

# Innovations

## Job Analysis and Performance of Deposit Money Banks in South-East, Nigeria

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**Abstract:** *This study critically examined Job Analysis and Performance in Deposit Money Banks in South-East, Nigeria. Job analysis as a process which involves collection of information about responsibilities and duties of a given specific jobs, the required skills needed to perform the job efficiently as well as the appropriate environment appropriate to employer's skills and capability to discharge the assigned duties effectively. Specifically, this study sought to ascertain the effect of job specification on employee recruitment, to assess the effect of job description on employee productivity, to determine how job description affects employee job satisfaction, in Deposit Money Bank in South East, Nigeria. The target population of the study consists of 7140 senior and junior staff of the selected Deposit Money Banks in South-East, Nigeria. The sample size of 550 was determined using the Cochran statistical formula. Primary data were obtained from structured questionnaire and secondary data were obtained from books, journals and internet. The questionnaire was designed on five points Likert Scale format. The finding revealed that Job specification has positive effect on employee recruitment ( $\beta = 15.884$ ,  $p = 0.000 < 0.05$ ), that Job description has positive effect on employee productivity ( $\beta = 60.151$ ,  $p = 0.004 < 0.05$ ), that job description has positive effect on employee job satisfaction. ( $\beta = 81.226$ ,  $p = 0.000 < 0.05$ ), of Deposit Money Banks in South-East, Nigeria. Based on the findings, it was recommended that management of Deposit Money Banks should always analyze the jobs and persons who are to perform it, in order to sustain and maintain performance of the Deposit Money Banks in South-East, Nigeria. The management and human resource managers of the Deposit Money Banks 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 Deposit Money Banks performance in South-East, Nigeria.*

**Keywords:** *Job Analysis, Performance, Job Description, Job Specification, Deposit Money Banks*

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## 1.1 Introduction

Analysts or managers must periodically gather pertinent information about the jobs and the individuals performing them to grasp the dynamic nature and complexities of jobs. Companies that consistently conduct job analyses better understand their strengths and weaknesses, enabling them to take timely corrective actions to address any skill or behavioural deficiencies (Clifford, 1994). Job analysis provides essential and detailed information about jobs and job holders, which managers and professionals use to create job descriptions, job specifications, job evaluations, and performance standards. These documents are fundamental for various human resource management practices. Consequently, HR activities such as recruitment and selection, training and development, performance appraisals, compensation, and health, among other safety necessities, are progressively tailored to align with the specific demands and characteristics of jobs, ensuring clear understanding by both job holders and organizations (Ele, Makama, & Okongo, 2020).

Job analysis is a structured approach to scrutinizing, pinpointing, and collecting comprehensive information about a job's tasks and responsibilities. This process details the necessary skills, knowledge, abilities, and other relevant job attributes. Renowned for its effectiveness, job analysis is critical for organizational data collection. It defines a job's nature by specifying its content, context, and prerequisites, such as essential technical skills, competencies, and knowledge. This detailed information is vital for existing employees and potential candidates to execute their roles proficiently (Ele, Makama, & Okongo, 2020).

Job analysis is a systematic approach to studying, identifying, and compiling detailed information about job content, serving as the foundation for job descriptions and data essential for recruitment, training, job evaluation, job specifications, career planning, performance appraisals, promotions, and performance management. This process aims to enhance organizational performance (Ele et al., 2020). According to Ezigbo (2011), job analysis involves determining relevant information about the nature of a specific job through observation and study.

Job analysis is essential for any organisation's efficient human resource planning, whether private or public. It is a crucial internal strategy for human resource managers, job analysts, and professionals to gather important information about jobs and workers. This process is utilized before and during the recruitment, selection and training of current and future employees within an organization. By providing detailed insights, job analysis ensures that suitable candidates are selected and employees receive the necessary training to perform their roles effectively (Ele, Makama, & Okongo, 2020).

Job analysis aims to specify what job holders are expected to perform and accomplish, detailing the tasks they carry out and the outcomes they should

deliver. This process describes the job's nature, context, content, and required behaviours for effective performance (Ele, Umana, Inyang, & Eneh, 2019). As a vital function of human resource management, job analysis includes several key roles, such as creating job descriptions, developing job specifications, and conducting job evaluations.

Job analysis can enhance work organization, improve inefficient processes, and plan training for new employees or existing employees in new roles. It also helps establish assessment criteria, ensure fair compensation, and plan employee welfare through their careers (Stoilkovska & Serafimovic, 2017; Ele et al., 2020). Hence, it is integrated into human resource planning, especially for assessing recruitment and training requirements (Ele et al., 2020).

The job specification and job description are the final product of job analysis (Ezigbo, 2011). Poor corporate performance and low productivity often stem from inadequate job analysis, which impacts how employees execute their assignments. Organizational performance is completing the goals and objectives for which the organization was established, ensuring sustainability over time (Ele, 2014). This performance reflects the cumulative results of all organizational activities, and maintaining efficiency and effectiveness depends on a well-defined management policy, which job analysis supports.

Individual performance is crucial for achieving organizational objectives, making organizational performance a key driver of productivity (Inyang & Akpama, 2002). Sustaining corporate performance requires strategic job analysis practices during recruitment and training. Job analysis is essential for efficient and effective management of complete corporate performances.

Job analysis becomes more critical as human resource performances expand in complexity and scope. It involves job evaluation, job specification, job description, selection and recruitment, performance management, compensation, career training, planning, and development, among other rewards. Human resource specialists often lack detailed knowledge of specific jobs and their requirements, necessitating a systematic job analysis process to collect, evaluate, and organize job-related information. This process gathers and analyses data about each job and the person performing it. Job analysis is a detailed process of splitting a job into its mechanisms using various techniques and tools to determine job conditions (Rehman, 2009). It should be the foundation of the selection and recruitment processes to enhance corporate performances in private and public sector corporations (Ashraf, 2017).

The significance of job analysis cannot be overstated. Fine and Cronshaw (2009) emphasize that job analysis is the foundation of practically all human resource management performances, providing essential information about jobs and job holders. HR professionals use this information to obtain job

narratives and design performance assessment specifications for staff appraisals. According to Adegbami (2013), job analysis assists management in creating effective recruitment strategies, training and development programs, compensation packages, and health and safety requirements tailored to the job's demands and characteristics. This information is crucial for job seekers as it helps them prepare adequately for their desired jobs and identify areas for self-improvement. Effective HR practice necessitates a clear understanding of job details by the organization and employees, highlighting the relationship between organizational performance and job analysis.

Job analysis is essential for achieving a business firm's strategic plans and objectives. Anyim, Ikemefuna, and Mbah (2011) argue that job analysis facilitates the identify key employee proficiencies necessary for distinctive training needs and positions, equipping workers with the necessary skills for effective job performance. Additionally, organizational culture influences the traits needed by employees. Edien (2015) suggests that a business focused on creativity and continuous improvement encourages employees to look beyond their current roles and seek ways to enhance organizational processes. Fine and Cronshaw (2009) assert that job analysis organisations set minimum performance benchmarks for employees and establish proper evaluation criteria for effective performance appraisals.

Franklin (2005) states that accurate job analysis information aids businesses in determining appropriate compensation packages, identifying training needs, and ensuring compliance with employment laws. Bannick, Levine, and Morgeso (2007) add that proper job analysis helps organizations create easy HR management systems for new employees to understand, fostering stability and sustainability. A critical aspect of job analysis is designing the job description, a written statement outlining what the worker does, how they should do it, and the working conditions. Cascio and Aguinis (2005) explain that job description information informs job seekers of their role in achieving the organization's goals and objectives, clarifying the chain of command, authorities, and responsibilities. Harley (1999) notes that proper job analysis, description, and design promote employee productivity by allowing individuals to specialize in tasks for which they are skilled and qualified.

The human resource department plays a vital role in an organization's development. Franklin (2005) emphasizes that HR departments perform crucial management roles by ensuring proper staffing across different organizational departments. Performance is a critical factor in organizational success, described by Lebas (1995) as organizing and managing the components that achieve stated aims within specific organizational constraints. Performance is inherent in any activity, whether work or play and can be perceived directly or inferred from outcomes.

Jones, George, and Hill (2006) define organizational performance as a measure of how efficiently and effectively managers use resources to satisfy customers and achieve organizational goals. They stress that organizational performance increases with improvements in efficiency and effectiveness. Essentially, performance relates to how an employee or organization accomplishes assigned tasks and how these tasks contribute to achieving organizational goals (Okolie&Omole, 2017).

Job analysis provides a foundation for numerous HR functions, including recruitment, selection, training, and performance management. Understanding each job's specific demands allows organizations to better align their workforce with strategic goals, which is crucial for maintaining high productivity levels and achieving long-term success. Additionally, job analysis helps organizations adapt to changes in the external environment. As business needs evolve, job roles and requirements may change, and regular job analysis ensures job descriptions and specifications remain up to date, enabling organizations to respond swiftly to market demands and technological advancements.

Practical job analysis also contributes to employee satisfaction and retention. When employees understand their roles and see how their work contributes to the organization's goals, they are more likely to be engaged and motivated. Clear job descriptions and expectations reduce ambiguity and help employees focus on their responsibilities, leading to higher productivity and job satisfaction.

Furthermore, job analysis facilitates career development and succession planning. Organizations can create targeted training and development programs to prepare employees for future roles by identifying the skills and competencies required for different positions. This proactive approach helps build a strong talent pipeline and ensures continuity in critical positions.

In brief, job analysis is fundamental to human resource management and organizational performance. Providing detailed insights into job roles and requirements helps organizations align their workforce with strategic goals, adapt to changing business needs, and maintain legal compliance. Practical job analysis leads to better recruitment, training, performance management, and employee satisfaction, ultimately contributing to the organization's overall success.

## **1.2 Statement of the Problem**

Job analysis is crucial for nearly all human resource management activities. It delivers details about jobs and their holders, enabling HR professionals to create job descriptions and establish performance evaluation criteria for employee appraisal. This process aids management in crafting effective recruitment strategies, training programs, compensation plans, and health and safety measures tailored to the job's specific demands and attributes. Practical job analysis improves job descriptions, specifications, and evaluations by clearly defining job content and identifying the knowledge, skills, abilities, and attitudes required for performance. This, in turn, enhances and sustains overall performance.

Organizations that do not conduct a thorough job analysis may hire the wrong people and set unrealistic performance standards. They may also have difficulty attracting talent and identifying top performers, making it challenging to evaluate employees and decide who deserves a raise or promotion.

A lack of proper job analysis cannot be over-emphasized; such consequences include poor hiring decisions, higher turnover, lower productivity, increased recruitment costs, inaccurate performance evaluations, demotivated employees, and increased turnover. All of this affects the organisation's general performance. Therefore, This study investigates the relationship between job analysis and performance in Deposit Money Banks in South East Nigeria.

### **1.3 Objectives of the Study**

The general objective is to examine job analysis and performance of deposit money bank in South East, Nigeria. However, the specific objectives of study include:

- i. To ascertain the effect of job specification on employee recruitment.
- ii. To assess the effect of job description on employee productivity.
- iii. To determine how job description affects employee job satisfaction.

### **1.4 Research Questions**

The following research questions will guide data gathering and analysis:

- i. How does job specification affect employee recruitment?
- ii. What is the effect of job description on employee productivity?
- iii. What is the effect of job description on employee satisfaction?

### **1.5 Research Hypotheses**

The following alternate hypotheses are thus postulated for the study:

- i. Job specification affects employee recruitment.
- ii. Job description affects employee productivity.
- iii. Job description affects employee satisfaction.

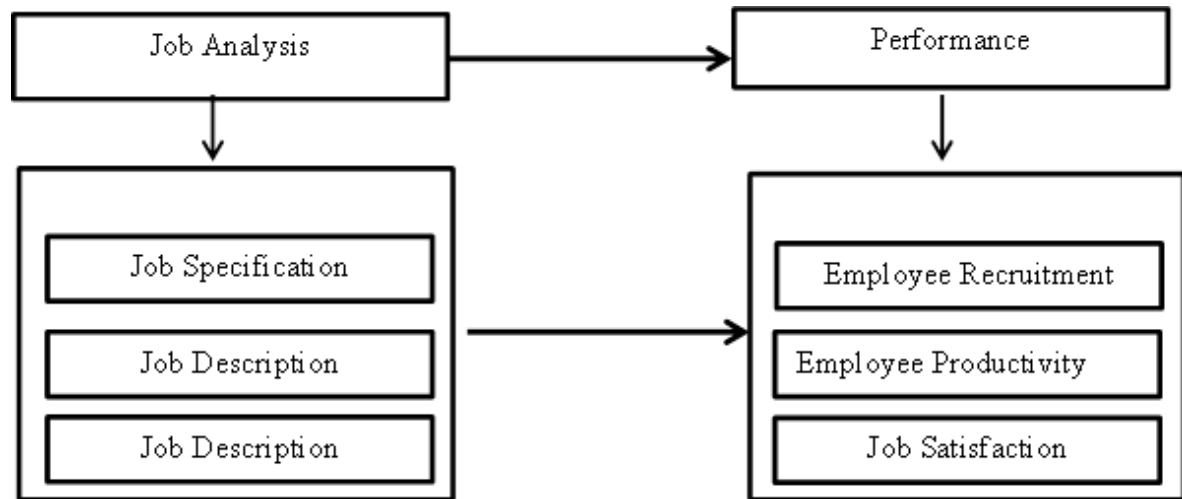
### **1.6 Scope of the study**

The study examined job analysis and the performance of deposit money banks in southeast Nigeria. The study focuses on the independent variables of job

specification, job description, and job evaluation. Also, employee productivity, employee recruitment, satisfaction, organizational growth performance, and service delivery will be discussed. The deposit money banks selected for the study include First Bank NigPlc, United bank for Africa plc, Union bank plc, Access Bank, Zenith Bank, Unity Bank, Polaris Bank, Eco Bank, Heritage Bank and Stanbic IBTC Bank.

The period of this study is 2010 to 2024

## 2.0 Literature Review



**Figure 1: Conceptual Framework**

**Source; Authors Design**

### 2.1 Job Analysis

Job analysis systematically collects and details job information to create job descriptions, specifications, and data for recruitment, training, job evaluation, and performance management (Armstrong, 2012). Managers or job analysts must continually gather this information to understand job dynamics and prevent employee role conflicts (Umana, 2019). Job analysis focuses on the tasks performed, the achievements, and the expected outcomes of job holders. As a result, it integrates various human resources functions into an organization's strategic management process (Fakhrzad, 2012; Boxall& Purcell, 2000).

Job analysis entails examining and gathering detailed information about the operations and responsibilities of specific jobs (Lawal, 1993). This process includes creating comprehensive job descriptions, defining job relationships, and identifying the essential knowledge, skills, and abilities required for effective job performance (Robbins, 1996). Schultz and Schultz (1998) describe job analysis as a fundamental study of a job to outline employees' tasks, which supports efficient recruitment and training. Grobler, Warnich, Carrell, Elbert,

and Hatfield (2006) define job analysis as a systematic management method to investigate organisational tasks, duties, and responsibilities. Borman, Hanson, and Hedge (1997) emphasize that corporate performance depends not only on employees' abilities but also on their traits and dispositional factors. Through job analysis, organizations can ensure that they accurately understand the demands of each role, facilitating better hiring, training, and overall performance management.

Goodstein and Lanyon (1999) recommend that job analysis should encompass not only job tasks, duties, and responsibilities but also the interpersonal demands of the job. Thus, job analysis can be broadly defined to include various methodologies, such as observation, interviews, and questionnaire-based surveys. This process is systematic and directed, although the level of structure may differ depending on the techniques or approaches applied. Job analysis is an analytical method that breaks the job down into smaller components instead of considering it as a whole (Rehman, 2009). This approach ensures a comprehensive understanding of the job's multifaceted nature, enabling better assessment and management of job requirements and performance criteria.

Depending on its use, job analysis can look at jobs differently. Job-oriented procedures focus on the job, including equipment use, working conditions, and work outcomes. Worker-oriented procedures emphasize the skills, knowledge, and abilities required for effective job performance. Behaviour-oriented procedures focus on behaviours necessary for successful job performance and achieving corporate objectives. Job analysis comprehensively investigates the job to determine what it entails to perform the tasks involved. Clifford (1994) notes that an effective growth program for an organization cannot be formed without performing a job analysis.

Amos, Ristow, and Ristow (2004) assert that merely understanding a job's knowledge, skills, and abilities is insufficient in today's competitive business environment. Standardized methods and techniques are needed to assess job outputs and outcomes, making job analysis integral to performance management. Job analysis is an essential human resource management tool for designing and assessing jobs, significantly impacting organizational performance, especially in developing nations (Siddique, 2004). It offers an unbiased view of the job rather than focusing on the individual performing it, thus supporting various HR activities like recruitment, training, development, performance management, and succession planning (Saif et al., 2013).

Job analysis drills into the components of a job, breaking it down to obtain specific information that fits organizational needs (Ne, 2012). It provides information about current jobs and the necessary knowledge, abilities and skills for adequate performance (Saif et al., 2013). Job analysis focuses on



collecting work-related information as it currently exists or has existed in the past (Rodríguez Rivero, 2013). It helps prepare job descriptions and specifications, aiding in hiring the right workforce. The general purpose of job analysis is to document job requirements and work performed (Arts & College, 2014), aiming to secure all necessary job data for various HR functions (Ne, 2012).

Job analysis is utilized across various fields to understand the nature of job performance. Occupational therapists, for instance, apply job analysis to assess injured workers, design rehabilitation programs, establish pre-employment screening protocols, develop transitional work plans, and manage environmental modifications and risk mitigation (Lysaght, 1997). According to Cucina, Vasilopoulos, and Sehgel (2005), job analysis in personnel psychology identifies the necessary knowledge, skills, abilities, and other job characteristics for successful performance. Hartzell (2006) regards job analysis as a vital precursor to studying jobs and jobholders, making it essential for effective personnel management. Job analysis involves a thorough and formal investigation of the tasks, duties, and responsibilities required for job performance, aiming to boost organizational productivity (Singh, 2010). It provides detailed insights into major tasks, environmental conditions, and an average worker's physical, cognitive, and emotional capabilities to perform a job effectively (Lysaght & Shaw, 2012). This systematic process ensures that organizations clearly understand job demands, which is crucial for effective hiring, training, and performance management.

Brannick and Levine (2002) describe job analysis as “a systematic process whereby one can discover the nature of a job.” Job analysis breaks down a job into smaller units, recording one or more results. Researchers like Bowin and Harvey (2001) have discussed the significance of job analysis to HR management, viewing it as a strategic HR practice contributing to organizational performance. Newman and Lyon (2009) highlight job analysis as essential for generating a relevant pool for employee selection, involving the development of job descriptions and specifications concerning knowledge, skills, and abilities (KSA). Employers also look for suitable personality qualities, attitudes, and values to ensure a good fit for the organization and the job. Barber (1998) notes three recruitment-related decisions: target population, applicant source, and attracting applicants to the organization. Effective planning and close collaboration with management, achievable through job analysis, are required for recruitment.

Job analysis is a systematic and factual study of jobs to identify the observable work practices, tasks, and responsibilities associated with specific roles or job groups. The goal is to meet established objectives and enhance corporate performance. This process thoroughly examines job needs, detailing specific

duties and requirements while consistently highlighting the essentials of these responsibilities (Rehman, 2009). Inyang and Akpama (2002) describe job analysis as gathering all relevant job facts or collecting information related to the operations and responsibilities of particular jobs. This comprehensive approach ensures a clear understanding of job demands, supporting effective workforce management and organizational efficiency.

Job analysis has proven to be a wide-ranging HR exercise that accommodates changes, improves communication, contributes to the improvement of HR, and is cost-effective, enhancing organizational performance through practical training and recruitment (Singh, 2008; Carless, 2007; Jenkins & Griffith, 2004; Wooten, 2003). Edwin B. Flippo defines job analysis as “the process of studying and collecting information relating to the operations and responsibilities of a specific job. The immediate products of this analysis are job descriptions and job specifications.” Job analysis remains an effective informational instrument in HR management, helping in operative training and recruitment to improve organizational performance.

## **2.2 Job Description**

A job description outlines the functions, methods, and purpose of a specific job role within an organization. It encompasses various aspects such as job content, work environment, contextual relevance, and employment conditions. At its core, a job description focuses squarely on defining the role itself. It encapsulates crucial details, including the primary tasks of the job, specifying required knowledge skills (KSAs) and other reporting structures and obligations. Additionally, it outlines the mental and physical requirements for performing the job's essential functions, which are essential for consideration under disability acts (HR Guide, 2012).

According to Al-Marwai and Subramaniam (2009), a well-written and regularly updated job description fulfils several vital organizational functions. It provides employees with a clear framework and direction for executing their roles effectively. Gan and Kleiner (2005) emphasize that effectively formulated job descriptions offer strategic benefits to organizations. These include aiding in future planning, facilitating performance measurement, improving communication between employers and employees, enhancing employee retention by setting clear expectations and establishing criteria for fair and legally compliant disciplinary actions or terminations.

Job descriptions, though crucial, are dynamic documents. They play a vital role in comprehensive talent management systems, influencing training, coaching, recruitment, performance evaluation, succession planning, and job competency modelling (Stybel, 2010). Derived from objective data gathered through job analysis, these descriptions identify the necessary competencies

and skills for task performance, ensuring they align with organizational goals (Singh, 2010).

The most effective job descriptions are dynamic, evolving documents that adapt to changes in job responsibilities and organizational needs. Rather than constraining employees, well-crafted job descriptions encourage them to expand their experience, develop new skills, and enhance their organisational contributions (Singh, 2010). Thus, continuously updating and creating new job descriptions are critical strategic practices that enable organizations to effectively harness the benefits outlined above (Al-Marwai&Subramaniam, 2009).

A job description is a structured, factual depiction of the responsibilities and duties of a specific job role. It is a comprehensive record detailing essential job-related information, including administrative, technical, and managerial aspects. By outlining the job title, duties, summary, tasks, and expected results within the organizational context, a job description aims to enhance organizational performance (Inyang&Akpama, 2002; Byars& Rue, 2006).

### **2.3 Job Specification**

Job specification is a detailed statement outlining the essential human qualifications required to perform a specific job effectively. It translates the broader scope of job descriptions into specific attributes and qualifications an individual must possess. Job specification sets the standard for personnel, defining the minimum acceptable qualities necessary for competent job performance (Inyang&Akpama, 2002). This includes attributes such as knowledge, abilities, and skills, among other relevant characteristics essential for the job.

According to Amos, Ristow, and Ristow (2004), job specification focuses on the personal qualifications required for a job, such as education, skills, knowledge, abilities, and relevant experience. It acts as a written guideline that specifies the exact criteria an individual must meet for a particular role (Singh, 2010). Derived from the job description, the job specification—also known as employee specification—outlines the ideal attributes and qualifications that a job holder should have to perform effectively (Singh, 2010). This document provides a detailed framework for what is expected in terms of personal competencies for a given position, ensuring that candidates meet the necessary standards for job performance.

During the recruitment, training, and development processes, job specification plays a critical role by providing clear guidelines to business owners and managers regarding the necessary skills, educational qualifications, work experience, and other human assets required from applicants to fulfil specific

job roles. It ensures that candidates meet the minimum acceptable qualifications necessary to perform their job duties competently.

Job specification defines the calibre and type of person deemed suitable for a specific job, setting forth the minimum qualifications required for effective job performance (Singh, 2010). It focuses on the individual's capabilities, aligning them with the demands and responsibilities outlined in the job description. By detailing the required skills, experience, attitudes, physical attributes, and other pertinent qualities, job specification ensures that the right candidate is selected for the role and can successfully fulfil its requirements within the organizational context (Okunade, 2015). In essence, it delineates the essential personal attributes and qualities required for efficient and effective job performance, encompassing physical, psychological, demographic, and personal aspects.

## **2.4 Job Satisfaction**

Satisfaction encompasses emotions and opinions, reflecting an individual's beliefs and perceptions rather than directly correlating with internal or external performance. Person A may find satisfaction with certain goods and services that Person B finds dissatisfying, even if they are in the same environment (Thompson & Phua, 2012). This variability underscores the subjective nature of satisfaction, influenced by personal preferences and perceptions.

In organizational contexts, employee job satisfaction is crucial for enhancing productivity and overall organizational success. Job satisfaction does not solely hinge on remuneration; it encompasses how fulfilled employees feel (Cole, 2002). Understanding employee job satisfaction involves examining turnover rates distinguishing between appropriate turnover, such as retirements or career advancements, and unwanted turnover, which can indicate dissatisfaction or other issues (Dessler, 2008).

Several factors influence employee job satisfaction, with a critical determinant being the alignment between an employee's contributions to the organization and their satisfaction with their current role. This necessitates fostering employee motivation and engagement to gauge their satisfaction levels effectively (Cole, 2008). In competitive environments, employee satisfaction becomes a pivotal factor for organizational success, highlighting the challenge for organizations to cultivate a high-performing workforce through effective employee management practices. Rast and Tourani (2012) argue that organizations must actively motivate employees to engage in activities that align with and contribute to organizational goals.

Managers are crucial in creating work conditions that foster employee satisfaction, often facilitated through job evaluation exercises. These evaluations help align job roles with employee skills and aspirations,

contributing to job satisfaction and organizational effectiveness (Thompson &Phua, 2012).

## **2.5 Employee Recruitment**

The success or failure of any organization largely hinges on the quality of its workforce, which in turn is greatly influenced by how recruitment processes are managed—a critical component of an organization's staffing policy. Recruitment serves as the initial interaction between an organization and potential employees, shaping candidates' perceptions and decisions about joining. A well-executed recruitment effort can attract high-calibre individuals. At the same time, a poorly managed one may fail to draw suitable candidates, hindering the organization's ability to secure top talent. Recruitment, therefore, plays a pivotal role in sourcing and selecting qualified personnel, ensuring both quantitative and qualitative alignment with organizational needs (Taylor & Collins, 2000).

Research by Boudreau and Rynes (1985) underscores the challenge organizations face in attracting talent, emphasizing that organizational attractiveness significantly influences the effectiveness of subsequent selection processes. Scholars like Barber (1998) and Chapman et al. (2005) have explored recruitment strategies closely, linking them closely with strategic human resource planning. Developing an effective recruitment strategy involves decisions on target demographics, applicant sources, and methods to attract qualified candidates, encompassing considerations such as compensation, benefits, and work environment (Rynes, 1991; Barber, 1998; Breaugh& Starke, 2000; Anderson, 2001).

Today, recruitment extends beyond mere numbers; it involves strategic collaboration between HR professionals and management to shape organizational culture and align job attributes with employee preferences. Effective recruitment entails clear communication of job attributes and organizational values to potential candidates (Butler, Sanders, &Whitecotton, 2000). While some organizations resort to increasing pay levels to attract desired talent, this approach may not always yield optimal results, as the value of specific skills may fluctuate over time (Taylor & Collins, 2000).

## **2.6 Organizational Growth**

A positive change in the degree of product and service production by a corporation or a country through time is characterized as growth. Development is characterized as an increment in the value of a company's goods and services. It is also referred to as a rise in a country's gross domestic product or a company's sales improvement. Then again, organizational growth might mean different things to different businesses. Indeed, a scope of metrics can be utilized to assess a company's progress. The most significant statistic shows how far an organization has progressed toward its goals. Net profit, revenue, and

other financial metrics are widely employed as "bottom-line" progress indicators because profit is most firms' ultimate goal. Other business owners may then gauge organizational growth using sales data, employee numbers, physical expansion, and other considerations.

### **2.7 Theoretical Review**

The theoretical framework of this study was based on Role theory, McCormick job analysis modeling, Reinforcement Theory and Proactive Job Analysis Model

### **3.0 Methodology**

The study adopted the survey design. The population of the study comprised senior and junior staff of the selected Deposit Money Banks in South-East, Nigeria. a sample size of 550 was determined using the statistical formula for determining sample size. While Bowley's proportional allocation statistical technique was adopted to determine the allocation of questionnaire. Primary data were collected through the administration of questionnaire. The questionnaire was structured in five-point Likert scale. Face and content validity were determined by three experts from the Department of Management, University of Nigeria, Enugu Campus. Cronbach Alpha was used to test the reliability of the research instrument with a reliability coefficient of 0.930. Data were presented in tables and the corresponding values expressed in percentages while Ordinal Logistics Regression (ORL) was used to test the hypotheses at 5 % level of significance.

### **4.0 Results and Interpretation**

#### **Hypothesis One**

Ho: Job specification does not affect employee recruitment

Hi: Job specification affects employee recruitment

Job specification has positive effect on employee recruitment. With an increase in the employee recruitment at an odds ratio of 15.884(95% cl, 15.884 to 28.800), Wald  $\chi^2$  (1) = 28.800, p = 0.000<0.05. Therefore, the alternate hypothesis which states that Job specification has positive effect on employee recruitment is accepted and the null hypothesis rejected.

#### **Hypothesis Two**

Ho: Job description does not affect employee productivity

Hi: Job description affects employee productivity

Job description has positive effect on employee productivity. With an increase in the probability of increased employee productivity at an odds ratio of 60.151 (95% CI, 60.151 to 82.909), Wald  $\chi^2$  (1) = 84.019, p = 0.004< 0.05. Therefore, the

alternate hypothesis which states that Job description has positive effect on employee productivity is hereby accepted and the null hypothesis rejected.

### **Hypotheses Three**

Ho: Job description does not affect employee satisfaction

Hi: Job description affects employee satisfaction

Job description affects employee satisfaction. With an increase in the odds (probability) of employee satisfaction at an odds ratio of 81.226 (95% CI, 81.226 to 184.880), Wald  $\chi^2 (1) = 58.077$   $p < 0.05$  ( $p = 0.000$ ). Therefore, the alternate hypothesis which states that Job description has a positive effect on employee satisfaction is hereby accepted and null hypothesis reject.

## **5.0 Conclusion and Recommendations**

### **5.1 Conclusion**

The study confirmed that well-established job analysis has a positive effect on performance of Deposit Money Banks in South-East, Nigeria.

### **5.2 Recommendations**

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

1. The management of Deposit Money Banks should regularly assess both the tasks assigned to them and the individuals assigned to carry them out.
2. Before jobs are completed by personnel, management and human resource managers of firms should always outline and define the tasks involved.
3. All workers performing comparable tasks should be subject to an equal compensation structure and fair job evaluations, regardless of their employment status. To guarantee improvements in employee and corporate performance, as well as to guarantee an efficient and successful job analysis program that lays the groundwork for a just and structured compensation structure that must be rigorously adhered to in commercial organizations. The management of organizations should ensure that the working environment is conducive enough to work.

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**Appedix**

**Hypothesis One**

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[ Employee recruitment = 16]	66.413	15.531	17.113	1	.000	16. 291	66.139
Location	[ Job specification =10]	15.884	5.757	28.800	1	.000	15.884	28.800
Link function: Logit.								

**Hypothesis Two**

		Estimate	Std. Error	Wald	Df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[Employee productivity = 172]	56.018	5.203	62.837	1	.034	56.018	60.567
Location	[Job description = 429]	60.151	22.650	84.019	1	.004	60.151	82.909
Link function: Logit.								

**Hypothesis Three**

		Estimate	Std. Error	Wald	df	Sig.	95% Confidence Interval	
							Lower Bound	Upper Bound
Threshold	[Employee job satisfaction = 18]	43.851	29.633	36.601	1	.004	53.851	54.609
	[ Job description =25]	81.226	11.102	58.077	1	.000	81.226	184.880
Link function: Logit.								