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ABOUT THE JOURNAL

Ilorin Journal of Human Resource Management (IJHRM) is an interdisciplinary journal of Social and Management Sciences that publishes high quality theoretical, empirical, and review papers, covering the broad spectrum of social and management sciences research. Ilorin Journal of Human Resource Management is dedicated to increase the depth of knowledge about Industrial Relations and Human Resource Management and other range of disciplines from scholars across the world.

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AN EMPIRICAL STUDY OF JOB ANALYSIS AND PERFORMANCE APPRAISAL IN THE ONDO STATE CIVIL SERVICE IN NIGERIA

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Abstract

This paper examined the influence of job analysis and performance appraisal on the performance of Nigerian Civil Service focusing on Ondo State, Nigeria. Survey research design which allows the use of questionnaire was utilized to obtain information from the employees of the selected ministries. A total number of 100 copies of the questionnaire were administered on the staff of the selected ministries from the Grade Level 07 and above as these were the people believed to be well educated and have in-depth understanding of job analysis and are conversant with the Annual Performance Evaluation Reports (APER). Ninety - One (91) copies of the questionnaire were properly filled, duly returned and analyzed for the study. The study found out that there is significant relationship between job analysis and employee's performance. The finding of the study further reveals that there is existence of substantial relationship between performance appraisal and employees' performance. It is equally established from the finding of the study that job analysis; performance appraisal techniques have complementary relationship with employees' performance in the Ondo State Civil Service. The study therefore recommends that proper analysis of staff's duties should always be given priority attention and a usual practice before tasks are assigned to the civil servants. This is for easy and in-depth understanding of what to do and to ensure employees' superlative performance at work. In addition to this, the study recommends that appropriate training and retraining should always be given to the supervisors or reporting officers who are to be involved in the appraisal exercise in the civil service to guarantee objectivity.

Keywords: Analysis, Performance, Appraisal, Organization, Civil Service.

Introduction

The human resource department in an organization is saddled with the responsibility of carrying out a number of human resource practices such as recruitment and selection, compensation, performance management, career planning, training and development and rewards as human resource activities increase in capacity and complexity. It has been realized that most often (in the western world, including developing countries such as Nigeria) not many human resource professionals have in-depth knowledge of their jobs, and for any organization to move forward through the contribution of its workforce, each of its employees must have full knowledge of his assigned duties which is through what is called job analysis (Atiomo, 2000). Job analysis is the means by which information on jobs is properly put together, assessed and classified (Rehman, 2009).

Job analysis is a systematic exploration, study and recording of the responsibilities, duties, skills, accountabilities, working environment and ability requirements of a specific job. It also involves determining the relative importance of the duties, responsibilities and physical and emotional

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skills for a given job. All these factors identify what a job demands and what an employee must possess to perform a job productively. The process of job analysis involves in-depth investigation in order to control the output, that is, get the job performed successfully. The process helps in finding out what a particular department requires and what a worker needs to deliver. It also helps in determining particulars about a job including job title, job location, job summary, duties involved, working conditions, possible hazards and machine tools, equipment and materials to be used by the existing or potential employee.

However, performance appraisal is an instrument through which an organization knows the weaknesses and strengths of its employees in order to re-enforce the strength and improve on the weaknesses for the overall benefit of the employees and the organization. Performance appraisal is the process of identifying, evaluating and developing the work performance of employees in the organization, so that the organizational goals and objectives are more effectively achieved, while at the same time benefiting employees in terms of recognition, receiving feedback, catering for work and offering career guidance (Lansbury, 1988). Performance appraisal means comparing your subordinate's actual performance to the standards that have been set; thus usually involves some type of rating form (Khan 2009). Terry and Franklin (2003) are of the opinion that performance appraisal is the periodic evaluation of an employee's job performance measured against the job's stated or presumed requirements. Banjoko (2002) sees performance appraisal as a systematic, organized and formalized process of assessing or evaluating individual employee's job related strengths and weaknesses. Banjoko further opines that either in the public or private enterprise, effective results and maximum individual employee performance is crucial to the organization's growth and survival.

According to Faizal (2005) performance appraisal serve two major purposes. First appraisal serves an administrative purpose by providing information for making salary, promotion, and layoff as well as providing documentation that can justify these decisions in court. Second, and perhaps more importantly, performance appraisal serves a development purpose. The information can be used to diagnose training needs, career planning, and the like. Feedback and coaching based on appraisal information provide the basis for improving day-to-day performance.

Reputable organizations in Nigeria embark on job analysis through job specification, job evaluation, job description, job classification and job design to ensure that round pegs are put in round holes. After this has been done the next logical stage is performance appraisal; which is a periodic evaluation of an employee's performance on the job for the primary purpose of determining the individual's efficiency, skills, improvement over time, specific talents, potentials, and weaknesses for the purpose of his development and extraction of information for human resources development decisions and policies (Azelama, 1995). The overall purpose is the attainment of the goals of the organization.

The importance of job analysis through job specification, job evaluation, job description, job classification and job design and impact of performance appraisal in ensuring administrative and developmental purposes have been emphasized by previous studies (Alo, 1999, Rehman, 2009, Akinyele, 2010 & Atiomo, 2010, etc). However, the inter- relationship among these variables needs to be examined for employees' higher productivity and organizational effectiveness.

Statement of the Problem

The significance of job analysis to job specification, job description, as well as performance appraisal in diagnosing the weaknesses and strengths of personnel in order to improve on

weaknesses and re-enforce strengths of employees cannot be overemphasized as they have been proved in many literatures of human resource management.

The challenge of entrusting the right person with the right job through a good human resource planning, keeping in view the job analysis and performance appraisal processes are the podium on which this research is to be built. The absence of proper arrangement or structuring of the job portfolio which include job analysis leads to faulty recruitment as well as lack of systematic, organized and formalistic process of assessing individual employee's job related strengths and weaknesses. As an extension, this results in low productivity due to poor job performance and consequently lead to high turnover. There is a dearth of research on job analysis. Extant literature reveals independent studies that have been conducted in the areas of impact of job analysis on job performance (Rehman 2009; Pearn and Kandola 1993; Den, Hartog, Baseline and Paauwe 2004). However, these studies were conducted in Pakistan and Western organizations, while such important concepts in functioning organizations, especially the civil service in Nigeria is yet to be explored.

In a similar vein, there has been little research in the field of performance appraisal. Most studies discuss performance appraisal that allows employees to develop their skill and to meet business goal. Most of the studies on performance appraisal were conducted in advanced economies while few studies conducted in Nigeria focused on performance appraisal in educational institutions. For example, Akinyele (2010) examines performance appraisal in Private Universities in Nigeria, while performance appraisal is yet to be studied in the civil service.

Richi (1996) introduces a skill-based method of performance management that creates a work environment that allows employees to develop the skills they need to meet business goals. The skill-based management measures skills and tracks and combines them into job descriptions, identifies employee skills gaps and then provides resources to upgrade abilities. Murray (1980) proposes using customer satisfaction measures as a basis of performance reviews and management rewards which rewards in more objective performance reviews, more effective employees, more satisfied customers and better business performance. The majority of empirical studies on performance appraisal systems focus on the search for the perfect form in which subjective traits are replaced by objective and job relevant measurable behaviours, while the aspect of performance appraisal is de-emphasized.

In 2009, Rehman examines the impact of job analysis on job performance in Pakistan and other scholars (Alo, 1999 and Atiomo, 2010) have also studied performance appraisal in different Nigerian establishments, yet only few of these studies had either considered the variables of concern in this study together or focused on the civil service such as Ondo State as target population. Hence, this study involves the relationship among job analysis, performance appraisal and employees' performance in the Ondo State Civil Service.

Research Objectives

The broad objective of this study is to examine the influence of job analysis and performance appraisal on the performance of employees in the Ondo State Civil Service in Nigeria.

The specific objectives are to:

- i. ascertain the relationship between job analysis and employees' performance in the Ondo State Civil Service;
- ii. find out the relationship between performance appraisal and employees' performance in the Ondo State Civil Service and

- iii. investigate the complementary relationship between job analysis, performance appraisal and employees' performance in the Ondo State Civil Service.

Research Hypotheses

The hypotheses for this study are:

- i. there is no significant relationship between job analysis and employees' performance in the Ondo State Civil Service,
- ii. there is no significant relationship between performance appraisal and employees' performance in the Ondo State Civil Service and
- iii. there is no significant complementary relationship between job analysis, performance appraisal and employees' performance in the Ondo State Civil Service.

Literature Review

The Concept of Job Analysis

Job analysis is the foundation of human resource management and helps to create a base for effective recruitment, selection, performance management and career development. It is traditionally done for purposes connected with recruitment, pay, administration and supervision, but the increasing complexity of work has made job analysis an important instrument for developing people in organizations. Job analysis involves gathering, documenting and analyzing information about the content, context and requirements of the job. A successful job analysis demonstrates a clear relationship between the tasks performed on the job and the knowledge, skill, abilities, competencies and behaviours required in performing the work of the position. The incomplete or inadequate job analysis can result in making a poor hiring decision which can impact both the manager and the new hire. It is important to spend the needed time with the HR professional to ensure a thorough alignment of the major duties with needed competencies in order to achieve a clear understanding of what will lead to a positive hiring outcome (Pfeffer, 1994).

Uses of Job Analysis

Rao (2010) opines that a comprehensive job analysis programme can be used as a foundation and as an essential ingredient for all the functions and areas of personnel management and industrial relations. Job analysis is useful for purposes such as employment, training and development, promotion and transfer, discipline, wage and salary administration, induction and so on.

Concept of Performance Appraisal

Performance appraisal is one of the most problematic components of human resource management (Omboi and Shadrack, 2011). All involved parties-supervisors, employees, and human resource administrators - typically are dissatisfied with their organization's performance appraisal system (Smith, 1996). Omboi and Shadrack are of the view that the appraisal process is either a futile bureaucratic exercise or, worse, a destructive influence on the employee-supervisor relationship. This is certainly true of most organizations, at least in the USA, wherein surveys typically reveal widespread dissatisfaction with the appraisal process (Huber, 1983; Walsh, 1986). Despite these indictments, managers are reluctant to abandon performance appraisal which they still regard as the only matrix to know the performance of employees as well as an essential tool of human resource management (Meyer, 1991). Alo (1999) defines performance appraisal as a process involving deliberate stock taking of the success, which an individual or organization has achieved in performing assigned tasks or

influence psychological states of workers that are more likely to lead to favorable work outcomes: high work productivity and low absenteeism and turnover. The theory further asserts that people with high growth needs are more likely to experience the psychological states with motivating jobs than are people with weaker growth needs. In addition to the JCM itself, Hackman and Oldham (1980) developed the Job Diagnostics Survey, an instrument for measuring the motivation potential of jobs and for guiding work redesign projects. As these studies demonstrate, the JCM has had a persistent influence on work design thinking and has catalyzed an impressive array of related research.

Justice theory

Recent study of Roch and Shanock (2006) on exchange theory incorporated all four justice dimensions into one theoretical framework. They found that procedural, interactional, interpersonal, and informational justice were related to social relationships, either with the organization (i.e. Procedural justice) or with the supervisor (i.e. interactional, interpersonal, and informational justice), whereas distributive justice is related more to an economic exchange relationship. In the current study, we draw upon this integrative framework and apply it specifically to a performance appraisal context. This conceptualization may hold the key to explaining employees' perceptions of fairness concerning their performance appraisals and appraisal systems.

Methodology

This study utilizes survey research design that allows the use of questionnaires to elicit data from the respondents. The population of this study was the entire staff members of the four core selected Ondo State ministries (Ministry of Information and Orientation; Ministry of Education; Ministry of Transportation and Ministry of Works). A total number of 100 copies of a well structured questionnaire were administered, but 91 copies were well filled, duly returned and analyzed for this study. Primary and secondary sources of data were used. Primary data were obtained through questionnaire administration. Data were analyzed by using both descriptive and inferential statistics. The descriptive statistics involves frequency tables and percentages. Arithmetic Means was utilized for the explanation of respondents' opinions while T – Test was employed to test the significant difference.

Research Instrument

The research instrument for this study is the questionnaire. Some questions were adopted from previous researches with high validity and reliability coefficient and were modified to suit the present environment. The instrument was validated by experts in the field of human resource management. The instrument contains two sections. Section A deals with personal data such as: Gender, Age, Marital Status, Educational Qualification and Years of Experience in the Civil Service of the respondents. Section B deals with statement gear towards obtaining data in line with the research objectives. This section is divided into three parts namely: (i). A determination of the relationship between job analysis and employees' performance in Ondo State Civil Service. (ii). An assessment of the relationship between performance appraisal and employees' performance in the study area. (iii.) Assessment of the relationship between job analysis, performance appraisal and employee's performance in the study area. The questionnaire was designed in such a way that it could easily be understood by the respondents and structured in a close ended form using four Likert-scale type of strongly agree,

agree, disagree and strongly disagree. The questionnaires were administered on staff from Grade Level 07 and above in Ondo State Civil Services. These People are believed to be the officers that are well – educated to have in-depth understanding of job analysis and are conversant with the application of Annual Performance Evaluation Report (APER).

Data Analysis Technique

The study used both the descriptive statistics such as percentages, frequency counts and inferential statistics such as arithmetic means and T- Test to analyze data through Statistical Package for the Social Sciences (SPSS).

Data Analysis and Interpretation

Table 1: Relationship between Job Analysis and Employees' Performance in Nigerian Civil Service

	Strongly disagree	Disagree	Agree	Strongly agree	Mean	T	df	Sig. (2-tailed)
	1	2	3	4				
Job analysis is the systematic process of gathering or organizing information relating to various aspects of job, which describes the job contents and minimum job requirements in term of skills, efforts, responsibilities and working conditions.		2.2	57.1	40.7	3.3846	60.611	90	.000
Job analysis in the Ondo State Civil Service increases employees' performance through detailed knowledge of categories of work expected to perform and the level of pay involved.	1.1	22.0	49.5	27.5	3.0330	39.251	90	.000
Job analysis in the Ondo State Civil Service improves employees' performance as a result of placement of employees' according to their areas of skills, education and experience.	1.1	15.4	60.4	23.1	3.0549	44.427	90	.000
Job analysis in the Ondo State Civil Service has proactive impacts on employees' performance.	2.2	14.3	62.6	20.9	3.0220	43.266	90	.000
Job analysis in Ondo State Civil Service increases employees' performance through the process of how the job is to be performed, who is to perform it, and where it is to be performed.	1.1	17.6	65.9	15.4	2.9560	45.998	90	.000
Proactive job analysis being put in place in the Ondo State Civil Service contributes to job retention.	4.4	19.8	52.7	23.1	2.9451	36.028	90	.000
Job description is being practiced in the Ondo State Civil Service to ensure that each employee knows his expected duties.	1.1	14.3	57.1	27.5	3.1099	44.007	90	.000
Proactive job analysis contributes to effective and efficient recruitment and selection of prospective employees in the Ondo State Civil Service	7.7	20.9	44.0	27.5	2.9121	31.211	90	.000

Source: Author's Computation, 2018

In an attempt to achieve this objective, arithmetic mean was used to explain average opinions of the respondents whilst t-test was used to determine the significance of the statement at 0.01 level of significance.

Definition of Job Analysis

Based on the analyses of responses of the civil servants in table 1, it can be stated that many of them strongly agreed (40.7 percent) and agreed (57.1 percent) that job analysis is the systematic process of gathering or organizing information relating to various aspects of job, which describes the job contents and minimum job requirements in term of skills, efforts, responsibilities and working conditions. The average of their responses was 3.38 which fall within agree category. This value is significant at 0.01 level (1-tailed) using the result of t-test.

Job Analysis increases Employees' Performance on the basis of gained Detailed Knowledge

27.5 percent and 49.5 percent of the respondents strongly agreed that job analysis in the Ondo State Civil Service increases employees' performance. They observed that this was possible due to detailed knowledge of categories of work expected to perform and the corresponding level of pay that come with it. The view of 22.0 percent and 49.5 percent of the respondents were on the contrary as they strongly disagree and disagreed on the statements. On the average, the response of all the respondents has value of 3.03 which indicates a level of agree and significant at 0.01 level.

Job Analysis improves Employees' Performance on the basis of Right Placement of Employees

Job analysis in the Ondo State Civil Service improves employees' performance as a result of placement of employees on the basis of their expertise, education and experience. This is the opinion of 23.1 percent and 60.4 percent of the respondents that strong agreed and agreed though it was against the opinion of 1.1 percent and 15.4 percent who strongly disagreed and disagree. A mean value of 3.05 indicates the responses fall within agree on the 4-Likert scale and significant at 0.01 level.

Job Analysis's Proactive impacts on Employees' Performance

Job analysis in the Ondo State Civil Service has a proactive impact on employees' performance. The knowledge of the minimum requirements of a job enables an employee to think ahead of what should be done to meet the criteria especially for promotional purpose. This is the opinion of 20.9 percent and 62.6 percent of the respondents who strongly agreed and agreed although it was against the opinion of 2.2 percent and 14.3 percent who strongly disagreed and disagreed. A mean value of 3.02 indicates the responses fall within agree on the 4-Likert scale used in the questionnaire and significant is at 0.01 level.

Job Analysis increases Employees' Performance through guiding of Work Process

Job analysis in Ondo State Civil Service increases employees' performance through the process which reveals how the job is to be performed, who is to perform it, and where it is to be performed, which provide guidance for doing the work correctly. Though this statement is significant, a mean value of 2.96 is an indication that there is reduction in the number of respondents that agreed with this statement if compared with the previous statements. As evidence, only 15.4 percent strongly agreed with this state though 65.9 agreed. 17.6 percent disagreed even as 1.1 percent strongly disagreed.

Job Analysis contributes to Job Retention

52.7 percent and 23.1 percent of the respondents share the view that proactive job analysis put in place can contribute to job retention in the study area, while 4.4 percent and 19.8 percent appear to strongly disagree and disagree that proactive job analysis put in place is capable of contributing to job retention in the study area. On the average, their opinions on the statement stand at 2.95 and significant at 0.01 (1-tailed).

Job Analysis contributes to Effective and Efficient Employment Process

Job analysis if done proactively can promote effective and efficient employment, particularly during recruitment and selection exercise. The mean value for this statement was 2.91 indicating that on the average, respondents were close to agreement threshold. It was significant at 0.01 (1-tailed). 27.5 percent and 44.0 percent strongly agreed and agreed respectively whilst 7.7 percent and 20.9 percent strongly disagreed and disagreed correspondingly.

Table 2: Relationship between Performance Appraisal and Employees' Performance

	Strongly disagree	Disagree	Agree	Strongly agree	Mean	T	Df	Sig. (2-tailed)
	1	2	3	4				
Performance appraisal means deliberate stock taking of the success which an individual or organization has achieved in carrying out assigned tasks or meeting set goals over a period of time.		9.9	58.2	31.9	3.2198	50.266	90	.000
Performance appraisal helps to diagnose employees' strengths and weaknesses in the Ondo State Civil Service.	3.3	6.6	67.0	22.0	3.0889	45.272	89	.000
Performance appraisal helps in setting individual/organization objectives and it encourages employees to work towards attaining them as at when due.	2.2	12.1	54.9	30.8	3.1429	42.332	90	.000
Performance appraisal provides feedback on employee's performance.	1.1	6.6	65.9	26.4	3.1758	51.465	90	.000
Performance appraisal motivates employees to work hard in the Ondo State Civil Service.	3.3	11.0	53.8	31.9	3.1429	40.573	90	.000
Performance appraisal helps to reveal training and development needs of employees in the Ondo State Civil Service.	3.3	11.0	64.8	20.9	3.0330	42.918	90	.000
Paired comparison method of performance appraisal spurs employees into working harder in the Ondo State Civil Service as every employee will like been rated above colleagues.	2.2	14.3	59.3	24.2	3.0549	42.296	90	.000

Source: Author's Computation, 2018

Like in the previous objective, arithmetic mean was used to explain average opinions of the respondents on their level of agreement with statements on the relationship between performance appraisal and employees' performance while one-sample t-test was used to determine the significance of each of the statement at 0.01 level of significance. The results are as presented in table 2.

Definition of Performance Appraisal

For uniformity in the definition of what performance appraisal is, respondents' opinion was sought on their agreement with the definition. Based on the analyses of responses of the civil servants in table 2, it can be observed that some of the respondents strongly agreed (31.9 percent) and agreed (58.2percent) that Performance appraisal means deliberate stock taking of the success which an individual or organization has achieved in carrying out assigned tasks or meeting set goals over a period of time. Only 9.9 percent of the respondents disagreed. The average of their responses was 3.22 which fall within agree category. This result is significant at 0.01 level (1-tailed) using the result of t-test.

Diagnosing Employees' Strengths and Weaknesses

Performance appraisal can help to diagnose employees' strengths and weaknesses in the Ondo State Civil Service. 22.0 percent and 67.0 percent of the respondents strongly agreed and agreed with this statement respectively though there were still 6.6 percent and 3.3 percent who disagreed and strongly disagreed. On the average, respondents agreed with the statement based on the mean value of 3.09. This statement is significant at 0.01 level.

Setting Individual or Organization Objectives

Of great importance is setting individual or organizational objectives. Performance appraisal helps in setting individual or organization objectives and encourages employees to work towards attaining them as at when due. This was the opinion of some Ondo State's civil servants(54.9 percent who agreed and 30.8 percent who strongly agreed with the statement) while 12.1 percent and 2.2 percent who disagreed and strongly disagreed appear not to accept the statement in entirety probably based on what is obtainable in their ministries. However, the mean value of 3.14 is an indication that most of the respondents agreed with the statement.

Feedback

No matter how good employees are at their work, there should be feedback mechanism that informs them how effective they are in the performance of their assigned responsibilities at work and areas in which improvement is indispensable. However, 65.9 percent and 26.4 percent of the respondents believed and strongly believed that performance appraisal provides feedback on their performances whereas few of them (3.3 percent and 11.0 percent) were of the perception that this is not so by strongly disagreed and disagreed respectively. Notwithstanding, the statement is significant at 0.01 level and has a mean of 3.14.

Motivation for Employees

Performance appraisal can motivate some Ondo State's Civil Servants at work. It seems from the experience of 53.8 percent and 31.9 percent of the respondents who agreed and strongly agreed that this has been the case. 11.0 percent and 3.3 percent of these respondents on the other hand appear not to have been motivated to work harder since they disagreed and strongly disagreed.

There was a dominant level of agreement given the mean of 3.14. The statement is also significant at 0.01 level.

Training and Development needs

For employees not to be dormant and remain what they are in the performance of their job and also to meet the need of dynamic organizational environment, they supposed to be trained adequately. They must also be prepared to take higher roles and responsibilities. Performance appraisal helps to reveal training and development needs of employees in the Ondo State Civil Service according to the view of 64.8 percent and 20.9 percent who agreed and strongly agreed with the statement though 11.0 percent and 3.3 percent disagreed and strongly disagreed. There was a dominant level of agreement given the mean of 3.03. The statement is also significant at 0.01 level.

Paired Comparison

Paired comparison method of performance appraisal can spur employees to work harder as every employee will like been rated above colleagues. 59.3 percent and 24.2 percent who agreed and strongly agreed believed this is possible though this can lead to unethical competition. This may be the reason why 14.3 percent and 2.2 percent of the respondent are not in agreement with state. However, average response of value 3.05 indicate agreement of the Ondo statement civil servants and significant at 0.01 level of significance.

Table 3: Relationship among Job Analysis, Performance Appraisal and Employees' Performance

	Strongly disagree	Disagree	Agree	Strongly agree	Mean	T	Df	Sig. (2-tailed)
	1	2	3	4				
Job analysis, performance appraisal techniques have complementary relationship in employees' performance in the Ondo State's Civil Service.	4.4	7.7	61.5	26.4	3.0989	41.300	90	.000
Job analysis and performance appraisal techniques relationship improves employees' performance.	0.0	13.2	60.4	26.4	3.1319	48.312	90	.000
The relationship between job analysis, performance appraisal techniques are positively directed towards employees' performance in the Ondo State's Civil Service.	1.1	12.1	60.4	26.4	3.1209	46.017	90	.000

Source: Author's Computation, 2018

Relationship among Job Analysis, Performance Appraisal and Employees' Performance

Pair comparison between job analysis, performance appraisal and employees' performance was achieved using arithmetic mean and one-sample t-test at 0.01 level of significance. The results are as presented in table 3.

Complementary Relationship

Job analysis, performance appraisal techniques have complementary relationship in employees' performance in the Ondo State's Civil Service. Both job analysis and performance appraisal affect the way employees perform their duties just as the latter can also propel the organization to carryout job analysis and performance appraisal. Most of the respondents strongly agreed (26.4 percent) and agreed (61.5 percent) with this statement. But others disagree (7.7 percent) and strongly disagreed (4.4 percent). Average response of value 3.10 indicates agreement of the statement by Ondo State's Civil Servants and this is at 0.01 level of significance.

Job Analysis and Performance Appraisal Techniques

Job analysis and performance appraisal techniques can relate to promote better performance of employees. Many of the respondents 26.4 percent strongly agreed and 60.4 percent agreed with this statement while others (13.2 percent) disagreed. The average response of value 3.10 indicates agreement of the statement of Ondo State's Civil Servants and this is at 0.01 level of significance. The relationship between job analysis, performance appraisal techniques are positively directed towards employees' performance in the Ondo State's Civil Service. Though most of the respondents (26.4 percent) strongly agreed and (60.4 percent) agreed with this statement, few respondents (12.1 percent) still disagreed and (1.1 percent) strongly disagreed. Average response of value at 3.12 shows an agreement to the statement of Ondo State's Civil Servants being significant at 0.01 level of significance.

Conclusion and Recommendations

It can be deduced from the results of this study that job analysis in the Ondo State Civil Service increases employees' performance since the minimum requirements of the job facilitate an employee to sense in advance of what to do, how the job is to be performed, where the task is to be carried out, and guidance for doing the work correctly. The findings of the study also established that performance appraisal helps to discover the training and development needs of employees in the Ondo State Civil Service; employees know what are required of them in the performance of their assigned tasks at work. It was in addition found out that both job analysis and performance appraisal influence the manner in which employees perform their duties in the Ondo State Civil Service. However, on the bases of the above conclusions, the study recommends that:

- proper analysis of staff's duties should always be given priority attention and a usual practice before tasks are allocated to the civil servants. This is for easy and in-depth understanding of what is to be done for employees' superlative performance at work.
- appropriate training and retraining should be given to the supervisors or reporting officers who are to be involved in the appraisal process or exercise in the Ondo State's civil service, to guarantee objectivity and achievement of the intended result of the appraisal exercise.

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