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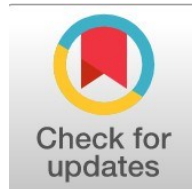

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Job Analysis Outcomes Using the Design a Curriculum Method

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Abstract

General Background: Human resource management increasingly depends on accurate job analysis to ensure the optimal allocation of duties, qualifications, and organizational structures. **Specific Background:** The DACUM (Design a Curriculum) methodology has gained prominence as a competency-based approach that systematically identifies duties and tasks directly from job holders, allowing alignment between actual job content and institutional expectations. **Knowledge Gap:** Despite its advantages, limited empirical evidence exists on the effectiveness of DACUM for academic administrative roles in Middle Eastern higher education, particularly regarding its capacity to reduce discrepancies between job descriptions and real job practices. **Aims:** This study investigates the degree of DACUM application among department heads at the University of Babylon and examines its role in improving job analysis, job descriptions, and organizational clarity. **Results:** Quantitative analysis of 25 valid questionnaires revealed high response intensities across DACUM components, with an overall mean score of 3.69, indicating strong perceived relevance. Several items achieved response strengths exceeding 90%, demonstrating broad agreement that DACUM enhances alignment between duties, competencies, and administrative needs. **Novelty:** The study provides empirical validation of DACUM within an academic administrative context, offering a structured model that integrates theory, practice, and local organizational requirements. **Implications:** Findings highlight the value of adopting DACUM to reduce role ambiguity, refine training needs, improve performance evaluation systems, and strengthen the linkage between organizational structures and labor-market expectations within higher education institutions.

Highlight :

- DACUM clarifies duties, responsibilities, and competencies for more accurate job analysis.

- Employees serve as the primary source for describing actual job content.

- DACUM aligns job analysis with training needs in a relevant way.

Keywords : DACUM Mechanism, Job Analysis, Heads of Scientific Departments, Organizational Structure, Training Programs

Published date: 2025-11-20

Introduction

Modern Human Resource Management Seeks To Increase The Competitiveness Of Organizations By Developing Human Resource Management Practices In The Long Term. Organizations rely on the principle of caring for their people, as it is one of the most important factors that have an impact and constitutes a competitive advantage, Recently, interest in the so-called knowledge economy has increased, which focuses on the continuity and success of any organization. Therefore, it is imperative to focus on human capital and the productivity it provides. Training Represents One Of The Fundamental Links In Workforce Planning Models And Performance Development. In Order To Implement Strategic Human Resource Management And Provide The Requirements For Its Success, Many Approaches And Methods Have Emerged, Including The Dacum Methodology, Which Was Developed To Design Curricula That Are Consistent With Labor Market Requirements. The Dacum System Represents An Effective Mechanism For Preparing And Designing An Integrated Administrative System, Starting With Preparing The Organizational Structure Of The Institution Based On Its Mission And Objectives, Through To The Job Description, Which Is The Most Important Requirement For Analysis. Jobs, Identifying Training Needs, Designing These Programs For Their Employees, And Finally Evaluating The Level Of Services Provided To Clients.

This Section Will Cover The Following: (The Concept Of Dacum, The Philosophy Of Dacum, Mechanisms For Using The Dacum Methodology, Dacum Elements, And The Operational Stages Of Implementing The Dacum Methodology).

First: The Concept Of Dacum

The Canadians Were The First To Use The Dacum Mechanism In The Late 1960s At The College Of Technology. The Concept Evolved Over Time And Became A Mechanism For Job Descriptions And The Design, Development, And Evaluation Of Training And Educational Programs (Al-Rumaidi, 215: 4). Dacum Is One Of The Mechanisms Used In A Number Of Developed Countries, Such As The United States And Canada. It Is Used To Develop Education, Develop A Comprehensive Description Of The Job For Which Students Are To Be Qualified After Graduation, And Define The Duties And Tasks Required In The Job. It Also Helps Identify Future Job Trends (Abu Zaid, 2012: 130). The Word Dacum Is A Combination Of The Phrase "Design A Curriculum," Meaning The Process Of Designing Or Developing A Curriculum Or Constructing A Training Curriculum For Which A Description Has Been Made. It Also Indicates The Possibility Of Using It In The Process Of Constructing And Designing Training Processes With Their Various Components. There Are No Significant Differences In The Definition Of The Dacum Methodology, As It Means Developing Or Designing A Curriculum. It Is Also A Mechanism For Analyzing Jobs, Identifying The Job, And Developing The Required Curriculum For It So That It Can Be Trained For Students And Trainees. This Curriculum Can Be Developed According To Market Needs. And Its Developments. Dionne, 2010: 120).

There Are Many Definitions Of The Concept Of Dacum Some Of Which We Will Present In The Following Table:

Table 1 Some Concepts Of The Dacum System

Researcher's name	Year of publication	Page	The concept
Jawad	2010	105	The Term Expresses Two Parts: The First Is Related To The Description Of The Jobs Required To Prepare The Training Curriculum For Them In An Accurate And Detailed Manner, And The Second Is Related To The Concept Of The Word "Dacum" To Actually Begin Building The Training Curriculum For Which The Description Was Made.
Ismael	2013	10-9	It Is A Modern Tool Or Method That Is Added To Questionnaires, Observations, And Personal Interviews. It Is A Single, Concise Map Of The Skills, Knowledge, And Job Values That An Employee Must Maintain To Perform The Job As Required. It Is A Scientific Method That Adopts Objective Mechanisms In Collecting And Analyzing The Data And Information Necessary To Study And Analyze The Topic Under Investigation.
Abdullah	2010	121	It Is A Method That Relies On Creating An Artistic Research Environment Through Which A Very Precise And Detailed Map Of The Topic Under Study Is Drawn.
Al-Zwaid	2011	2	It Is A Method Through Which Data And Experiences Are Collected From The Concerned Parties Through What Is Called The DACUM WORKSHOP, And The Participants Are Viewed As Experts In The Subject Under Study.
Al-Rumaidi	2021	11	One Of The Effective Methods That Can Be Used To Develop Education Is To Link Academic Programs And Curricula To The Labor Market's Requirements For Skills And Knowledge.

The Table Is Compiled By Researchers Based On The Aforementioned Sources.

Over The Years, This Process Has Continuously Evolved Until It Became A Methodology Or Mechanism For Job Analysis. The Primary Goal Of This Methodology And Training Program Is To Prepare A Distinguished Work Team Capable Of Structuring Government Organizations According To The Following: (Job Description, Job Replacement, Job Path, Security And Safety), And In Accordance With The Following Requirements: (Identifying Training Requirements, Identifying Development Requirements, Identifying Benefits And Advantages, Identifying And Evaluating Indicators And Jobs, Identifying Job Competencies At The Position Level, Identifying Competencies At The Employee Level, Identifying Internal Strengths And Weaknesses And The Reasons For Turning Opportunities Into Risks.)

Second: The Philosophy Of The DICAM Methodology

The Dacum Philosophy Is Based On: (Simmons & Rinderknecht, 2010:24), (Wichowski, 2011:50), (Norton, 2008:99)

1. Employees In Various Jobs Are Better Able Than Others To Accurately Describe The Tasks They Perform.

2. A Precise Job Definition Should Include A Description Of The Duties And Tasks Associated With It.

3. All Tasks Require Specific Information, Knowledge, Skills, Tools, Values, And Behaviors to Accomplish.

4. The Dacum Methodology Believes That Job Holders Are The True Experts And Are Better Able To Describe And Define Their Job Than Anyone

Else.

5. The Dacum Philosophy Is Based On the Idea That The Expert Employee Is The One Who Describes Their Job In Collaboration With A Group Of Peers Who Also Hold The Same Job.

The Researchers Believe That Although Managers and Department Heads Usually Know A Lot About The Employees In Their Organizations, They Lack The Experience And Knowledge Required To Conduct The Job. Accurate Job Descriptions Of The Jobs Of These Employees, Unlike The Employees Themselves, Who Know The Ins And Outs Of Their Jobs And Are Responsible For Preparing A List Of The Knowledge, Skills And Behaviors Required To Carry Out Those Jobs.

Third: The Contents Of The Dacum:

Dacum Represents Six Basic Contents: (Ismail, November 11, 2013)

First: It Is A Scientific Method That Adopts Objective Mechanisms In Collecting And Analyzing The Data And Information Necessary To Study And Analyze The Topic Under Investigation.

Second: It Relies On Creating A Technical Research Environment Through Which A Highly Accurate And Detailed Map Of The Topic Under Study Is Drawn.

Third: Through This Method, Data And Experiences Are Collected From Relevant Parties Through What Are Called Dacum Workshops, And Participants Are Viewed As Experts On The Topic Under Study.

Fourth: The Processes Of Collecting, Exchanging, And Scrutinizing These Experiences Are Based On Group Discussion And Brainstorming Among The Relevant Parties.

Fifth: The Dacum Method Does Not Eliminate Other Methods Used to Collect Information, such as Objective Scientific Questionnaires, Personal Interviews, And Observation, But Rather Employs Them to Support the Collected Data.

Sixth: A Comprehensive Picture Of The Topic Under Study Is Designed And Constructed Through Careful Analysis Of Data And Information.

Fifth: Mechanisms For Using The Dacum Methodology

The Construction of an Administrative System Is Integrated Through The Preparation Of A Design For Its Seven Elements. These Elements Can Be Adopted in Their Entirety, Or Some of Them Can Be Selected Individually, Depending On The Stage And Requirements Of The Organization Being Developed (Al-Sakarna, 190, 2011). We Will Address the Seven Elements Related To Job Descriptions, Training, And Qualification, Which The Dacum Methodology Contributes To Its Continuous Development, As Shown Below:

1- Preparing an Organizational Structure For An Organization:

The Dacum Method Is Used To Design A New Organizational Structure For A Newly Established Organization, Or An Organizational Structure For A Business Unit Or Sector Within The Organization. Dacum Can Also Be Used To Develop Existing Organizational Structures, Where Different Terms Are Used For Essentially The Same Job. These Different Terms Are Presented, A Single Term Is Agreed Upon, And Its Description Is Defined In The Organizational Structure. (HRDC, 2002:11)

2- Job Description:

The Dacum Method Is Used To Prepare A Comprehensive Job Description For A Specific Number Or All Of The Positions Within The Organization's Organizational Structure, Or Within A Specific Business Unit Within The Organization. This Description Includes: 1- The Job Title, 2- The Appropriate Job Code, 3- The Position Within The Organizational Structure, 4- Administrative Reporting, 5- The Entities Supervised By The Job Holder, 6- Duties, 7- Tasks, 8- Steps For Performing The Duties, 9- Attitudes And Values, In Addition To The Qualifications And Experience Required Of The Job Holder.

3- Policies And Procedures:

The Dacum Is Used To Identify The Organization's Administrative And Regulatory Policies And Rules, As Well As The Procedures Expected To Be Adhered To Within Various Business Units, In Accordance With The Organization's Goals And Objectives.

4- Developing And Designing A Performance Evaluation System:

This Third Element Of The System Is Complemented By Designing An Integrated System For Evaluating Employee Performance Across All Administrative And Technical Positions, As Well As Their Executive And Supervisory Positions. This System Is Built On The Job Description And In Accordance With The Management Philosophy The Organization Wishes To Adopt (Management By Objectives, Management By Results, And Management By Achievements).

5- Determining Training Needs:

This Fourth Element Is Of Great Importance To Organizations, Given The Many Variables And Developments Surrounding It. Therefore, The Dacum Method Is Considered One Of The Most Advanced Methods For Determining The Type And Level Of Training Programs Required For Employees, Whether These Programs Are Training Programs For New Employees Or Development Programs For Those Continuing In Their Jobs And Positions. The Dacum Method Achieves A Link Between Job Descriptions And The Training And Development Program Requirements Of These Jobs.

6- Training Program Design:

The Dacum Method An effective method for designing different training programs, where the objectives behind these programs are determined and include the knowledge, skill, and value desired to be achieved, in addition to the training methods, with continuous evaluation of the programs.

7- Service Evaluation:

Finally, this system helps evaluate progress and know whether the goals have been reached and achieved based on the plans that were set and implemented. Services Provided, whether in Terms of Their Level According to Established Standards, Or In Terms Of The Level Of Customer And Client Satisfaction With These Services. This Is Important Because It Links the Evaluation to The Organization's Plans And Budgets.

Sixth: Dacum Elements (Sayed,2008: 122) (Shin Et Al., 2012:6)

1. Coordinator: This Is A Person Who Is Chosen On The Condition That He Possesses Coordination Skills Between The Various And Diverse Parties Related To The Element Under Study And Research. He, In Turn, Prepares For Dacum Workshops And Ensures That All Administrative And Technical Requirements For The Workshop Are Met.

2. Dacum Committee: This Committee Is Carefully Selected To Ensure Its Members Cover The Element(S) Under Study And Research. This Committee Is Directed To Discuss And Brainstorm Data And Information, Discuss And Scrutinize Them, And Determine The Primary Duties And Responsibilities Of The Position, Identify Necessary Training Needs, Restructure Jobs, And Establish A Solid Foundation For Hiring

New Employees And Promoting Current Employees (Al-Rumaidi, 2021: 34).

3. Facilitator: This Individual Is The Person Who Manages The Dacum Workshop. This Individual Is Skilled At Facilitating Discussion Groups And Brainstorming. Their Role Also Requires A Great Deal Of Observation, Extracting Ideas, And Presenting Them For Discussion. They Also Avoid Influencing The Participants In The Discussion.

4. Recorder: This Role Records All Points, Ideas, And Results Of Discussions Held During The Dacum Workshops, Facilitating The Participants' Follow-Up Of The Items And Topics Of The Dialogue And Discussion.

5. Consultant Committee: This Committee Is Carefully Selected To Represent A Cumulative Body Of Expertise In The Subject And Element Of The Dacum Workshop. The Members Are Presented With A Summary Of The Discussions And Conclusions Reached, Allowing Them To Express Their Opinions And Suggest Any Additions Or Amendments.

Seventh: Operational Stages Of Implementing The Dacum Methodology:

Dacum Is Not Simply A Workshop Whose Mission Is To Define The Profession's Specifications And Which Ends With The Workshop. Rather, It Is An Ongoing Work Method, The Beginning Of Which Is The Workshop. This Methodology Is Implemented In Five Stages, Which Can Be Called The "Five Rs": Analysis, Design, Development, Implementation, And Evaluation. (Ismail, 24, 2013)

1- Analysis: During This Stage, Facts Are Gathered About The Problems Facing Employers Or Entities Responsible For Training And Qualifying Employees. From This Stage, The Work Begins As Follows:

a. A Committee Is Formed Of Employees Already Working In A Specific Job. Several Sessions Are Held Over Two Or Three Days, Led By A Facilitator, An Assistant, And A Registrar. The Committee Members Typically Do Not Exceed 15-20 People.

b. The Committee Analyzes The Job Or Task, Which Is Called The " Dacum Map," Describing The Job Through Its Main Duties, Subtasks, And The Steps Involved In Performing These Tasks.

c. The Validity Of The Analysis Conducted By The Dacum Committee Is Verified By A Committee Of Experts In The Profession, And The Relative Importance Of The Task Within The Set Of Tasks Is Verified, Its Order Is Verified, And Its Degree Of Difficulty Is Determined.

2- Design: The Information Gathered From The Analysis Is Used To Identify The Skills And Attitudes That Individuals Need To Be Trained On, So That They Can Be Observed And Measured. Standards Are Established For Each Performance Or Task, Thus Establishing Performance Specifications And Directing Training In The Right Direction.

3- Development: Focuses On Developing The Scientific Content Of The Designed Training Program.

4- Implementation: Training/Educational Programs Are Implemented. Trainers Are Selected And Trained For The Required Tasks, Necessary Equipment And Services Are Provided, And The Trainees Are Prepared.

5- Evaluation: This Stage Aims To Continuously Ensure That The Training Is Yielding Results And Producing Competent Workers, And To Ensure That The Training Is Proceeding As Planned. Evaluation Achieves Two Goals: Verifying That Trainees Have Accomplished The Required Training Objectives, And Identifying Trainee Weaknesses And Increasing Their Training.

The Two Researchers Believe It Is Important To Prepare A List Of Future Needs For Skills, Knowledge, And Behaviors That Employees Need To Develop Their Future Career Path.

Second: Job Analysis

Introduction

Today, organizations cannot successfully manage their employees, especially those who occupy multiple positions and perform specific tasks, unless they understand the job details, which helps determine the optimal use of the job. Conducting a job analysis will provide job descriptions and specifications, ensuring there is no overlap. The Current Study Deals With The Concept Of Job Analysis, Its Importance, And Some Of The Methods Used In Analysis, As Well As Defining Who Conducts The Analysis And Mentioning The Most Important Components Of The Success Of Analysis.

First: The Concept:

One of the most important functions of human resources management, and it is considered the first of its kind, is job analysis, and it even precedes planning for several reasons, including that work cannot be done without knowing the design of this job. This process is considered the basis for improving relations and striving for understanding, which must exist between management and its employees, as there will be a focus on objectivity and justice, while working to raise their morale. Accordingly, the analysis achieves cooperation and understanding.

Several Concepts Of Job Analysis Have Been Presented, As Shown In The Table Below:

Table (2) Job Analysis Concepts

Researcher's name	Year of publication	Page	The concept
Laaribi,Ben Shani	2021	336	It is a scientific method through which we determine the form and features of each job, stating the duties, skills, information, and explaining the working conditions.
Hijazi	2005	62	It is the method within which data related to the job's powers, its various dimensions and its duties are collected, studied and analyzed.
Mucchielli	2016	7	Analyzing The Work Performed In A Position, Describing And Identifying The Characteristics Of The Task Or Set Of Tasks Associated With The Position In Its Actual Course, Understanding The Activity Or Activities Of The Position Holder While Performing His Duties And Occupying His Professional Time
Siham And**sauria**	2021	428	It Includes Identifying The Activities That Make Up The Tasks That Make Up The Job Or Work And Putting That Into A Comprehensive Description, Determining The Specifications Of The Job Holder, In Addition To Studying All The Circumstances Surrounding The Job.

From The Above, We Can Establish The Operational Definition Of Research: The Process Of Studying And Analyzing The Contents Of The Jobs Held By Employees In The Organization, In Terms Of The Tasks Performed By Each Of Them, Their Qualifications, Responsibilities, And Working Conditions.

The Primary Goal Of The Process Of Collecting Information About Each Job Is To Attempt To Answer The Following Questions: (Suleiman, 2023: 10)

1. What Tasks Does An Individual Perform In An Organization?
2. How Do They Perform These Tasks?
3. What Methods And Tools Do They Use To Accomplish These Tasks?
4. What Are The Goods And Services Produced By These Tasks?
5. What Are The Qualifications And Capabilities Required To Perform These Tasks?

The Scientific Method Of Job Analysis Includes Two Basic Aspects, The Components Of Which Can Be Obtained By Gathering Information To Answer The Five Previous Questions. These Two Aspects Are:

1- Job Description: It Is A Written Description Of The Job Requirements, Such As Duties, Responsibilities, Working Conditions, And Tools Used. (Suleiman, 2023: 10)

It is also a list of job duties and responsibilities that the job entails, which represent observable behaviors (Derry, 2011, 44).

2- Job Description: This Involves Identifying The Skills, Knowledge, Abilities, And Experience Required For The Job (Saleh, Al-Salem, 2006, 41). It Is The Minimum Qualifications Required Of An Applicant For The Position To Perform Successfully And Effectively. In Other Words, (Derry, 2011, 44). A comprehensive list of the necessary job skills and knowledge that an individual must have to perform the job as required. س(Saleh, Al-Salem, 2006, 41)

Figure (2) Shows The Contents Of These Two Aspects, The Job Description And The Specifications Of The Employee Occupying The Position (Saleh, Al-Salem, 42.2006)
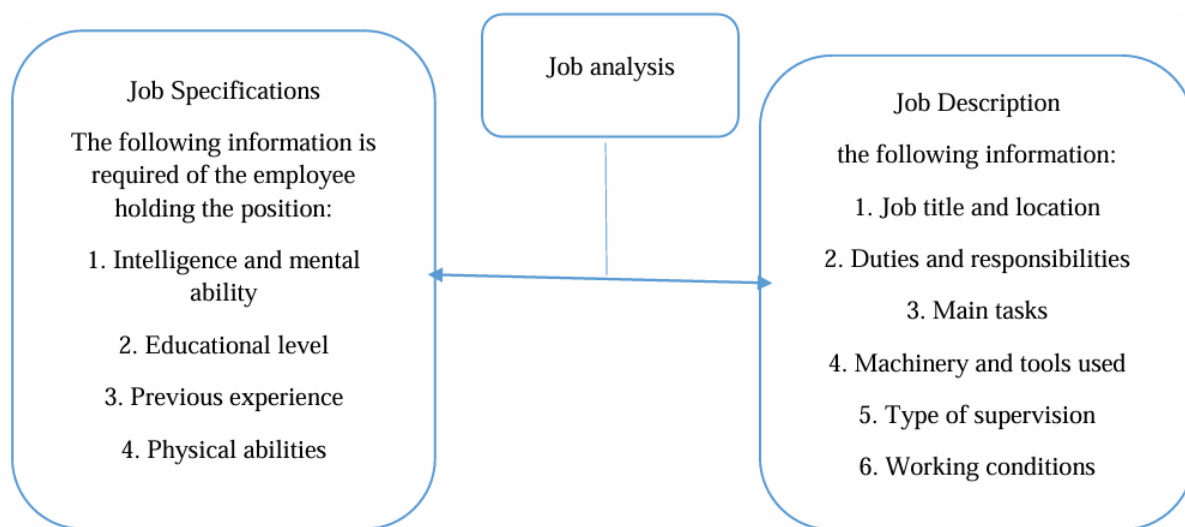

Figure (2) Job Description And Employee Specifications

Second: Job Analysis Methods

There are several methods that can be used to identify job components, as well as knowledge and abilities, to achieve good performance. These methods include: (Saleh, Al-Salem, 2006, 42)

1. Observation Method: The Job Analyst Collects Data About The Job Through Direct Observation Of Employees During Work.

2. Personal Interview Method: This Method Involves Selecting A Group Of Job Holders And Then Conducting An Intensive Interview With Each Individual.

3. Group Interview Method: This Method Is Similar To The Personal Interview Method, Except That A Number Of Job Holders Are Interviewed Simultaneously, Rather Than Individually.

4. Questionnaire Method: This Method Involves Preparing Questions And Answering Them By Individual Employees, Based On The Nature Of Their Work.

5. Technical Conference Method: This Method Allows Information To Be Collected During Seminars Or Conferences By Direct Supervisors And Business Designers Who Have Extensive Experience With The Job.

6. Performance Log Method: A Special Log Is Maintained, Recording All Daily Tasks And Activities According To Their Time Period. However, This Method Is Less Commonly Used Compared To Previous Methods.

In This Method, The Employee Personally Analyzes The Tasks They Perform By Recording Them In A Performance Log. The Employee Records All Activities Performed During The Day And The Approximate Duration Of Each Task.

Fourth: Who Conducts The Job Analysis

There Is Joint Cooperation Between The Human Resources Manager And The Rest Of The Organization's Executive Managers. In General, The Greatest Burden Falls On The Human Resources Manager, As He Is The One Who Plans And Coordinates The Jobs, Supervises Their Implementation, And Produces Them In Their Final Form. The Figure Illustrates The Role Of Both The Human Resources Manager And The Executive Managers In Job Analysis (Hijazi, 2005, 67).

Figure (3) Shows The Role Of Executive Managers In Job Analysis.
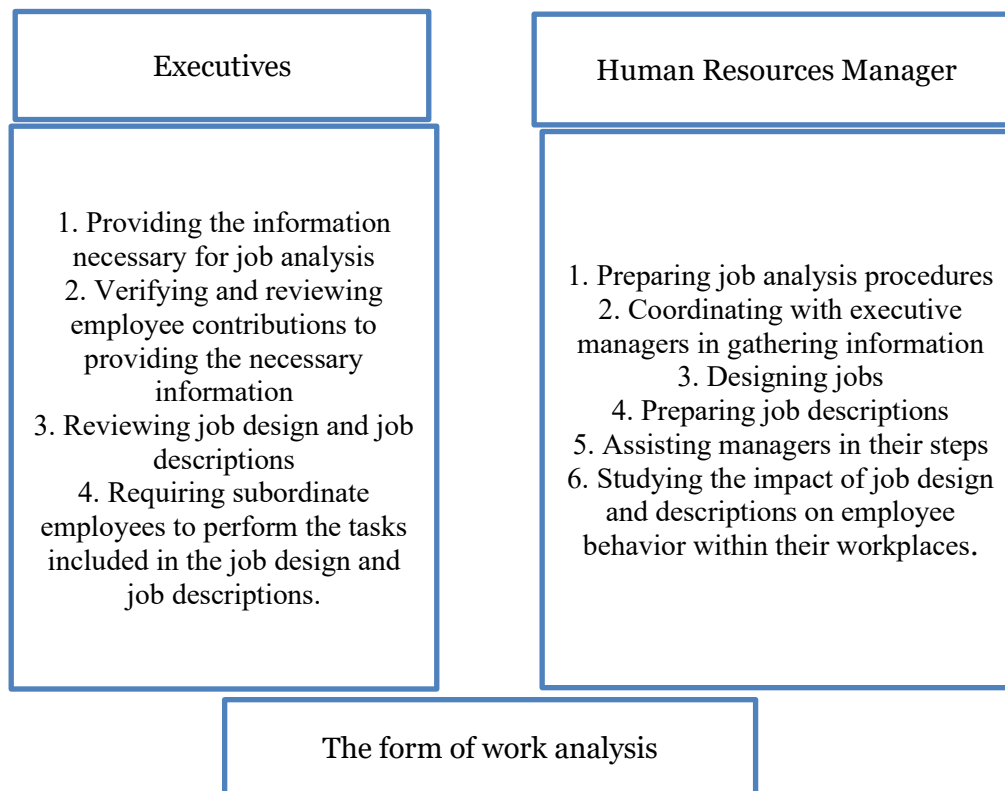
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Executives	Human Resources Manager
1. Providing the information necessary for job analysis 2. Verifying and reviewing employee contributions to providing the necessary information 3. Reviewing job design and job descriptions 4. Requiring subordinate employees to perform the tasks included in the job design and job descriptions.	1. Preparing job analysis procedures 2. Coordinating with executive managers in gathering information 3. Designing jobs 4. Preparing job descriptions 5. Assisting managers in their steps 6. Studying the impact of job design and descriptions on employee behavior within their workplaces.

The form of work analysis

Figure (3) The Role Of Executive Managers In Job Analysis - Prepared By The Researchers Based On Previous Sources

When Conducting A Job Analysis, It's Important To Be Precise About Who Will Carry It Out. This May Be Done By The Human Resources Manager, An External Consultant, Or A Joint Committee. Whatever The Situation, They Must Have The Appropriate Qualifications, Knowledge, Previous Experience, And Authority To Collect Data. They Must Also Have A Good Relationship With Managers And Employees To Collect, Analyze, And Review The Data. They Must Also Have The Strong Personality To Convince Senior Management Of The Results Of The Analysis.

Fifth: Components Of A Successful Job Analysis:

These Components Are As Follows: (Al-Qahtani, 2006, 67)

1. The Organization's Management Supports And Endorses The Job Description Process By Providing The Necessary Financial And Human Resources, As Well As Full Cooperation In Providing The Required Information Or Facts About The Jobs To Be Analyzed.

2. The Accuracy Of The Data Upon Which The Job Analysis Process Is Based.

3. The Proper Selection of Researchers Conducting The Job Analysis. These Researchers Must Have the Necessary Skills And Knowledge To Perform This Type Of Work With A High Degree Of Objectivity, As This Is An Important Foundation For The Success Of The Job Analysis Project.

4. The Necessity Of Periodically Reviewing Job Description And Analysis Sheets To Ensure They Represent The Current Conditions And Environment In Which The Job Is Performed.

The Job Title Or Title Must Reflect The Essence Of The Job It Represents And The Primary Specialization For Which It Was Created. The Job Description Must Also Be Measured Quantitatively And Numerically, Such As Factors Such As Age And Years Of Experience.

Section Three/Applied Aspect

Presentation Of Research Results, Hypothesis Testing And Analysis

Description And Diagnosis Of Research Items:

We Highlight The Description And Diagnosis Of Research Variables, Represented By (Function Analysis Using The Dacum Mechanism) And The Preliminary Analysis Of Data Related To The Research Dimensions Provided Through The Questionnaire. Several Statistical Methods Were Used To Achieve This, Including Arithmetic Means, Standard Deviation, And Percentage Weight. The Spssv25 Statistical Program Was Used For Statistical Processing. This Section Includes A Description Of The Research Items (Function Analysis Using The Dacum Mechanism). Frequencies And Percentages For Each Questionnaire Item Were Determined, As Well As The Weighted Arithmetic Mean And Standard Deviation For Each Item.

The five-point Likert scale was adopted to determine the responses to the hypotheses (3). It Is Clear From Table (3) That The Weighted Mean Of The Total Dacum Mechanism Variable Was (3.69) And That This Mean Is Greater Than The Hypothetical Arithmetic Mean Of (3) as for The Total Deviation Was (0.782), Which Indicates That The Data Are Homogeneous, And That The Percentage Of The Intensity Of The Research Sample's Answer On The Dimensions Of Information Technology Was (73.8%), Which Indicates That The Sample's Opinions Give Attention To This Variable, And This Was Positively Reflected In The Research Sample's Answers, And We See This Clearly As The Weighted Arithmetic Means For All Paragraphs (X1-X30) Were Higher Than The Hypothetical Arithmetic Mean, And The Intensity Of The Answer For The Entire Research Sample Was Higher Than (62%), Where The Lowest Percentage Of Intensity Of Samples Answers Was (62%) The Following Is An Explanation of opinions On The Dacum Mechanism:

1. Item (X15) Had The Highest Mean Among The Items, At 4.68, Which Is Higher Than The Hypothetical Mean, With A Standard Deviation Of 0.466. The Response Intensity Rate For The Research Sample Was 93.6%, Indicating A Proposal To Issue Administrative Orders For University Leave And Additional Lectures Based On The Actual Needs Of Academic Departments.

2. Item (X2) Had The Lowest Mean Among The Items, 3.08, Which Is Higher Than The Hypothetical Mean, With A Standard Deviation Of 1.045. The Response Intensity Rate For The Research Sample Was 61%, Indicating A Proposal For Appropriate Rewards In Accordance With Financial Controls.

- Also, Paragraph X4 Got (3.08), Which Is Greater Than The Hypothetical Arithmetic Mean And With A Standard Deviation Of (0.391). The paragraph received a response of 61% of the sample, which indicates that the management has experience from a scientific perspective in addition to the financial and administrative perspective.

Table (3) Shows The Frequency Distribution, Arithmetic Mean, Standard Deviation And Percentage Weight Of The Sample Members' Answers To The Job Analysis Variable Using The Dacum Mechanism.

Table (3) Frequency Distribution, Arithmetic Mean, Standard Deviation, And Percentage Weight Of Sample Members' Responses To The Job Analysis Variable Using The Dacum Mechanism

X	Answer Repetitions					Weighted Arithmetic Mean	Standard Deviation	%
	Totally Agree	Agree	Neutral	Disagree	Totally Disagree			
X_1	0	4	20	1	0	3.12	0.430	62.4%
X_2	0	2	23	0	0	3.08	1.045	61.6%
X_3	0	3	22	0	0	3.12	0.324	62.4%
X_4	0	3	21	1	0	3.08	0.391	61.6%
X_5	0	5	19	1	0	3.16	0.463	63.2%
X_6	0	5	18	2	0	3.12	0.462	62.4%
X_7	0	7	18	0	0	3.28	0.448	65.6%
X_8	0	7	18	0	0	3.28	0.448	65.6%
X_9	0	13	12	0	0	3.52	0.499	70.4%
X_{10}	16	9	0	0	0	4.64	0.48	92.8%
X_{11}	14	9	1	0	1	4.40	0.894	88%
X_{12}	14	11	0	0	0	4.56	0.496	91.2%
X_{13}	15	9	0	1	0	4.52	0.699	90.4%
X_{14}	13	11	0	0	1	4.40	0.848	88%
X_{15}	17	8	0	0	0	4.68	0.466	93.6%
$X16$	0	5	20	0	0	3.20	0.400	64%
X_{17}	0	3	22	0	0	3.12	0.324	62.4%
X_{18}	0	3	22	0	0	3.12	0.324	62.4%
X_{19}	0	5	20	0	0	3.20	0.400	64%
X_{20}	13	10	2	0	0	4.44	0.637	88.8%
X_{21}	15	9	1	0	0	4.56	0.938	91.2%
X_{22}	15	7	2	0	1	4.40	1.058	88%
X_{23}	14	8	1	2	0	4.36	0.097	87.2%
X_{24}	14	9	1	1	0	4.44	0.097	88.8%
X_{25}	13	8	1	1	2	3.96	1.535	79.2%
X_{26}	15	7	2	0	1	4.20	1.356	84%
X_{27}	14	8	1	2	0	4.36	0.907	87.2%
X_{28}	14	9	1	1	0	4.44	0.752	88.8%
X_{29}	13	8	1	1	2	4.16	1.189	83.2%
$X30$	0	5	20	0	0	3.20	0.400	64%
						3.69	**0.782**	**73.8%**

Source: Program Results SPSS.V25. N=25

Fourth /Conclusions -Recommendations

First: Conclusions:

1- Dacum Philosophy Eliminates Or Reduces The Gap Between Theory And Practice For Trainees, Generating The Highest Level Of Enjoyment And Motivation In The Field Of Job Analysis.

2- The Dacum Philosophy Is Based On Realism, Making Employees More Capable Than Others Of Achieving, Describing, And Defining Their Job Objectives.

3- According To The Dacum Philosophy, Trainees Do Not Need A Period Of Professional Or Work Experience.

4- The Dacum Philosophy Is Characterized By Reducing The Time, Effort, And Cost Of Preparation And Implementation.

5- It Is A Scientific Method That Adopts Objective Mechanisms In Collecting And Analyzing The Data And Information Necessary For The Study.

6- Through This Method, Data And Experiences Are Collected From Relevant Parties Through What Are Called Dacum Workshops, And Participants Are Viewed As Experts In The Subject Under Study.

7. The Processes Of Collecting, Exchanging, And Scrutinizing These Experiences Are Based On Group Discussion And Brainstorming Among The Stakeholders.

8. The Dacum Method Does Not Preclude Other Methods Used To Collect Information, Such As Objective Scientific Questionnaires, Personal Interviews, And Observation. Rather, It Employs Them To Support The Collected Data.

9. The Organizations Surveyed Apply The Dacum Method, As Proven By The Results Of The Practical Analysis, Which Creates A Match Between

The Job Description And The Job Content.

10. analysis contributes to establishing an objective basis for addressing various human resource management functions. By providing data and information that demonstrates how work is performed and the responsibilities required, job analysis helps ensure that human resource management is based on objectivity and fairness.

Second: Recommendations

1. Adopt The Dacum Mechanism In Universities, As It Reduces The Gap Between Theory And Practice.

2. Hold Training Courses And Workshops To Explain The Methods Of Using The System For Administrative And Academic Staff.

3. Benefit From The Experiences Of Countries Implementing This System And Develop Them According To Iraqi Local Specificities.

4. Ensure Clarity In Preparing The Organizational Structure And Avoid Overlap Between Positions In Terms Of Specialization And Job Description.

5. Form Dacum Committees To Monitor The Compatibility Between Activities And Tasks And Their Prescribed Descriptions, And Add New Developments.

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