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## Studying the Relationship between Job Specialization and the Productivity of Employees in the Ministry of Tourism and Antiquities in Egypt

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### Abstract:

This research aims to investigate the relationship between Job Specialization and employees' productivity in the Ministry of Tourism and Antiquities in Egypt. The research further aims to explore the challenges facing the adequate implementation of the job specialization approach in the ministry. In that respect, a structured questionnaire form was designed and distributed to a convenient sample of Employees affiliated with the different departments within the ministry. The total number of distributed forms was 29 of which 26 forms were returned and valid for analysis. The data analysis process involved measuring the validity and reliability of the research questions followed by a descriptive statistical analysis conducted with the aid of SPSS.V.27 (2024). The study findings indicated that no clear job description for the different jobs within the ministry does exist. Moreover, implementing the job specialization

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approach in the ministry rarely exists. Nevertheless, the ministry is currently taking steps towards enhancing employee productivity by properly implementing job specialization principles.

**Keywords:** Job Specialization, Job description, Employee productivity, Human Resources, Data Analysis

### **INTRODUCTION**

Job specialization identifies the specification of the job including the skills, traits, education, and experience a candidate might need to be eligible for a particular job. It also provides a better understanding of the employer-employee relationship including the Scope and responsibilities of each of them with particular consideration to skill variety, task identity, and feedback (Alessandro, 2018). Job specialization lists recommended duties and responsibilities for an individual to qualify for and succeed in a job position (Zoghbi *et al.*, 2017). Job specialization is crucial because it can help provide more insight into what talents an employee will use in a role rather than what duties should be done. HR professionals and specialists often apply job specialization to help them acquire knowledge about the job specification (*i.e.* qualifications, education, and skills) that supports the acquisition team in filling in the vacant jobs (Hamel, 2018). The benefits of job Specialization also include decreasing hazards and improving the workplace environment; boosting task proficiency; and enhancing employee productivity (Ahmed, 2011).

Although job specialization varies from one organization to another, a few common / shared characteristics may be identified. These include:

- **Structure:** Structure determines the official relationships of people within the organizations. job specialization is required to accomplish

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all of an organization's practices at the workplace (Abdel-Maksoud *et al.*, 2016).

- **Technology, and Information Management (IM):** Information Management provides people's physical and economic resources to increase workplace productivity (Ampofa, 2020).
- **Environment:** All organizations operate to deal with both external and internal environments, Organizations must identify the needs of individuals and take suitable steps for their accomplishment to enable them to perform effectively and efficiently through work specialization (Kemp *et al.*, 2015).
- **Productivity,** Job specialization contributes to boosting productivity (Atefa *et al.*, 2020).

According to Wright *et al.* (2013), the most common obstacles and problems facing HR Professionals are first, monotonous or boring tasks in a specific job, which lead to restlessness or even job dissatisfaction. Second, switching careers in a specific field, task, or role. This can make the transition to a different field of expertise more difficult (Charles, 2020).

## LITERATURE REVIEW

### A- Relationship and differences between job description (JD) and job specialization (JS)

According to Voorde *et al.*, (2018), the core relationship between job description and job specialization is that they contribute together to paint a vivid picture of what the job role entails in terms of the duties and tasks associated with the job whereas, the key difference between them is that the

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former indicates the qualifications and skills that the ideal employee should possess for a specific job role while the latter indicates what needs to be done within a specific job role and how this can be done. Managers have a wide range of tools available to support their managerial duties. Managers can employ tools such as strategic planning, employee relationship management, employee engagement surveys, benchmarking, and a balanced scorecard to maximize productivity in the workplace, (Marr, 2013). According to Rohr, (2016), a job description is used in the talent acquisition process, which can be utilized in recruiting and selection, compensation, evaluation, training and development or succession planning, and health and safety.

The significance of job descriptions of a job role as mentioned by Heathfield (2016), is that effective job descriptions help organizations attract relevant candidates to apply for the proposed job role. Also, the importance to organizations can be summarized in the following, are to:

- Clearly define the job role and set clear aspirations for employees with the right qualifications and levels of experience.
- Provide a reference point for managers and HR to evaluate a new joiner's performance compared to the duties and tasks shown in the job description (Kemp *et al.*, 2015).

According to Pató, (2017), Job descriptions are an indispensable tool, so a crystal-clear job description enables employees to:

- Identify the job and the type of role they'd like to do.
- For HR employees, attract internal candidates, recruit and select suitable candidates, and engage in effective succession planning.

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## B- Concept of job specialization (JS)

Job specialization sometimes referred to as the cascade of job roles, refers to the degree to which an organization divides individual duties into separate responsibilities (Kipkemboi, 2015). According to Hamel, (2018), job specialization is an approach that occurs when employees gain knowledge, education, and experience in a specific business area of expertise. According to Walaa *et al.*, (2020), JS is important for both employers and employees as it gives them a better understanding of the scope of the job. the advantages and disadvantages of Job specialization can be summarized:

### ➤ Advantages:

1. Job specialization generally leads to higher job satisfaction and brings in trust.
2. Understanding skill variety makes the process of job specialization run smoother and more efficiently (Yap *et al.*, 2015).
3. Clear Task identity is crucial to gaining knowledge and understanding of the core objective of the job specialization.
4. Feedback or output serves to bring the appropriate information to both organizations and employees for there to be an understanding of the core concepts of job specialization (Akin *et al.*, 2020).
5. Job specialization increases productivity within departments.
6. Quality control costs are lowered due to specialization.
7. when an organization applies the Job specialization approach supports the organization to focus on the execution of its mission and vision clearly and easily, which will quickly implement decisions (Tahir *et al.*, 2014).

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8. A concise and meaningful job specialization assists the employee in understanding how the organization undergoes performance appraisal. Once the organization implements efficient job specialization, it can adequately develop key dimensions of performance appraisal which leads to improved quality of work (Productivity) (Abdullah *et al.*, 2019).

### **➤ Disadvantages:**

1. The specialized job authorizes employees to concentrate on one aspect of duties, and the task and objective become boring, leading to dissatisfaction and then loss of productivity (Hanisch, 2006).
2. Cannot multitask, specialized in one skill, sometimes does not allow one to execute multitasking jobs, but if they were trained from the beginning the productivity of work will boost and add value (Kocaeli *et al.*, 2019)
3. More absenteeism, in, the workplace if a repetitive task with no breaks, causes an employee to become tired, the lethargy makes the individual abstain from work.
4. Fewer and limited job engagements, there is no chance for improvements, enhancements are seen only when the worker gets a chance to review the work process and is given time to ponder (Al Fandi, 2020),

### **C- Functions related to Job-Specialization**

The first function is organizational development which is explained by (Harris, *et al.* 2019) as a method that has been drawn from across different sectors or areas such as organizational behavior, management approach, tourism business, psychology, sociology, anthropology (Job Specialization), management, economics, education, counseling, and public administration. According to Rabindra, *et al.* 2017), organizational development aims to boost

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HR operations by improving productivity, compensation, and reward systems; work policies, and procedures. The second function is job analysis which aims at collecting information about a job by analyzing the duties, responsibilities, tasks, and activities that should be carried on by the job holder (Keenan, 2017). Job analysis also contributes to identifying the types of technologies and equipment that are to be used on the job to reach job specialization (Samar, 2014). It further provides a deeper understanding of the Job Specialization which consequently supports a variety of HR functions that have been listed by Sonnentag (2018), as follows:

- Manpower planning: job analysis contributes to defining job requirements in terms of skills, qualities, and other human characteristics.
- Recruitment, Selection, and Placement: job analysis contributes to acquiring a fit candidate for the job.
- Training and Development: Job analysis defines standard levels for workplace performance and contributes to managing learning development programs.
- Promotions: job analysis enhances the processes and procedures of internal mobility within organizations (*i.e.* promotion, demotion, transfer, and relocation), (Champoux, 2011)
- Labor Relations: Job analysis contributes to resolving disputes that may arise due to inadequate transparency within the workplace.

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### **D- Employee Productivity and Job Specialization**

Definition of Employee Productivity: The productivity of employees, could be quantified as the amount of work completed in a given time, the quality of work, or the efficiency with which tasks are performed (Rabindra, *et al.*, 2017).

According to Martin, *et al.*, 2019), there are some Factors Influencing Employee Productivity that support Job Specialization:

- Work Environment: Includes equity, physical workspace, tools, and resources either human or financial.
- Motivation and Job Satisfaction: Driven by factors like job specialization, rewards, recognition, and job role alignment.
- Skills and Competencies: Relevant skills and ongoing training impact employee productivity.
- Workload and Stress Levels: Overwork or high stress can reduce employee productivity.

### **METHODOLOGY AND ANALYSIS**

Primary data was collected through the implementation of a questionnaire survey that involved the distribution of a 3-point Likert scale questionnaire form on a convenient sample of 29 employees affiliated with the different departments within the Ministry of Tourism and Antiquities from 89 employees, of which a total number of 26 questionnaire forms were valid for analysis, the sample was drawn from four key departments within the Ministry, namely Human Resources, Administration, Tourism Services, and Antiquities Management, to ensure representation from various specialized roles. a sample of 29.2% was selected. This percentage was chosen to ensure a manageable sample size while maintaining sufficient representation for the analysis.

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The convenience sampling technique was used because it is a simple, easy, cost-effective, and less time-consuming way of selecting participants from the target population based on ease of access with specific consideration to geographical proximity, availability of participants at a given time, and their willingness to participate in the research (Golzar, *et al.*, 2022).

The variables were coded and analyzed by the SPSS program V.27 (2024). to identify the mean, standard deviation, frequencies, and percentages of each variable.

The questionnaire was composed of five parts each addressing a particular theme as follows:

- A- Applying the concept of Work Specialization (5 variables)
- B- The advantages of applying Work Specialization (8 variables)
- C- The disadvantages of applying Work Specialization (7 variables)
- D- The importance of the job description for employees within the ministry (6 variables)
- E- The relationship between job analysis, job specialization, and employees' productivity (5 variables)

**The results of the questionnaire analysis were as follows:**

**First: Reliability test**

Based on the data presented in the below table, there is enough evidence to refer that the reliability of the constructs was acceptable, therefore, it is concluded from this finding that the scale has high levels of internal consistency and is considered to be very reliable, the Cronbach's Alpha values in this research were 0.826. Thus, all the constructs and variables used in this

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research are based on well-established instruments with high-reliability scores, and the internal consistency of each construct is substantiated to be very good, as illustrated below:

**Table (1)**

Cronbach's Alpha <sup>a</sup>	N of Items
<b>0.82</b>	31
a. Listwise deletion based on all variables in the procedure.	

The final statistical process is excellent, the Scale has zero variance items and there are no missing items so, all variables will be valid as below:

**Table (2)**

<b>Case Processing Summary</b>			
		N	%
Cases	Valid	26	100.0
	Excluded	0	.0
	Total	26	100.0
a. Listwise deletion based on all variables in the procedure.			

Source SPSS V27 (2024)

### Second: Demographic profile of the research participants

**Table (3)**

<b>Demographic and work information</b>		Freq.	%
Gender	Male	18	69.2%
	Female	8	30.7%
Age	21 - 30	12	41.7%
	31- 40	10	38.4%
	over 40	4	15.3%

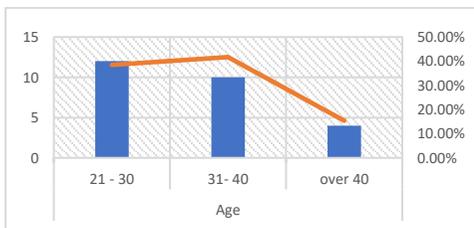
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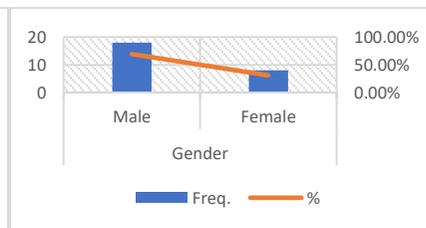
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Table (3) indicates that out of 26 respondents, 18 participants representing (69.2 %) of the questionnaire respondents were males and 8 (30.7%) were females as shown in Figure (2) below. Regarding the age of respondents, the age segments ranged between 21 to over 40 years old. the age segment from (21-30) represented (41.7%) of 12 participants, and the age segment from (31 to 40) years represented (38.46 %) of 10 participants. the age segments represented over 40 years (15.38%) 4 respondents as illustrated in Table (3) and Figure (1).

**Figure (1)**



**Figure: (2)**



### Third: Descriptive analysis (5 Themes)

#### Theme (1): Applying the concept of Work Specialization (5 variables)

Table (4) indicates that most of the employees in the Ministry of Tourism and Antiquities in Egypt agreed that applying the concept of job specialization is important in enhancing employee productivity. All respondents 26 employees agreed on Variable (V5) (100%), followed by the (V1) 25 employees agreed (96.2%) and 1 employee disagreed (3.8%), followed by the (V2) 24 employees agreed (92.3%) and 2 employees disagreed (7.7%), followed by the (V3) 23 employees agreed (88.5%) and 3 employees disagreed (11.5%), Finally, the

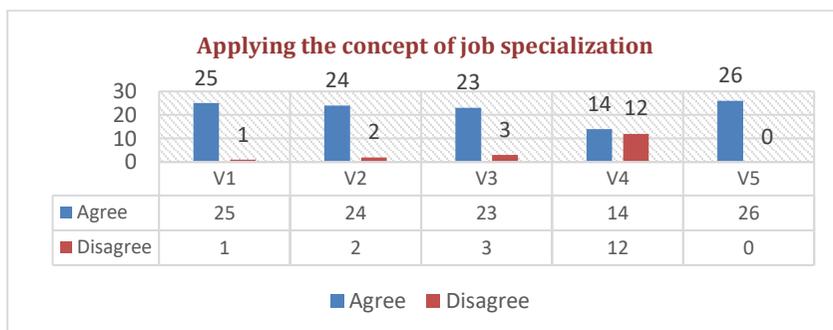
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(V4) was lowest percentage (53.8%) agreed 14 employees and 12 employees (46.1%) disagreed, the General Orientation in these descriptive statistics was agreement in the first variables. the below descriptive schedule shows the number of duplicates and percentages, median, and standard deviation, and finally General Orientation. (5 variables) (Normal, Mean, and the standard deviation (Std. Dev) of constructs).

**Table (4)**

Descriptive Statistics								
First: Applying the concept of job specialization								
Variables	Agree	Disagree	Don't Know	%	N	Mean	Std. Deviation	General Orientation
V1 - The application of the concept of Job specialization is linked to the implementation of the institution's vision and mission	25	1	0		26	1.0385	0.19612	Agree
	96.20%	3.80%	0	100%				
V2 - The application of the concept of job specialization is linked to the level of job satisfaction of employees	24	2	0		26	1.0769	0.27175	Agree
	92.3	7.7	0	100%				
V3 - Clarity of the job tasks assigned to the employee contributes to his feeling of pride in what he does	23	3	0		26	1.1154	0.32581	Agree
	88.5	11.5	0	100%				
V4 - The application of the concept of job specialization is linked to the level of job performance of employees	14	12	0		26	2.4231	0.50383	Agree
	53.8	46.1	0	100%				
V5 - The clarity of the tasks assigned to the employee is linked to his level of job performance	26	0	0		26	1	0	Agree
	100	0	0	100%				

**Figure (3)**



### Theme (2): The advantages of applying Work Specialization (8 variables)

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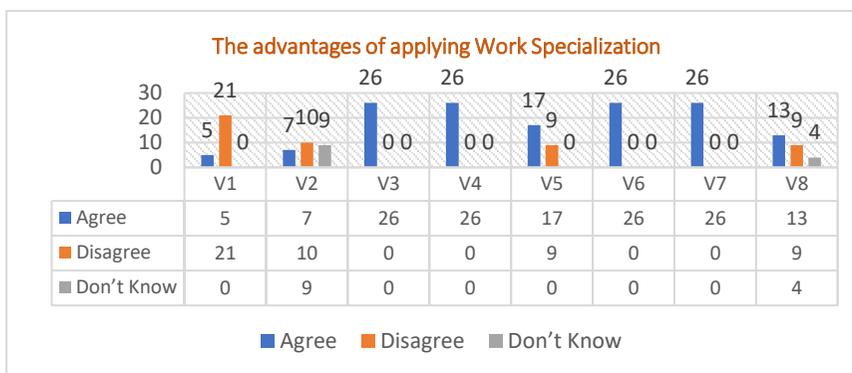
Table (5) indicates that most of the employees in the Ministry of Tourism and Antiquities in Egypt agreed with 6 out of the 8 Variables while 2 respondents disagreed. The greatest agreement was in Variables (V3, V4, and V7) 26 employees (100%). followed by the (V5) 17 employees agreed (65.4%) while 9 employees disagreed (34.6%), followed by the (V8) 13 employees agreed (50%) while 9 employees disagreed (34.6%) and 4 employees (15.4%) had no idea about the variable, On the other hand, the general orientation disagreed with two Variables (V1-V2) the results showed the greatest was in (V1) 21 employees disagreed (80.8%) and 5 employees agreed (19.2%), followed by (V2) 10 employees disagreed (38.5%), and 9 employees had no idea about the variable (34.6%), and 7 employees agreed (26.9%). Finally, the General Orientation in these descriptive statistics was agreement. The below descriptive schedule shows the number of duplicates and percentages, median, and standard deviation, and finally General Orientation. (8 variables) (Normal, Mean, and the standard deviation (Std. Dev) of constructs).

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**Table (5)**

Descriptive Statistics									
The advantages of applying Work Specialization									
Variables	Agree	Disagree	Don't Know	%	N	Mean	Std. Deviation	General Orientation	
V1 - Job specialization increases productivity and contributes to progress	5	21	0		26	1.8077	0.40192		Disagree
	19.2	80.8	0	100%					
V2 - Job specialization increases job satisfaction and brings confidence to employees	7	10	9		26	2.0769	0.79614		Disagree
	26.9	38.5	34.6	100%					
V3 - An accurate understanding of the diversity of employees skills contributes to making the job specialization process smoother and more efficient	26	0	0		26	1	0		Agree
	100	0	0	100%					
V4 - Job specialization provides appropriate information to organizations and employees	26	0	0		26	2	0		Agree
	100	0	0	100%					
V5 - Job specialization increases productivity within the workplace	17	9	0		26	2.3462	0.48516		Agree
	65.4	34.6	0	100%					
V6 - Brief and purposeful job specialization helps the employee understand how performance is evaluated	26	0	0		26	1	0		Agree
	100	0	0	100%					
V7 - Job specialization helps the employee gain sufficient experience that helps him perform well	26	0	0		26	1	0		Agree
	100	0	0	100%					
V8 - When the organization applies the Job specialization approach, it supports the organization to focus on implementing its mission and vision clearly and easily	13	9	4		26	1.6538	0.74524		Agree
	50	34.6	15.4	100%					

**Figure (4)**



### Theme (3): The disadvantages of applying Work Specialization (7 variables)

Table (6) indicates that most of the employees in the Ministry of Tourism and Antiquities in Egypt agreed with (4) Variables, disagreed with (2) Variables, while had no idea (1) Variable, the greatest agreement was in Variable (V1) 20 employees (76.9%) 6 employees disagreed (23.1%), followed by the (V6) 15

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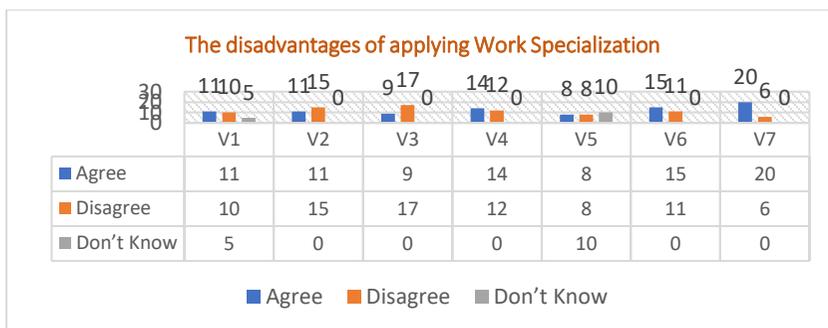
employees agreed (57.7%) 11 employees disagreed (42.3%), followed by the (V4) 14 employees agreed (53.8%) 12 employees disagreed (46.2%), followed by the (V1) 11 employees agreed (42.3%) 10 disagreed (38.5%) 5 employees didn't know (19.25%), On the other hand, the general orientation disagreed with two Variables V2-V3 the results showed the greatest disagree was in (V3) 17 employees disagreed (65.4%) 9 employees (34.6%), followed by the (V2) 15 employees (57.7%) 11 employees disagreed (42.3%), the result show there is one variable didn't know it was in (V5) 10 employees had no idea (38.5%) and the agree and disagree was equal in the number of employees 8 to 8 (30.8%) for both. Finally, the General Orientation in these descriptive statistics was agreement. the below descriptive schedule shows the number of Duplicates and percentages, Median and Standard deviation, and finally General Orientation (7 variables) (Normal, Mean, and standard deviation (Std. Dev) of constructs).

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**Table (6)**

Descriptive Statistics								
The disadvantages of applying Work Specialization								
Variables	Agree	Disagree	Don't Know	%	N	Mean	Std. Deviation	General Orientation
V1 - Job specialization leads to routine and boredom	11	10	5		26	1.769	0.7646	Agree
	42.3	38.5	19.2	100%				
V2 - Job specialization results in the employee not bellowed to acquire new skills	11	15	0		26	1.577	0.50383	Disagree
	42.3	57.7	0	100%				
V3 - Job specialization leads to reduced learning of new skills	9	17	0		26	1.654	1.6538	Disagree
	34.6	65.4	0	100%				
V4 - Specialization in work means specifying tasks and not giving the opportunity and development to learn a lot.	14	12	0		26	2.462	0.50839	Agree
	53.8	46.2	0	100%				
V5 - Job specialization leads to boredom and this leads to a lot of absence from work	8	8	10		26	2.077	0.84489	Don't Know
	30.8	30.8	38.5	100%				
V6 - Slow adaptation to changes in the work environment	15	11	0		26	1.423	0.50383	Agree
	57.7	42.3	0	100%				
V7 - If Job specialization is applied, decision-making becomes slower and more bureaucratic	20	6	0		26	1.231	0.42967	Agree
	76.9	23.1	0	100%				

**Figure (5)**



**Theme (4): The importance of the job description for employees within the ministry (6 variables).**

Table (7) indicates that most of the employees in the Ministry of Tourism and Antiquities in Egypt agreed with all Variables on the importance of the job description for employees within the ministry, the greatest agreement was in Variable (V2-V4-V5-V6 26) employees (100%) followed by the (V2) 25

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employees agreed (96.2%) 1 employee disagreed (3.8%), followed by the (V1) 21 employees agreed (80.8%) 1 employee disagreed (3.8%) 4 had no idea (15.4%). Finally, the General Orientation in these descriptive statistics was agreement. The below descriptive schedule shows the number of Duplicates and percentages, Median and Standard deviation, and finally General Orientation (6 variables) (Normal, Mean, and the standard deviation (Std. Dev) of constructs).

**Table (7)**

Descriptive Statistics								
The importance of the job description for employees within the ministry								
Variables	Agree	Disagree	Don't Know	%	N	Mean	Std. Deviation	General Orientation
V1 - Managers consider the job description to be one of the most important tools that help them know their duties	21	1	4		26	1.346	0.74524	Agree
	80.8	3.8	15.4	100%				
V2 - The job description clearly defines the role and responsibilities	26	0	0		26	1	0	Agree
	100	0	0	100%				
V3 - The job description keeps the employee on the job for a longer period	25	1	0		26	1.039	0.19612	Agree
	96.2	3.8	0	100%				
V4 - The job description helps the recruitment department choose the right employee for the job	26	0	0		26	1	0	Agree
	100	0	0	100%				
V5 - The job description is an important reference that managers and human resources use to evaluate the employee's performance	26	0	0		26	1	0	Agree
	100	0	0	100%				
V6 - The job description identifies the basic responsibilities and requirements for the current position,	26	0	0		26	1	0	Agree
	100	0	0	100%				

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**Figure (6)**



### Theme (5): The relationship between job analysis, job specialization, and employees' productivity (5 variables)

Table (8) indicates that most of the employees in the Ministry of Tourism and Antiquities in Egypt agreed with (3) Variables and disagreed with (2) on the relationship of job analysis to job specialization, the greatest agreement was in Variable (V1-V2-V5) 26 employees (100%), on the other hand. (V3) 17 employees disagreed (65.4%) 9 agreed (34.6%), followed by the (V4) 16 employees disagreed (61.5%) 10 agreed (38.5%). Finally, the General Orientation in these descriptive statistics was agreement. The below descriptive schedule shows the number of Duplicates and percentages, Median and Standard deviation, and finally General Orientation (5 variables) (Normal, Mean, and the standard deviation (Std. Dev) of constructs).

**Table (8)**

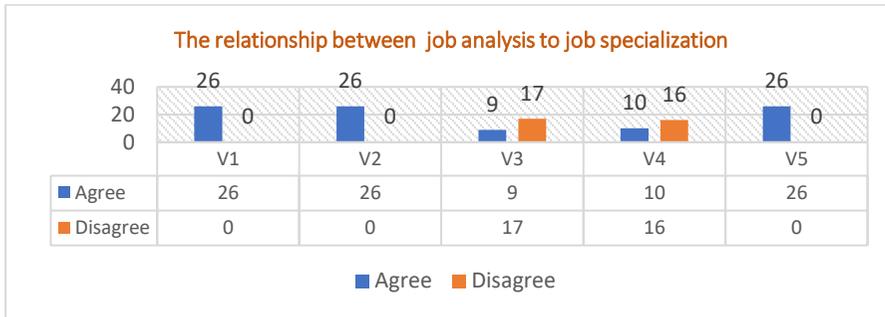
Descriptive Statistics								
The relationship between job analysis, job specialization, and employees' productivity								
Variables	Agree	Disagree	Don't Know	%	N	Mean	Std. Deviation	General Orientation
V1 - Job analysis contributes to determining job requirements in terms of skills and personal qualities	26	0	0		26	1	0	Agree
	100	0	0	100%				
V2 - Job analysis contributes to obtaining a suitable candidate for the job	26	0	0		26	1	0	Agree
	100	0	0	100%				
V3 - job analysis Defines and contributes to the management of development and training programs	9	17	0		26	2.654	0.48516	Disagree
	34.6	65.4	0	100%				
V4 - Job analysis enhances promotions and internal mobility procedures within organizations	10	16	0		26	1.385	0.49614	Disagree
	38.5	61.5	0	100%				
V5 - Job analysis contributes to resolving conflicts that may arise due to insufficient quality of performance and productivity of employees.	26	0	0		26	2	0	Agree
	100	0	0	100%				

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Figure (7)



## DISCUSSION

The research explored the challenges facing the adequate implementation of the job specialization approach in the Ministry of Tourism and Antiquities in Egypt. The research also investigated the relationship between Job Specialization and employees' productivity in the Ministry of Tourism and Antiquities in Egypt. Central to this, job specialization can by no means be appropriately applied in any given work domain without employing the job analysis technique which includes both job description and job specification that contribute together to enhancing employees' productivity.

According to the findings of the field study descriptive analysis, the final results matched the reliability of Cronbach's Alpha (31 Items, 0.82%). Furthermore, the research findings indicated that no clear job description for the different jobs within the Ministry does exist. Moreover, implementing the job specialization approach in the Ministry rarely exists. Nevertheless, the Ministry is currently taking steps towards enhancing employee productivity by properly implementing job specialization principles Suggested Actions:

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- Enhance Job Descriptions: Create clear and detailed job descriptions to attract suitable candidates and make retention for the current employees.
- Ensure employees have access to resources and support for mental health and well-being.
- Job analysis: Perform a comprehensive job analysis to understand the core responsibilities, skills required, and current challenges for each role.
- Clarify and document specific roles and responsibilities to reduce overlap and increase efficiency.
- Provide targeted training to help employees develop specialized skills relevant to their roles, and Use technology to support specialization and boost productivity
- Encourage collaboration to ensure that specialized roles complement each other effectively

## **CONCLUSION**

The research provides a comprehensive and clear understanding of the Ministry of Tourism and Antiques' workplace environment by investigating the positive relationship between Job Specialization and employee productivity which has been explored in previous studies in different contexts (e.g. Alessandro 2018, Charles, 2020, and Ampofo, 2020). The research further explored the participants' perceptions regarding the advantages and disadvantages of applying Work Specialization which has been found to match with what has been mentioned in previous studies (Yap *et al.*, 2015, Abdullah *et al.*, 2019, and Walaa *et al.*, 2020). The participants' perceptions regarding the importance of the job description in improving the productivity of

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employees, also matched what has been mentioned in the previous studies by (Sonntag, 2018), (Al Fandi, 2020), and (Champoux, 2011).

The research also provides empirical evidence to support the findings of statistical analysis which plays a crucial role in the conclusions section:

- Most of the employees in the Ministry of Tourism and Antiquities in Egypt agreed that applying the concept of job specialization is important in enhancing employee productivity.
- Most of the employees in the Ministry of Tourism and Antiquities in Egypt agreed with all Variables on the importance of applying job descriptions for employees within the ministry.
- Most of the employees in the Ministry agreed if there is a good relationship between job analysis and job specialization, this will enhance employees' productivity.

## Recommendations

Depending upon the findings of this study, the following recommendations are suggested to the Human Resources Department in the Ministry of Tourism and Antiquities in Egypt:

- HR employees within the tourism public sector must be fully aware of how to apply job analysis and work specialization in the workplace, so the HR directors should make sure the job analysis is already effective and apply, or create another form from scratch to align with new employee's criteria, and linking with tourism industries strategies in Egypt.

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- Clear job description for the different jobs within the Ministry
- implementing the job specialization approach in the Ministry
- Improving the performance of employees within the Ministry of Tourism and Antiquities through training, workshops, seminars, and meetings and illustrating what is work specialization and how to extract it from job analysis.
- Providing HR team equipment and tools such as computers, internet, and printers, so that they can communicate with their peers in other departments. to apply the metaverse technique, by accelerating the process of activating the HR System
- Human resources officials should allocate sufficient time to explain the job description for each one in the ministry.
- HR Directors Propose suggestions regarding the enhancement of the image of tourism sector employees in Egypt, by following up on their performance and grievance or code of ethics issues, which will affect the tourism image in Egypt.
- Ensure job descriptions are up to date and compliant with all local and Egyptian culture regulations and legislation.
- HR team Prepare Job analysis for each position.
- HR team responsible for developing and applying in-depth knowledge of the job specifications to include experience, skills, and behavioral competencies needed for success in each role.
- Conduct monthly appraisals for employees to update JD.

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