



A Critical Approach to the Job Analysis Practices of Turkish Container Ports *

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ABSTRACT

The aim of this research is to evaluate the differences between preconditioned job description forms and generated job description forms. Preconditioned forms were generated by human resources managers without taking any remarks from the specialists of the position; however, generated forms are organized by applying job analysis questionnaire method on position executives. Critical theory argues that the power and control of managers over employees causes a barrier for the employees which hinder them from finding a foothold to state their opinions freely. These differences and doctrine supports the basis of the study. It is claimed in the study that preconditioned forms are ineffective because they don't let the employees state their opinions even about their positions which can be accepted as their expertise. The main technique used in this study is "job analysis questionnaire" method. Convenience sampling and simple random sampling is used for selection of the ports and participants. Shipping industry is capital intensive. In other words, the sector is in the part of capitalist economy so writing an article with critical theory about ports and their specific applications describes the uniqueness of the study. It is realized from the study that performing job analysis is vital for ports in order to be aware of the tasks to be performed by the job holders, make a proper distribution of authorities, determine required working conditions, and specify basic skills, knowledge and abilities that the job holders should have. Also by comparison of preconditioned forms and generated ones, managers can understand the importance of the participation of employees.

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Türk Konteyner Limanlarının İş Analizi Uygulamalarına Eleştirel Bir Yaklaşım

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ÖZ

Bu araştırmanın amacı, hazır iş tanımı formları ile uygulama sonucu oluşturulan iş tanımı formları arasındaki farkları değerlendirmektir. Hazır formlar, pozisyon uzmanlarından hiç bir görüş alınmadan insan kaynakları yöneticileri tarafından oluşturuldu; ancak uygulama sonucu oluşturulan formlar, pozisyon yöneticilerine iş analizi anket metodu uygulanarak oluşturulmuştur. Eleştirel teori yöneticilerin çalışanlar üzerindeki gücünü ve kontrolünü, çalışanların görüşlerini özgürce ifade etmek için bir dayanak bulmalarına bir engel oluşturduğunu savunmaktadır. Bu doktrin, araştırmanın temelini desteklemektedir. Çalışmada, ön koşullu formların eksik olduğu iddia ediliyor, çünkü hazır formlarda çalışanlara uzmanlıkları olarak kabul edilebilecek konuları hakkında bile görüşlerini bildirmelerine izin verilmiyor. Bu çalışmada kullanılan temel teknik "iş analizi anket" yöntemidir. Limanlar ve katılımcıların seçimi için kolayda örnekleme ve basit rastgele örnekleme kullanılmıştır. Denizcilik sektörü sermaye yoğun yani kapitalist bir sektördür, bu nedenle limanların belirli uygulamalarına karşı eleştirel teoriyle bir makale yazmak araştırmanın benzersizliğini açıklamaktadır. Çalışma iş analizinin; iş sahibi tarafından yerine getirilecek görevlerin farkında olması, makamların doğru bir şekilde dağılımının sağlanması, gerekli çalışma koşullarının belirlenmesi, bu alana ilişkin temel becerilerin, bilgi ve becerilerin belirlenmesi gibi konular açısından limanlar için hayati bir önem arz ettiği görülmüştür. Ayrıca hazır formların ve üretilen formların karşılaştırılması yöneticilerin çalışanların katılımını ve görüşlerini takdir etmesini sağlayabilir.

1. Introduction

Maritime transportation is the cornerstone of the global trade and economic growth. Ports are located in the center of the maritime transportation, and this situation raises the importance of the port industry. So, ports have to have qualified and adequate personnel which can handle extremely technical and risky operations and processes. Having qualified labor can be achieved with the help of a good human resources management. When ports manage their human resources adequately that brings selecting right candidates and educating and training these candidates properly for the operation of the port. Port industry respectably relies on human resources. Ports should plan and execute human resources effectively. Human resources are essential for ports in order to increase productivity and maintain high quality services.

Job analysis forms a basis in human resources management of ports as well as other organizations. Job analysis has two major products: 1) job descriptions and 2) job specifications. Job descriptions help human resources specialists to examine the candidates by identifying the tasks, duties and responsibilities that the job requires. To recruit the most qualified applicants for the job, managers need to generate job specifications. Hereby they could determine the required knowledge, skills and abilities (KSAs) that the job holder should have to perform the job properly.

As far as we reviewed the literature related with port and job analysis concepts, we have not met a study which includes a job analysis application on ports. This finding bears a need on this concept and it has become the primary motivation for the study. With their complex, dynamic nature and expensive infrastructure and technology investments, container ports require more qualified and more competent personnel than do other types of ports. One of the objectives of this study is to generate job descriptions for the selected positions of container ports by conducting a job analysis via questionnaire method. Data collection methods for job analysis have been examined and the most proper one in terms of the aim of our research has been determined. By developing and preparing job descriptions of office personnel which works in container ports, it has been aimed to generate a sample source for recruitment process which could be benefitted by port human resource managers or specialists. Also it has been aimed to create a model for the container port industry and literature that could be used during the processes of related studies.

Finally the most important aim of this research is to evaluate the differences between preconditioned job description forms and generated job description forms. Preconditioned forms were prepared by human resources managers without taking any remarks or opinions from the specialists of the position; however, generated forms are organized by applying job analysis questionnaire method on position executives to take their opinion, about the required KSAs and working conditions.

Performing job analysis is vital for ports in order; (a) to be aware of the tasks to be performed by the job holders, (b) to make a proper distribution of authorities, (c) to determine required coordination and working conditions, (d) to specify basic skills, knowledge and abilities that the job holders should have, and (e) to clarify the risks, mistakes and disturbances that can be encountered during the work. Determining and clarifying all these variables could help the container ports in their recruitment processes. To use preconditioned job description forms could not reflect the real situation of the ports. The originality of the study is related with this issue. By conducting a job analysis on container ports, we aimed to bring a revelation to the sector representatives that by using pre-conditioned job description forms they are missing the chance to analyze their current situation in the proper manner with their human resources management. The contribution of the study depends on the industry contribution because of the interactive structure of the maritime business administration discipline.

2. Literature

2.1. Job analysis

Job analysis is a systematic transaction by which one defines the path a job is performed, the tasks that form a job, retain the skills and abilities essential to perform a job by a worker (Friedman & Harvey, 1986, p. 779; Wotruba & Castleberry, 1993: 51). It provides that randomness is minimized and learning or behavioral change occurs in structured format (Talukder, 2014, p. 79-80). Systematic process means the job analysis is carefully planned to meet specific objectives. To carry out job

analysis tellingly, managers have the liability to keep all the job information up to date. It is essential that they notify changes in the organization, job assignments, and methods of work provided that classifications are kept updated. In fact, when staff specialists utilize jobs, line managers still have the basic liability of examining both the job analysis and the results of job evaluation (Chang & Kleiner, 2002: 73-80). Job analysis is a scientific study that searches the qualifications, specifications and conditions of a job with various different methods (Sabuncuoğlu, 2013, p. 60). Job analysis is the work of gathering, evaluating and organizing the; (a) functions of the job, (b) reasons of the job, (c) place of the job, (d) required specifications and (e) physical conditions of the job holders (İbicioğlu, 2011).

Job analysis is usually defined as the systematic procedure of collecting and analyzing information about jobs. It forms the foundation upon which many important human resource management systems are built, including selection process, training programs, career development programs, performance management programs, and compensation systems (Çelikten, 2005). The aim of a job analysis is specification of the tasks to be conducted and the knowledge, skills, and abilities (KSAs) required for effective performance for a job as it is assumed to exist in the future (Schneider & Konz, 1989, p. 53). Job analysis process might include the methods like an observation, an interview and a questionnaire to all employees. According to the job analysis, a certain job description and job specifications can be constituted. A job description includes the contents of the job; when job specifications list the requirements of personnel to perform the job (Dias, 2012, p. 137).

2.2. Job description

Job description is the primary output of job analysis and job descriptions define what is done in the job. This is usually useful for things like describing major job responsibilities for harmonization in a performance management system or identifying the context of training programs (Morgeson & Campion, 2000, p. 823). Job description is the characterization of the duties, authorities and responsibilities that a job requires. It is the written statement for the employees that shows “*what to do?, how to do it? and in what conditions to do it?*” (Bayhan-Karapınar, 2014, p. 70). A job description contains; identity of the job, summary of the job and the conditions of the job (Ertürk, 2011). Job description includes; the tasks, responsibilities, conditions and the other aspects of the job (Can et al., 2012). As the most significant product of job analysis, job description is a written statement of what the worker really does, how he or she does it, and what the job’s working conditions are. Analysts use this information to write a job specification which lists the knowledge, abilities, and skills required to perform the job satisfactorily. There is no standard format for writing a job description. However, most descriptions contain sections that cover (Dessler, 2015, p. 133-134).

- Job identification
- Job summary
- Responsibilities and duties
- Authority of incumbent
- Standards of performance
- Working conditions
- and Job specification

2.3. A critical theory approach to manager – Employee relations

Critical theory is associated with the Institute for Social Research, established in Germany in 1923 and staffed by Theodor W. Adorno, Max Horkheimer, Herbert Marcuse, Friedrich Pollock, Leo Lowenthal, and Walter Benjamin. The most important recent representative of critical theory is Jürgen Habermas, a student of Adorno and Horkheimer who departed significantly from certain positions of the founders (Agger, 1991).

According to Carr (2000), the term “critical theory” refers to a “school of thought”. Laughlin, (1987) claims that critical theory is a vehicle through which understanding about reality can be achieved and transformation of concrete institutions occur. Understanding is always to be related to the concerns with desired transformation. It is the view that the present is not satisfactory, that reality could be better than it is, and that the methodological aspects of critical theory can create this improvement which marks out this thinking as essentially critical. According to Agger, (1991) The

most lasting methodological contribution of critical theory to social science is the way it attunes empirical social researchers to the assumptions underlying their own busy empiricism. Critical theory aims to reveal the ideological illusions penetrated into social relations and to analyze the theories that expose "false" explanations of social reality. Critical theory is not only a criticism of social facts but also a criticism of the theories that make "false" representations of these facts (Balkız, 2004).

Critical Theory, which forms the base of critical management studies, deals with power without detaching it from its historical and socio-cultural context. So, power is not easy to define and yet the theory is almost not interested in defining it. Since power is embedded in everything in life rather than having an objective existence out there, it is difficult to analyze this concept (Dikili, 2014). Managers in organizations constantly seek to create a power and pressure on the employees. This power and pressure can be with using technical and bureaucratic supervision mechanisms or ideological control mechanisms (Sewell & Wilkinson, 1992; Delbridge et al., 1992). Critical theory argues that the power and control of managers over employees causes a barrier for the employees, which hinder them from finding a foothold to state their opinions freely (Yücesan-Özdemir, 2000; Özen-Aytemur, 2013; Yücesan-Özdemir, 2001). These explanations support the basis of the study and it is claimed in the study that preconditioned forms are ineffective because they don't let the employees state their opinions even about their positions which can be accepted as their expertise.

3. Methodology

The main technique used in this study is "job analysis questionnaire" method. The method used in the study is the example of "qualitative study". Literature review and secondary data analysis are also qualitative techniques used in the study. Convenience sampling is used for the determination and selection process of the ports. For the determination and selection process of the participants, simple random sampling is used.

The limitations of diary method, direct observation and interviews have steered to the use of questionnaires as the most largely used approach to job analysis (Prien et al., 2009, p. 29). A questionnaire submits a list of items that are esteemed to be job-based and asks subject matter experts to rate each item on its interest to the job under examination. Selecting respondents who would respond accurately to items on a job-analysis questionnaire is a vital issue for the accuracy of the study (Green & Stutzman, 1986, p. 543). However, a significant handicap of the questionnaire method is the probability that either the respondent or the job analyst will misconstrue the information (Ferris et al., 2002, p. 215).

If the questionnaire method is used, a list of all of the probable tasks that are conducted in a job must be developed. Then, at least one employee qualified about the job finishes the questionnaire. It is equitable to have two or even three people complete the questionnaire to verify. The use of questionnaires is most effective when a huge amount of employees are included or when a number of widely dispersed employees are to be questioned about their jobs (Anthony et al., 2002, p. 211). Constructing the questionnaire needs attentive planning and may bear countless revisions to provide that the desired information is accurately pinpointed (Carrell et al., 1992, p. 52-53). Questionnaire design is also a complicated task. Questions need to be proper and accurate; or else the quality of information attained will fall short of expectations (Cole, 2002: 160). "*A questionnaire simply asks; describe the major duties of your job*" (Dessler, 2014, p. 83-84). Job analysis questionnaire is a survey tool that developed and given to employees and managers to complete for their companies. The typical job questionnaire usually contains questions in the following areas (Mathis & Jackson, 1997, p. 201-202):

- Liabilities and percentage of time spent on each
- Special duties performed less and more frequently
- External and internal connections
- Coordination and supervisory responsibilities
- Materials and equipment used
- Decisions made and discretion exercised
- Records and reports prepared
- Used knowledge, skills, and abilities (KSAs)

- Necessary training
- Physical activities and features
- Working provisions

During the development process of the job analysis questionnaire forms for this research, several human resources books have been examined. The significance has been given to the Turkish books for the reason of the intention to give the proper usages of concepts which could be easily and thoroughly understood by the applicants. Before finalizing the job analysis questionnaire forms of the research, the related parts of all books given in Table 1 are evaluated.

Table 1. Benefitted Books during the Development Process of Job Analysis Questionnaire Forms

AUTHOR	YEAR	NAME OF THE BOOK
Bayhan-Karapınar, P.,	2014	İnsan Kaynakları Yönetimi: İnsan Kaynakları Yönetiminde İş Analizi ve İş Tasarımı (Human Resources Management: Job Analysis and Job Design in Human Resources Management)
Sabuncuoğlu, Z.	2013	Uygulama Örnekleriyle İnsan Kaynakları Yönetimi (Human Resources Management with Application Examples)
Özgen, H. and Yalçın, A.	2011	İnsan Kaynakları Yönetimi: Stratejik Bir Yaklaşım (Human Resources Management: A Strategic Approach)
Saruhan, C. S. and Yıldız, M. L.	2014	İnsan Kaynakları Yönetimi: Teori ve Uygulama (Human Resources Management: Theory And Practice)
Dessler, G.	2015	Human Resource Management
Werther, W. B. and Davis, K.	1996	Human Resources and Personnel Management
Harris, M.	1997	Human Resource Management: A Practical Approach

Source : Yıldız, 2016, p. 81.

“Job Analysis” lecture notes (Çapraz, 2016) of Human Resources Management Certificate Program have also been used in the preparation process of job analysis questionnaire. Standard job analysis questionnaire format which is accepted and used by both specialists and academicians has been developed and enriched based upon the books given in Table 1 for the study.

Convenience sampling has been used for the determination and selection process of the container ports. Convenience sampling is one of the most frequently used sampling strategies. In convenience sampling, participants are principally selected on the basis of ease of access to the researcher and, secondarily, for their knowledge of the subject matter (Russell & Gregory, 2003, p. 36). Convenience sampling involves selecting haphazardly those cases that are easiest to obtain for the sample. The sample selection process is continued until the required sample size has been reached (Saunders et al., 2009, p. 241). Main sample of the study is not public ports but both private and privatized ports because of their human resource management activities.

Table 2 indicates the information about the profile of the ports taking part in the study. Port A and Port B are located in Iskenderun Bay. Port C is located in East Black Sea Region. Port A is a private enterprise and established in 2010. Port B is a privatized port which was privatized from Turkish State Railways (TSR) in 2011 for 36 years with an amount of USD 372.000.000. Port C is a privatized port too which was privatized from TMO in 1997 for 30 years and it is also a joint-stock company.

Table 2. Profile of the Participant Ports

	LOCATION	CLASSIFICATION	ADDITIONAL INFO
PORT A	Iskenderun Bay	Private Port	Established in 2010 as a private enterprise.
PORT B	Iskenderun Bay	Privatized Port (Turkish State Railways)	Privatized in 2011 for 36 years.
PORT C	East Black Sea Region	Privatized Port (Turkish Maritime Organization)	Privatized in 1997 for 30 years.

Source: Yıldız, 2016, p. 82.

For the determination and selection process of the participants, simple random sampling has been used. Simple random sampling is a probability sampling procedure that gives every element in the target population, and each possible sample of a given size, an equal chance of being selected. As such, it is an equal probability selection method (Daniel, 2012, p. 126). According to Latham, (2007); “*simple random sampling requires that each member of the population have an equal chance of being selected (as is the main goal of probability sampling)*”. Table 3 shows the milestones and phases of the data collection process.

Table 3. The Milestones of the Data Collection Process

Date	The Milestones	Responsible person and his/her port	Communication
28.03.2016	Face to face meeting date agreed as 01.04.2016	Operations Manager of Port A	Phone call
01.04.2016	Meeting with General Manager of Port A arranged for 03.04.2016	Operations Manager of Port A	Face to face meeting
02.04.2016	Meeting with Human Resources Manager of Port B arranged for 04.04.2016	Commercial Tariff Chief of Port B	Phone Call
03.04.2016	The implementation date decided as 05.04.2016	General Manager of Port A	Face to face meeting
04.04.2016	3 preconditioned forms received.	Human Resources Manager of Port B	Face to face meeting
05.04.2016	The implementation performed on personnel arranged by human resources chief.	Human Resources Chief of Port A	Face to face meeting
15.04.2016	The implementation approved	CEO of Port C	Phone call
15.04.2016	Job Analysis Questionnaire Form sent via email.	Accounting Chief of Port C	E-mail

Source: Yıldız, 2016, p. 85-87.

During the literature review we have not met any study bonding "container port" and "job analysis" concepts. And also while searching the “job analysis of Container Ports” on the internet we have seen that "Job Description" and "Job Specification" concepts are only included in the job advertisements of container ports. In this regard this study could be a research to fill this gap in the maritime related literature.

4. Results and discussions

Container ports are very complex and dynamic areas where several activities are performed by and on account of various actors and operators; they are usually unlike to one another (Emiroğlu & Özer-Çaylan, 2014, p. 7). The current trend encountered in the port and shipping sector points out that

increased operation automation and technological innovations in port operation, capacity expansion, and capital intensive nature of shipping operation have put port operators and authorities under pressure to improve efficiency and productivity. Following this trend, many ports have gone through reforms and partially or utterly transferred to private operators (Esmer et al., 2016, p. 3-4). Overall planning in organizations like ports, have lately been turned towards human resources. Job analysis is a part of this tendency. The organization performing job analysis should look over its business plans for a selected planning horizon. Substantial attention should be paid to primary shifts in lines of business, expected utilization of new technologies, and all other important and predictable events which could affect the KSAs required in the future (Hitt et al., 1994, p. 44). To the contrary, those ports are organizations that include all these subject changes which require a job analysis implementation. In this direction, a job analysis application has been performed on selected container ports to analyze all these propositions and following tables have been prepared by means of the research results and evaluation. Three preconditioned forms are paired with the jobs have been examined in the study. The comparisons involve Human Resources Chief of Port B with Port A, Commercial Tariff Supervisor of Port B with Port A and finally Accounting Executive of Port B with Port C. These three positions are selected through their importance and workload within the container port organization.

Table 4 is organized by opinions and participation of the Human Resources Chief.

Table 4. Job Description of Human Resources Chief of Port B (1/3)

Job Title: HUMAN RESOURCES CHIEF			
Title of the Division: HUMAN RESOURCES DEPARTMENT			
Number of Personnel in The Division: 4			
Directly Reported Senior Manager: CFO			
Job Description: Handling and developing whole human resources processes in accordance with the human resources policies of the port. Applying and establishing recent systems and informing and educating personnel related with these developments.			
TASKS AND DUTIES			
Daily: Handle personnel affairs demands.	Weekly: Prepare weekly occupational safety reports.	Monthly: Arrange bordereau of the employees. Control and monitor education, course and training plans.	Random: Handle recruitment processes. Handle dismissal processes.
AUTHORITIES			
Assigning, employing and guidance. Penalizing.	Permitting. Interviewing job candidates.	Epitomizing.	
Responsibilities: Handle monthly bordereau transactions. Prepare end of month reports. Plan and monitor educations. Recruitment processes. Control, monitor and develop performance appraisal systems. Handle personnel affairs.	Time Spend (%): 30 30 20 5 5 10	Frequency: Frequently Frequently Frequently Frequently Frequently	

Table 4. Job Description of Human Resources Chief (2/3)

COORDINATION	
Individuals to Contact With	Frequency
Employees of other organizations and public enterprises.	Occasionally
Executives of other organizations and public enterprises.	Frequently
Public opinion / Press.	Rarely
Customers.	Rarely
External Stakeholders.	Rarely
The Objectives of the Contacts	Frequency
Information / Document exchange.	Frequently
Technical statements relevant to job.	Frequently
Negotiating technical issues related with the job.	N/A
Giving instructions and guidance.	N/A
Advising and mentoring.	N/A
Inducing other parties and establishing consensus.	N/A
Negotiating issues on behalf of the company.	N/A
KNOWLEDGE, SKILLS AND ABILITIES (KSAs)	
Education	
Education subject: Economics and Administrative Sciences, Human Resources Management	Education Level: Bachelor's and/or Master's Degree
Experience	
Experience subject: Human Resources Processes	Duration of Experience: 5 Years.
Foreign Language: ENGLISH	Level: UPPERINTERMEDIATE
Physical Exertion: 10%	Mental Effort: 90%
WORKING CONDITIONS, RISKS AND ERRORS	
Working Conditions	Proportion
In the office / sedentary.	70%
In the office / standing.	10%
In the office / excursively between sections.	15%
In the office / light load lifting.	1%
In the office / heavy load lifting.	N/A
Out of the office / mobile.	4%

Table 4. Job Description of Human Resources Chief (3/3)

Risks	Level	
Occupational Accident Risk	Low	
Traffic Accident Risk	Low	
Occupational Disease Risk	High	
Disturbances Encountered During Work		
Inadequate ergonomics		
Errors	Noticing Person	The Loss Caused
Payroll mistakes.	Oneself and Senior Management	Financial Loss
Reporting mistakes.	Oneself and Senior Management	Financial Loss

Source: Yıldız, 2016, p. 92-93.

The main frame of the job in Table 4 is described as developing whole human resources processes in accordance with the human resources policies of the port. Through this inducement it is seen that the job requires a constant care on the problems and needs of the employees and their relations with their colleagues. Responsibilities section of the table shows that the job requires a constant care on personnel related issues like; documentations, reports, transactions and practices. The authorities assigned to the job holder contain a total enforcement on personnel. The job holder can penalize, recruit, permit and reward employees. The job requires a frequent contact with executives of other organizations and public enterprises related with information/document exchange and technical statements related with the job. The education subject of the job is related with economics and administrative sciences and human resources management disciplines. The job candidates are expected to have at least a bachelor's degree. A past experience at least around five years related with human resources processes is sought on a candidate for the job. A good English Language command and high mental effort are some vital essentials of the position. In a day, the job holder spends most of his/her time on sedentary position. There is low occupational and traffic accident risk while there is a high occupational disease risk. Inadequate ergonomics can be the major cause of the occupational disease risk. Payroll and reporting mistakes are the most common mistakes done by the job holders and these mistakes turn back with a financial cost for the port.

Table 5 shows the preconditioned job description form received from Human Resources Department of Port B.

Table 5. Preconditioned Job Description Form of Human Resources Chief of Port B

Job Title: HUMAN RESOURCES CHIEF	
Title of the Division: HUMAN RESOURCES	
Number of Personnel in The Division: N/A	
Directly Reported Senior Manager: DIRECTOR OF FINANCIAL AND ADMINISTRATIVE SERVICES	
Job Description: Handling and developing whole human resources processes in accordance with the human resources policies of the port.	
TASKS, AUTHORITIES AND RESPONSIBILITIES	
Meet the requirements for competency-based recruitment.	Manage and support the proper transfer, waging, promotion and retirement processes.
Determine, provide, plan, implement, evaluate and issue reports regarding education and training.	Help establishing, revising and monitoring job descriptions for all positions.
Well-informed about labor-related regulations, provide full compliance with them.	Support bettering and improving efforts for organizational structure.
Establish, develop and implement performance systems.	Manage fixing competency levels required through job analyses and job descriptions.
Update the organizational Charts.	Issue reports regarding human resources and budget issues.
Implement and revise human resource system.	Update the human resource related documentation.
Establish close contacts with the employees, collect data about their expectations and meet such requests.	
KNOWLEDGE, SKILLS AND ABILITIES (KSAs)	
Education	
Education subject: N/A	Education Level: Associate and Bachelor's Degree
Experience	
Experience subject: N/A	Duration of Experience: 7-9 Years.
Foreign Language: ENGLISH	Level: INTERMEDIATE
Physical Exertion: N/A	Mental Effort: N/A
WORKING CONDITIONS	
In the office	
RISKS	
Low Risk	

Source: Responsible Person in Human Resources Department

It is clearly seen that Table 5 does not reflect any of the ideas or experience of the Human Resources Chief, because the statements are stereotypical and cursory statements. The responsibilities and authorities sections are in an interwoven condition and it is not possible to determine where the responsibilities end and authorities begin. Lots of essential information and data are missing related with the actual nature of the job. The job holder with an adequate experience can be counted as the specialist about the position so that his/her ideas and participation are vital for writing job descriptions.

Evaluation For the “Human Resources Chief” Title: The main difference between Table 4 and Table 5. In Table 4, job descriptions are prepared with the participation of the job holder and reflect the actual operations, activities and transactions handled in the context of the job. In Table 5 tasks, duties, authorities and responsibilities are not definite. There are slapdash sentences that give no information related with the lines of the job, and the job holder cannot know where his/her authority starts and finishes. The required education and experience subjects are missing. Working conditions are not clear and types of the risks are not definite. This uncertainty would be a distress for the human resources (HR) personnel of Container Ports because the HR locates in the heart of the organization and it is the strategic department which deals with the recruitment. When recruiting someone for this position, managers should express their expectations from the candidate with all details. This could give them the chance to test the candidate if he/she can fit the position or not.

Table 6 was developed by opinions and contribution of the Commercial Tariff Supervisor and all the information gathered were controlled by the Human Resources Chief of Port A.

Table 6. Job Description of Commercial Tariff Supervisor of Port A (1/3)

Job Title: COMMERCIAL TARIFF SUPERVISOR			
Title of the Division: COMMERCIAL TARIFF			
Number of Personnel in The Division: 2			
Directly Reported Senior Manager: COMMERCIAL TARIFF DIRECTOR			
Job Description: Generating, issuing, announcing and applying price lists for port services. Reporting the applied prices. Reporting the returns of the services.			
TASKS AND DUTIES			
Daily: Control invoices and assessments. Inform customers. Perform sales and marketing activities.	Weekly: Prepare weekly activity reports. Perform weekly overall controls on the whole documents issued and services given.	Monthly: Prepare monthly invoice data reports. Control reflected invoices of the subcontractors. Perform controls on the operating system.	Random: Prepare, apply price lists. Perform archiving. Prepare reports for the inspections. Check the compliances of the services with the regulations and legislations. Perform business deals with other firms and record to the system.
Responsibilities: Preparing price lists. Control application of the prices. Reporting. Arrange editing on the operating system. Customer relations.	Time Spend (%): 10 20 30 20 20	Frequency: Occasionally Frequently Occasionally Frequently Frequently	
AUTHORITIES			
Assigning and guidance. Permitting. Initialing a document.	Informing customers and those concerned. Spending. Interviewing job candidates.	Document and cargo acceptance. Signing. Negotiating with customers.	

Table 6. Job Description of Commercial Tariff Supervisor of Port A (2/3)

COORDINATION	
Individuals to Contact With	Frequency
Employees of other organizations and public enterprises.	Frequently
Executives of other organizations and public enterprises.	Frequently
Public opinion / Press.	N/A
Customers.	Frequently
External Stakeholders.	N/A
The Objectives of the Contacts	Frequency
Information / Document exchange.	Rarely
Technical statements relevant to job.	Occasionally
Negotiating technical issues related with the job.	Rarely
Giving instructions and guidance.	Occasionally
Advising and mentoring.	Rarely
Inducing other parties and establishing consensus.	Rarely
Negotiating issues on behalf of the company.	Rarely
KNOWLEDGE, SKILLS AND ABILITIES (KSAs)	
Education	
Education subject: Business Administration	Education Level: Bachelor's Degree
Experience	
Experience subject: Sales, Customer Relations, Accounting	Duration of Experience: 5 Years.
Foreign Language: ENGLISH	Level: INTERMEDIATE
Physical Exertion: 20%	Mental Effort: 80%
WORKING CONDITIONS, RISKS AND ERRORS	
Working Conditions	Proportion
In the office / sedentary.	87%
In the office / standing.	2%
In the office / excursively between sections.	5%
In the office / light load lifting.	1%
In the office / heavy load lifting.	N/A
Out of the office / mobile.	5%

Table 6. Job Description of Commercial Tariff Supervisor of Port A (3/3)

Risks		Level
Occupational Accident Risk		Low
Traffic Accident Risk		Low
Occupational Disease Risk		Low
Disturbances Encountered During Work		
Noise	Dust	Stink
Errors	Noticing Person	The Loss Caused
Incorrect pricing.	Oneself and Senior Management	Financial Loss and Trust Loss
Incorrect reporting.	Oneself and Senior Management	Trust Loss
Performing transactions in contrary with Turkish Commercial Code.		Penalties and Financial Loss

Source: Yıldız, 2016, p. 94-95.

Focus point to this title will be the technicality of the job. An intense analytical knowledge and continuous attention on the calculations and documents are the necessities that the candidate should accept to execute and he/she should have the abilities related with this concepts like; analytical thinking and high concentration. The general line of the job is described as generating, issuing, announcing and applying price lists for port services and reporting the applied prices. With this information it is seen that the job requires a constant care on the commercial processes of the port. Responsibilities section of the table shows that the job is directly related with the tariff management of the port. Customer relations, preparing and controlling price lists and tariff based reporting are the main responsibilities of the job holder. The authorities assigned to the job holder leans mostly on a mixture of sales and financial issues.

The job requires a continual contact with customers based on technical statements related with the job. The education subject of the job is related with business administration discipline. The job candidates are expected to have at least a bachelor's degree. A past experience around five years related with sales and customer relations is sought on a candidate for the job. A good English Language command and high mental effort are some vital essentials of the position.

In a day, the job holder spends most of his/her time on sedentary position. There is low occupational and traffic accident risk and also low occupational disease risk. Noise, dust and stink are the main disturbance factors imposed during the job. Incorrect pricing and incorrect reporting are the most common mistakes done by the job holders and these mistakes can cause financial loss and trust loss for the port.

While Table 6 was developed by opinions and contributions of the Commercial Tariff Supervisor, Table 7 was developed from the preconditioned job description form received from Human Resources Department of Port B.

Table 7 does not contain any contribution of the Commercial Tariff Supervisor. The job description seems to be generated with conjectural statements. The responsibilities and authorities sections are in a mess condition. There is a section which has to contain authorities but there isn't any authority specified there. Plenty of primary information and data are missing relevant to the overall command of the job. Required skills, knowledge and education are null. Risks that can be encountered are not specified. And there is no information in the mistakes and coordination sections. A job description without this information is defective because this information is essential for a job description. Using this defective job description form for a recruitment process won't provide any help to the interviewer because missing data hinder him/her from asking proper and conformable questions to the candidate.

Table 7. Preconditioned Job Description Form of Commercial Tariff Supervisor of Port B

Job Title: COMMERCIAL TARIFF SUPERVISOR			
Title of the Division: FINANCIAL AND ADMINISTRATIVE SERVICES DEPARTMENT			
Number of Personnel in The Division: N/A			
Directly Reported Senior Manager: COMMERCIAL TARIFF CHIEF			
Job Description: Performing deposit collections from customers for port services in accordance with port tariffs. Preparing invoices and relevant reports for completed operations.			
TASKS, AUTHORITIES AND RESPONSIBILITIES			
Daily:	Weekly:	Monthly:	Random:
Get invoices printed.	Check the deposit return list.	Check the lists received from the Division of	Reflect the customer expectations to the system and services.
Check the invoices.	Check the weekly reports.	Payments Due.	Check recording and filling of all the documents.
Place orders manually.	Check the weekly performed tasks.	Prepare end of month reports.	Work and get the employees to work in accordance with the corporate policies and procedures.
List the customer enrollments.	Check the report regarding the services undertaken.	Check the compliance of the invoices issued with the Tariff.	
Provide training for the employees.			
Check the banking payments and approve the related operations.			
Carry out order controls.			
KNOWLEDGE, SKILLS AND ABILITIES (KSAs)			
Education			
Education subject: N/A		Education Level: Associate Degree	
Experience			
Experience subject: N/A		Duration of Experience: 5 Years.	
Foreign Language: ENGLISH		Level: INTERMEDIATE	
Physical Exertion: N/A		Mental Effort: N/A	
WORKING CONDITIONS			
In the office			
RISKS			
Medium Risk			

Source: Responsible Person in Human Resources Department of Port B.

Evaluation For the “Commercial Tariff Supervisor” Title: The job has high technicality. An intense analytical knowledge and continuous attention on the calculations and documents are the necessities that the candidate should accept to execute, and he/she should have the abilities related with this concepts like; analytical thinking and high concentration. Pricing has a critical importance for the container ports because a little mistake related with pricing will cause serious financial loss and loss of reputation for the organization.

Table 8 was generated with the opinions and contribution of the Accounting Executive and all the relevant data collected were controlled and examined by the CEO of Port C.

Table 8. Job Description of Accounting Executive of Port C (1/3)

Title of the Division: ACCOUNTING DEPARTMENT

Number of Personnel in The Division: 2

Directly Reported Senior Manager: GENERAL MANAGER

Job Description: Organizing accounting records. Issuing and signing invoices. Coordinating the financial transactions. Recording the port and ship traffic. Organizing accounting records to be in compliance with legislations.

TASKS AND DUTIES			
Daily:	Weekly:	Monthly:	Random:
Perform ship traffic system entries.	Prepare ship load charts.	Arrange personnel meetings.	Report department needs.
Organize and control invoices.	Control ship logbooks.	Generate monthly financial analysis.	
Meet financial needs.	Prepare payment orders and plans.	Prepare monthly ship tracking system reports.	
Control channels of payments.		Organize vat returns.	
Responsibilities:	Time Spend (%):	Frequency:	
Preparing financial reports.	40	Frequently	
Ship tracking system entries.	40	Frequently	
Yearly port financial statistics.	20	Frequently	

Table 8. Job Description of Accounting Executive of Port C (2/3)

AUTHORITIES		
Negotiating with customers.	Informing customers and those concerned.	Document and cargo acceptance.
Purchasing.	Spending.	Signing.
Interviewing job candidates.	Interviewing job candidates.	
COORDINATION		
Individuals to Contact With	Frequency	
Employees of other organizations and public enterprises.	Frequently	
Executives of other organizations and public enterprises.	Frequently	
Public opinion / Press.	Rarely	
Customers.	Frequently	
External Stakeholders.	Rarely	
The Objectives of the Contacts	Frequency	
Information / Document exchange.	Frequently	
Technical statements relevant to job.	Frequently	
Negotiating technical issues related with the job.	Occasionally	
Giving instructions and guidance.	Frequently	
Advising and mentoring.	Rarely	
Inducing other parties and establishing consensus.	Occasionally	
Negotiating issues on behalf of the company.	Occasionally	

KNOWLEDGE, SKILLS AND ABILITIES (KSAs)	
Education	
Education subject: Business Administration	Education Level: Bachelor's Degree
Experience	
Experience subject: Finance and Accounting	Duration of Experience: 6 Years.
Foreign Language: ENGLISH	Level: INTERMEDIATE
Physical Exertion: 70%	Mental Effort: 90%

Table 8. Job Description of Accounting Executive of Port C (3/3)

WORKING CONDITIONS, RISKS AND ERRORS		
Working Conditions	Proportion	
In the office / sedentary.	50%	
In the office / standing.	30%	
In the office / excursively between sections.	15%	
In the office / light load lifting.	5%	
In the office / heavy load lifting.	N/A	
Out of the office / mobile.	N/A	
Risks	Level	
Occupational Accident Risk	Low	
Traffic Accident Risk	Low	
Occupational Disease Risk	Medium	
Disturbances Encountered During Work		
Inadequate ventilation	Noise	Moisture
Errors	Noticing Person	The Loss Caused
Incorrect recording.	Oneself	Financial Loss
Miscalculation.	Oneself and Senior Management	Financial Loss

Source: Yıldız, 2016, p. 109-110.

Table 8 shows that the job “Accounting Executive” contains an intense technicality. The job holder should have a deep knowledge on the accounting procedures and the legal regulations related with the concept of the job. He/she must constantly organize and perform controls related with the documents and invoices issued by the port. The candidate should have deep analytical and mathematical knowledge and the job holder should be a careful individual. The main perspective of the job is mostly related with organizing and handling the financial transactions of the port. It means that the job requires a solid experience on the accounting and financial management components. Preparing and organizing financial analysis, reports and statistics are the main responsibilities of the job holder. The authorities assigned to the job holder mostly regard to financial issues such as purchasing and spending. The job bears a sustained contact with customers and executives of other enterprises connected with technical statements related with the job and information / document transactions. The education subject of the job is related with business administration discipline. The job candidates are expected to have at least a bachelor's degree. A past experience around six years related with finance and accounting is looked for on a candidate for this job. The job inclines almost equal level of mental and physical effort.

In a day, the job holder spends most of his/her time on sedentary and standing position. There is low occupational and traffic accident risk however there is a medium occupational disease risk. Noise, moisture and inadequate ventilation are the main disturbance factors that imposed during the job. Incorrect recording and miscalculation are the most common mistakes which done by the job holders and these mistakes can cause financial loss for the port.

Table 9 was generated from the preconditioned job description form received from Human Resources Department of Port B.

Table 9. Preconditioned Job Description Form of Accounting Executive (1/2)

Job Title: ACCOUNTING EXECUTIVE
Title of the Division: FINANCIAL AND ADMINISTRATIVE SERVICES DEPARTMENT
Number of Personnel in The Division: N/A
Directly Reported Senior Manager: ACCOUNTING CHIEF
Job Description: Assisting the accounting activities of the port in accordance with the port policies, procedures and aims. Monitoring regulations and legislations relevant to accounting activities and reporting to the chief. Organize accounting records to be in compliance with legislations. Monitoring and organizing declaration liabilities of the port and presenting to the chief.

TASKS, AUTHORITIES AND RESPONSIBILITIES

Keep the office he/she works clean, safe and secured.	Prepare monthly financial reports.
Control and account banking reports.	Transfer the information about the fixed assets.
Provide compliance for the invoices with the purchase orders.	Get involved and help prepare the declarations involving all the types of taxes.
Establish a decent archive system regarding his/her filed of responsibility.	Keep all the records in files in compliance with the relevant regulations.

Table 9: Preconditioned Job Description Form of Accounting Executive (2/2)

KNOWLEDGE, SKILLS AND ABILITIES (KSAs)

Education

Education subject: N/A	Education Level: Bachelor's Degree
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Experience

Experience subject: N/A	Duration of Experience: 5 Years.
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Foreign Language: ENGLISH	Level: INTERMEDIATE
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Physical Exertion: N/A	Mental Effort: N/A
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WORKING CONDITIONS

In the office

RISKS

Medium Risk

Source: Responsible Person in Human Resources Department of Port B.

Unlike Table 9, Table 8 was generated with the opinions and contribution of the Accounting Executive, and all the relevant data collected were controlled and examined by the CEO of Port C. This double check process made the form to become more realistic. The statements are developed from the actual activities, operations and transactions handled by the Accounting Executive. Table 9 is a reflection of a preconditioned form arranged via an observation which is lacking lots of vital information about the job and which is full of stereotypical statements. Informing a candidate about all the conditions of this job is a liability of the employer with a form like this. The employer could not inform the candidate with the working conditions that the job requires and the risks it bears. Without this information, the recruitment won't fulfill its aim. Such a technically based position but as it is seen in the Table9, preconditioned form has no information related with the required education and experience subject. There is no guidance for both the interviewer and interviewee related with the required efforts for the job and the working conditions. The job holder generally holds a solid authority related with financial management of the port, but as it is seen from the Table 9, the preconditioned form does not contain any information which can awaken the job holder related with the lines of his/her authority.

Evaluation For the "Accounting Executive" Title: The job mainly related with organizing and handling the financial transactions of the port. It means that the job requires a solid experience on the accounting and financial management components. Preparing and organizing financial analysis, reports and statistics are the main responsibilities of the job holder. The authorities assigned to the job holder mostly regard to financial issues such as purchasing and spending. The job bears a sustained contact with customers and executives of other enterprises connected with technical statements related

with the job and information / document transactions. The education subject of the job is related with business administration discipline. All these given information show that this position is a pivotal position for container ports. So, applications and processes of this position should be organized very carefully by deep evaluations, and job analysis can create a basis and scope for these detailed examinations.

5. Conclusion

The importance of maritime transportation increases day by day correlatively residual global trade volume. Container ports can be named as the hubs, nodal points or gateways of the maritime transportation. These imputed definitions clearly show the importance of ports. So, the human resources are essential for the port management. Container port labour should be excessively qualified in consequence of the significant crucial responsibilities for port sustainability, tremendously expensive equipment and vehicles, and tons of goods and cargoes. This situation requires appropriate planning and execution of human resources able to operate and manage a constantly changing and challenging port environment.

To offer qualified and continuous services to their customers, container ports have to have qualified and adequate personnel that can handle these operations and processes effectively. Having qualified labor can be achieved with the help of a good human resources management. When ports manage their human resources truly, that brings selecting right candidates, and educating and training these candidates properly for the operation of the port and also maintaining their needs. Job analysis is the key for a proper recruitment process. Container ports should constantly perform job analysis to determine their labour requirements and to recruit most proper and qualified personnel to fulfill these needs.

Generating job descriptions for the selected positions of container ports by conducting a job analysis via questionnaire method is one of the major aims of this research. By developing and preparing job descriptions of office personnel which works in container ports, it has been aimed to generate a sample source for recruitment process which could be benefitted by port human resource managers or specialists. Also it has been aimed to create a model for the port industry and literature that could be used during the processes of related studies. Finally, the most important aim of this research is to evaluate the differences between preconditioned job description forms and generated job description forms. Preconditioned forms were generated by human resources managers without taking any remarks or opinions from the specialists of the position for their real work life. However, generated forms are organized by applying job analysis questionnaire method on position executives to get information about their daily routine and working conditions.

The evaluations of the job analysis results reveal some important information. From the evaluation it is understood that most of the port jobs consist of intense technicality. Constantly reporting is crucial for a respectable amount of the jobs in ports. All the activities, transactions and operations handled by the job holders should be clearly documented and archived because of the accountability reasons. Coordination is crucial for port jobs because operations are connected and they should be maintained in a harmony. The preconditioned job description forms used for comparison were received from Port B, which is located in Iskenderun Bay. Subject forms have been generated through observation method. Three preconditioned forms paired with the jobs have been examined in the study. The comparisons involve Human Resources Chief of Port B with Port A, Commercial Tariff Supervisor of Port B with Port A and finally Accounting Executive of Port B with Port C. The comparison reveals that the forms which were received from Port B do not reflect any of the ideas or experience of the job holders because the statements are stereotypical, conjectural and cursory statements. Besides, the responsibilities and authorities sections are in a mess and it is not possible to determine where the responsibilities end and authorities begin. Lots of essential information and data are missing related with the actual nature of the job. The job holder with an adequate experience can be counted as the specialist about the position so that his or her ideas and participation are vital for writing job descriptions. This is the significant difference between preconditioned forms and generated ones.

There have been some limitations faced during this research process. The primary and the most coercive limitation of the study was the time constraint. The research was first planned to asses all the

office positions in the container ports. Yet only three office positions were examined in the study due to the time constraint. And all responses of the job analysis questionnaire forms were required to be collected and analyzed immediately because of this constraint. Also the time is very valuable for the ports. So, the respondents could not share much time for a long interview period and the time constraint showed itself again with this issue. Another limitation has been faced is uncooperative top management attitude of some ports. Due to strict competitive nature of port industry, some ports were not eager to participate in the study. This situation limited the number of the positions and ports examined in the study. Another restriction met was limited literature on port labour and human resources management in ports. Enrichment of literature review on this subject was choked in this study. Job analysis application is generally performed by panel of experts but this study is performed by a single analyst. So, this situation also constituted a constraint for the research.

Job descriptions and job specifications are the primary products of job analysis and they play an important role in the recruitment process. Recruiting the right candidates for the right positions is vital for container ports due to their complex and dynamic nature. As it is seen from the research, using preconditioned forms cannot help container ports related with this aim because they lack so many essential information regarding to the context and qualification of the job. Performing a job analysis will give a broad perspective to the container ports. Because job analysis will help the container ports not just for their recruitment and selection processes, job analysis would help them also with their performance appraisals, job evaluation, arranging pay systems and organizing training and education programs. This study will give a further research idea which could evaluate all these areas of utilization in the manner of not only container ports but also all kinds of ports. Evaluating more port positions by including more applicants can compensate the missing parts. Considering these conditions, the extent of the research should be expanded. Job analysis questionnaire method is a qualitative method, but there are also some quantitative methods in job analysis such as position analysis questionnaire (PAQ) and Fleishman job analysis system. Applying one of these quantitative methods in addition to qualitative methods will improve the accuracy of the research. Constantly developing port technologies raises the need for the educated and qualified personnel. This situation increases the importance of human resources activities of the ports. Job analysis binds all human resources activities and port labour position in the center of this relation. Because of all these reasons, especially container ports should develop people oriented and strategic job analysis practices. Container ports can conduct job analysis activities in a more scientific way which can provide specific direction to use available human power at appropriate time and place. They should also focus on modern job description activities by considering the factors like; organizational goal-oriented functions and responsibilities, and transparent job performance standards. Strategic, behavioral and competency-based job analysis for container ports will bring a new breath to the maritime industry and maritime related academic researches.

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