Effect of Job Analysis on Corporate Performance of the Selected Private Sector Organizations in Cross River State, Nigeria

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Abstract: *With the rapid expansion of the private sector organizations during the past few decades, the problem of poor and insufficient corporate performance has become a crucial issue in the Nigerian business environment. This is as a result of lack of or inadequate good job analysis exercise before carrying out recruitment and training processes in the organizations. This study examined principally the effect of job analysis on corporate performance of the selected private sector organizations in Cross River State. United Cement Company Limited now Lafarge Cement Company of Nigeria and HISBIKOS Nigeria Limited Calabar were selected for the study. Job analysis is an internal strategy through the integration, commitment, involvement and utilization of proactive or strategic job analysis concept/model into the human resource planning policy with the intervening variables of effective recruitment and training processes in order to enhance, maintain and sustain the corporate performance of the private sector organizations in Cross River State. With the introduction of proactive job analysis concept, it will aid in stimulating changes on a broad front policy and organizational structures designed eventually to attain the competitive advantage and corporate performance throughout the works and operations of the employees in the organizations. Survey research design was used in the methodology of this study and this allowed for the gathering of data through structured questionnaire to test hypotheses and drawing of conclusion thereof. The hypotheses formulated were tested for effectiveness using linear regression statistical tool. The results of the analysis revealed that proactive job analysis has a positive significant effect on the corporate performance of the private sector organizations in Cross River State. Job description and job specification also has significant effect on the corporate performance of the selected private sector organizations. Based on the findings, it was recommended that management of the private sector organization should always analyze the jobs and persons who are to perform it, in order to sustain and maintain the corporate performance of the organizations in Cross River State. The management and human resource managers of the private sectors should at all times describe and specify the jobs and the persons who will do the jobs of the organizations in order to ensure a holistic development of the companies' corporate performance in Cross River State.*

Key Words: *Job analysis, job description and specification, corporate performance, Cross River State.*

I. Introduction

The problem of poor and inefficient corporate performance among the selected private sector organizations in Cross River State is a devastating issue. This could be due to lack of good analysis of the jobs, persons and the techniques, competencies, behaviours, and other job characteristics needed to do the job more successfully. Job analysis can simply be seen as the systematic procedure of studying, identifying, gathering, analyzing as well as background absent data concerning the work and the persons who are to performed it, in order to give the foundation for work description, job specification plus information for staffing, education, and work assessment in addition to act administration in an organization (Armstrong, 2012). To properly understand the dynamic nature of jobs and its complexities, managers or job analysts must gather necessary information about the jobs and the persons who are to do it from time to time. Basically, job examination focuses on the

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tasks and responsibilities of the employees of an organization to perform and achieve at any given period of time.

The basic products of job analysis are job description and job specification. Job description is a written statement of what the job holders should do, how it is done, under what conditions it is done and why it is done (Singh, 2010). It describes what the job is all about, by explaining the job content, context and the environments where the job will take place. A job description defines what job holders are required to do in terms of activities, duties or tasks. However, job specification is a statement that describes the minimum acceptable human quality required from workers and prospective employees to perform the job properly. It is a standard of human resources and designates the requirements for acceptable corporate performance to be achieved. The establishment of basic minimum requirements for a job is a very vital aspect of human resource management. Thus, job specification involves competency, skills, knowledge, qualifications and experience of the workers and the prospective employees. It specified the requirements in a job incumbent for effective corporate performance to be achieved. The focal point of job specification is the person that needs to be analyzed whether he or she is qualified for the job or not.

The intervening variables of job analysis adopted in this study are recruitment and training, competency, knowledge, skills, abilities and other job characteristics required to do the jobs more successfully. Recruitment is the process of finding and engaging the employees the organization needs in order to achieve its corporate performance standards steadily (Armstrong, 2012). Training refers to the systematic process of acquiring new knowledge, skills, and competencies as a result of the teaching of vocational or practical skills, competencies and knowledge that relates to specific useful skills of the organizational corporate objectives (Singh, 2010). Competency analysis is concerned with functional analysis to determine work-based competences and behavioural analysis to establish the behavioural dimensions that impact or affect corporate performance. These behavioural or personal competences are the personal characteristics of individuals which they bring to their work roles (Armstrong, 2012). The behavioural analysis can help to check sabotage behaviour from employees (Umana & Okafor, 2019). Skills analysis determines the abilities or the proficiency required to achieve an acceptable level of corporate performance in the private sector organizations (Armstrong, 2011).

Interestingly, in today's increasingly technological changes, global competition, work environment and low or poor corporate performance in our private sector organizations, job analysis has thus become a great concern to management of organizations. These organizations spend huge amount of money in order to recruit and train employees who are best suited for their jobs. These employees are expected by the management to produce according to or above predetermined objectives. Unfortunately, corporate performance is still remains unchanged or very poor. This research work attempts to look at the degree to which job analysis affects corporate performance of the selected private sector organizations in Cross River State.

II. Statement of the Problem

In today's human resource management practices, there are contradictions in recognizing and selecting the correct person for the correct task at the right time in the Lafarge Cement Company of Nigeria and HISBIKOS Nigeria Limited, Calabar, Cross River State. Attempts to increase corporate performance and reduce the problem of low productivity with the recruitment and training of unqualified persons without the right competencies, skills, technical knowledge, abilities and other qualifications is a problem which need to be examined. For every organization to survive and succeed more effectively, it should not only base in the rational qualitative and mathematical approaches but in a commitment to strategic approaches. Such approaches should be able to measure such things as productivity, good employees'/customers relationship, etc, which are more essentially helpful in developing dynamic structure of jobs to meet the changing situation of the firm's corporate performance in the selected private sector organizations of the Cross River State (Ele, 2012). Since the jobs of an organization are becoming not only less rigid, but also less individually-based due to the increase in competition and technological innovations and product lifecycles with job portfolio getting shorter, jobs to be done with technical competencies, skills, knowledge, abilities and other characteristics needed for successful corporate objectives are now team-based and also becoming more challenging in the Nigerian business environment. It therefore becomes imperative for organizations to develop an inclusive teamwork devoid of groupthink (Umana & Okafor, 2019).

The identification of the best employee for the best task at the right time creates a challenge in which no single perfect method exists. Job analysis is the key to provide the kind of information required to ensure that the effectiveness of employee's management is maintained due to the recurring variations in the business environment, business operations and technology. The inadequate systematic structure of a job portfolio such as jobs analysis, description, specification, work evaluation, job design, and work succession management and planning results in poor training and selection of the employees in the Lafarge Cement Company of Nigeria and HISBIKOS Nigeria Limited, Calabar, Cross River State. Inadequate or lack of a good strategic job analysis

before carrying out recruitment and training process has been identified as the major cause of poor corporate performance of the selected private sector organizations in Cross River State. Therefore, this study was conducted to examine the effect of job analysis on corporate performance of the selected private sector organizations in Cross River State.

III. Objectives of the Study

The general objective was to examine the effect of job analysis on corporate performance among private sector organizations in Cross River State. However, the specific objectives of this research work includes:

1. To examine the effect of job description on corporate performance of the selected private sector organizations in Cross River State.
2. To examine the extent to which job specification influence corporate performance of the selected private sector organizations in Cross River State.
3. To examine the extent to which competency, knowledge, skills, abilities and other job characteristics affect the productivityof the selected private sector organizations in Cross River State.
4. To examine the extent to which recruitment and training as the moderating variables affect corporate performance of the selected private sector organizations in Cross River State.

IV. Research Questions

The following research questions were formulated to guide this study:

1. To what extent does job description affect the corporate performance of the selected private sector organizations in Cross River State?
2. To what extent does job specification significantly influence corporate performance of theselected private sector organizations in Cross River State?
3. To what extent do competency, knowledge, skills, abilities and other job characteristics affect the productivity of the selected private sector organizations in Cross River State?
4. To what extent do recruitment and training as the moderating variables affects the corporate performance of the selected private sector organizations in Cross River State?

V. Conceptual Framework

This set as a guide for the independent and dependent variables that are to be urbanized in order to achieve the purpose of this research work. The theoretical structure could be systematic instrument that has many changes in the environment of the variables in a research. It is used to make conceptual distinctions and organize basic or pertinent ideas that will assist to accomplish the purpose of this research work. Based on this, it can also be seen as hypothetical organization of presumptions, main beliefs or ideology, and regulations that holds collectively the facts comprising the major road perception of this research work such as job analysis.
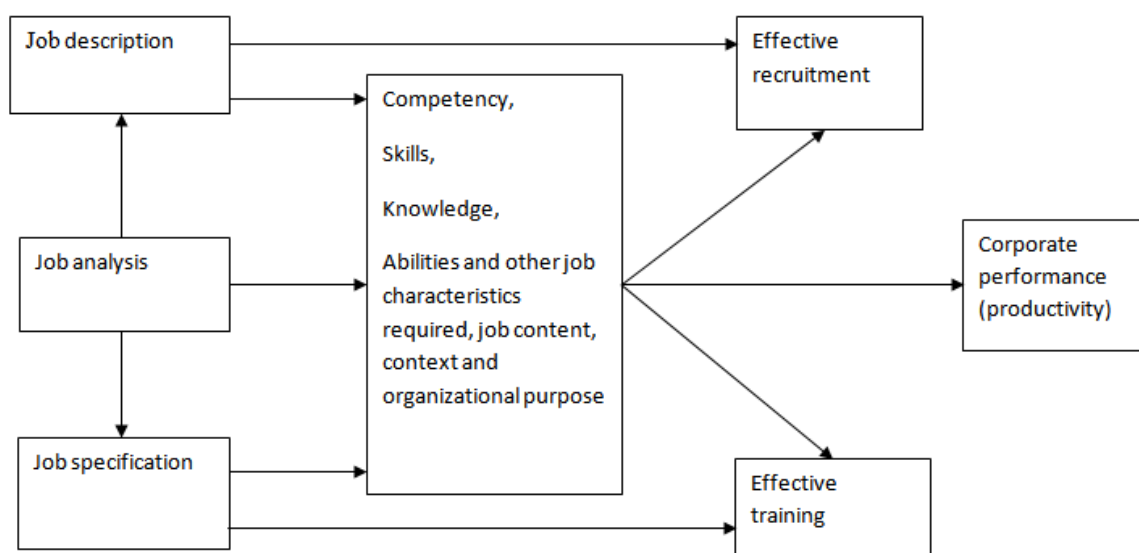

Figure 1: Proposed Proactive Job Analysis Model

Source: Design and formulated by the researchers to guide this study

JA =f (CP)   (Equations 1&2)
Where JA = Job analysis
F = Functionality
CP = Corporate Performance
CS = f (P)   (Equation 3)
Where CS = Competency and skills
F = Functionality
P = Productivity (the mechanism for measuring corporate performance).
RT = f (CP)   (Equation 4)
Where RT = Recruitment and training (the intervening variables of job analysis)
F = Functionality
CP = Corporate performance

This model is developed from the analysis of the above models and strategies described in the study to support and to create explicit understanding and implementation on the concept of job analysis on corporate performance of the selected private sector organizations in Cross River State. Proactive job analysis model is a conceptual framework that involves the systematic examination of jobs and what it entails. Proactive job analysis 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. This model is a continuous general conceptual framework that will show the effective integration and utilization of job analysis concept into the human resource planning policy that will help in achieving the corporate performance of organizations. This model developed here describes and predicts an improvement on the corporate performance and productivity of an organization by analyzing the jobs and the persons who are to perform it, describing the jobs, and specifying the jobs with its basic competencies, techniques, behaviours with job attributes needed to do the tasks and duties more effectively or successfully. The implementation of this model will served as a hub of an increase in the corporate performance of the organizations. The productivity that served as a measuring mechanism for effective corporate performance will also be enhanced with effective and efficient utilization of resources towards effective recruitment and training process of employees in the organizations at regular interval.

The basic relationship is that job analysis gives rise to job description, job specification and other practices or activities which help in assessing the pertinent competencies, knowledge, skill, abilities and other job characteristics required before carrying out effective recruitment and training process of workers in an organization. Another relationship is that anything about competencies and abilities are essentially corporate performance and total productivity of an organization. Based on this, the implementation of this model should be done on the following steps:

i. Analyzing the needs of job analysis towards corporate performance with the   scope of the project.
ii. Communicating full information on the job analysis programme with the expected result to be achieved.
iii. Involving the job holders that are concerned in identifying implementation problems of the analyze jobs.
iv. Prepare action plans with constant integration of strategic or proactive job analysis exercise to be carried out in the organizations.
v. Set a job analysis programme standard that will ensure the effective achievement of corporate performance at regular interval.
vi. Finally, implement the action plans if the standard set is strong and feasible with good evaluation and control mechanism.

VI. Theoretical Framework

The theoretical framework of this study was based on general human resource strategies, McCormick job analysis modelling and competency-based modelling.

A. General human resource strategies: General human resource strategies as adopted by Armstrong (2012; 2009) describe the overall system or bundle of complementary human resource practices that the organization proposes to adopt or puts into effect in order to improve organizational corporate performance. The general human resource strategies are vital techniques that will help the selected private sector organizations in Cross River State to achieve its high corporate performance standards through the integration of strategic or proactive job analysis concept into their human resource planning policy. The general resource strategies functions effectively with three main approaches such as high-performance management, high commitment management and high-involvement management. The three main fundamental approaches are summarized below:
i. High- performance management: This approach can also be called high-performance working that aims to make an impact on the corporate performance of the organization in such areas as productivity, quality, and levels of customer service, growth and profits. High-performance management practices include effective

recruitment and selection procedures, extensive and relevant training and management development activities and performance (Armstrong, 2009; 2012). Thompson and Heron (2005) defined high-performance work organization practices as that which consist of work practices that invest in the skills and abilities of employees, design job in ways that enable employee collaboration in problem solving and provide incentives to motivate workers to use their discretionary effort towards the achievement of corporate performance in an organization.

ii. High-commitment management: Wood (1999) stated that high-commitment management approach is generally characterized as that which entails a particular orientation on the part of employers to their workers, based on an underlying conception of them as assets to be developed rather than as disposition factors of production, that combined the use of certain human resource practices, such as job analysis, job redesign, job flexibility, problem-solving groups, team working and minimal status differences. High-commitment management described how behaviour is primarily self-regulated towards organizational corporate performance attainment on high levels of trust with management and employees. The high-commitment model emphasizes the necessity of developing a sense of identity through involvement in a shared activity and shared organizational goals which will help to achieve the corporate performance of the selected private sector organizations in Cross River State.

Guest (2002) stated that the goal of human resource managers is to ensure good practice such as job analysis with committed and competent employees. He furthered stated that commitment comes through the processes of investment in employees reflected in human resource practices such as training and development and information sharing as well as through a careful management of organizational culture. Committed organizations that perform job analysis can be trusted to exercise responsible autonomy and to be motivated towards the entire organizational goals thereby contributing to corporate performance when recruiting and training the right employees over a given period of time. The high commitment model is descriptive in nature. It describes the significant relationship between two or more variables. This will help to describe the nature of a job, competencies, knowledge, skills, abilities and other job characteristics needed to perform the job more effectively.

iii. High-involvement management: This approach establishes mutual understanding of what is to be achieved and a framework of managing and developing people to ensure that it will be achieved. High-involvement work practices are the specific set of human resource practices that focus on worker decision making, access to information on recruitment, training and incentives (Armstrong, 2009; Benson, Young & Lawler, 2006). The underlying principle of high involvement management is that employees will increase their involvement with the organization if they are given the opportunity to control and understand their job (Armstrong, 2009). He emphasized that high-involvement practices worked well because they acted as a synergy and had multiplicative effect on corporate performance of the organizations. The value of the general human resource strategies with the effective principles of high-performance management, high-commitment management and high-involvement management will help in showing the integration and utilization of job analysis practices into the human resource planning policy regarding its positive impact on corporate performance with the intervention variables of effective recruitment and training process of employees in the selected private sector organizations in Cross River State.

B. McCormick job analysis modelling
This model was designed by McCormick (1979) to describe the basic variables that help in the analysis of jobs to achieve its corporate performance in an organization. McCormick created job descriptors from a model of the operational functions basic to all jobs. This jobs descriptor consists of sensing (information receiving), information storage, information processing, and decision and action (physical control or communication). McCormick (1979) furthered classified job descriptors as follows:

Work activities: these include job-oriented activities and worker-oriented activities. Job-oriented focus on the actual activities involved in performing work. This procedure takes into consideration work duties, responsibilities and functions. The job analyst then develops job statements which will clearly state the jobs that are to be performed with great detail. Worker-oriented procedures aim to examine the human characteristics needed to perform the job successfully. These human attributes have been commonly classified into four categories such as knowledge, skills, abilities, and other job characteristics.

Other descriptors were machines, tools and equipment needed to perform the job successfully; work performed which involved the actual jobs perform; job context which is the environment at which the job is to be performed; personnel requirements including the type of person needed for the job. This classification suggests that job analysis can yield several kinds of useful job information. These functions may vary in emphasis from job to job that will assist in improving the corporate performance of the selected private sector organizations in Cross River State. The model in this research will help management and organizations to carry out an efficient job analysis on a continuous basis by taking into consideration the task-oriented procedures and

worker-oriented procedures in order to improve on its corporate performance steadily. This is to say that both the person to perform the job and the job must be analyzed unlike the traditional method of job analysis.

C. Competency-based modelling

Competency-based modelling in human resource management is about utilizing competency and results of competency analysis to inform and improve human resource processes, especially those concerned with recruitment and selection, training and development, performance management and reward management (Armstrong, 2012). It has an essential part to play in job analysis practices or activities. Competency refers to an employee's behaviour and its applications in regard to knowledge. Competency is the underlying characteristic of a person that results in effective or superior performance (Armstrong, 2012). The core competency is the organization's collective learning, especially the capability to coordinate and control the different production skills and the integration of these skills into what is called streams of technology (Weihrich & Koontz, 2005).

Competency models account for those intangibles, skills, and attitudes which meet the needs of the organization that the traditional job analysis is no longer able to do (Bodner, 1999). However, competency-based modelling is primarily based on the concepts of behavioural and technical competencies to achieve expected corporate performance in an organization devoid of employee sabotage (Umana & Okafor, 2019). Behavioural competencies define behavioural expectations which are the type of behaviour required to deliver results under such headings as team working, communication, leadership and decision making. Technical competencies define what people in organization have to know and able to do with adequate knowledge and skills to carry out their jobs more effectively. They are sometimes known as soft and hard skills (Armstrong, 2009). Competency assessment offers the opportunity for organizations to develop competencies by position and to generate interview guidelines that are more likely than traditional models to help the employer recruit the best person for the job and the organization (Meade, 1998). Competency assessment is increasingly being using as the basis for initiating, developing, and guiding both training and development and recruitment and selection. Competency which refers to the knowledge, skill, attitude or characteristics associated with high performance is essentially needed in these modern firms. Nolan (1998) specified the methods or steps in determining competencies, but there is much more in developing a competency model that identifies the competencies. These steps are as follows: Specify the role and work setting; Identify competency areas; Write competency statements; Write performance criteria; Develop competency assessment tools; Design a documentation method for proper implementation to be achieved.

The concept of competency is essentially about performance. Organizations are looking for new ways to integrate employee practices in all areas of the organization to achieve corporate performance. Most especially the selected private sector organizations have realized this dream partially in competency assessment and are beginning to implement it throughout the organizations through job analysis on whom is to be recruited and to be trained for corporate performance to be achieved (Mclangan, 1997; Bodner, 1999). Competency-based models provide valuable information, and they are all useful when there is a coherent and systematic implementation strategy to leverage the essential information obtained through a job analysis programmes. Competency-based modelling involves the systematic evaluation of the capacity, knowledge, skills, abilities and other job characteristics required from job holders to perform tasks and duties more effectively in order to enhance corporate performance. The value is for the management to analyze the person to be recruited and to be trained based on the competencies, abilities, skills, knowledge, and other job characteristics needed to perform the jobs in an organization more effectively.

VII.   The Concept of Job Analysis

Job analysis is the process of collecting, analyzing and setting out information about jobs in order to provide the basis for job description, job specification and data for recruitment, training, and job evaluation and performance management in an organization (Armstrong, 2012). To properly understand the dynamic nature of jobs, managers or job analysts must gather necessary information about jobs from time to time. Job analysis is necessary to avoid or minimize role conflicts amongst employees (Umana, 2019). Job analysis concentrates on what job holders do and achieve. It identifies the tasks job holders undertake and the outcomes and outputs they are expected to produce. Based on this, job analysis has generally agreed that various human resources functions will be integrated into the overall strategic management process of the organization (Fakhrzad, 2012; Boxall & Purcell, 2000). Job analysis is the process of studying and collecting information relating to the operations and responsibilities of specific job, (Lawal, 1993). Job analysis involves developing a detailed description of the jobs involved in a job, determining the relationship of given job to other jobs, and ascertaining the knowledge, skills, and abilities necessary for an employee to successfully perform the job (Robbins, 1996). Schultz and Schultz (1998) defined job analysis as the basic study of a job to describe in specific terms the nature of the sub unit tasks performed by the employees that can help in effective recruitment and training process of workers in an organization. Grobler, Warnich, Carrell, Elbert & Hatfield (2006) defined job analysis as the systematic

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process by which management used in investigating the tasks, duties and responsibilities of the job within an organization. Borman, Hanson & Hedge (1997) highlighted that it has become necessary that corporate performance related not to ability alone but also to personal traits and dispositional factors of employees. From this assessment, Goodstein and Lanyon (1999) stated that job analysis required not to concern on job tasks, duties and responsibilities only but also on the interpersonal requirements of the job. Noting the arguments above. Job analysis may be defined as follows: job analysis is a broad term not a single methodology which implies to a variety of approaches/techniques as well as surveillance, interviews and questionnaire based survey. Job analysis is a controlled activity. This means that the study of job analysis is guided and focused, although the level of the degree of formation varies with the techniques or approaches adopted. Job analysis is an analytical process which attempts to divide the job into smaller or major parts, rather than depict the job as a whole (Rehman, 2009). Based on the uses, job analysis may look at jobs in different ways. Job oriented procedures have the tendency to focus on the job itself such as the use of equipment, working conditions and outcome of the work performed. The worker oriented procedures focus on the skills, knowledge and abilities which are demanded to perform the job effectively and efficiently over a given period of time. The behaviour oriented procedures concerned on the specific behaviour as a basis for successful job performance to enhance the corporate objectives of the organizations. Job analysis is the process of comprehensively investigating the job or work to examine what it entails to perform the task. In looking at the future Amos, Ristow & Ristow (2004) stated that it was no longer ordinarily sufficient to have knowledge, skills, and abilities of a job and what it entailed. Today, the competitive businesses environment in which organizations function, standardize methods/techniques are needed against those job outputs/outcomes, and to this fact job analysis formed a core relation to performance management.

However, job analysis has been used in many varieties of fields to identify the nature of job performed such as occupational therapists used job analysis as basis for evaluating injured workers, planning rehabilitative programmes, structuring pre-employment screening protocols, developing transitional work plans, and conducting environmental modification and risk management programmes (Lysaght, 1997). Cucina, Vasilopoulos and Sehgel (2005) stated that job analysis has also been used in personnel psychology to determine which knowledge, skills, abilities and other job characteristics that are essential for successful job performance. Hartzell (2006) saw job analysis as an essential prerequisite for the study of jobs and jobholders and is therefore an important tool of personnel management. Job analysis is a formal and detail examination of jobs with a well-defined systematic investigation of the tasks, duties, and responsibilities necessary to perform the job for the productivity of an organization to be enhanced (Singh, 2010). Job analysis is the systematic and analytical process used in a number of fields to understand, describe and classify jobs. Most job analysis methodologies in rehabilitation provide detailed information concerning major tasks, environmental conditions and the physical, cognitive and emotional capacities required for average worker to perform a job (Lysaght & Shaw, 2012). Job analysis is an organized factual study of jobs to discover the visible work practices, tasks and responsibilities related with a particular job or group of jobs in order to achieve the set objectives and corporate performance of the organizations. It is the process of looking at exactly what a job needs and to determine the specific job duties and requirements in detail showing the essentials of these duties for a given job at a continuous basis (Rehman, 2009).Inyang & Akpama(2002) defined job analysis as the process of obtaining all pertinent job facts or the process of studying and collecting information relating to the operations and responsibilities of specific job.

It is evident that job analysis has been a sound human resource practice that can improve communication, accommodate change, contribute to improved human resource management, and cost effective to enhanced the corporate performance of an organization through effective recruitment and training process of workers (Singh, 2008; Carless, 2007; Jenkins & Griffith, 2004; Wooten, 2003). Job analysis plays a pivotal role within the human resources management field, and is of crucial importance to other functions such as job description, job specification, training, compensation, and performance management. With this, strategic job analysis should not only be fundamentally connected to the strategic management process, but to be linked with other related organizational functions as well (Singh, 2008). Thus, job analysis has always been, and it will continue to be in the foreseeable future, a valuable informational tool in human resource management which helps in effective recruitment and training towards the improvement of corporate performance in an organization.

VIII. Job description

Job Description is a written statement that describes the duties of a jobholder, how the duties should be done and why it is done. Typically, job description described the job content, environment, context, nature, and conditions of employment. The focal point of job description is the job. Job description document are the most essential features of a job, including a description of the important functions of the job that details the required knowledge, skills, abilities, responsibilities and reporting structure. The mental and physical requirements of the

jobs are also included and they are typically required to perform the essential functions of the job for disability act consideration (HR Guide, 2012). Al-Marwai and Subramaniam (2009) stressed that job description is a document that serves very many essential functions in organization, if written properly and constantly updated, it provides the employees with structure and design they need to carry out their jobs. Gan and Kleiner (2005) stated that job descriptions, when effectively formulated and implemented, are capable of affording the organization 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 qualify employees; and setting the criteria for the fair and legal discipline or terminating the workers that are unable to meet their expectations.

What is important here is the updating of job descriptions and the writing of new job descriptions that bring about a number of strategic benefits to the organizations that utilize effective mechanisms to ensure that job descriptions are continuously updated and new ones are written where needed (Al-Marwai & Subramaniam, 2009). However, job descriptions are building blocks for enterprise wide talent management systems such as training, coaching, recruitment, performance assessment, succession planning, and job-competency modelling (Stybel, 2010). Job descriptions are based on objective information obtained through job analysis, an understanding of the competencies and skills required to accomplish needed tasks, and the needs of the organization to produce work (Singh, 2010). The best job descriptions are living, breathing documents that are updated as responsibilities and duties change. The best job description does notlimit employees, but rather cause them to stretch their experience, grow their skills, and develop their abilities to contribute greatly within their organizations (Singh, 2010). Job description is an organized factual statement of the duties and responsibilities of a specific job. Job description in nature constitutes a record of existing and pertinent job facts (Inyang & Akpama, 2002). Job description is the broad outline of what tasks a job consists of by delineating its duties and responsibilities and the position of the job within the organization to improve performance. It can also be seen as a pertinent facts statement relating to all the technical, administrative and managerial aspects of the job, the job title, job summary, job duties, tasks and outputs that will helps to improve the corporate performance of the organizations.

IX. Job specification

Job specificationis 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 (Inyang & Akpama, 2002). Thus, job specification also involves knowledge, skills, abilities and other characteristics needed to perform the jobs. Amos, Ristow andRistow (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 possessed in order to be fitted or capable in performing a particular job more effectively. The focal point in job specification is the person.

X. Methodology

The study used survey research design, a subtype of expos facto design. The total population was 367. 287 respondents from the then United Cement Company now Lafarge Cement Company of Nigeria and 80 respondents from HISBIKOS Nigeria Limited Calabar. The study adopted simple random sampling technique using Taro Yamane formula for the sample size determination. The sample size was 234 respondents from the two private organizations selected for this study. 167 from the Lafarge Cement Company of Nigeria and 67 from HISBIKOS Company of Nigeria. Data was collected using both primary and secondary sources. The data analysis technique adopted for the study was simple linear regression model to the hypotheses.

XI. Discussion of Results

Hypothesis one
H_0: There is no significant effect of job description on the corporate performance of the selected private sector organizations in Cross River State.

H_1: There is a significant effect of job description on the corporate performance of the selected private sector organizations in Cross River State.

The regression output revealed the following results or estimates: R= 0.936, R-Square = 0.875, Adjusted R-square = 0.875; Intercept = 0.829; Slope (β) = 0.936; t- ratio = 39.375; Durbin Watson = 0.192; calculated f- ratio = 1550.420; sum of squares = 214.404; standard error of the estimates = 0.348. Significant, P<0.01, df1 =1 and df2 = 221, critical table value of f-ratio = 6.63. The above estimates showed a positive regression slope (β) of 0.936 which implies that job description process of the job or jobs to be performed by employees significantly affect or influence corporate performance of the selected private sector organizations in Cross River State by 93.6 percent. The coefficient of determination R-square of 0.875 implies that the sampled data better fit the regression line at 87.5 percent. With this, 87.5 percent of the response control variable of corporate performance was caused by effective job description exercise or programme of the selected private sector organizations in Cross River State. The estimates indicated a better fit of the sampled data at P<0.01 significant level. The Durbin Watson of 0.192 showed that the estimates fell within a positive range of linear regression analysis.

However, since the calculated value of f-ratio of 1550.420 was significantly greater than the critical value of f-ratio of 6.63, the null hypothesis was rejected, while the alternative hypothesis was accepted and concluded that effective and efficient job description has a significant and positive effect with the corporate performance of the selected private sector organizations in Cross River State.

Hypothesis two
H_0: Job specificationdoes not significantly influence corporate performance of theselected private sector organizations in Cross River State.
H_1: Job specificationdoes significantly influence corporate performance of theselected private sector organizations in Cross River State.

The regression output showed the following results or estimates: R= 0.925; R-square = 0.856; Adjusted R-square = 0.856; Intercept = - 0.244; Slope (β) = 0.928; t-ratio = 36.304; Durbin Watson = 0.278; sum of squares = 214.404; standard error of estimates = 0.373; calculated f-ratio = 1317.975. Significant, P< 0.01, df1= 1 and df2= 221; critical f-ratio value = 6.63. Interpretation: the above results revealed a positive regression slope (β) of 0.925 with a negative intercept of – 0.244, which implies that any errors or mistakes in carrying out job specification exercise or programme can both positively and negatively affects the corporate performance of the private sector organizations in Cross River State by 92.5 percent and -24.4 percent. The coefficient of determination R-square of 0.856 implies that the sampled data better fit the regression line at 85.6 percent. Therefore 85.6 percent of the response variable of corporate performance was caused by effective job specification exercise of the selected private sector organizations in Cross River State. The estimates indicated a better fit of the sampled data at P<0.01 significant level. The Durbin Watson value of 0.278 showed that the estimates fell within a normal positive range of linear regression analysis.

Therefore, since the calculated value of f-ratio of 1317.975 was significantly greater than the table critical f-ratio of 6.63, the null hypothesis was rejected, while the alternative hypothesis was accepted, and conclusion was reached that effective job specification does significantly influence the corporate performance of the selected private sector organizations in Cross River State.

Hypothesis three
H_0: Competency, knowledge, skills, abilities and other job characteristicsdoes not significantly affect the productivity of the selected private sector organizations in Cross River State
H_1: Competency, knowledge, skills, abilities and other job characteristics do significantly affect the productivity of the selected private sector organizations in Cross River State

The regression results indicated the following estimates: R = 0.928; R-square = 0.861; Adjusted R-square = 0.861; intercept = - 0.467; slope (β) = 0.928, t-ratio = 37.103; Durbin Watson = 0.251; f-ratio =1376.642; sum of squares =245.417; standard error of the estimates = 0.392. Significant, P<0.01; df1 = 1 and df2 = 221; critical value of f-ratio = 6.63. The above estimates indicated that positive regression slope (β) of 0.928 and intercept value of -0.467 which implies that Competency, knowledge, skill, abilities and other job characteristics can both positively and negatively affects the increased productivity of the selected private sector organizations in Cross River State by 92.8 percent and -46.7 percent. The coefficient of determination R-square of 0.861 indicated that the sampled data was a better for the regression line at 86.1 percent. Therefore, 86.1 percent of the response control variable of increased productivity was caused by effective analysis competency, knowledge, skill, abilities and other job characteristics required from employees of the selected private sector organizations in Cross River State. The estimates showed a better fit of the sampled data at P<0.01 significant level. The Durbin Watson value of 0.251 indicates that the estimates fell in a standard positive range of a good linear regression analysis.

However, since the calculated value of f-ratio of 1376.642 was significantly greater than the table critical value of f-ratio of 6.63, the null hypothesis which stated that competency, knowledge, skill, abilities, and other job characteristics do not affect the productivity of the private sector organizations in Cross River State was rejected, while the alternative hypothesis was accepted. With this, a conclusion was drawn from the hypothesis tested that competency, knowledge, skills, abilities, and other job characteristics needed from workers or employees to do the jobs more successfully can affect or do significantly lead to an effective increased in the productivity of the selected private sector organizations in Cross River State.

Hypothesis four

H_0: Recruitment and training as the moderating variables do not significantly affects the corporate performance of the selected private sector organizations in Cross River State.

H_1: Recruitment and training as the moderating variables do significantly affects the corporate performance of the selected private sector organizations in Cross River State.

The regression output revealed the following estimates or results: R= 0.925; R-square = 0.856; Adjusted R-square = 0.856, intercept = -1.585; slope (β) = 0.925; t-ratio = 36.314; Durbin Watson = 0.259; f-ratio = 1318.681; standard error of the estimates = 0.399; sum of squares = 245.417. Significant level, P<0.01; df1 =1 and df2 = 221; critical value of f-ratio = 6.63. The above estimates revealed a positive regression slope (β) value of 0.925 and a very high negative intercept value of -1.585, which implies that effective recruitment and training have both positive and negative significant effect and relationship with the corporate performance of the selected private sector organizations in Cross River State if a good strategic or proactive job analysis is not practice by 92.5 percent and 158.5 percent. The coefficient of determination R-square value of 0.856 indicated that the sampled data better fit the regression line at 85.6 percent. Therefore, the 85.6 percent of the response control variable of corporate performance is caused by effective recruitment and training of workers of the selected private sector organizations in Cross River State. The estimates showed a better fit of the sampled data at P<0.01 significant level. The Durbin Watson value of 0.259 indicates that the estimates fell in a very strong positive range of linear regression analysis.

Since the calculated value of f-ratio is significantly greater than the table critical value of 6.63, the null hypothesis which stated that effective recruitment and training do not significantly affect corporate performance of the organizations was rejected, while the alternative hypothesis was accepted. With this, it was concluded that effective recruitment and training of workers through a well-defined job analysis programme significantly affects and relate with the corporate performance of the selected private sector organizations in Cross River State.

XII.   Conclusion

Apparently, the issue of job analysis today cannot be over emphasized because of its effective and efficient contributions towards the growth and development of corporate performance of the selected private sector organizations in Cross River State.Job analysis is viewed as a prerequisite of every personnel administration performance or practices needed for the thriving implementation of organizations' corporate performance. Job analysis can be seen as an internal strategy or blue print to revitalize the effectiveness and efficiency of corporate performance of the selected private sector organizations in Cross River State. Job analysis is the hub or the building blocks for the effective and efficient achievement of organization's corporate performance in Cross River State. This study can also be seen as the initial attempt and the foundation to create the necessity of work examination as one of the personnel management practices in the selected private sector organizations in Cross River State. From the analysis, job analysis has an important influence on the corporate act of the selected private sector organizations in Cross River State. Job analysis significantly relates to corporate performance of the selected private sector organizations in Cross River State. Job analysis can positively influence the corporate performance of the selected private sector organizations in Cross River State. The competency, knowledge, skills, abilities and other job characteristics of the person to do the job or work can significantly affect the productivity of the selected private sector organizations in Cross River State. Through proactive job analysis, recruitment and training has a strong significant relationship with corporate performance of the selected private sector organizations in Cross River State.However, work examination will persist to be the predictable expectations as an important informational instrument in personnel planning policies of the selected private sector organizations in Cross River State. Job analysis is a vital strategy or a road map that will help to plan and direct organizational mission/vision for effective corporate performance to be achieved at regular interval in the selected private sector organizations in Cross River State. The practice of job analysis is a foundation of aggressive benefit in its possessing rights that impact greatly on the corporate performance of the selected private sector organizations in Cross River State. At the same time, the emerging focal point of work examination technique is single part with a possible input to organizational act that merit consideration among the private sector organizations in Cross River State.

XIII.   Recommendations

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

1Having ascertained that job analysishas a significant effect on corporate performance, the management of the private sector organizations, should always analyze the jobs and the persons who are to perform the job at regular interval.

2.The management and human resource managers of the private sector organizations, should at all times describe and specify the jobs of the organizations before they are carried out by employees in order to ensure a holistic development of the companies' corporate performance in Cross River State.

3.The management of the private sector organizations, should also properly analyze both the jobs and the persons who are to perform the jobs before effective recruitment and training are to be carried out for the corporate performance to be maintain and sustain at all times, because it would help to determine its significant relationship and its effect on both employees and organizational productivity in Cross River State.

4.The management of the private sector organizations should set a standard and specific time frame periodically between 3-6months in order to determine the level or status of corporate performance at regular interval.

5.Strict adherence to strategic job analysis should be put as a hub into human resource planning policies and practices for the right person with the right competency and skills to be recruited and trained that can affect or influence the productivity in the selected companies.

6.Strategic or proactive job analysis should be adopted with the intervening variables of effective recruitment and training process of workers and prospective employees to sustain and maintained the development of corporate performance of the selected private sector organizations in Cross River State.

7.The management/ human resource managers and job analysts of the private sector organizations, should utilize all the approaches/techniques of job analysis when carrying out job analysis exercise in the organizations because no one best method that can alone achieve the goals or objectives of job analysis programme on corporate performance.

8.The management/ human resource managers and job analysts of the private sector organizations should periodically carry out job analysis exercise to sustain and increase corporate performance of the selected private sector organizations in Cross River State.

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