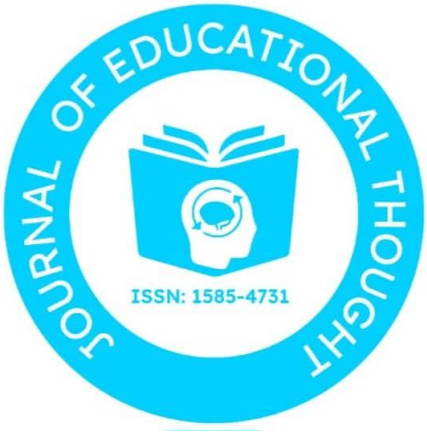

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JOB ANALYSIS AND EMPLOYEES' JOB SATISFACTION IN WATER BOARD CALABAR, CROSS RIVER STATE, NIGERIA

BY

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Abstract

This study examined the relationship between job analysis and employees' job satisfaction in the Water Board, Calabar, Cross River State, Nigeria. Two research questions and two null hypotheses were formulated to guide the study. Correlational survey research design was adopted for the study. A population of 230 respondents was used in the study. Using the total enumeration sampling method, all 230 workers formed the sample of the study. The Job Analysis and Employees' Job Satisfaction Questionnaire (JAEJSQ) was the instrument used for data collection. 230 copies of the questionnaire administered were successfully completed and retrieved for analysis. The reliability of the instrument was established with Cronbach Alpha Reliability Method with an internal consistency of 0.85. Pearson Product Moment Correlation Analysis was adopted to test the null hypotheses at .05 level of significance with relative degrees of freedom. The result of the analysis revealed that job descriptions and job specifications significantly relate to employees' job satisfaction. Based on the findings of this study, it was recommended that management should properly and constantly update job descriptions and job specifications to provide employees with the structure and design they need to carry out their jobs effectively, stretch their experiences and grow their skills, thereby enhancing job satisfaction.

Keywords: Employee, Job Analysis, Job Satisfaction, Organisation

Introduction

In today's fast –paced work environment, job satisfaction is very crucial for both employees and employers. Employees who feel valued, respected and included are more likely to enjoy their work, thereby contributing meaningfully towards the achievement of organisational goals. A satisfied workforce creates a conducive atmosphere within the organisation for better job performance. Job satisfaction is a complex concept that encompasses various aspects of an employees' experience at work. It is therefore very crucial for managers to ensure that employees are satisfied with their jobs to enhance higher productivity. Allan et al (2018) stated that employees' job satisfaction is not just about enjoying one's job, it involves a deeper sense of fulfillment and alignment with personal goals, professional goals, opportunities for growth and finding a role that aligns with employees' passion, strength and life goals. When these components align with an employees' values and expectations, job satisfaction is likely to be high.

Employees' job satisfaction plays a major role in ensuring the success of any organisation. It is of fundamental importance to the employee, the organisation and the nation at large. It refers to the level of contentment, enjoyment and fulfillment employees feel toward their jobs which directly impacts their overall well-being, productivity and commitment to the organisation. It also refers to how much employees like their jobs or its specific aspects. It is a combination of cognitive (what the employee thinks), affective (how the employee feels) and behavioral (how the employee responds). (Spector, 2020). It impacts on productivity and performance. Satisfied employees are more productive and perform better, it boosts employees' morale, leading to higher levels of engagement and efficiency. It has direct impact on employees' mental and physical health because employees who are satisfied with their jobs experience lower levels of stress, anxiety and depression. For the organisation, it results in higher profits, higher productivity, higher employees' retention rate, customer satisfaction and customer retention. This is because employees who are happy and contented with their jobs are less likely to seek employment elsewhere. For the nation, it increases economic growth and development.

The theory underpinning the relationship between job analysis and job satisfaction is Herzberg's Two Factor theory which states that job satisfaction and dissatisfaction are driven by independent set of factors. Hygiene factors (e.g. salary, job security, work conditions) prevent dissatisfaction but don't motivate, while motivators (e.g. recognition, challenging work, growth) actively create satisfaction and boost performance. This theory suggests that job satisfaction is

influenced by these two factors. Motivators like recognition and achievement lead to higher satisfaction and motivation. They are intrinsic to the job itself, relate to the content of the work and are essential for creating job satisfaction and motivation. Both set of factors are needed to create a productive work environment. According to Herzberg, the absence of hygiene factors causes dissatisfaction among employees in the workplace. However, their presence does not ensure satisfaction entirely. Managers in organisations must address both hygiene factors and motivators to create a truly motivating and satisfied workforce. Also, managers should focus on providing opportunities for achievement, recognition, responsibility, assign challenging and well defined work to foster job satisfaction. (Herzberg,1966)

Over the years, the level of employees' job satisfaction in Cross River State Water Board, Calabar seems to have declined and fallen below expectation, thereby resulting in low level of job satisfaction. Researches previously conducted and observation indicates that, some employees of this organisation report to work late, some are not regular in attendance, some of the employees lack enthusiasm and interest in the job, their quality of service delivery to customers is very poor, customers are not attended to on time, some do not put in their best in the performance of tasks assigned to them, some employees complained they are overloaded with work, some are not promoted and recognised by their employer. The issue of low level of employees' job satisfaction in Cross River State Water Board has been a matter of concern to the manager of this organisation, the government and researchers. Some scholars attribute it to lack of motivation and some blame it on poor working conditions. The manager of this organisation have attempted to solve this problem by organizing workshops and conferences to enhance employees' job satisfaction. The government have also invested huge amount of money in the maintenance of this organisation, but the problem still persists.

The negative impact of this low level of employees' job satisfaction is very devastating. It results in loss of job by some of the employees, reduction in the internally generated revenue of the organisation, slows down economic activities and loss of funds invested by the government.
To address this problem, the independent variable of this study which is job analysis is discussed with its sub-variables which are; job description and job specification. When jobs are properly described and specified for employees with clear well-defined roles and responsibilities, it contributes to employees' job satisfaction by providing employees with a sense of purpose and

direction. When employees understand their roles and how it fits into the larger goals of the organisation, they are more likely to feel satisfied with their jobs.

It is against this background that the researcher investigated whether any relationship exists between job analysis and employees' job satisfaction in Cross River State Water Board, Calabar, Cross River State, Nigeria.

Norland (2021) stated that job analysis is an essential prerequisite for the study of jobs and job holders. It is therefore an important tool of human resource management that enhances employees' job satisfaction. It is a formal and detailed examination of jobs with a well-defined systematic investigation of the tasks, duties and responsibilities necessary to perform the job for the goals of the organisation to be achieved. Most job analysis methodologies provide detailed information concerning major tasks, environmental conditions and the physical, cognitive and emotional capacities required for an average worker to perform effectively and efficiently. It is the systematic process by which management use in investigating the tasks, duties and responsibilities of the job within an organisation.

Wooten (2021) stressed that job analysis is an organisational factual statement of the duties, responsibilities and qualifications of the job holder that enables the job holder perform maximally. It constitutes a record of existing and pertinent job facts relating to all the technical, administration and managerial aspects of the job, the job title, job summary, job duties, tasks and output that will help to enhance employees' job satisfaction. It is an internal strategy or blue print that revitalizes the effectiveness and efficiency of employees' job satisfaction. Furthermore, it is the foundation that creates the necessity of work examination as one of the human resource management function that has a positive influence on the employees' job satisfaction in organisations.

To achieve a competent workforce that promotes higher level of employees' job satisfaction in organisations, job description and job specification should be encouraged. This implies that managers or job analysts must properly understand the dynamic nature of jobs and gather necessary information about jobs from time to time. This is necessary to avoid or minimize role conflicts amongst employees. When information about jobs are properly collected and analyzed, it provides the basis for job description and job specification which results in job satisfaction of employees in organisations.

Singh (2021) highlighted that job description is the process of collecting information relating to the operations of jobs in organisations. It involves developing a detailed description of

the jobs involved in a job, determining the relationship of a given job to the other job and ascertaining the knowledge, skills and abilities necessary for an employee to successfully perform the job. The competency, knowledge, skills and abilities and other job characteristics of the person to perform the job can significantly affect the level of job satisfaction of the employee. It is a vital strategy or a road map that helps to plan and direct organisational mission/vision for effective employees' job satisfaction to be achieved at regular intervals in organisations.

Rethman (2022) submitted that job description is the studying of a job to describe in clear terms the nature of the sub-unit tasks performed by the employees that can help in the selection of the best worker for a job. It describes the nature of a particular task performed by a worker that enhances the job satisfaction of such a worker in an organisation. This helps in ensuring that a particular job is assigned to a worker who is capable of performing such task. Furthermore, job description when effectively formulated and implemented are capable of affording the organisation with the following useful objectives such as assisting in planning for the future, being able to measure future job performance, enhancement of communication between employers and employees, enhancing skills and ability to retain qualified employees. This ensures higher employees' job satisfaction.

Wood (2020) opined that job description is a written statement of what the job holders should do, how it is done and why it is done. It describes what the job is all about by explaining the job content, context and the environment where the job will take place. It defines what the job holders are required to do in terms of activities, duties or tasks which enable them contribute towards the achievement of the set goals of the organisation. This enhances employees' job satisfaction because employees with higher job satisfaction tends to be more committed.

Thompson and Heron (2020) conducted a study on the relationship between job description and job satisfaction of employees in selected private sector organization in Owerri, Imo State. The study adopted the survey research design. The total population was 358. The study adopted simple random sampling technique. The sample size was 179. Data were collected using both primary and secondary sources. The simple linear regression model was used to test the hypotheses. The findings revealed that there was a significant relationship between job description and job satisfaction of workers with r=0.875,t-ratio=39.375, calculated F-ratio=6.63, $p<0.01$.df=1 and df2=177. The above result showed a positive regression slope (B) OF 0.936 Which implies that job description significantly relate with job satisfaction of workers by 93.6%. The Durbin Watson

of 0.192 showed that the estimate fell within a positive range of linear regression analysis. The study recommended that management of organisations should always analyze the jobs, describe jobs and persons to perform the job in order to improve workers' job satisfaction.

Gan and Kleiner (2020) posited that job specification is a statement that specifies the acceptable human quality required from workers and prospective employers to perform the job properly. The establishment of basic minimum requirement for a job is a very vital aspect of human resource management. Thus, job specification involves competency, skills, knowledge, qualification and experience of the worker. The focal point of job specification is the person that needs to be assessed whether he/she is qualified for the job or not. This is a standard of human resource management and designates the requirements for an effective job performance. It shows the minimum acceptable qualification the person should possess in order to be considered capable of performing a particular job more effectively. This arouses the employees' interest in the job which leads to higher level of satisfaction.

Bodner (2021) supported that job specification clearly states qualities required in a job for the effective performance of the job. It is a very vital tool during the employee recruitment, training and development process and provide managers in respect of the skills, education, work experience, managerial experience and other human asset or capital which may be required from applicants to perform a particular job in the organisation. It brings about a number of strategic benefits to the organisation that helps in ensuring that job satisfaction of workers is achieved as well as the goals and objectives of the organisation. Job specification do not limit employees, but rather cause them to stretch their experience, grow their skills and develop their abilities to contribute greatly within their organisation. This boost their morale and cause them to develop a positive attitude toward their jobs resulting in higher job satisfaction. Satisfied employees are more productive and perform better. They are more likely to go the extra mile, show initiative, contribute positively to team dynamics and often go beyond their jobs to help co-workers and the organisation.

Kalu (2019) conducted a study on effective job specification and its impact on workers' job satisfaction in brewery organisation in Enugu State. A total of 410 respondents were randomly selected for the study. The Ex-post facto research design was used for the study. The stratified random sampling technique was adopted for the selection of the sample size. The questionnaire was the only instrument used for data collection. The data collected were analyzed using the simple

percentages. The result revealed that effective job specification contributed to 75% of the workers job satisfaction. 80% of the respondents asserted that when they are assigned jobs based on their skills, competences and knowledge they possess, they tend to perform such tasks effectively, thereby resulting in higher job satisfaction. The study recommended that workers should be assigned jobs to perform based on the skills, competences, abilities, qualifications and knowledge they possess so as to enhance job satisfaction.

Statement of the Problem

The aim of establishing the Cross River State Water Board is quality service delivery. But contrary to this, employees' job satisfaction seems to have fallen below expectation thereby resulting in low level of job satisfaction which is manifested in the negative attitude and lack of interest of these workers towards their jobs. Observation indicates that some employees of this organisation are absent from work, some report to work late, some do not enjoy implementation of promotion, customers are not attended to politely and on time, the quality of services rendered to customers do not meet customers satisfaction and are below standards set by employers and some do not put in their best in the performance of tasks assigned to them.

The effect of this low level of employees' job satisfaction is very devastating resulting in unwarranted loss of funds invested by the government, wastage of resources, low return on investment, declined productivity, low customers patronage, a reduction in internally generated revenue and loss of job by some of the employees.

There have been concerted efforts by the government and the manager of this organization to improve employees' job satisfaction by organizing workshops, seminars, computer training, funding the maintenance of this organisation and providing opportunities for employees to participate in decision making. However, in spite of all these efforts, the problem still persists. Based on the foregoing, this study sought to investigate whether there is any relationship between job analysis and employees' job satisfaction in Water Board, Calabar, Cross River State, Nigeria.

Purpose of the Study

The purpose of this study was to investigate the relationship between job analysis and employees' job satisfaction in water board, Calabar, Cross River State, Nigeria.

Specifically, the study sought to

1. Examine the relationship between job description and employees' job satisfaction
2. Determine the relationship between job specification and employees' job satisfaction.

Research Questions

The following research questions were posed to guide the study

1. To what extent does job description relate to employees' job satisfaction?
2. How does job specification relate to employees' job satisfaction?

Hypotheses

The following hypotheses were tested

1. There is no significant relationship between job description and employees' job satisfaction
2. There is no significant relationship between job specification and employees' job satisfaction

Methodology

The research design adopted for this study was correlational survey research design. The area of the study is Cross River State. The population of the study is 230 which consisted of all the workers Cross River State Water Board. Using the total enumeration sampling method all the 230 workers formed the sample of the study. The instrument used for data collection was the questionnaire titled Job Analysis and Employees' Job Satisfaction Questionnaire (JAEJSQ) designed by the researcher. The instrument had three sections A, B and C. Section A was designed to collect respondents' personal data. Section B consisted of 10 items on Job analysis with respect to job description and job specification. While Section C consisted of 15 items that were used to gather information from the respondents on job satisfaction. A four Likert type scale of Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD) was used. The instrument was duly validated by experts in measurement and evaluation in the University of Calabar and its reliability estimate established at 0.85 using Cronbach Alpha Reliability Method. The copies of questionnaire were administered personally by the researcher with one research assistant trained for the purpose. At the end of the exercise, 230 copies of questionnaire were retrieved for analysis. Codes were assigned to each item and a

coding schedule was prepared. The data collected were analyzed using Pearson Product-Moment Correlation Analysis. Each of the hypotheses was tested at .05 level of significance.

Results

Hypothesis one: There is no significant relationship between job description and employees' job satisfaction

TABLE 1

Pearson Product Moment Correlation Analysis of the relationship between job description and employees' job satisfaction (N=230)

Variables	$\overline{X}$	SD	r-value	Sig
Job description	16.53	2.16		
			0.60*	.000
Job satisfaction	16.84	1.60		

* Significant at .05, critical r = .050, df = 228

The result of the analysis, as presented in Table 1 revealed that the calculated r-value of 0.60 is higher than the critical r-value of .050 at .05 level of significance with 228 degree of freedom. With this result, the null hypothesis that stated that there is no significant relationship between job description and employees' job satisfaction was rejected. This result implies that, job description has a significant relationship with employees' job satisfaction. The positive r implies that the higher the job dsecription, the higher the employees' job satisfaction tends to be. On the other hand, the lower the job description, the lower the employees' job satisfaction tends to be.

Hypothesis Two: There is no significant relationship between job specification and employees' job satisfaction

TABLE 2

Pearson Product Moment Correlation Analysis of the relationship between job specification and employees' job satisfaction (N=230)

Variables	$\bar{X}$	SD	r-value	Sig
Job specification	15.50	2.12		
			0.65*	.000
Job satisfaction	15.73	1.54		

* Significant at .05, critical r = .050, df = 228

The result of the analysis as presented in Table 2 revealed that the calculated r-value of 0.65 is higher than the critical r-value of .050 at.05 level of significance with 228 degree of freedom. With this result, the null hypothesis which stated that there is no significant relationship between specification and employees' job satisfaction was rejected. This result indicated that job specification has a significant relationship with employees' job satisfaction. The positive r implies that the more positive the job specification is, the higher employees' job satisfaction tends to be. On the other hand, the lower job specification is, the lower employees' job satisfaction tends to be.

Discussion of Findings

The result of hypothesis one revealed that there is a significant relationship between job description and employees' job satisfaction. This result is in agreement with Singh (2021) who stated that job description is a vital strategy or a road map that helps to plan and direct organisational mission/vision for effective employees' job satisfaction to be achieved at regular intervals in organisations. It involves determining the relationship of a given job to other jobs and ascertaining

the knowledge and skills necessary for an employee to successfully perform the job. The competency, knowledge, skills, abilities and other job characteristics of the person to perform the job can significantly affect the level of job satisfaction of the employee. This result is also in line with the assertion made by Rethman (2022) that job description is the studying of a job to describe in clear terms the nature of the sub-unit tasks performed by the employees that can help in the selection of the best worker for a job. It describe the nature of a particular task performed by a worker that enhances the job satisfaction of such worker in an organisation. This outcome also support the views of Wood (2020) who agreed that job description describes what the job is all about by explaining the job context, content and environment where the job will take place. It defines what the job holders are required to do in terms of duties or tasks which enable them contribute towards the achievement of organisational goals. Employees with higher job satisfaction tends to be more committed.

The findings of this study collaborates with the findings of Thompson and Heron (2020) who conducted a study on the relationship between job description and job satisfaction of employees in Imo State. The study revealed that there is a significant relationship between job description and job satisfaction of employee. Thompson and Heron (2020) argued that job description should not only concentrate on job tasks, duties and responsibilities but also on the inter-personal requirements of job. Furthermore, some organisations do not place importance on job description and this affects the job satisfaction of employees which, in turn affect their productivity. Thus, job description should be properly carried out on a continuous basis in order to properly understand what the job entails for enhanced job satisfaction.

The result of hypothesis two revealed that there is a significant relationship between job specification and employees' job satisfaction. This result supports the submission of Gan and

Kleiner (2020), who posited that the focal point of specification is the person who needs to be assessed whether he/she is qualified for the job or not. It shows the minimum acceptable qualifications the person should possess in order to be considered capable of performing a particular job more effectively. This arouses the employees' interest in the job which leads to higher level of job satisfaction. In agreement with this findings, Bodner (2021) stated that job specification clearly states the qualifications required in a job for the effective performance of the job. It ensures that the job satisfaction of workers is achieved as well as the goals and objectives of the organisation. Job specification does not limit employees, but rather cause them to stretch their experiences, grow their skills and develop their abilities to contribute greatly within their organisation. This boosts their morale and cause them to develop a positive attitude towards their jobs. The findings of this study is also in line with the findings of Kalu (2019) who conducted a study on effective job specification and its impact on workers job satisfaction in Enugu State. The findings revealed that when workers are assigned jobs based on the skills, competences and knowledge they possess, they tend to perform such tasks effectively, thereby resulting in higher job satisfaction. Thus, management of organisations should ensure that, job specification is carried out before assigning jobs to workers as it contributes immensely to employees' job satisfaction.

Conclusion

Job satisfaction is a strategic aspect of human resource management. It is based on the workers attitude toward their jobs and its correlation with the characteristics of the work they do. A satisfied worker is usually more skilled, productive and committed towards achieving organisational goals. Ensuring job description and job specification is very essential for maintaining a high performing, loyal and satisfied workforce. In order to achieve employees' job

satisfaction, jobs should be clearly described by collecting information relating to the operations of jobs in organisations and should also be specified to ascertain the competency, skills, knowledge, qualification and experience of a worker.

Recommendations

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

1. Job description should be constantly carried out by management to provide employees with the structure and design they need to perform their jobs effectively.
2. Management of organisations should properly carry out job specification to update employees with what is required of them in terms of performance.
3. Employees should be given opportunity to grow their skills and stretch their experiences to enhance higher job satisfaction.

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