Job Analysis and Corporate Performance of Selected Organizations in Cross River State

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Abstract

This study examined job analysis on corporate performance of selected organizations in Cross River State, specifically Flour Mills and Lafarge. This study adopted desk survey design. Information was gathered using textbooks, journals, published and unpublished journals, libraries and internet applications. Based on the conceptual review, the study revealed that there was a significant relationship between job description and corporate performance of business organizations in Nigeria, there was a strong significant relationship between job specification and corporate performance of business organizations in Nigeria. The study also revealed that there was a positive and strong relationship exist between job evaluation and corporate performance of business organizations in Nigeria. It was recommended that the management of business organizations should incorporate a well-established job analysis programme into their human resource planning during recruitment and training of existing and prospective employees to boast its overall corporate performance continuously.

Keywords: job analysis, job description, job specification, corporate performance

1. Introduction

Job analysis is one of the most important functions or activities of human resource management and can perform multi-functions such as job description, job specification, job evaluation, etc. This offer a solution for most effective work organizations or classification of work, improving ineffective processes of redesign work, planning training for introducing new employees into existing processes, or existing workers in new processes, establishes criteria assessment of employment effect, adequate and fair compensation, planning of employees welfare throughout their careers (Stoilkovska & Serafimovic, 2017; Ele, et al., 2019; Ele, et al., 2020; Rehman, 2009; Ele, Makama & Okongo, 2020).

Job analysis is the orderly process of studying, identifying, collecting and setting out detail information concerning the content of jobs to provide the fundamental basis for a job description and data for recruitment etc. (Ele et al., 2020; Armstrong, 2009; 2012). Job analysis is a vital tool for effective human resource planning policy of any given organization either private or public (Ele et al., 2020). They further stated that job analysis is a fundamental internal strategy use by human resource managers, job analysts, professionals as well as practitioners in obtaining necessary or pertinent information about the jobs and the workers before or during selection for recruitment as well as training of existing and prospective employees in any given organization (Ele, Umana, Inyang & Eneh, 2019; Stoilkovska & Serafimovic, 2017; Ele, et al., 2020). It is an integral part of human resource planning during selection for recruitment and selection for training and development needs assessment (Ele, et al., 2020).

Ele (2014) posited that it is the total or entire final results of all the organizational activities or practices of job or

jobs performed for its efficiency and effectiveness to be maintained and achieved in an organization. The corporate performance of organizations can only be sustained and maintained through a well-defined management strategy in which job analysis attempts to solve and discuss in this study. Corporate performance is a cornerstone of productivity and individual performance contributes to the accomplishment of organizational objectives (Inyang & Akpama, 2002). Good governance, among other things, must be participatory, transparent, and accountable, effective and equitable as well as promotes the rule of law (Riman, Lebo, Obeten & Akpan, 2023).

The competency, knowledge, skills, abilities, and other job characteristics required for the job or jobs are not meticulously described, specifies, and evaluated in order to determine the more qualified and competent candidates to be recruited and trained for the tasks. This is characterized by the problem of lack of job analysis practices in the organization. Based on the absence of systemically carrying out job analysis results in lack of other human resource practices such as job description, job specification, job evaluation, job design, job security as well as job succession planning, making it difficult to identify the right person for the right job leading to imperfect as well as faulty recruitment and selection of employees of business enterprises in Nigeria (Amos, Ristow & Ristow, 2004). Therefore, this study seeks to examine the correlation between job analysis and corporate performance of business organizations in Nigeria.

2. Literature Review

This study is anchored on a proactive job analysis model. This proactive job analysis model was developed by Ele, Umana, Inyang and Eneh (2019) in their study to describe, support and to create explicit understanding and implementation on the concept of job analysis on corporate performance of selected private sector organizations in Cross River State. The proactive job analysis model was a conceptual framework that involves the systematic examination of jobs and what it entails. The proactive job analysis model is the systematic evaluation of the tasks, duties, and responsibilities required to perform the job/task with effective evaluation of the competencies, knowledge, skill, techniques with the job attributes to do its task or work more efficiently (Mozdabadi, 2017; Armstrong, 2012; El-Hajji, 2011; Cole, 2002). This model is a continuous general conceptual framework that will show the effective integration and utilization of job analysis concepts into the human resource planning policy that will help in achieving the corporate performance of organizations. Job analysis is the process of collecting, analyzing and setting out information about jobs in order to provide the basis for the job description, job specification, job evaluation and data for recruitment, training, job evaluation and performance management (Armstrong, 2009; 2012; Kshatriya, 2016; Singh, 2010; Singh, 2008; Siddique, 2004; Oswald, 2003; Raju & Banerjee, 2017; HR Guide, 2012).

Al-Marwai and Subramaniam (2009) stress that job description is a document that serves very many essential functions in organizations, if written properly and constantly updated. Gan and Kleiner (2005) state that if job descriptions when effectively formulated and implemented, are capable of affording the organizations with the following useful objectives such as assisting in planning for the future; being able to measure future performance; enhancement of communication between employer and employees; enhancing the skills and abilities to retain qualified employees; and setting the criteria for the fair and legal discipline or terminating the workers that are unable to meet their expectations (Singh, 2010).

3. The Concept of Corporate Performance in an Organization

Corporate performance is defined as the process of achieving the final results of which a particular organization has been established, for the sustainability of its goals and objectives over a given period (Ele, 2014). It is the total or entire final results of all the organizational activities or practices of job or jobs performed for its efficiency and effectiveness to be maintained and achieved in an organization (Inyang & Akpama, 2002). Similarly, corporate performance management addresses the issues of both operational and financial performance to include the process of collecting the data and collaboratively performing analysis and reporting for executives, managers, and employees through all levels of the organizations (Sharif & Karim, 2017; Inyang & Akpama, 2002; Edien, 2015).

San and Heng (2011) stated that the high leverage firms are also more responsible to take personal actions such as restructuring assets and laying off employees when performance deteriorates. This situation will call for effective and efficient as well as well-established job analysis schemes or programmes to improve the corporate performance of an organization. Agwu (2012) explained the influence of hazard job analysis on organizational productivity and loss control in the Nigerian private sector organizations cannot be overemphasized, especially in the areas of setting minimum health and safety management standards of both the jobs and employees. With this, the hazard job analysis has a direct significant relationship with employees' productivity because assigned tasks can only be safe and conducive for the execution of the assigned duties and responsibilities, be it construction, manufacturing, and servicing (Kshatriya, 2016; Musyoka, Adoya & Ongombe, 2016; Aluko, Odugbesan, Gbadamosi & Osuagwu, 2014). However, Than, Trenberth, and Conway (2009) argued that attempts

to measure the impact of human resource management practices on organizational corporate performance are not without difficulties. Ghosh and Mukherjee (2006) stated that many performance measurement tools could be clubbed into two broad groups such as traditional measures and non-traditional measures.

San and Heng (2011) had used profit efficiency as a performance measure. Human resource managers and employees were evaluated by using profit efficiency, since the profit efficiency counter for the effectiveness of managers and employees to raise revenue and control cost and is close to the concept of value maximization. Guest (1997) also suggested that both quantitative and qualitative measures of key shareholders' subjective judgments on clearly defined and identified goals and objectives of quantitative indicators, together with financial criteria are the most useful indicators of human resource management effectiveness towards corporate performance. Corporate performance can also be measured through return on investment (ROI) alone. Return on investment type of measures that are the most popular and frequently used when accounting variables are utilized to determine the corporate performance of an organization (Pazarskis, Vogiatzology, Christodoulou & Drogalas, 2006).

Corporate performance can also be measured through scale and balanced scorecard. Kuye and Oghojafor (2011) stated that corporate performance measured through scale comprises ten performance criteria. These ten corporate performance criteria consist of profit growth, scale revenue, financial strength, operating efficiency, performance stability, public image, employee morale, environmental adaptation, new ideas, and social impact on society. For this study, corporate performance can be measured through the productivity level of the organization (Rehman, 2009; Suthar, Chakwrawathi & Pradhan, 2014).

4. Empirical Review

Syed and Mukaram (2014) investigated the role of job analysis and its impact on performance management. The study adopted face to face semi-structured interviews design and sample size of 22 Army officials of different ranks in Pakistan. The study revealed that there is a significant impact on job analysis on performance management. Based on the finding, it was concluded that Performance Management can be ensured if the Job Analysis for every position is comprehensive. Therefore, if job analysis is 'aligned' well with the organizational objectives then it would be relatively easier to ensure 'fit' between all HR functions and high corporate performance.

Ashraf (2017) conducted a study by examining public sector recruitment and selection concerning job analysis in Pakistan. Questionnaires and some brief interviews were used by adopting 5 points Likert scale. Unstructured interviews were also adopted. Primary and secondary data were collected for the study. A descriptive research design was adopted for the research work. The study revealed that the hiring process of the public sector faulty mainly because of poor job analysis.

Sharif and Karim (2017) also conducted a study on the influence of job analysis programme on employees' performance: a study of selected companies in Bangladesh. The research work adopted an exploratory research design. Primary data was gathered through a structured questionnaire. Secondary sources were also adopted. The study revealed that the concept of job analysis is not a popular one in their local organizations.

Suthar, Chakravarthi and Pradhan (2014) conducted a study on impacts of job analysis on organizational performance using an inquiry on Indian Public Sector enterprises. The study used a survey questionnaire to gather data. The questionnaire was administered through email to the respondents. The population was one thousand, three hundred, and sixty-one. The sample size was four hundred and seventeen. The study adopted a quantitative research approach. Regression and correlational models were used to test the hypotheses. The study indicated that organizational performance and job analysis are positively related to each other. The study also revealed that there is a significant relationship between organizational performance and job design; organizational performance and job specification as well as organizational performance and job evaluation. The study recommended that management should conduct job analysis activities in a more scientific way that can provide specific direction to use available human power at an appropriate time and place.

Nyasha, Katsuro, Chazuza, Makaita, Mukondiwa, Farai, Kudakwashe, Tafadzwa and Taongo (2013) conducted a study on the importance of establishing a job analysis exercise in bread manufacturing companies in Zimbabwe. Interviews and questionnaires were used in triangulation to collect data from the sample. 5 points Likert scale was adopted in the structured questionnaire. The population was 7 companies. The population was divided into strata. The sample size was 4 companies and ten percent of each group was selected using a random sampling technique. The data collected was presented using simple percentages. The study found that there is a positive correlation between well-established job analysis and employee and company performance, the impact was seen through improvements in compensation, training and development, health and safety, and recruitment and selection.

Mozdabadi (2017) also conducted a study on the investigation of educational needs with job analysis approach

(case study: financial and urban economy experts of Tehran Municipality). The population of the study was one hundred and forty-three. The sample size was also one hundred and forty-three, and purposive sampling was used. Data were collected using a semi-structured questionnaire and interview. A mixed exploratory research design was adopted. The Lee Hee and one sample T-tests were used to test hypotheses. The study revealed that since experimental means are higher than theoretical ones, it can be stated that all obtained skills, knowledge, tool, and technology related to Tehran Municipality's urban economy experts are significantly higher than average in terms of a total of the three components of learning necessity, frequency, and learning difficulty and they are counted as educational need. The study recommended that in order to increase educational effectiveness, detected priorities for financial and urban economy experts should be put on the agenda by educational managers of Tehran Municipality through job analysis practices.

5. Findings

(1) The study showed that there is a significant relationship between job description and corporate performance of business organizations in Nigeria.

(2) The study also revealed that there is a strong significant relationship between job specification and corporate performance of business organizations in Nigeria.

(3) The study also revealed that there is a positive and strong relationship exist between job evaluation and corporate performance of business organizations in Nigeria.

6. Conclusion

The study investigated the correlation between job analysis and corporate performance of business organizations in Nigeria. The study concluded that well-established job analysis has a positive and significant correlation with the corporate performance of business organizations in Nigeria. It was discovered that there are significant relationships between job description, job specification, job evaluation, and corporate performance of business organizations in society. Job analysis and its basic products such as job description, job specification as well as job evaluation have effective implications on corporate performance, increase profitability, increase turnover, manpower planning, and conflict of duties, employees' productivity, growth, market share, and market value of business organizations. However, it was noted that, for the process to be effective, job analysts must inform employees who will initiate the process, how the employees will be affected. Informed consent and protect the rights of participants, thereby promoting freedom and self-determination.

7. Recommendations

Based on the findings, the study recommended the following:

(1) Management of organizations should incorporate a well-established job analysis programme into their human resource planning during recruitment and training of existing and prospective employees to boast its overall corporate performance continuously.

(2) Human resource managers should also endeavor to describe organizational jobs and the person who is to carry out the tasks with the basic knowledge, skills, competency, ability, and other job characteristics for the corporate performance to be enhanced steadily.

(3) There should be a fair evaluation of jobs and equitable reward system for all employees performing similar duties irrespective of the employment status to ensure improvement on employees as well as corporate performance and to ensure effective and efficient established job analysis scheme to lay a foundation of fairly and orderly pay structure that need to be strictly implemented in business organizations.

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