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### An Evaluation of Job Analysis on Employees' Performance in Julius Berger Nigeria Plc, Lagos State

**Olanipekun, Lateef Okikiola**

Department of Industrial Relations and Human Resource Management  
Lagos State University, Ojo, Nigeria  
&

**Akinlabi, Naimat Adetoun**

Department of Office Technology and Management,  
Federal Polytechnic, Ado-Ekiti, Ekiti State, Nigeria

#### Abstract

Employee performance is pivotal to all business enterprises in both developed and developing economies. In the development of human resources, the performance of an employee is needed to achieve employee performance itself and also for the success of the organization, therefore, improving the performance of these employees is not only of benefits to the organization but also for the employees themselves because with good performance, organizations can achieve better level of employee career development. Hence, this study examined job analysis and employees performance in Julius Berger Nigeria plc as a construction firm in Nigeria. This study was anchored on the Hackman and Oldham job characteristics model (JCM). The population of the study consist of 675 employees of Julius Berger Nigeria plc, Ijora, Lagos State. Sample size of 217 employees were used which involved 147 junior level staff, 83 middle level staff, 40 senior level staff and 25 management level staff. Stratified sampling technique and simple random techniques were used in the study. Findings revealed that job analysis was positively significant with employee performance and as a result there was a positive significant effect of job analysis, job description and job specification on employee performance in Julius Berger Nigeria Plc. Lagos State; also, there exist a direct relationship between job analysis, job description, job specification and employees performance. The study concluded that job analysis is the hub and the building blocks for the effective and efficient achievement of organization's corporate goals. It was therefore recommended that strict adherence to strategic job analysis should be put as a hub into human resource planning policies and practices for the right persons with the right competencies, skills and abilities to be recruited and trained to ensure optimal performance and high level of productivity.

**Keywords:** 1Job analysis 2 Job description 3 Job specification 4 Employees Performanc 5 , job Evaluation.

## Introduction

Performance is imperative for any organization especially in a highly competitive environment (Noe, Hollenbeck & Gerhart and Wright, 2017). The performance of any organization or company highly depends on individual employee performance. Employee performance is pivotal to all business enterprises in both developed and developing economies. In the development of human resources, the performance of an employee is needed to achieve employee performance itself and also for the success of the organization, therefore, improving the performance of these employees is not only of benefits to the organization but also for the employees themselves because with good performance, organizations can achieve better level of employee career development (Siahaan, Gultom, & Lumbanraja, 2016). Poor performance of employee and commercial globalization have brought an increase in the rate of business failure, closure and low organizational performance in Nigeria with no exception to Julius Berger Nigeria Plc.

Chukwunonye (2019) posit that Business organizations in recent times have adopted job analysis as a very important human resource planning strategy. This is due to the fact that the human resource is the most important resource of every business organization. According to Sackett and Laczko (2003), proper human resource management practice has a direct positive effect on organizational performance. The study further mentioned that business organizations that pursue job analysis as a planning strategy for human resource management tend to have competitive advantage over organizations that do not make such provisions. According to Dessler (2013), job analysis could be defined as the procedure determining the duties and skill requirements of a job and the kind of individual or individuals who should be hired. The importance of job analysis cannot be over-emphasized. According to Fine and Cronshaw (2009), job analysis is the backbone of nearly all human resource management activities. He further mentioned that it provides information about jobs and job holders, utilized by human resource professionals to develop job descriptions as well as design performance evaluation standards that will be used for staff appraisal.

In addition, Adegbami (2013) also mentioned that job analysis helps management in preparing appropriate recruitment strategies, training and development, compensation packages as well as health and safety requirements that are designed around the demands and characteristics of the job. Adegbami (2013) mentioned that this information is vital to the job seekers as they adequately prepare themselves to be qualified for the jobs that they seek and know areas where they are deficient in order to develop themselves. Effective human resource practice requires a clear understanding of the details of jobs on the part of the organization and employees, thus making it intuitively imperative that there is a relationship between job analysis and employee and organizational performance.

Julius Berger Nigeria Plc. Lagos State is not without the responsibility of also training employees must itself be capable of ensuring effective and efficient performance among its employees, it should therefore not afford to neglect the need and essentials of a well-designed job analysis especially in integrating and preparing appropriate recruitment strategies, training and development, compensation packages description of a job to make their employees more effective and efficient on their job. Against this background Julius Berger Nigeria Plc. are currently facing challenges such as job tasks, duties, responsibilities skills, education, work experience and poor performance. The above raises concern regarding the attitudes of employees towards their work and their levels of dissatisfaction and it impact on job performance. Thus, it is in on this note that the study examined job analysis on employee job performance in Julius Berger Nigeria Plc. Lagos State.

## Statement of the Problem

Certain conditions or factors can make employees to perform effectively or ineffectively on their jobs. It has been observed that a number of factors seems to be responsible for poor job performance among workers. Some of which include Lack of systemic structuring of a job portfolio (job analysis, job design, job evaluation, job security and job succession planning) results in flawed recruitment. This leads to low

productivity due to inadequate job performance and eventually results in high turnover. The practice in vogue of only carrying out job analysis for successful recruitment process has met with little success and therefore other contributing factors need to be examined.(Rehman, 2009, Nisbat& Muhammad 2014, Akinrunwa, Ajayi&Akeke 2014; Essien, Adekunle&Oke-Bello 2013; Henry, 2018). Employees of Julius Berger Nigeria Plc. Lagos State tend to be affected by the factors enumerated above. The above raises concern regarding the attitudes of employees towards their work and their levels of job performance. It has also been observed that as a result of lack of exciting job portfolio and motivation there is growing poor performance among Julius Berger Nigeria Plc. Lagos State.

Julius Berger Nigeria Plc. Lagos State are currently facing challenges in job portfolio such as job analysis, job design, job evaluation, job security, job succession planning and poor performance. The above raises concern regarding the attitudes of employees towards their work and their levels of dissatisfaction and its impact on job performance. The underlying basis for the research is about how employees tend to view and enjoy their work and its impact on their performance. The major problems organizations face is whether organizations' staff are motivated to perform on their jobs and whether employees find their work interesting and meaningful. Vroom, (1964) proposed that people are motivated by how much they want something and how likely they are to get it. He suggested that motivation leads to effort and the efforts combined with employee's ability together with environmental factors which interplay shall result in performance.

Moreover, inadequate human resource information system affects the job description and specification resulting to ineffective and inefficient recruitment and selection process, job rotation, work place shift and likely other resource function. Thus, making it difficult for organization to achieve their diverse goals and objectives (long-term goal and short-term goal). It is on this note that the present study filled the aforementioned gaps by conducting an empirical study on job analysis and employee job performance among employees of Julius Berger Nigeria Plc. Lagos State.

### **Objectives of the Study**

The broad objective of the study was to examine the effect of job analysis on employee performance in Julius Berger Nigeria Plc. Lagos State. The specific objectives were to:

- i. examine the influence of job description (tasks, duties, responsibilities) on the performance of employee in Julius Berger Nigeria Plc. Lagos State
- ii. access the impact of job specifications (skills, education, work experience) on employee job performance in Julius Berger Nigeria Plc. Lagos State
- iii. evaluate the effect of job analysis (job description and specification) and employee job performance in Julius Berger Nigeria Plc. Lagos State.
- iv.

### **Statement of Hypotheses**

Hypotheses are regarded as proposed explanations on a phenomenon. For an hypothesis to be scientific, it requires that one can test it. Based on this position; the following research hypotheses were formulated to guide this study.

**HO<sub>1</sub>:** Job description has no significant influence on the performance of employee in Julius Berger Nigeria Plc. Lagos State

**HO<sub>2</sub>:** Job specification has no significant effect on employee job performance in Julius Berger Nigeria Plc. Lagos State

**HO<sub>3</sub>:** Job analysis has no significant effect on employee job performance in Julius Berger Nigeria Plc. Lagos State.

## **Literature Review**

This chapter coherently reviewed the concept of performance, employee performance, job design, measurements of employee performance as obtained in literatures, the chapter will also review a theory related to the study. Also, some empirical related studies including their weaknesses were reviewed with a view to filling the gap from extant literature.

### **Concept of Job Analysis**

According to Chukwuonye (2019) Job analysis involves the process of understanding the jobs that need to be filled in an organization, the specific tasks that are supposed to be accomplished by individuals doing these jobs, the human traits and characteristics needed in order to do these jobs and the parameters that can be used to evaluate the successful and effective execution of these jobs. Osibanjo, Kehinde and Abiodun (2012) opined that job analysis information and procedures have effectively been used to provide information about jobs and also characteristics for jobs, thus helping recruiters to know the features they are looking out for in prospective employees and also for job seekers to ascertain if they are qualified for the job that they seek. According to Dessler (2013), job analysis could be defined as the procedure determining the duties and skill requirements of a job and the kind of individual or individuals who should be hired.

According to Anyim, Ikemefuna and Mbah (2011), job analysis information helps in identifying key employee competencies required in different work positions as well as training needs that to be met, thus consistently equipping workers with the needed skills for doing the job effectively. Furthermore, the organizational tradition also helps in determining the key traits that are needed by employees. Schultz & Schultz, (1998) defined Job analysis as “the study of a job to describe in specific terms the nature of the component tasks performed by the worker” and Grobler, Warnich, Carrell, Elbert & Hatfield, (2006) defined job analysis as “the process by which management systematically investigates the tasks, duties and responsibilities of the jobs within an organization”. Brannick and Levine (2002) defined the job analysis as an organized process whereby nature of a job is discovered. Job or task is divided into smaller units.

### **Concept of Job Description**

According to Martin (2006) job description is a written statement analyzing the skills, educational, attainments and or experience believed to be required by the ideal candidate for the vacancy being filled candidate's attainment can be confused with the required items to try to obtain a perfect match, or, if not to identify areas where training may be required. Statt, (2004) discussed that the job description outlines the job tasks, duties and responsibilities and serves as a guide for the recruitment and selection process going forward; In general, a job description can be seen as relating to all the technical, administrative and managerial aspects of the job, the job title, job summary, job duties, tasks and outputs. Byars & Rue (2006) further described job description as a written narrative of the tasks to be performed and what it entails. According to Sims, (2002) a job description is an account of the duties and activities associated with a particular job. It concentrates on describing the job as it is currently being performed. Thus, the format of job description varies somewhat, most of job descriptions contain sections that include human resource planning, recruitment, orientation of new employees, development of performance appraisal system, career planning and compensation system.

Gupta (2008) described job description as a process of collecting data through job analysis to provide the basis for preparing job descriptions and job specification. Job description is a functional description of what the job entails. It is descriptive in nature and defines the purpose and scope of a job. Also, job description is a written record of the appropriate and authorized contents of a job. It is a factual and organized statement describing the job in terms of its title, location, duties responsibilities, working

condition, hazards and relationship with other jobs. It shows what is to be done, how it is to be done and why. The approach is also used as a guide to this study because it is factual and applicable in various situations. Furthermore, Ann (2009) does not differ from Gupta (2008) who defines a job description as a process of identifying the duties, responsibilities and working conditions of a particular job. This information is of great value to the jobholders and the environment. It establishes expectations for job performance and maintaining misunderstanding that can occur between these two parties. Also, Job description process is essential information from Human Resource Management functions such as recruitment and selections, performance appraisals, training and development, health and safety, legal aspects and career planning.

### **Concept of Job Specification**

Amos et al., (2004) defined that job specification deals with the personal aspects of the job and education or qualification background, skills, knowledge and ability. In a layman human resources term, the job description can be associated with the hard issues whilst the job specification may focus some soft issues. According to Inyang and Akpama, (2002) Job specification is an organized factual statement of a specific job which tells us the minimum acceptable human qualities which helps to perform a job. Job specification translates the job description into human qualifications so that a job can be performed in a better manner. This is a standard of personnel and describes the quality required for acceptable performance. Thus, job specification also involves knowledge, skills, abilities and other characteristics needed to perform the jobs. Amos, Ristow and Ristow (2004) defined job specification as a statement that deal with the personal aspects of the job and the educational qualifications background, skills, knowledge, abilities and experience to perform a job.

It is a written record of the requirements sought in an individual worker for a given job, (Singh, 2010). Job specification can also be called man or employee specification. It is prepared on the basis of job description. It specifies the qualities required in a job incumbent for the effective performance of the job (Singh, 2010). Job specification is a very vital tool during the employee recruitment, training and development process and provides business owners and managers in respect of the skills, education, work experience, managerial experience, and other human assets or capital which may be required from applicants to perform a particular job within the organization. However, job specification is the systematic process of specifying the type and caliber of person that is considered fit for a particular job. In other words, job specification shows the minimum acceptable qualifications the person should possess in order to be fitted or capable in performing a particular job more effectively. The focal point in job specification is the person.

### **Challenges hindering Job Analysis**

Unclear defined job description may cause dissatisfaction which is among symptoms of an underlying employee problem that should be addressed, overlapping of job, low morale and poor performance. Other factors that hinder employee's performance related to job description are problems that stem from employee perceptions on how they are treated at work and the match between individual and organization needs and desires. Thus, job description if not planned well can reduce flexibility and it has been criticized on the ground that a job is largely what the job holder makes it to be.

Hence, unusual or high levels of absenteeism and turnover also represent force for change (Cushway, 2003). In that respect, it can be argued that organizations might respond to these problems by using the various approaches to job analysis and job description by reducing employees' role conflict, overload, and ambiguity of their jobs. Moreover, jobs are modified when work patterns in the organization are changed. Jobs tend to be dynamic and not static. Therefore, job description can quickly become outdated. Job description has an ongoing purpose throughout the employment lifecycle so it pays to spend some time

getting it right from the outset. It is necessary to make job description as accurate as possible. Prospects for positive change stem from employee participation and suggestions are required to increase performance toward producing more to meet the organization objectives.

### **Concept of Performance**

According to Razak and Ramlan (2018), Performance is the quality and quantity of work derived by an employee in executing his function in agreement with the responsibilities specified to him. According to Al Mehrzi and Singh, (2016) Performance is the result or level of success of an individual as a whole during a certain period in carrying out tasks compared to different possibilities, such as work standards, targets or targets or prearranged criteria that have been mutually agreed upon. In addition, Yang et al., (2016) state that performance is basically what employee do or do not do. Performance management is the whole activity carried out to advance the performance of a company or organization, including the performance of each individual and work group in the company. Cole and Kelly (2011), describe performance management as a constant process of enhancing the performance of individuals, aligning actual performance with desired (and strategic goals of the organization) by several means such as standard setting, assessment and evaluation. This definition was adopted in this study.

### **Employee Performance**

According to Patiraja and Bhau (2017), employee performance is the extent to which an employee accomplishes the task that made up his or her job. Employee performance can also be defined as the job relevant activities anticipated from an employee and how well such activities are executed (Calvin, 2017). Ngozi and Obianju (2015) see employee performance as decomposed use of employee commitment, meeting, deadlines, achievements, product/job quality, responsibility, operational efficiency, positive attitude to work, excellent customer service, seldom dismissal, job satisfaction, increased performance, less employment control, growth, low turnover of abilities, and harmonious working relationships among others.

Employee performance includes quality, quantity of outputs, and presence in work, facilitative nature, usefulness and timing of production (Shahzadi and Javed 2014). According to Armstrong (2009), employee performance is an interaction between capacity and motivation. It can be promoted through conscious choice, training, and various incentives (financial and non-financial rewards) to increase motivation. Human resource practices such as employment security, selective recruitment, training, self-managed teams, performance-related higher compensation, reduced status barriers between managers and workers, exchange of information, employee participation ownership programmes, and investment in building workers' skills enhance staff performance.

According to Jaaskelainen (2010), efficiency requires maximizing input and doing things right. Productivity takes into account the output of the production process, including the quantity and quality of products and services. Efficiency relates to results and benefits versus organizational objectives and customer needs, while profitability is related to the relationship between revenue and costs. Anyango (2015) affirms that employee performance is simply the result of patterns of action carried out to satisfy an objective according to some standards of an organization. This then means employee performance is a behavior which consists of directly observable actions of an employee, and also mental actions or products such as answers or decisions, which result in organizational outcomes in the form of attainment of goals and objectives. Employee performance is a multidimensional concept covering all aspects of the organization's success and activities including efficiency, effectiveness, quality, productivity, and quality of work life, innovation and profitability (Sink, 1985). The definition of Patiraja and Bhau (2017) will be adopted in this study.

### Measurement of Employee Performance

Performance measurement is the process of determining the efficiency and effectiveness of past actions (Stefan, 2011). In other words, measuring tangible performance is the process of measuring the extent to which organizations run against their targets and the value they generate for stakeholders. Kazna and Gumus (2013) further stated that the goal of measuring performance is to increase employee motivation, save time and quick reactions, provide equal opportunities, and support and help employees improve themselves. According to Kurt (2014), there are seven measurements of employee performance and these are:

- i. **Carry out a client Survey:** The consequences of poor employee performance will eventually be reflected in customer service. A client survey can quickly identify issues with individuals. A positive answer means that work performance meets or exceeds expectations.
- ii. **Observe personal habits:** Perpetual bad habits can diminish employee performance. This may include giving up official gossip, taking unauthorized vacations, disruptive behavior, and using computers for personal reasons (such as social media, shopping online). To prevent these from being adopted by their co-workers, you need to be clear about what is acceptable in your business and issue a proper code of conduct.
- iii. **Punctuality:** Employees who regularly arrive for work or are frequently absent from the office is unlikely to meet its work goals. The basic question here needs to be addressed- have they received the appropriate training? Do they get along with their colleagues and manager? Questions with accuracy mean that an employee is not doing his or her full potential and a negative attitude can affect their colleagues.
- iv. **Carry out random checks:** Depending on the nature of your business, consider performing random checks against quality standards. This may include reviewing phone calls and checking records. Although your employees are aware of this policy, the random nature of checks can motivate staff to work consistently.
- v. **Quality of work:** Timely completion of projects to the desired standard is a key indicator for measuring employee performance. Is the work carried out on average or part time? Do they give maximum effort on projects? Does their attitude affect their ability to meet your expectations? Do they understand their performance goals? Answering these questions will help you understand the root causes of all the problems.
- vi. **Check their attitude:** A bad attitude will often manifest in reckless behavior. Again, this indicates an individual who is unlikely to meet performance goals. These employees typically do not comply with company policies and are likely to show disrespect to your company and associates.
- vii. **Review personal presentation:** Most companies have a professional dress code that is suitable for the business and company culture. Employees who do not live up to the expectations and present a tattered or careless appearance reflect poor on the image. It is also likely that their performance will not meet the expectations. Employee appraisal should be conducted on a permanent basis, covering all areas of their work ethic and individual success. Keep in mind that poor performance or negative behavior can be a symptom of a basic problem with your organizations culture, so make a plan to address any issue you discover

### **Relationship between Job Analysis and Employee Performance**

In order to initiate the management decisions, an organization requires an effective Human Resource Information System (HRIS). This system must endow with existing but correct data of the employees. Job analysis was found a useful means to glance insight the actual job features of each job being an essential element of an efficient HRIS. The key documents like job description, job specification and job standards were usually included in an organization's human resource information system. Other information contained in the HRIS concerning with the employees, like job performance standards, fringe benefits, perks, compensation, government rules and prevailing regulations, legal issues, etc., made it a vital resource for human resource professionals and managers to stay alongside each other of organizational needs and innovative developments in the exterior environment. HRIS, a valuable human resource planning tool, would certainly improve effectiveness and efficiency of an organization and job performance.

Cardy&Dobbans, (1992) and Langdoon&Whitteside, (1996) and Siegal, (1997) defined each job in terms of its specific role in an organization, recruitment and selection functions could be polished to identify the candidates who might actively move forward organizational targets and goals. Cardy& Dobbins, (1992) and Langdon & Whiteside, (1996) and Siegel, (1997) emphasized on the competency-focused approach in the present environment, where jobs and skills required to perform them successfully are rapidly changing and may be seen as an indispensable improvement over the criterion approach to achieve organizational goals. In 1991 Harvey has discussed four steps which were actively involved in conducting the Job analysis. First, job or work activities performed on the job were elicited from job occupants and supervisors. Second, activities and operations were grouped into tasks or duties to simplify and organize statements and to eliminate overlapping. Third, the resultant list of job tasks were rated on measures of overall significance to successful job performance. Finally, the knowledge, skills and abilities required for successful job performance were identified for development of selection instruments and potential training needs.

### **Theoretical Consideration**

Theories are body of ideas that are used in explaining events and situations. This study employed the Hackman and Oldham job characteristics model (JCM) as the theoretical base and framework for the study; this was because the theory explained the situation better in a clearer view.

### **Hackman and Oldham job characteristics model (JCM)**

One of the theoretical designs adopted in job analysis is Hackman and Oldham job characteristics model, as described by Anyadike (2013). This model postulates that desirable job outcomes are cultivated in response to the task itself. This model, postulated by Hackman and Oldham (1980) further postulated that in order for motivation to prevail among workers, the tasks being assigned must stimulate satisfaction within their own specific context. Tasks should be identifiable and there should also be a tangible outcome, while significantly impacting the organization and the individuals working in the organization. The theory of the job characteristics model, according to Bohlander and Snell (2009) relies on stretching the capabilities of individual workers by creating a challenging work environment by giving workers greater autonomy, responsibility, rotation and job enrichment.

In another related study, Wilson (2004) also mentioned that it is important to periodically administer periodic surveys in order to ensure that workers are continually motivated and improved in their work environment and measures be taken in order to improve upon identified deficiencies. In order to ensure the success of administrative decisions in business organizations, it is important to ensure that workers participate in the decision-making process of the organization. According to Robinson (2012) when workers have a say in decisions made by the management of the organization, these workers perceive the



procedures within the organization more favorably as opposed to situations when they are not given a voice in managerial decision and this helps in facilitating higher performances among the employees in the organization.

### **Empirical Review**

A study by Siddique, (2004) examined the impact of job analysis on organizational performance among 148 companies based in the United Arab Emirates (UAE), a Gulf-region country. Survey results of that study indicated that a practice of proactive job analysis was strongly related to organizational performance. Job Analysis gives managers a legally defensible tool against pleas of discrimination against protected groups, when hiring and selection decisions are made including performance appraisal and other HR decision related to pay increases, promotion, training etc are based on job analysis (Kshatriya, 2016).

Another study concluded by (Crowell, Charles; Hantula, Donald.; McArthur, Kari L., 2011) showed how Organizational Behavior Management research and practice can incorporate tools from Job Analysis to achieve an effective and socially valid organizational improvement strategy. Job analysis is thus a key to Recruitment, Selection, Orientation, Training, Career Development, Counseling, Health, Safety, Performance Management and Compensation. From the foregoing, it is crystal clear that job analysis answers the questions of what tasks performed in what manner make up a job, which this research evaluates using a Performance Management tool.

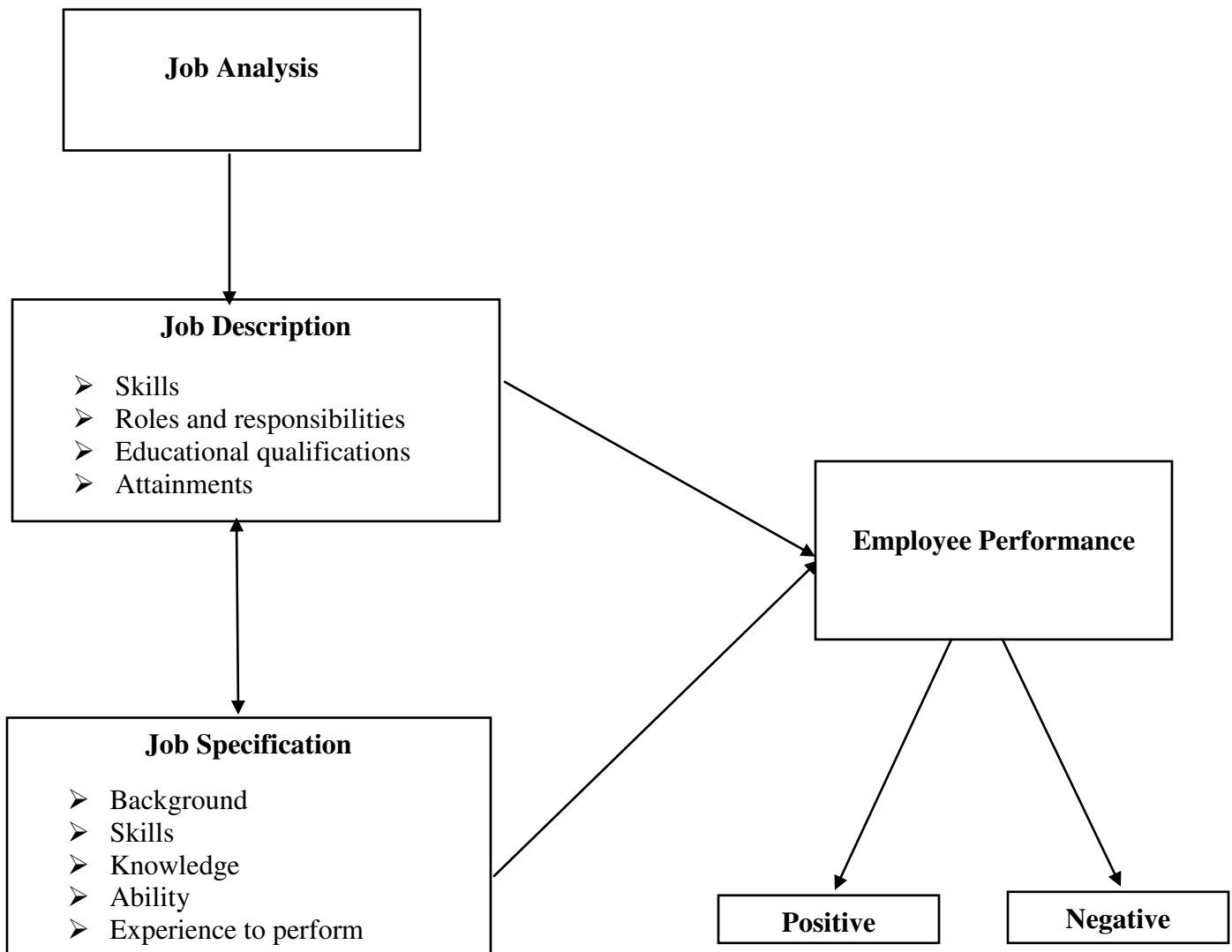
In a study conducted by Morrison, et al, (2005) about how job designs affect levels of employee control as cited in Garg and Rastogi, (2006), identified that job designs that provide for high levels of employee control also provide increased opportunities for the development and exercise of skill. Also, mediational influence of perceived skill utilization on job control job satisfaction has been observed. Garg and Rastogi, (2006) concluded that perceived work demands, job control and social support through job design leads to high productivity.

Al-Ahmadi, (2009) in his study about the impact job design on job performance, investigated the impact of job design on employees' performance in the school of Kalmunai Zone in Sri Lanka. He also tried to find out the factors of job design that highly influenced employees' performance in the organizations. Al-Ahmadi (2009) therefore indicated that the nature of job itself was found positively correlated with performance, which indicated that satisfaction with amount of variety and challenge in one's job actually influence performance. The sense of job significance, feeling important in eyes of others, realizing ones' competence, and freedom to make decisions are positively related to performance. An implication here was that more attention had to be given to improving task identity, feedback and autonomy so as to improve quality level of job design that can improve employees' performance in achieving quality results.

According to Borman, (2004) employee training and job redesigning focuses on improving job performance (Borman, 2004 as cited in Kahya, 2007). Garg and Rastogi, (2006) argued that job design improves workers motivation and dedication to work however at closer examination job design can only contribute to better efficiency within an organization eliminate some health problems. But will not impact employees' morals and enthusiasm at work.

In the view of Garg and Rastogi, (2006) on the study of how a new model of job design affect motivated employees' Performance, espoused that well designed jobs can have a positive impact on both employee satisfaction and quality of performance. The perceived work demands, job control and social support through job design leads to high productivity (Love & Edwards, 2005 as cited in (Garg&Rastogi, 2006). Likewise, Campion, et al, (2005) suggested that the nature of work have a substantial impact on an employee's performance and attitude.

### Conceptual Framework



**Fig 2.1:** Diagram showing the connection between Job analysis and its components and how they impact on employee performance.

**Source:** Researcher's Framework, 2021.

The above framework reflects that for an employee to perform effectively and optimally on any given role; the contents which make up such jobs must be explicitly analysed; hence defects in performance becomes inevitable.

## Methodology

This chapter presented information regarding the research design used for the study. It also provided information on the people that constituted the population of the study and how the sample for the study was drawn from the population using simple random sampling. It as well provided information on the source and method of collecting data from respondents. Also, it provided information on the measurement of items used in the study and their sources. Furthermore, it gave information on reliability and the validity of the instruments used for the study. Lastly, it provided information on technique of data analysis used for the study. A cross sectional design was used for the purpose of this study. The choice to use a cross sectional research design was as a result of structured questionnaire that was utilized to collect data from respondents at once to meet the research objectives as against longitudinal research design where data are collected for two or more times. The adoption of cross-sectional research design over longitudinal research design was as a result of the resource constraints of the researcher in terms of time and finance (Kothari &Garg, 2014, Sekaran&Bougie, 2010).

The study area for the study was Julius Berger Nigeria plc, Ijora, Lagos State, Nigeria. Thus, employees of the organisation served as respondents for the study. The target population of this study was staff of Julius Berger Nigeria Plc in Ijora Area of Lagos State with a total number of 675 employees.

Random sampling method was utilized in selecting sample size of respondents a random sampling was used in selecting each respondent by giving them an equal chance of being represented. It was a sample selection method where the probability of selection for a sampling unit is directly proportional to a size measure. This was done in order to have an equal sample size representation and adequacy of the respondents. The sample size was determined using an online sample size calculator at [www.surveysystem.com](http://www.surveysystem.com). A sample size of 245 was drawn at 95% confidence level and 0.5 error rate. This means that 245 copies of questionnaire was administered proportionately to the employees of Julius Berger Nigeria Plc. Lagos State. To check face and content validity of the instrument used for this study, the questionnaire was reviewed by two academics and pilot testing was carried out using 75 employees from Cappa and D'Alberto Plc. Cronbach's Alpha was used to evaluate the questionnaire reliability using the test re-test method. The variables were tested independently to ensure that the questionnaire used was reliable enough; this was in line with the submission of Hair, Black, Babin & Anderson, (2014).

This study made use of primary data through questionnaire; the questionnaire was self-administered with the aid of two research assistants. The choice of research assistants over other means like telephone, email etc was to translate and guide the respondents in case of any ambiguity during the process of filling the questionnaire. The questionnaire was structured as section A and B. Section A contained information on demographic information of respondents while section B contained information on the variables which make up the study. In this study, data was analysed with the aid of the Statistical Package for the Social Sciences, version 20. The software will enable the researcher to present the data or information better in frequency and table mode. To test whether a significant relationship exists between independent variable (job analysis) and the dependent variable (employee performance), correlation analysis will be used. This was also to enable the researcher determine the strength and direction of the relationship between these variables. To assess of influence of the independent variable (job analysis) on the dependent variable (employee performance), multi regression analysis was used in testing the stated hypothesis of the study.

## Results and Discussions

This section analysed the data collected during the fieldwork. The research instrument used in carrying out this study was a structured questionnaire; the questionnaire was divided into two sections, Section A dealt with the bio-data of respondents while Section B dealt with relevant questions to test the research objective and majority of the questions used in this questionnaire were closed ended. A total of Two

Hundred and Forty-Five (245) questionnaires were distributed but Two Hundred and Seventeen (217) were returned. This shows that 28 copies of questionnaires were not returned by the respondents. Thus, only 217 copies of questionnaires were found usable and were used for the final analysis. This showed 89 percent response rate, and it was considered appropriate for the study (Hair, Black, Babin, & Anderson, 2014). Therefore, the report, analysis conclusion and recommendations were based on the findings.

### Demographic Characteristics of Respondents

Variables	Categories	Frequency	Percentage (%)
<b>Sex</b>	Male	157	72.4%
	Female	60	27.6%
<b>Total</b>		<b>217</b>	<b>100%</b>
<b>Age</b>	Below 20 years	39	18.0
	21-30 years	62	28.6
	31-40 years	34	15.7
	41-50 years	37	17.1
	51 years and above	45	20.7
<b>Total</b>		<b>217</b>	<b>100%</b>
<b>Educational Qualifications</b>	NCE/OND	24	24%
	BSC/HND	124	46%
	Post-Graduate/Masters	53	18%
	Other professional qualifications	16	12%
<b>Total</b>		<b>217</b>	<b>100%</b>
<b>Department</b>	Administrative	25	11.5
	Business Development	32	14.7
	Corporate Planning	22	10.1
	Finance	19	8.8
	Human Resources	15	6.9
	Internal Audit	15	6.9
	Marketing	13	6.0
	Operations	14	6.5
	Procurement	12	5.5
	Security	50	23.0
<b>Total</b>		<b>217</b>	<b>100%</b>
<b>Cadre of Staff</b>	Junior level	147	50%
	Middle level	83	28%
	Senior level	40	14%
	Management level	25	8%
<b>Total</b>		<b>217</b>	<b>100%</b>
<b>Years in Service</b>	Less than 2 years	110	37%
	3-5 years	76	26%
	6-10 years	65	22%
	11 years and above	44	15%
<b>Total</b>		<b>217</b>	<b>100%</b>

Source: Fieldwork, 2021

Table above presented the result of the demographic characteristics of the respondents of this study. As seen on Item 1 in the table, there were more males than females among the respondents of this study as

72.4% of the respondents were male while the remaining 27.6% were female. This showed that there are more male than female. This is to show that male respondent represents the majority of the respondent in Julius Berger Nigeria plc. Thus, because the organisation is a construction company; hence more male were on board.

For item 2 on the table, findings revealed that 39 respondents representing 18.0% were below the age of 20 years, 62 respondents representing 28.6% were between ages 21-30, 34, respondents representing 15.7% were between 31-40 years of age, 37 representing 17.1 were between 41-50 years and 45 representing 20.7% were above 51 years. Findings revealed that majority of employees were between age 31-40 with 62 (28.6%).

The next category of the respondents' characteristic is dealt with the educational qualifications. Findings revealed that 24 percent of the respondents of the study were NCE/OND certificate holders, while a large number of the respondents were first degree holders as they represent about 46 percent of the total respondents of the study. On the other hand, 18 percent of the respondents have post graduate certificates, while 12 percent have professional certificates. This clearly depicts that most employees of Julius Berger Nigeria Plc, Lagos State were first degree holders.

Based on the results on obtained in respect to Departments, findings revealed that 22 percent of the respondents were in the administrative Department, 3 percent in the business development Department, 7 percent represented respondents from the corporate planning Department, 6 percent of the respondents were in the finance Department, 7 percent were in the human resource Department, 3 percent represented employees from the internal audit Department, 26 percent were from the marketing Department, 12 percent of the respondents were in the operations Department, 4 percent were in the procurement Department while 10 percent were in the security Department. This shows that the marketing Department of Julius Berger Nigeria plc has the largest number of employees. Based on the results revealed; it was evident that all Departments in the organisation were covered by the researcher.

Findings on cadre of staff showed that majority of the respondents were junior level staff, as they represent about 50 percent of the respondents. On the other hand, about 28 percent were middle level staff, while about 14 percent are senior level staff. Finally, only 8 percent of the respondents are management staff. Junior level staff were covered mostly because it was easier to access them than it was accessing senior level and management level staff.

Findings on years in service illuminated that about 37 percent of the respondents have been with Julius Berger Nigeria Plc Lagos State for less than two years, 26 percent of the respondents have worked with the organisation for about three to five years, while about 22 percent have worked with the organisation for about six to ten years. About 15 percent of the respondents of the study have also worked with the organisation for more than eleven years.

### **Test of Hypotheses**

The hypotheses of the study were tested using linear regression analysis analyzed using SPSS statistical tool. This enabled the researcher to test the null hypothesis of the study. Details of the test of hypothesis are presented below.

### **Hypothesis One**

**HO<sub>1</sub>:** Job description has no significant influence on the performance of employee in Julius Berger Nigeria Plc. Lagos State

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.667 <sup>a</sup>	.444	.442	2.106
a. Predictors: (Constant), Job description are used for evaluating employee performance				

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	762.443	1	762.443	171.889	.000 <sup>b</sup>
	Residual	953.667	215	4.436		
	Total	1716.111	216			
a. Dependent Variable: I am very conversant with the standard operating procedure of my job						
b. Predictors: (Constant), Job description are used for evaluating employee performance						

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.534	.257		2.077	.000
	Job description are used for evaluating employee performance	1.361	.104	.667	13.111	.000
a. Dependent Variable: I am very conversant with the standard operating procedure of my job						

The above tables on regression analysis presented the test of hypothesis investigating effect of job description on employees performance in Julius Berger Nigeria plc. The table revealed that there is a high level of fitness at R-value of 0.667a, R<sup>2</sup> of 0.442, and an F-value of 2.106. The R<sup>2</sup> of 0.667 connotes that about 66.7% of the variation on the level of job description impact employees' performance while 33.3% remains unexplained by the regression model. Also, the R-value of 0.667a in the table implied that there exists a significant correlation between the two variables (i.e. job description and employees' performance). This also helps to authenticate the correlation results of the stated hypothesis. Therefore, since the F-sig. (p-value) of .000 is less than  $\alpha$  (0.05), it implied that the job description impacts positively on employees performance. Therefore, the null hypothesis which previously stated that Job specification has significant effect on employee job performance in Julius Berger Nigeria Plc. Lagos State was rejected, while the alternative hypothesis was accepted. Thus, Job description have significant influence on the performance of employee in Julius Berger Nigeria Plc. Lagos State.

### Hypothesis Two

**HO<sub>2</sub>:** Job specification has significant effect on employee job performance in Julius Berger Nigeria Plc. Lagos State

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.841 <sup>a</sup>	.707	.705	.798

a. Predictors: (Constant), Employees with higher levels of experience had higher intention to stay in the organization because they are satisfied with the current job, they are doing

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	328.303	1	328.303	515.849	.000 <sup>b</sup>
	Residual	136.197	214	.636		
	Total	464.500	215			

a. Dependent Variable: I understand my job and how to carry it out

b. Predictors: (Constant), Employees with higher levels of experience had higher intention to stay in the organization because they are satisfied with the current job, they are doing

Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.406	.110		3.680	.000
	Employees with higher levels of experience had higher intention to stay in the organization because they are satisfied with the current job, they are doing	1.470	.065	.841	22.712	.000

a. Dependent Variable: I understand my job and how to carry it out

The above tables on regression analysis presented the test of hypothesis investigating effect of job specification on employees performance in Julius Berger Nigeria plc. The table revealed that there is a high level of fitness at R-value of 0.841a, R<sup>2</sup> of 0.707, and an F-value of 515.849. The R<sup>2</sup> of 0.707 connotes that about 70.7% of the variation on the level of job specification impact employees' performance while 29.3% remains unexplained by the regression model. Also, the R-value of 0.841a in the table implied that there exists a significant correlation between the two variables (i.e. job specification and employees' performance). This also helps to authenticate the correlation results of the stated hypothesis. Therefore, since the F-sig. (p-value) of .000 is less than  $\alpha$  (0.05), it implied that the job description impacts positively on employees performance. Therefore, the null hypothesis which previously stated that Job specification has significant effect on employee job performance in Julius Berger Nigeria Plc. Lagos State was rejected, while the alternative hypothesis was accepted. Thus, Job specification have significant influence on the performance of employee in Julius Berger Nigeria Plc. Lagos State.

### Hypothesis Three

**HO<sub>3</sub>:** Job analysis has no significant effect on employee job performance in Julius Berger Nigeria Plc. Lagos State

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.901 <sup>a</sup>	.813	.812	.423

a. Predictors: (Constant), Job identification in my organization has alleviated role ambiguities

ANOVA <sup>a</sup>						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	166.619	1	166.619	931.893	.000 <sup>b</sup>
	Residual	38.441	215	.179		
	Total	205.060	216			
a. Dependent Variable: Opportunity for advancement						
b. Predictors: (Constant), Job identification in my organization has alleviated role ambiguities						
Coefficients <sup>a</sup>						
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	.233	.057		4.066	.000
	Job identification in my organization has alleviated role ambiguities	.719	.024	.901	30.527	.000
a. Dependent Variable: Opportunity for advancement						

The above tables on regression analysis presented the test of hypothesis investigating effect of job analysis on employees performance in Julius Berger Nigeria plc. The table revealed that there is a high level of fitness at R-value of 0.901a, R<sup>2</sup> of 0.813, and an F-value of 931.893. The R<sup>2</sup> of 0.813 connotes that about 81.3% of the variation on the level of job specification impact employees' performance while 18.7% remains unexplained by the regression model. Also, the R-value of 0.901a in the table implied that there exists a significant correlation between the two variables (i.e. job analysis and employees' performance). This also helps to authenticate the correlation results of the stated hypothesis. Therefore, since the F-sig. (p-value) of .000 is less than  $\alpha$  (0.05), it implied that the job description impacts positively on employees performance. Therefore, the null hypothesis which previously stated that Job analysis have significant effect on employee job performance in Julius Berger Nigeria Plc. Lagos State was rejected, while the alternative hypothesis was accepted. Thus, Job analysis have significant influence on the performance of employee in Julius Berger Nigeria Plc. Lagos State.

### Discussions

The first objective of the study which examined the influence of job description on employee performance; it was discovered to be positively significant with employee performance and as a result there was a positive significant relationship between job description and employee performance in Julius Berger Nigeria Plc. Lagos State. Therefore, we reject the null hypothesis that state that job description does not significantly affect employee performance. This result is therefore in consistent with previous empirical studies, which have reported that job description is significantly related to employee performance (Martin 2006, Statt, 2004 & Sims 2003).

The second objective which examined the impact of job specification on employee performance; job specification was discovered to be positively significant with employee performance and significant and as a result there is a positive significant relationship between job specification and employee performance in Julius Berger Nigeria Plc. Lagos State. Therefore, we reject the null hypothesis that state that job specification does not significantly affect employee performance. This result is therefore in consistent with previous empirical studies, which have reported that job specification is significantly related to employee performance (Amos, Ristow, & Ristow; 2004, Ristow & Ristow 2004).



Also, job analysis was discovered to be positively significant with employee performance and as a result there was a positive significant effect of job analysis on employee performance in Julius Berger Nigeria Plc. Lagos State. This result was therefore in consistent with previous empirical studies, which have reported that, job analysis is significantly related to employee performance (Rehman, 2009; Chukwunonye, 2019).The study examined effect of job analysis on employee performance in Julius Berger Nigeria Plc. Lagos State. Specifically, findings of this study would in one way or the other offer some invaluable contributions to the body of knowledge and some important implications for stakeholders and policymakers. Therefore, it is necessary to explicate both managerial and theoretical implications of the study. There are several managerial implications that can be derived from the findings of this study.

Firstly, it provides management with recommendations on how to improve employee performance in the construction industry. More importantly, in Julius Berger Nigeria Plc. management needs to ensure that job analysis (job description, job specification, challenges hindering effective job analysis) are all taken care of so as to increase their level of satisfaction, performance and ultimately increase the organization performance. The major theoretical contribution of this study is the combination of job analysis (job description, job specification, challenges hindering effective job analysis) which have not been used in a single scrutiny based on available literatures. In this sense, there is paucity of empirical studies investigating effect of job analysis on employee performance.

## **Conclusion**

The importance of job analysis in the workplace today cannot be underestimated because its effectiveness, efficiency and potency towards employee growth and development. Based on the findings of the study, the study concluded that job analysis is a prerequisite of every organisation in terms of its administration, performance and practices required for implementing the corporate and overall performance of an organisation. The study concluded based on findings that job analysis is an internal strategy, a blue print and an integral part for revitalising the effectiveness and efficiency of employees' performance in Julius Berger Nigeria plc. In this study, job analysis was discovered to be the hub, building blocks and bedrock for the attainment of corporate goal. Job analysis serves as the initial attempt and the foundation for creating work examination as one of the personnel management practices in Julius Berger Nigeria plc. From the analysis, job analysis was discovered to be a crucial role player and it greatly influences the overall corporate act of Julius Berger Nigeria plc.

Thus, the study concluded that job analysis significantly relates to employees performance through job description and job specification; also, it positively influenced the corporate, employee and overall performance of Julius Berger Nigeria plc. Therefore, through proactive job analysis, job description and job specification, the required competence, knowledge, skills, abilities and other job characteristics of employees in carrying out tasks significantly affect the productivity rate of Julius Berger Nigeria plc. So, the study concluded that job analysis sure has a strong significant relationship with performance of employees at Julius Berger Nigeria plc. Since job analysis is a vital strategy and a road map that which helps in the planning and directing of an organisation's mission/vision for effective performance to be achieved at regular interval; an unambiguous work examination will persist as the practice of job analysis is acknowledged as the foundation of aggressive benefit in its possessing rights that impact greatly on the employees performance.

## Recommendations

Based on the results of this study, the following recommendations were made:

- i. Having ascertained that job analysis has a significant effect on employee performance, the management of Julius Berger Nigeria plc, should always analyse the jobs and the persons who are to perform the job at regular intervals.
- ii. The management and human resource department of Julius Berger Nigeria plc, should at all times describe and specify the jobs of the organizations before they are carried out by employees in order to ensure holistic development of the companies' performance.
- iii. The management of Julius Berger Nigeria plc should set a standard and specific time frame periodically between 3-6months in order to determine the level or status of employee performance at regular intervals.
- iv. Management of Julius Berger Nigeria plc should ensure strict adherence to strategic job analysis integrate job analysis as a hub into human resource planning policies and practices for the right persons with the right competencies, skills and abilities to be recruited and trained to ensure optimal performance and high level of productivity.
- v. Management of Julius Berger Nigeria plc should adopt strategic and proactive job analysis using the intervening variables of effective recruitment and training process of current and prospective employees in maintaining and sustaining the development of standard employee performance
- vi. Management, human resource departments and job analysts of Julius Berger Nigeria plc, should employ and utilise all the approaches, techniques and methods of job analysis when carrying out job analysis exercise because no one best method can alone achieve the goals or objectives of job analysis programme.
- vii. The management, human resource departments and job analysts of Julius Berger Nigeria plc should periodically carry out the exercise of analysing jobs in order to evaluate employees performance.

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