance of Job Appropriateness, Job Appropriateness in this study were reviewed and evaluated solutions and suggestions for improvement are presented. The main aim of this study and assess the appropriateness of the company's professional staff is the National Iranian Oil Refining and Distribution. In order to assess the appropriateness of international job bank job 1 (O * NET) was used, with regard to this subject in the population studied, 37 were identified as existing staff who work in these jobs, according to the job description. The job description business standards in the database of job internationally are available to compare and match was the 27th title of the job with the international code and the score of knowledge, skills and abilities required to determine and were identified and 27 were given the average job titles of each of the questionnaire included 21 questions were developed to be designed. Reliability of job suitability assessment 0 / 87 respectively and Cronbach questionnaires because of 0 / 7 are the reliability of the questionnaire were necessary. The population size is about 150. Based on stratified random sampling of 80 sample was selected and the 78 questionnaires were collected and analyzed. Data obtained from tests to determine the normal Kolmogorov - Smirnov normality test was used and the results confirmed the data, to determine suitability for the job of comparing the scores obtained from standardized questionnaires with scores in the bank job International (O * NET) is available to use are the findings of this study indicate the fact that only about 40 percent of the employees of these companies in terms of Job Appropriateness, and these findings indicate that the issue is that the population studied, the proportion not have a good job.

Key words: Job knowledge, job skills, job ability.
Introduction

Human life in society are incorporated into the work, other living organisms owe their gifts of nature and their own instincts without thought and effort, especially with direct donations from living nature, but humans only in the short period since the status of mere and the dam has lived esurience content of the dawn of human history, using his intelligence and knowledge of complex brain as tool and material and the nature of their service has had to rely on what is not directly available, but always try and rush the search is to use what is available does not have access to what it feels the need to achieve, and thus his work every day more complex and the normal phase and The distance is more instinctive and cultural aspects of man-made artifacts, and every day more and more of the natural environment around him and made of fabric that he has made for himself is caught, the social life requires cooperation and the mutual needs, leading to division of labor and the development of expertise and skills and the development of quantitative and qualitative results of the added work and social relations and institutions and organized in his more or less extensive and specialized agencies and departments has expanded. (prayer: 8:1384).

Important element of course work and building societies and organizations. For they are not associated with alienation, we must consider the technical and physiological psychology is favorable. Economic and social situation in which the work must be done so that the worker feels he is fair and proportionate to the skill and effort and also pay the appropriate fee is paid to other Working Groups (Boom, 1380: 24).

In doing so, where are the jobs, it features a job working with properties measured and could be considered. It should do the job well and to have the job analysis, job design and people with the next step in the job and the job was done (Sadeghi, 1375:23).

The proper design of jobs and job satisfaction, effectiveness, and not wanting to leave the service and get rid of the service is important. Here, since the characteristics of jobs and how to organize how the structure depends on the first issue that must be examined in the context of the special importance of a varied and extensive career in the making. Division of labor as Scientists believe that all the main classical management and productivity has been the traditional paradigm with advantages and disadvantages are. Among the benefits of increased skills and reduced work time, but the division of labor intensive tasks due to repeated minor decrease in long-term productivity and reduced job satisfaction is a. Therefore, an important role in enhancing the spirit of service, job satisfaction and productivity of the workforce there. However, a detailed explanation of the tasks and missions, redesigning jobs, participation in decision making regarding health and fitness programs work with organizations working in human resources, efficiency increases (figural 2 on: 23:2001).

Proportion employed in jobs with the organization as an effective strategy in the maintenance of human resources is considered. The match begins from the moment the first person to work and pick up his sleeve jobs. Second, the employee organization for finding, selecting, hiring and appointment will be ready. May be hired at the start, according to the needs and requirements Volunteers work to a limited extent, but gradually the proportion of individuals in the course of his career continues and leaves...
behind his life, this proportion is expected to be more .. If the job is designed in such a way that is commensurate with the individual characteristics, is the motivation and productivity in the workforce increases. (Skinner 3, 2005: 342).

**Proportion of employment (the proportion of employed jobs)**

In the past two decades, organizations have to significantly change the characteristics of organizations with decentralization, globalization and leadership on the team have become. In these organizations, organized labor is a major capital and organizational capabilities and skills in the use of human resources in order to maximize their efficiency and productivity, in order to utilize and use of the proportion of knowledge, ability and skills of human resources is very important. Proportion of individual types of jobs fit with their surroundings - 4 is employed, the proportion of costs between the individual and his job could be on the lookout for the organization. The main character fit the job - working in the different definitions that are clear and in research in this area fit the definitions of employment and occupation is presented (Antal 5: 336:2008).

6 David proportion of jobs - working as such defines "compatibility between individual and organization that is doing business" in other words, knowledge, skills and abilities of the individual's knowledge, skills and abilities of the individual jobs in the organization It needs to be (David: 6:2007).

Match between job requirements and working theory is that such a variety of job skills, 7, 8 task identity, task autonomy 9, 10 job knowledge, job skills, 11, 12, and dozens of other variables, there are potential occupational ability and has the capability of the personal characteristics such as age, sex, education, marriage and celibacy, experience, knowledge, skills and abilities appropriate to the individual, and therefore not compatible with the employee and his job affects the individual behaviors and attitudes. (Chang and Klyndr 13: 33:2001)

Hvsaka similar values of jobs and personal values consistent with the values of the important aspects of fitness jobs - that is employed, provided by Hvsaka within the framework of the Stretching - Select - weakening (ASA) is adapted to fit the individual and I have a job, according to this theory, people are attracted to jobs in organizations that jobs are a means of achieving individual goals. (Hvsaka 14: 560:2008).

Four groups of 15 Chaynvy fitness routine job - working with the above examples are as follows (Chaynvy: 23:2008):

1 - Fitness Supplement 16: When a person has characteristics that are similar to the job profile, what I value in life are very similar to the values that exist in my career.

2 - The proportion of the additional 17: When a person can be enough to revitalize the jobs lost in the characteristics or properties will provide additional knowledge, skills and abilities I offer things that other people do the job the operator.
3 - fit the demands - abilities: When a person's ability to meet job requirements, skills, abilities and the abilities and skills that I needed a job.

4 - fitness needs - providing: When a person needs can be met by the job, a job that I expect a job to fulfill my needs, can meet.

As very different definitions of fitness has been observed that the results can be influential.

In studies on the proportion of jobs - jobs that are sometimes very different results and consequences of the breach has been made for each other are also major sources of incompatibility and lack of coordination based on the results of these studies have been diagnosed:

- How to think and understand and define the proportion of jobs - working.
- Define a job operation.
- The realm of concept and methods used to assess Job Appropriateness.
- Individual differences that can lead to different perceptions.

The proportion of jobs in the job - working to distinguish the two methods are considered:

The first method:

In the first method people are asked to do the job profile (values, mission, etc.)

The second method:

In the second method, people are asked to note that the profile of staff members.

Some researchers believe that people are not separate and distinct from the operator's job in the job to be considered (and Dymz Ktystal (1999

Levin, Nottingham, Payj, Lewis (2006) to study the effect of fitness work on job satisfaction of employees in 2006, 12 factories, plants, petrochemical West America conducted a statistical population included 14,500 people, with a sample of 822 questionnaires were collected, including technicians, engineers and managers, the results show, only fifty-eight percent of subjects in terms of employment were appropriate, and higher job satisfaction scores of other individuals who have acquired, also professionals ( chemical engineering, petrochemical, oil) that the job than other occupations in the study population had a higher proportion of job satisfaction scores were higher than the other businesses. [Http://Www.onetcenter.org] ).
Smart In a study that investigated the relationship between job satisfaction and job suitability, the subjects were 792 men and 1077 women in the first year of college and six years after graduating from the University to undertake the job, the question were those who had high job relevance of the knowledge, skills and their ability to be consistent with their job, while studying at the university who wish to build their current jobs and were in the field of expertise directly to the job that was. Thus the acquisition of desired skills and were grown men and women who had shown a high proportion of employment income from their benefits, and opportunities satisfied with the promotion of their jobs, who were fit to the higher It had very little coordination between the knowledge, skills, abilities, and there was a job; lineage to present a dream job in no time and no specialized university that did not get it to work (Smart 2003).

Other research includes a survey of 253 university graduates in jobs at various time periods longer than 7 years, and another survey of 345 bank employees who were working during 4 months, that both Investigation of the relationship between Job Appropriateness and job satisfaction are supported (Beer 23: 2004).

Job satisfaction is highest when the best fit between their abilities and job demands exist (Frykv 24: 2006 Brank 25: 2005).

Another study about the appropriateness of the individual - of the nearly 15,000 teachers and 356 school managers were asked the researchers to conclude an agreement on goals achieved (proportion of) the fundamental skills of students or to increase the physical facilities Job satisfaction is positively associated with leaving the job to be a negative relationship (Van Kvvr 27: 2003).

David fit between the person and the relationship between job attitudes and outcomes examined. The results showed that the proportion of jobs - working to concepts such as freedom, job satisfaction and organizational commitment is related. The results showed that the proportion of persons with a job (of consistency versus other forms of adaptation) and the method used to measure the proportion of jobs - working (internal, external, perceived) between the proportion of jobs - working and attitudinal outcomes makes the adjustment. In general, poor internal communication and behavior are among the criteria (David: 17:2007).

Recently, "an emphasis on individual fitness - a job as a way to reach the needs of recruitment agencies," changing nature of work "is. Understanding of organizational fitness, job skills and job performance are essential for understanding and essential part of any employment decisions, and improved form (Rezaei Nejad: 1382).

Entries are listed according to relevance and importance of job evaluation study will try to fit the job to pay the National Iranian Oil Refining and Distribution.

The research hypothesis

In the present study is the following hypothesis:
Staff participate in professional fitness level Iranian Oil Refining and Distribution has been in good health.

The aim of the research

The main objective of this study are the following:

Evaluate the appropriateness of existing jobs and provide guidelines and suggestions to improve the National Iranian Oil Refining and Distribution.

Materials and Methods

Since in this study, researchers sought to assess the suitability of the job and provide guidelines to improve the staff at National Iranian Oil Refining and Distribution products is based on the research arm of the survey method of research and descriptive research is.

Total population of 150 members of the headquarters staff of National Iranian Oil Refining and Distribution form. The study is based on the following formula 74.

\[
n = \frac{(150)(1/96)^2(0/5)(0/5)}{(0.5)^2(150-1) + (1/96)^2(0/5)(0/5)} = 74
\]

Data for this study were collected from the two following methods.

Library method: This method of data collection related to the research literature and history books, dissertations, articles, databases and Internet sources were used.

Field Methods: In this method, questionnaire design and distribution of the sample information about Job Appropriateness was obtained. In order to assess the appropriateness of the job (knowledge, skills and abilities with the knowledge, skills and abilities needed to perform the job) of the various databases that are used by different countries to create jobs for introducing one of the best and most complete Bank Information Occupational Information Network (O * NET 28) which is supported by the Washington State Department of Labor in the database all the necessary information about defined jobs, meet the conditions of physical, environmental, skills and knowledge and required capabilities, are available.

In these conditions, taking any job site, divided into three components, which includes knowledge, skills and abilities required for the profession is employed and the conditions specified above and is defined in terms of three (Http://Www.onetcenter.org ). With regard to information about available jobs in the job database, 27 questionnaires (depending on the job in 37 organizations and businesses with the implementation of existing jobs in the job database and identified as 27 career matches at the site available jobs in the organization) with respect to three variables of knowledge, skills and ability to work with cooperation and guidance of faculty members, academic advisers and industrial design were developed. Any questions
concerning the appropriateness of the job an average of 21 questions, which consists of the current state of knowledge and skills and employment potential of those deals. The first questionnaire was distributed among 30 of the Staff. These individuals were selected according to the researcher to identify and then completed questionnaires about the appropriateness of the research questions, including questions of proper and demystification of these comments was that the flow of ideas and intellectual exchange and discussion of the interview performed on individual questions, the questionnaire was distributed to the necessary reforms. The presence and distribution of questionnaires to provide an explanation on how to complete a questionnaire regarding different questionnaires in terms of content and appearance of the questionnaire was common. To ensure the validity of the questionnaire \(^5^9\) (it means the validity of the How much research tool for gathering information about what is to be measured) is used in the study of the formal validity of the use of faculty members and consultants and experts to assess the reliability of (it means How reliable is the measurement tool in the same situation would obtain the same results) Cronbach's alpha test was used. (This test was designed to examine and discuss the coordination questionnaires) alpha coefficient obtained for the questionnaire employed to measure the proportion of jobs with 872 /. Obtained and the reliability of more than 70 /. They are, therefore, the reliability of the questionnaire are required.

**Results**

To test this hypothesis in this study must first be determined whether or not the normal distribution of data collected. Normal or abnormal test data using Kolmogorov - Smirnoff is measured by the test results Kolmogorov - Smirnoff Table 1 are:

Table 1: Test of a two-sample Kolmogorov - Smirnov

Test Statistics

<table>
<thead>
<tr>
<th>Z</th>
<th>Most Extreme Absolute</th>
</tr>
</thead>
<tbody>
<tr>
<td>864.</td>
<td>Differences Positive</td>
</tr>
<tr>
<td>000.</td>
<td></td>
</tr>
<tr>
<td>864.</td>
<td>Negative</td>
</tr>
<tr>
<td>3.979</td>
<td>Kolmogorov-Smirnov Z</td>
</tr>
<tr>
<td>000.</td>
<td>Asymp.Sig. (2-tailed)</td>
</tr>
</tbody>
</table>

a. Grouping Variable: GROUP

The table above for the z-test at 95 percent of the 979 / 3 is. The statistical tables in table z-value of 95%, 64 / 1. From there, ready to test the value of z is larger than the z-value, 95% confidence level can be argued that the data collected from a sample has a normal statistical distribution.
Studied in 37 professional staff in these positions were identified and defined according to the job description with the standard of service in the American job database (o * net) are available (Http://Www.onetcenter.org) and finally 27 were compared and matched with the job title and grade of the International Code of knowledge, skills and abilities required was determined that the information is contained in Table 2.

Table 2: Titles, job codes, and frequency

<table>
<thead>
<tr>
<th>Row</th>
<th>Job titles on the Iranian Oil Refining and Distribution Company</th>
<th>O * NET job codes in the database</th>
<th>The number of people who fit the job Frequency</th>
<th>Job of the disproportionate number of people who are Frequency</th>
<th>Many people in each job Frequency</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>Hire an expert</td>
<td>43 to 4061.00</td>
<td>2</td>
<td>4</td>
<td>6</td>
</tr>
<tr>
<td>2</td>
<td>Social worker</td>
<td>43 to 4061.00</td>
<td>A</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>3</td>
<td>Property Accountant</td>
<td>13 to 2011.00</td>
<td>2</td>
<td>3</td>
<td>5</td>
</tr>
<tr>
<td>4</td>
<td>Training and Development</td>
<td>13 to 1073.00</td>
<td>A</td>
<td>A</td>
<td>2</td>
</tr>
<tr>
<td>5</td>
<td>Integrated Accounting</td>
<td>43 to 3011.00</td>
<td>A</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>6</td>
<td>Pension Management</td>
<td>11-3.41.00</td>
<td>A</td>
<td>0</td>
<td>A</td>
</tr>
<tr>
<td>7</td>
<td>Human Resource Management</td>
<td>11-304 .. 00</td>
<td>A</td>
<td>0</td>
<td>A</td>
</tr>
<tr>
<td>8</td>
<td>Auditor</td>
<td>13 to 2011.01</td>
<td>A</td>
<td>3</td>
<td>4</td>
</tr>
<tr>
<td>9</td>
<td>The development of clay</td>
<td>13 to 2061.00</td>
<td>A</td>
<td>0</td>
<td>A</td>
</tr>
<tr>
<td>10</td>
<td>Planning Expert</td>
<td>15 to 1081.00</td>
<td>A</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>11</td>
<td>Environmental Expert</td>
<td>19 to 4091.00</td>
<td>A</td>
<td>A</td>
<td>2</td>
</tr>
<tr>
<td>12</td>
<td>Administrative staff</td>
<td>43 to 3011.00</td>
<td>2</td>
<td>5</td>
<td>7</td>
</tr>
<tr>
<td>13</td>
<td>Expert Press</td>
<td>27 to 3031.00</td>
<td>A</td>
<td>A</td>
<td>2</td>
</tr>
<tr>
<td>14</td>
<td>International Affairs</td>
<td>19 to 3094.00</td>
<td>A</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>15</td>
<td>Social worker</td>
<td>21-1093 .. 00</td>
<td>A</td>
<td>A</td>
<td>2</td>
</tr>
<tr>
<td>16</td>
<td>Head of Commercial Services</td>
<td>11 to 3031.02</td>
<td>A</td>
<td>0</td>
<td>A</td>
</tr>
<tr>
<td>17</td>
<td>Expert land</td>
<td>23 to 2011.00</td>
<td>A</td>
<td>2</td>
<td>3</td>
</tr>
<tr>
<td>18</td>
<td>Budget and finance</td>
<td>13-2031.100</td>
<td>A</td>
<td>2</td>
<td>3</td>
</tr>
</tbody>
</table>
An overall look at the frequency (number and percent) of employees who fit the job or not suit is as follows:

Table 3: Prevalence (number and percent) of employees on the appropriateness or inappropriateness of job

<table>
<thead>
<tr>
<th>Index</th>
<th>Of employees</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Total</td>
</tr>
<tr>
<td>Employees who are suited to the job</td>
<td>31</td>
</tr>
<tr>
<td>Employees who do not fit the job</td>
<td>47</td>
</tr>
<tr>
<td>Workers studied</td>
<td>78</td>
</tr>
</tbody>
</table>

As can be seen in Table 3, 39.7 / 0% of teller samples were matched to suit the job, the highest proportion of occupational pension managers and human resources management, planning, advertising experts, legal experts and experts in occupational employment and the lowest proportion, administrative staff, and experts in integrated planning and management accountants have the property.
Conclusion

People do not just mixed it with his experience and knowledge as a cultural value that has been manifested, and thus the thought, work and social relationships has emerged linked unbroken. This requires that all matters relating to the scope of work is rigorous, because it must do one of the characteristics of the life of mankind. Man is a social ecology, and even today, despite the variety of collections variety of technical progress and momentum in the evolution of the social construction of communities, the work deals with the life and work in common and necessary condition of human life in society (Shafee, 1378: 17).

Since the work done in the form of jobs and is expected to feature in a job working with properties measured and could be considered. It should do the job well and to have the job analysis, job design and people with the next step in the job and the job was done. Jobs and proper design of job satisfaction efficacy and lack of freedom of leaving the service and the service is important. Since the characteristics of jobs depend on how organized and how the organization structure, the first issue that must be examined in this context is important professional jobs in a wide variety to it. division of labor as a major management scholars who believed in the classical and the traditional paradigm of productivity has been the advantages and disadvantages. Among the benefits of increased skills and reduced work time, but the division of labor intensive tasks due to repeated minor decrease in long-term productivity and reduced job satisfaction is a. Therefore, an important role in enhancing the spirit of service, job satisfaction and productivity of the workforce there. However, a detailed explanation of the tasks and missions, redesigning jobs, participation in decision making, compliance with health and fitness programs employed in jobs with an eye to how the efficiency of human resources to increase the proportion employed in jobs Organization as an effective strategy in maintaining human resources are used. The proportion of the first moment a person begins to work and pick up his sleeve jobs, secondly, the organization seeking to employee selection, recruitment and appointment will be ready. May be hired at the beginning, the organization needs volunteers to work, but gradually in proportion to the limited extent that the person continues his career in the organization and the organization makes the period of his life behind the. Variables and other factors into the culture and needs of individuals and organizations will be used if the job is designed to be motivational in nature and individual characteristics is appropriate in this case the productivity of human resources increased (Kazemi HAGHIGHI, 1379: 5).

The main objective of this study and assess the appropriateness of materials listed in the job and provide suggestions to improve it in the National Iranian Oil Refining and Distribution. Important result of this study was obtained from the research community about 40 percent of the Job Appropriateness for this Iranian Oil Refining and Distribution Company as one of the largest companies in the process of developing an effective and fundamental There is an economic good and is not based on the research objectives and results achieved during the research and observations, suggestions and recommendations for increasing fitness for this job, which in turn increase productivity, satisfaction occupational and organizational commitment of employees to be considered are:
1. Given that the people working in this organization with the job of education that are now the operator should not have been appropriate and in accordance with international standards in the hiring process, which in terms of attracting jobs and recruitment for vacant posts, or the existing requirements are created by human resource professionals should be carefully explained to the selection criteria of democracy and international standards should be based on merit.

2. Emphasis on human development through education and promotion as a process for improving the capabilities and abilities, increase knowledge and change attitudes and staff attitudes toward jobs in recent years have been enormous changes (parts inspection, purchasing and advertising).

3. To determine the relative value of jobs and wages adjusted for other jobs inside and outside the company by the directors of human resources and personnel (in jobs such as accountant, senior accountant, purchasing agent and the development of clay).

4. Sharing and integration of business activities and duties with respect to the same job, especially in legal and accounting sectors.

5. Prepare a catalog, brochure, billboard about the latest changes in employment issues in the organization and its installation in high traffic locations such as the woman card, self-service and .. The information to employees.

6. Increase their skills for the promotion and implementation of training programs promotion to higher posts, sending employees to training for jobs outside the organization and similar organizations.

7. Offering a reward and promote employees who work abroad and voluntary organizations in the areas of job training programs that they are motivated to maintain and strengthen their competitiveness and create a healthy and productive employees in the other.

Suggestions for future research:

1 - In the present study was to evaluate the proportion of employees in a small part of the National Iranian Oil Refining and Distribution (headquarters), as is recommended in all branches and agencies related to the company and the results should be The research study will be compared to a more solid basis for assessing the appropriateness of the selection and recruitment agencies in the future should be.

2 according to the study of the job only three components: knowledge, skills and ability to find employment and other aspects of employment such as work style, personality and psychological characteristics have been studied, the researchers suggested that be paid to research on this topic.
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