

Assessment of Job Description on Employees' Performance: A Case of Biase Plantation Limited, Cross River State Nigeria.

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Abstract: *The study examines the effect of job description on employees' performance employees in Biase Plantation, Cross River State Nigeria. The study anchored on role theory. Survey research design was employed. Population of the study is 612 staff. And the sample size was determined using Taro Yamane's formula at 242. The outcome of hypotheses testing reveals that there is a significant and positive relationship between job identification, job responsibility, job qualification and employees' performance. Based on the study's findings, it has been concluded that improper job identification in job descriptions led to employee confusion about responsibilities and overlapping tasks as well as job conflicts. The study recommended that the management should place the staff in their respective functional areas. The implication is that hiring competent human resources specialists, job analysts, and job descriptions will give new hires the opportunity to put their knowledge and skills to use.*

Keywords: Job Description, and Employee Performance

1.0 INTRODUCTION

The interest of human resource managers in clearly defining the job responsibilities of employees has increased over time. The type of work an employee is expected to perform requires good job design with various questions that can be addressed by how the job is to be performed, who is to perform it, and where it is to be performed. Additionally, job design affects how an employee feels about the work he will accomplish, his authority over the work, his ability to make decisions while on the job, and the number of tasks he must complete to fill the position (Rao & Krishna, 2002). Additionally, a business must provide clear task descriptions that are focused on attaining its objectives and goals in order to prevent duplication of effort and overlap of responsibilities. The legal basis for executing the organization's operations will be that structure. With the establishment of many departments, it can also be utilized as a method for reporting to the people who the employees would be responsible to. As of now, it is crucial for achieving goals and improving planning and regulating (Robbins & Coulter, 2002).

Employee job descriptions are based on objective information obtained through job analysis, an understanding of the competencies and skilled acquired to accomplish needed tasks. Job description gives sense of responsibility and commitment to the employee as well as leads to motivation and job satisfaction. Job description helps in job grading. It attempts to distinguish between work levels in which jobs are compared. It also helps in transfer and promotions adjustments of grievances and provides guidelines during interviews (Kelly, Gable & Rise, 2001). According to Brannick, Levine, and Morgeson (2007), job descriptions are a tool employed by someone who is unsure of exactly how to carry out the task at hand. Therefore, a clear and detailed work description is necessary to ensure that employees perform their responsibilities effectively. As a result, many organisations are working hard to ensure that the job descriptions they have are productive and help the organisation achieve its goals. Due to these factors, numerous scholars have investigated how job descriptions affect an organization's effectiveness. The nature of the working environment and technology are changing rapidly in our rapidly changing world, and the job description should be updated to reflect these changes.

PROBLEM STATEMENT

Due to the potential impact of employees in the organization productivity, it is very important that the management understand the specific dimensions that will shape employees' attitude towards their job. Effective job description is to engage employees according to their qualification, competencies, and schemes of service, skills and experience in order to increase performance. Still some workers in various cadres in Biase Plantation have no such job descriptions. Because of this, they lack clear direction on how to perform their jobs and what is expected of them after a year, which is required by the Nigerian Public Service Employment Policy, which states that all employees should be given job descriptions that include performance objectives, personnel and skill development goals, as well as operational goals to work effectively in accordance with what they should.

Unspecified working circumstances throughout the recruitment process may be a contributing factor in a job description that is ineffective. This is capable of causing employees turnover at earlier stage of well trained employee, thus bringing financial losses to their employers, as most of the employee's couldn't be retained in the organization. Additionally, without an adequate job

description, employee work satisfaction and the calibre of interactions between company personnel and clients suffers (Schneider & Bowen, 2005). The existence of the above stated problem calls for the need to investigate the effect of job description in Biase Plantation in relation to increasing performance of employees.

OBJECTIVES OF THE STUDY

The general objective of the study is to examine the effect of job description on employees' performance employees in Biase Plantation, Cross River State Nigeria. Specifically the study sought:

- i. To ascertain effect of job identification on employees performance
- ii. To assess effect of job responsibility on employees performance
- iii. To determine effect of job qualification on employees performance

RESEARCH HYPOTHESES

The hypotheses will be tested in a null form

H₀₁: There is no significant relationship between job identification and employees' performance in Biase Plantation, Cross River State Nigeria.

H₀₂: There is no significant relationship between job responsibility and employees' performance in Biase Plantation, Cross River State Nigeria.

H₀₃: There is no significant relationship between job qualification and employees' performance in Biase Plantation, Cross River State Nigeria.

2.0 REVIEW OF RELATED LITERATURE

JOB DESCRIPTION

Job descriptions should be based on the job analysis and should be as brief and formal as possible. Their content could be described under the headings of job title, main purpose of job, main activities, tasks or duties (Armstrong, 2010). Barry (2003) emphasizes that a job description is a written declaration of the essential elements of any given job and that it differs from a person's specification, which focuses on the characteristics that enable an employee or group of employees to perform their duties effectively. Ann *et al.* (2009) do not differ from Barry (2003), they note that job description includes a role summary, the essential duties and tasks and minimum education and experience required which allows individual or group of staffs to work efficiently according to what they ought to do. According to Pratt and Bennett (1994), job description is described as dealing with qualities required by somebody to ideally suit for a job. They also said that job description tries to Marshall Qualities which are considered necessary for success in a job under various headings. Furthermore, job descriptions complete the vitally important stage of analysis and criteria development of the recruitment process. However, accurate and detailed job descriptions are important to the performance of an organization and the employees in the organization. The duties, responsibilities, necessary credentials, and reporting structures of a specific position are described in an employee's job description (Le Bretton & Tonidandel, 2009).

To the point, a job description can be thought of as a list of the duties and broad responsibilities of a position. It frequently contains information like who the employee reports to, job requirements like educational requirements or skill requirements, or compensation ranges. While most job descriptions are narrative in nature, others may only contain a brief list of skills. For example, strategic human resource planning approaches may be used to create a company's competency architecture, from which job descriptions are derived.

USEFULNESS OF JOB DESCRIPTION

The areas of human resource management where effective job descriptions are useful and helpful include job grading and classification, career paths and career development, handling grievances related to duties and responsibilities, work measurement and working improvement, defining the limits of authority, training and development, developing performance standards, creating good relationships and a conducive environment at work between employees and employers, and cu In addition, Barry (2003) makes the case that information from an effective job description will be helpful for performance management, job redesign, and organisational change. Similar to this, Okumbe (1999) views a job description as a checklist that may be used in performance reviews and aids each employee's own self-evaluation and personal growth. Additionally, job descriptions aid managers in avoiding misunderstandings that would otherwise harm an organization's performance.

Managers can determine when a worker is eligible for promotion based on job performance or when their experience can be used more effectively elsewhere by adopting job descriptions that are effective. Additionally, a job description can be a helpful tool for managing an employee's remuneration. When assessing all the positions and choosing an internal and externally equitable compensation structure, human resource managers use comprehensive and objective job descriptions as their factual foundation. Effective job descriptions aid managers in enforcing disciplinary actions against workers who have not completed their tasks to the standards asked of them (Okumbe, 1999).

EMPLOYEE PERFORMANCE

Performance as defined by Gupta (2008) is the level or standard deemed necessary to fulfill the objective. According to Hirriyapo (2009), performance refers to the assessment of an individual's behaviour within an organisation and also determines the monetary and non-monetary awards given to individuals within that company. It is founded on aptitude and accepted duties and obligations toward an organisation. According to a number of studies, managers can evaluate and measure performance efficiently by comparing the degree to which individuals meet the requirements of the job with their level of performance and productivity.

Studies of employee performance examine engineering relationships and technological procedures, such as how much of an output can be produced in a given amount of time. Organizations and HR practitioners are continuously in search of ways to motivate employees by providing clear job descriptions in order to increase their motivation and performance (Spitzer, 1995). Although it has been more customary to look into employee attitudes at the individual employee level, academics have started looking into connections at the organisational and business unit levels as well. Among the factors that threaten performance of the employees', this brings about employee dissatisfaction. Among the measures of employee performance, according to Gupta (2008) includes the level of punctuality of all the employees, the quality of the employees' work, personal presentation of the employees while at work, meeting the set deadlines, achieving the set targets as well as fostering cooperation amongst the employees and the management.

3.0 THEORETICAL REVIEW

ROLE THEORY

The role that people play at work and elsewhere exists in connection to other people, according to Katz and Kahn's (1966) notion. The environment in which an individual finds themselves, such as the organisational setting, the direction or influence coming from above or elsewhere in the company, as well as their own abilities, competence, attitudes, and personalities, all affect how well they perform in their roles. Armstrong (2010) holds the view that the term "role" refers to the part that each individual must play in carrying out the demands of their profession. Roles also describe the types of behaviour necessary to complete a certain task or the set of duties that make up a position or employment. Instead of the tasks themselves, work role profiles largely outline the requirements for how they are to be carried out. Therefore, a distinction can be seen between a job description, which merely specifies the primary responsibilities of a person, and a role profile, which is more focused on the behavioural requirements of the job and the results the person in the role is expected to produce. For the institution to function effectively in respect to this study, the human resource officer should clearly outline appropriate duties in job descriptions. Armstrong (2010) follows Role theory, which explains the need to make sure that people understand what is expected of them in terms of behaviour and to make sure that when designing jobs, they do not contain any incapability elements. We also need to be aware of the possibility of role conflict so that measures can be taken to reduce stress. However, role theory was used in this study because it clarifies the necessity for individuals to grasp what is expected of them in terms of behaviour and results, as well as how to ensure that roles in job descriptions are free of any incompatible components. A manager must be aware of the possibility of role ambiguity and conflict among employees of various cadres in order to take appropriate action to prevent job stress and subpar performance.

4.0 EMPIRICAL REVIEW

Raja and Bannered (2017) carried out a study on the job description and its effects on employees' performance: A study of selected manufacturing organizations in city of Pane, India. The study findings reveals that unclear job descriptions leads to poor performance of an employee in the commission and that the commission was not relying on job description to assess employee performance; rather they relied on the outcomes of an assignment given to an employee if an employee did not get an assignment for the whole year. It was difficult to assess on his performance. Other findings were that job descriptions were not updated even if there were changes that happened in the positions or the structure of the organization. This means that it is important to update job descriptions when there is any change in the position or organization.

Gap: The present study bridged the gap by concentrating on assessment of job description in privately owned palm estate in Cross River State Nigeria as issues of job description and role varies from one nation to another. This implies that the findings from the above study may not be applicable to job description in Nigeria.

Kama and Adigun (2013) carried out a research on the perceived relationship between job preview and employee job satisfaction at the Nigerian police service. The study's findings show that the Nigerian police service conducts realistic job previews on various job aspects to varying degrees, with a focus on reporting procedures, career advancement, and pay. The study also found that the employees of the Nigerian police service are only moderately satisfied, which explains their low performance levels. They are unhappy with the respect they receive at work. The supervision, training, and expected standards of work performance. The study came to the conclusion that there is a negative correlation between employee job happiness and realistic job previews at the Nigerian police force.

Gap: The present study utilized job identification, responsibility and qualification as the job description measurement variable as it is considered by scholars as the most acceptable indicator of job description.

5.0 RESEARCH METHODOLOGY

The study adopted survey research design. The total population of the study is comprised of 612 staff of Biase Plantation in Cross River State. Simple random sampling was employed. Taro Yamane's formula was used to determine the sample size at 242

DATA ANALYSIS TECHNIQUES

The study data were generated through use of structured questionnaire and the hypotheses were tested using multiple regressions. Question items were extracted from decomposed variables.

Model Specification

In line with the objectives and hypotheses of the study, the models are stated thus;

$$EP = f(JI, JR, JQ) \dots \dots \dots \text{eqn(2)}$$

$$EP = \beta_0 + \beta_1 JI + \beta_2 JR + \beta_3 JQ + \epsilon \dots \dots \dots \text{eqn(3)}$$

Where,

EP = Employees’ Performance

JI = Job Identification,

JR = job Responsibility,

JQ = job Qualification,

β_0 = Constant (Regression coefficient)

β_1 --- β_4 = the estimated regression coefficients

ϵ = Stochastic error term representing other possible factors not considered in the model that could influence the dependent variable.

6.0 DATA PRESENTATION AND ANALYSIS

The instruments used for data collection was mainly questionnaire presented quantitatively. Of the 242 distributed questionnaires, 236 returned their questionnaire representing 96% response rate which was statistically acceptable for generalization. This response rate makes the data collected from the field more representative enough to answer the research objectives.

Table 1

Model Summary^b

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.676 ^a	.457	.450	.47662	.101

a. Predictors: (Constant), Job Identification, Job Responsibility, Job Qualification

b. Dependent Variable: Employees’ Performance

Source: SPSS Output, (2022)

Table 2

Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	3.294	.484		6.807	.000
	Job Identification	.414	.033	1.190	12.614	.000
	Job Responsibility	.149	.027	.326	5.452	.000
	Job Qualification	-.239	.034	-.587	-7.052	.000

a. Dependent Variable: Employees Performance

Source: SPSS Output, (2022)

INTERPRETATION

The regression tables (Table 1 and 2) job identification, job responsibility and job qualification variable being evaluated for its ability to influence employees’ performance. Table 1 which is the model summary reveal that the relationship between job identification, job responsibility and job qualification and employees’ performance is 67.6 percent (as seen in the R column) given an indication that there is a moderate linear relationship between the two variables. The adjusted R² value (.450) signifies that up to 45.0 percent of employees’ performance is predicted by job identification, job responsibility and job qualification and 32.4 percent is unexplained by the model. It implies that 67.6 percent of variation in job identification, job responsibility and job qualification can be explained by a unit change in employees’ performance while the remaining 32.4 percent is explained by other variables. The adjusted R² of .450 which is slightly lower than the R² value with 0.001 is a precise indicator of the relationship the independent and dependent variable because it shows moderate sensitive to the addition of irrelevant variable.

Analysis of the regression model coefficients is shown in the Table 2 the regression coefficient (B), the intercept (α), and the significance of coefficient in the model is subjected to the t-test to test the null hypothesis that the coefficient is zero. From the table it can be seen that job identification, job responsibility and job qualification has a significant and positive influence on employees’ performance as the P- value is less than 0.05 significance and positive t-value (t = 12.614, 7.052 and 5.452 respectively). Furthermore, the estimated coefficient (.414, .239 and .149 respectively) shows that job identification, job responsibility and job qualification has a moderate influence on employees’ performance. Therefore, the null hypothesis is rejected and it is concluded that job identification, job responsibility and job qualification has a significant and positive influence on employees’ performance.

DISCUSSION OF FINDINGS

The outcome of hypotheses reveal that there is a significant and positive relationship between job identification, job responsibility, job qualification and employees’ performance in Biase Plantation, Cross River State. The finding is in line with the study of Kama and Adigun (2013) they found a significant positive relationship between realistic job preview and employee job satisfaction at the Nigerian police service hence negatively effecting performance. In a similar vein, Henson (2011) investigated effective personnel qualification and questioned whether job descriptions affected CGMP compliance in order to make practitioners in compliance and

validations more knowledgeable about GMPs. He makes the point that there may be discrepancies between the qualifications of persons listed in job descriptions and their real qualifications, therefore validation practitioners must make sure that the people working on validation projects and activities are qualified for their respective roles. Pritchard (2013) lists four other essential elements of a job description: the job title, work duties and responsibilities, position summary, and experience and education requirements. The goals of a guide are to teach readers how to write an effective job description, understand why job descriptions are important, and identify the major elements of a job description. As a result, the study reveals that the method chosen may change depending on the importance and difficulty of the task. For instance, one could begin by listing all of the daily, weekly, monthly, and/or annual duties and responsibilities that are associated with each of the important job functions, then group those duties and responsibilities by function. Alternatively, one could begin by making a list of all of their daily, weekly, monthly, and/or annual duties and responsibilities. Additionally, he says that job descriptions are an effective tool for communicating job expectations to employees, focusing recruitment efforts, managing employee performance, identifying employee and organisational goals, and preparing for workload management and succession.

7.0 CONCLUSIONS

Based on the study's findings, it has been concluded that improper job identification in job descriptions led to employee confusion about responsibilities and overlapping tasks as well as job conflicts. According to the study, nearly 40% of respondents did not receive effective job descriptions that were in line with their qualifications and areas of expertise. This resulted in subpar performance because if an employee did not perform according to his or her specialisation, there would be high labour turnover, a lack of commitment, low work morale, and absenteeism at the workplace while using company time for private work, despite being paid a salary. Most employees were unable to fully accomplish their goals as a result, which led to subpar performance. The results of the survey also indicate that other employees do not have well defined job descriptions that outline their duties and how those duties may affect employees' performance. The key reason for absence or unclear effective job descriptions on staff performance in Biase Plantation was the lack of employment policy linked to job descriptions, performance reviews, and performance management guidelines.

8.0 RECOMMENDATIONS

1. Job identification needs to be effectively covered in job descriptions so that employees are aware of their limitations and may work more competently and with greater dedication to reduce job overlap, conflict, and role ambiguity. This will improve employee performance.
2. The management should place the staff in their respective functional areas. The implication is that hiring competent human resources specialists, job analysts, and job descriptions will give new hires the opportunity to put their knowledge and skills to use. It will also make career planning and development easier, encourage succession planning, and help organisations retain talented and qualified workers.
3. Encourage the development of organisational information base systems that will aid in the creation of pertinent reference for management profiles, skills profiles, and adequate HRP, all of which should be beneficial sources of data for creating job descriptions that are successful.

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