

Job Design Dimensions and Performance of Manufacturing Firms in Nigeria: PPMC Approach

¹Bernard, Samuel Eventus., ¹Ponfa Matthew Farin., ¹Akwari, Wisdom AK.,

²Ededem, Eyamba Edem & ¹William, Bassey William

¹Department of Business Management

University of Calabar- Calabar, Nigeria

²Department of Business Management & Entrepreneurial Studies,

Ebonyi State University-Nigeria

DOI 10.56201/ije_bm.v9.no1.2023.pg62.77

Abstract

The study empirically examined job design dimensions and performance of manufacturing firms in Nigeria, a study of Calabar Municipality in Cross River State. The specific objectives were to determine the relationship between job description, job specification, employees' initiative and employee satisfaction, product quality and sales volume. The study adopted a correlational research design. A sample of two hundred and sixty-six (266) questionnaire was administered to respondent from a population of seven hundred and ninety-four (794), two hundred and forty-five copies were correctly filled and returned. Data from this study were gathered from primary sources with the aid of structured questionnaire. Pearson Product moment correlation (PPMC) was used to test the hypotheses at 0.05 level of significance. The findings revealed that job description, job specification and employees' initiative had a significant relationship with employee satisfaction, product quality and sales volume of the manufacturing firms. The study recommended that the managers of the selected manufacturing firms in Calabar, Cross River State should ensure that jobs are described and assigned to the right person, at the right time by giving detailed information about the duties and responsibilities to be carried out by the job holder thereby enhancing employees' satisfaction. Also, managers should design jobs that provide avenues for employees to plan, organize and control positions of their jobs by involving them in the decisions as to how and when a job should be designed to enhance performance.

Keywords: *Job design, Job description, Job specification, Employees' initiative, Organizational Performance, Employee Satisfaction, Product quality and Sales Volume*

INTRODUCTION

Human resource is the most important resource compared with other resources like machine, materials, land, etc. In most manufacturing firms, the effectiveness of human resources depends on designing the job according to human capability, characteristics, needs as well as requirements. The needs and wants of customers vary due to their complex nature and dynamism. This is the reason why most customers seem to show diverse and different attitude towards the shape, size, color, taste, fragrance of a product, etc. However, managers of manufacturing firms must know that if jobs are not properly designed and assigned to the right person, at the right time, in the right direction; there may be stagnation in production. Also, it will make employees not to be focused on doing

a particular job and the customers' needs and requirement in turn, may not be met or fulfilled. This may result in low sales volume, poor quality and lack of employee satisfaction which negatively affect organizational performance.

Job design is the independent variable in this study. Job design means ways that decision makers choose to organize work responsibilities, duties, activities, and tasks. Job design also gives information about the qualifications required for doing the job and the rewards (financial and non-financial benefits) for doing the job. On the other hand, organizational performance is the dependent variable in this study. The idea of organizational performance is hanged on the position or premise that it is a combination of productive assets made up of human, physical and capital resources for the major reason of fulfilling a dream, vision or accomplishing a shared purpose (Carton & Hofer, 2006). The measures of job design are: job description, job specification and employees' initiative. Job description is a written statement of what the job holders do, how it is done, under what conditions it is done and why it is done (Singh, 2010). Job specification is a statement of the minimum acceptable human quality necessary or required from workers and prospective employees to perform the job properly. Again, employees' initiative as a variable of job design connotes the personal input and contribution of the workers through conversion of innovative ideas and imaginative thinking into reality. This contribution by an employee may cover a niche of attracting, satisfying, as well as retaining customers thereby enhancing employee satisfaction in the selected manufacturing firms.

Organizational performance as the dependent variable is measured by employee satisfaction, product quality and sales volume. Employee satisfaction in this context can be related to effective and efficient production of goods and service delivery. Product quality means the process of manufacturing goods that conform to customers' requirement. Sales volume is the quantity or number of goods sold in the normal operations of a company in a specific period. Management strives to ensure that jobs are properly designed and assigned to the qualified and suitable candidate. Despite their efforts, jobs often become narrow, routine and specialized. Also, some employees are not motivated and enriched due to the fact that they are not given the opportunity to plan, organize and control positions of their jobs. Therefore, the study sought to examine the relationship between job design and organizational performance using Niger Mills Company Limited, Lafarge Africa Plc and System Metal Industries Limited, Calabar as study organizations.

The specific objectives were to determine the relationship between job description, job specification, employees' initiative and employee satisfaction, product quality, sales volume in the selected manufacturing firms in Calabar Municipality, Cross River State.

LITERATURE REVIEW

Job description

Singh (2008) revealed that job description has a significant influence on the work performance of any given organization. This study addressed job description as including basic job-related data that is useful to advertise a specific job and attract a pool of talent. It includes information such as job title, job location, reporting to and of employees, job summary, nature and objectives of a job, tasks and duties to be performed, working conditions, machines, tools and equipment to be used by a prospective worker and hazards involved in it. Job description helps in attracting, targeting, recruiting and selecting the right candidate for the right job. Work descriptions are stands on goal data to get all the way through work examination, an appreciative of the capability plus ability

necessary to achieve required responsibilities along with the wants of the organization to create job (Singh, 2010).

Job specification

Job specification is a much more detailed version of a job description stating as exactly as possible what a job entails. It may not be possible for any manager to recruit the correct type of persons unless he is able to specify the requirements of each job clearly. This would help him in increasing the efficiency of the employees by giving them only those duties which exactly fit their abilities and capacities. He would be able to put “round pegs in round holes and square pegs in square holes” (Hartzell, 2006). This is a standard of personnel as well as designates the quality required for acceptable performance (Inyang & Akpama, 2002). Thus, job specification also involves understanding, skill, capability plus other features required to execute the jobs. Amos, Ristow and Ristow (2004) defined work specification as a statement that deal with the individual facet of the work plus the educational qualifications setting, skillfulness, familiarity, knowledge in addition to experience to perform the job.

Employees’ initiative

Employees’ initiatives are significant in the following ways as stated by Osgood (2011). Improved morale: When employees are treated as an asset and their input is given consideration, confidence increases among every team member, and the organization sees significant gains in different facets such as productivity and loyalty.

Increased productivity: When employees are given independence and expected to be more self-sufficient, they eventually become more efficient as they learn to navigate their responsibilities with minimal interference and/or relying less on managerial staff for direction. Innovation: Employees’ initiative cultivates innovation, as employees that have a stake in company growth and sustainability will offer more ideas and problem-solving solutions when obstacles arise (Business Dictionary, 2016). In this study, employees in the companies under investigation demonstrated initiative by doing their jobs to the best of their ability without clock watching, and by adding to their job performance and skills without being asked. This is because they are intrinsically motivated to carry out their duties so as to enhance performance. Employees’ initiative connotes an individual’s action that begins a process, often done without direct managerial influence. For example, an employee might take the initiative to come up with a new product or service that the company could offer. Therefore, when an employee contributes or makes input or suggestion to his/her superior on how a job should be done; this has a way of attracting customers thereby boosting the profitability level of the selected manufacturing firms.

Organizational performance

According to Richard (2009) organizational performance encompassed three specific areas of firm outcomes: (a) financial performance (profits, return on assets, return on investment etc.); (b) product market performance (sales, market share etc.); and (c) shareholder return (total shareholder return, economic value added, etc.). Specialists in many fields are concerned with organizational performance including strategic planners, operations, finance, legal and organizational development. In recent years, many organizations have attempted to manage organizational performance using the balanced scorecard methodology where performance is tracked and measured in multiple dimensions such as: financial performance (e.g. shareholder return), customer service, social responsibility (e.g. corporate citizenship, community outreach), employee

stewardship, performance measurement system, performance improvement and organizational engineering, organizational performance (Upadhaya, Munir & Blount, 2014). In this study, organizational performance was measured by employee satisfaction, product quality, and sales volume. This was because they constituted key elements that help boost the morale of employees to give out their best in the job thereby improving performance.

Employee satisfaction

Employee satisfaction may be recognized as the individual perception and evaluation of the overall work environment (Sempane, Rieger & Roodt, 2002). Lu, While and Barriball (2005) defined employee satisfaction as a global feeling about one's work or a related cluster of attitudes about various facets of the work environment. It is a "positive emotional state resulting from the appraisal of one's job or job experiences" (Islam & Siengthai, 2009). Ganguly (2010) maintained that the person-environment fit paradigm has been widely recognized as the most appropriate explanation for employee satisfaction. Additionally, other researchers uphold that employee satisfaction is influenced by the interaction of a family of factors such as recognition, communication, co-workers, fringe benefits, working conditions, the nature of the work itself, the nature of the organization itself, organizational systems, policies and procedures, compensation, personal development, promotion, appreciation, security, and supervision (Ilies, Wilson & Wagner, 2009; Irving & Montes, 2009; Koonmee, Singhapakdi, Virakul & Lee, 2010).

It is important for management in organizations to create a work environment that facilitates higher employee satisfaction levels (Mafini & Pooe, 2013). This is because employee satisfaction has a stimulus effect on the loyalty and confidence of employees, improves the quality of outputs and also increases productivity (Surujlal & Singh, 2003; Yee, Yeung & Cheng, 2008). Satisfied employees tend to perceive that the organization will be more satisfying in the long run, they care about the quality of their work and are more committed to the organization, leading to a demonstration of organizational citizenship behaviours (Fraser, 2001; Sempane, Reiger & Roodt, 2002; Yoon & Suh, 2003). Goslin (2005) was also of the opinion that satisfied employees have higher retention rates and are more productive. When employees are dissatisfied, their physical and mental health is negatively affected (Faragher, Cass & Cooper, 2005). Building from the above, employee satisfaction is concerned with what people in an organization feel about their overall work.

Product quality

Smith and Wright (2004) described product quality as extent to which products are provided by a brand meet the expectations of customers. They added that the product quality improvement should lead to higher levels of customer satisfaction and increased the sales. Product quality can be evaluated according to the judgement of customers on the accumulative product benefits and a subjective feeling on quality offerings (Zeithmal, 1988; Dodds et al, 1991). Moreover, Ndukwe (2011) thought about product quality as those characteristics of a product that satisfy customers' wants and needs in exchange for a monetary consideration. He added that if a consumer is satisfied with the product, then the quality is deemed to be acceptable. The attributes of product quality include functional and psychological benefits attached with a product (Ackaradejruangsri, 2012). In short, product quality associated with brand name influences customers' evaluation toward the strength of that brand (Hilgenkamp & Shanteau, 2010). Dunk (2007) indicated that product quality contributes to a firms' competitive advantage. Daniel and Reitsperger

(1991) indicated that a strategic focus of organizations on product quality has been widely considered as a fundamental aspect of their manufacturing strategies, and is expected to result in facilitating the creation and improvement of competitive positions. Specifically, if a product succeeds in fulfilling customers' expectations, then they will be pleased and consider the product as of acceptable or even high quality (Jahanshahi, Gasthi, Midarmadi, Nawaser & Khaksar, 2011). Moreover, if a company knows that their consumers are brand loyal and perceive their products as of high quality, then it becomes less risky to introduce new products.

Hilgenkamp and Shanteau (2010) added that customers link product quality to variables, such as brand name and price. This is because the product brand establishes an image in the minds of customers in terms of the quality, and as a result it becomes the basic motive for their choice of a particular product from the same brand (Vranesevic & Stancec, 2003). Product quality is comprised of the features and the characteristics that make up that product besides its ability to satisfy customers' needs (Ndukwe, 2011). Garvin (1987) proposed the most comprehensive definition of product quality with the following eight attributes: performance, features, conformance, reliability, durability, serviceability, aesthetics and customer perceived quality. If a customer is satisfied with a product, then the quality of that product is deemed acceptable (Ndukwe, 2011). For the purpose of this study, quality is the process whereby an organization is committed to designing a product that meets the needs and requirements of their customers presently and in the future. Whenever a company's product and services meet or exceed customers' and clients' needs, requirements and expectations; that company has delivered quality.

Sales volume

A company's leadership knows that profitability prospects (meaning, sales volume and sales) generally hinge to a large degree on how customers perceive corporate products and services. Consequently, senior executive executives take concrete measures to lure customers from rivals, make money, instill in employees the notion of long-term revenue growth and report accurate performance data (Codjia, 2000). Sales volume is referred to as the quantity or number of goods sold in the normal operations of a company in a specified period (Business Dictionary, 2016). Codjia (2000) added that sales volume equals the quantity of items a business sells during a given period, such as a year or fiscal quarter. The concept of sales and sales volume interconnects because total sales equal sales volume multiplied by the unit price.

The factors affecting sales volume of an organization are either internal or external in nature. The internal factors includes: product, price, place, inventory shortages, and promotion. While the external factors are as follows: the natural environment, political/legal environment, economic environment, technological environment, socio-cultural effects and consumer behaviour, marketing/ competition, as well as global trend factors (Berhe, 2010). Building from the above discussion, this study addressed the concept of sales volume to mean the sum total of the items or goods that the selected companies under investigation sold either daily, weekly, bi-monthly, monthly, quarterly, semi-annually, and yearly. Sales volume is the core interest of every organization and is based on sales and profit; when volume goes up, profit rises and management in organization is made easier. Some reasons for the fluctuation of sales volume are lack of orders from customers, interruption of electric power, long lead time in foreign purchase, and absence of local supplier of raw materials and component. Sales volume was also expressed mathematically as the total sales of a company divided by the

unit price of a particular product. Therefore, sales volume has to do with the production output of an organization.

Theoretical framework

This study was anchored on the job characteristics theory. The job characteristics theory as propounded by Hackman and Oldham (1976) suggested that a well-developed job design can cause the employee to be more internally motivated, satisfied with their overall job and personal growth opportunities, generate higher quality working life and have lower absenteeism and/or turnover rates. This, in turn, will result in positive work outcomes. The theory was originally intended as a way to evaluate jobs and to see if they should be redesigned to increase employee motivation and productivity. The job characteristics theory has three primary components: core job dimensions, critical psychological states, and work outcomes. However, this theory is essential to this study in the sense that it enables the manufacturing firms to know the features of the job in terms of the skills required, task identified, the meaningfulness of the job, the responsibility for the outcome of the job etc. This serves as a driving force that makes the employees give out their best in their job because they are valued and treated as tangible assets. Also, it enables employees to know what is expected of them in the process of carrying out their tasks and duties which will boost their morale thereby improving performance. Perhaps the earliest attempt to design jobs came during the era of scientific management. Scientific management as propounded by Taylor (1911) proposed a number of ideas that have been influential in job design. An important idea was to minimize waste by identifying the most efficient method to perform the job. Using time-motion studies, management could determine how much time each task would require and plan the tasks so that the job could be performed as efficiently as possible. Armstrong (2012) defined job design as the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job, in terms of techniques, systems and procedures, and on the relationships that should exist between the job holder and his superior, subordinates and colleagues. Job enlargement, job enrichment, job rotation and job simplification are the various techniques used in job design exercise (Abid, Sarwar, Kashif, Abdul & Hannan, 2013). According to Albrecht, Alexander, Bartlett, Bebb, Belbin and Bell (2006), job design is the process of putting together various elements to form a job, bearing in mind organizational and individual worker requirements, as well as considerations of health, safety and ergonomics.(El-Hajji, 2011).
Organizational culture as a moderating variable

Organizational culture as the set of shared values, norms, standards for behavior, and expectations that influence the ways in which individuals, groups and teams interact with each other and cooperate to achieve organizational goals. In fact, organizational culture can be thought of as being the personality of an organization. Founders of new organizations and managers play an important role in creating and maintaining organizational culture. Also highlighted in their contribution is an ethical organizational culture which emphasizes ethical values and norms. Ethical organizational culture can help organizations and their members behave in a socially responsible manner.

Empirical review

Azzam (2018) carried out a study on job design dimensions and its impact on knowledge sharing among employees in Jordanians Hospitals in Irbid District-Jordan. The aim of the study was to examine the impact of job design dimensions on knowledge sharing among employees in health care establishments in Jordan. The variables of job

design were job autonomy, task identity, and feedback. The findings of the study showed a statistically significant effect between the dimensions of job design (job autonomy, task identity, and job feedback) and knowledge sharing among employees' greater autonomy in work, especially in the work that requires it which reflects positively on the strength of internal incentives and enable them to obtain the required knowledge. Moreover, it was also recommended to encourage employees to do their work fully on the employee and his sense of the value of work and responsibility so seeking to get the knowledge to complete the functions of his job fully. However, this study was criticized on the basis that the dependent variable (knowledge sharing) was not decomposed and as such using multiple regression to test the hypotheses doubted the accuracy of the statistical result. The study would have adopted the simple linear regression to test each decomposed independent variable (job autonomy, task identity, and job feedback) with the dependent variable (knowledge sharing).

Teryima and Abubakar (2018) conducted a study on Impact of job design attributes on performance attainment in business organizations: A survey of deposit money banks operational in Nigeria. The job design attributes considered here were skill variety, task identity, task significance, autonomy, and feedback. The findings for the study revealed that Job design attributes that is; skill variety, task identity, task significance, autonomy, and feedback impact significantly on the performance output of the deposit money banks in Nigeria. The study recommended that jobs should be designed to enhance employee motivation, productivity, quality of work life, promotion in order to accomplish performance goals. Also, there should be periodic evaluation of jobs to enhance job enlargement element as appropriate. Having examined this review, the study sample size of 398 was seen to be too small compared to a total population of 84,345. This means that the sample size cannot be used to generalize the findings of whole population because it is not up to 5 percent of the population. Karim and AbdulMajid (2018) conducted a study on autonomous job design and knowledge sharing behavior: The mediating role of public service motivation. The aim of this study was to develop a conceptual framework articulating that autonomous job design may boost up academics' knowledge sharing behavior (KSB) with the mediating effect of public service motivation (PSM). The study adopted a theoretical approach and the findings were drawn from the literature of other scholars. The findings of the study revealed that perceived autonomy job design is positively related with public service motivation. The study recommended that since success of a higher education institution mostly depends on the knowledge of its academics, considering their role in teaching, research, and scholarly work, it is indispensable to cultivate and expedite knowledge sharing behavior among them. However, the theoretical approach as adopted in this study does not buttress the statistical implications of the work because the study is just based on the findings of other studies.

Tufail, Bashir and Shoukat (2017) carried out a study on impact of job design on employees' organizational citizenship behavior and counterproductive work behavior in the banking sector of Faisalabad. The purpose of the study was to examine the impact of job design elements that is; job enlargement, job enrichment and job rotation on employees' organizational citizenship behavior and counterproductive work behavior in the banking sector of Faisalabad and extent to which this relationship is mediated by motivation. The survey research design was adopted in this study. The population of the study comprised of frontline managers of different banks of Faisalabad (Pakistan). The sample size was 200. Correlation, regression analysis and sobet test were used to test the hypotheses. The study revealed that job enlargement, job enrichment and job rotation

have direct effect on organizational citizenship behavior and counterproductive work behaviours of the frontline managers working in the banking sector of Faisalabad. On the other hand, motivation partially mediates the relationship between job enlargement, job enrichment and counterproductive work behavior, respectively. There was no mediation between job enlargement, job enrichment and counterproductive work behavior. By way of critique, the dependent variable (organizational citizenship behavior) as used in this study was not decomposed. Also, using three different analytical tools made the study and results so complex and ambiguous that is (correlation, regression analysis and sobet test). Nduta (2017) carried out a study on the effect of job description on employee performance at the ministry of water and irrigation, Kenya. The findings of the study showed that there is a relationship between job description and employees' performance but it is ineffective in practice. The study also found that there were job conflicts and overlapping; some of the employees did not know their boundaries related to job descriptions, lack of confidence of work, low productivity, and loss of morale among the employees which leads to poor performance. The study recommended that job description should be enhanced and strengthened even further so that when the employees are evaluated, issues to do with promotions, compensations, rewards, recognition and motivation should be based on job description. Also, Raju and Banerjee (2017) carried out a study on job description and its effect on employee performance: case of some selected manufacturing organizations in the city of Pane, India. The study found out these unclear job descriptions led to poor performance of an employee in the commission was not relying on job descriptions to assess on employee performance; rather they relied on the outcomes of an assignment given to an employee. If an employee did not get an assignment for the whole year. It was difficult to assess on his performance. Other findings were changes that happened in the position or organizations structures. The study recommended that the development of job description should consider the motivation factors that will motivate the employees by reviewing all current job description and come with one that will motivate employees and their performance for the success of the organization.

Hanaysha and Abdul-Ghani (2016) carried out a study on the impact of product quality on relationship quality: Empirical evidence from automotive industry. The aim of the study was to examine the effect of product quality on creating relationship quality in Malaysian automotive market. The dimensions of relationship quality include brand trust, brand commitment and brand satisfaction. A survey instrument was employed for data collection. Systematic sampling technique was administered to 384 passenger car users. The empirical results, using structural equation modeling (SEM), supported all the hypotheses. The results revealed that product quality has a significant effect on brand trust, brand commitment, and brand satisfaction. The results also indicated that product quality plays an important role in affecting overall relationship quality. The study recommended that managers of firms should increase their focus on ensuring product quality due to its significance in influencing the perception of customers and overall brand evaluation.

There are quite substantial literatures available on job description and job specification and their relationship with organizational performance. However, there is paucity of literature on employees' initiative and its relationship with organizational performance in manufacturing firms. Also, from the empirical review, there were gaps between the sub-variables job description, job specification and employees' initiative. They include job responsibility, objectives, working conditions, educational qualification, skill, experience, innovation, improved morale and team cohesion. The study contributes

to knowledge in terms of the geographic scope which focused on selected manufacturing firms in Calabar Municipality, Cross River State, Nigeria as limited studies are carried out in the area of job design and organizational performance. This study attempted to bridge the gap by examining the relationship between job design and organizational performance, and also introduced organizational culture as a moderator.

MATERIAL AND METHODS

This study adopted a correlational research design. This is necessary because the study seeks to identify and make inference about the relationship between variables. Usually, correlational designs utilize survey for generation of data. It allowed for measurement of many variables and their relationship simultaneously in realistic setting and such studies get the degree of association rather than merely covering whether the effect is present or absent. The stratified sampling technique was used. The sample was collected from three (3) registered manufacturing firms in Calabar Municipality, Cross River State which were Niger Mills Company Limited (280 employees), Lafarge Africa Plc (463 employees), and System Metal Industries Limited, Calabar (51 employees) with a total of seven hundred and ninety-four (794) staff. Data was gathered from primary source and the research instrument for the study was the questionnaire. The three hypotheses were tested using Pearson product moment correlation (PPMC) statistical tool, since the study sought to establish the relationship between job design and organizational performance. The analysis was inputted into the statistical package for social sciences (SPSS) version 23 software.

RESULT AND FINDINGS

TABLE 1

Correlation result of relationship between job description and employees' satisfaction

		Job Description	Employees Satisfaction
Job Description	Pearson Correlation	1	.494**
	Sig. (2-tailed)		.000
	N	243	241
Employees Satisfaction	Pearson Correlation	.494**	1
	Sig. (2-tailed)	.000	
	N	241	242

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2020

The result in Table 1 shows the Pearson Product Moment Correlation of the relationship between job description and employees' satisfaction. With r-value of .494 and a probability value (0.000) less than 0.05 significance level, it reveals that there is a significant 49.4 percent relationship between both variables. This relationship is fairly strong yet positive. Thus, the null hypothesis is rejected and it is concluded that there is a significant positive relationship between job description and employees' satisfaction in the selected manufacturing firms in Calabar Municipality, Cross River State. This resonates with the findings of Nduta (2017) who carried out a study on the effect of job description on employee performance at the ministry of water and irrigation, Kenya. The findings of the study showed that there is a relationship between job description and

employees' performance but it is ineffective in practice. The study also found that there were job conflicts and overlapping; some of the employees did not know their boundaries related to job descriptions, lack of confidence of work, low productivity, and loss of morale among the employees which leads to poor performance. The study recommended that job description should be enhanced and strengthened even further so that when the employees are evaluated, issues to do with promotions, compensations, rewards, recognition and motivation should be based on job description. This finding also corroborates with Raju and Banerjee (2017) who carried out a study on job description and its effect on employee performance: case of some selected manufacturing organizations in the city of Pane, India. The study found out these unclear job descriptions led to poor performance of an employee in the commission was not relying on job descriptions to assess on employee performance; rather they relied on the outcomes of an assignment given to an employee.

TABLE .2
 Correlation result of relationship between job specification and product quality

		Job Specification	Product quality
Job Specification	Pearson Correlation	1	.436**
	Sig. (2-tailed)		.000
	N	245	240
Product quality	Pearson Correlation	.436**	1
	Sig. (2-tailed)	.000	
	N	240	240

** . Correlation is significant at the 0.05 level (2-tailed).

Source: SPSS Output, 2020

The result in Table 2 shows the Pearson Product Moment Correlation of the relationship between job specification and product quality. The result presents an r-value of .436 and a probability value (0.000) less than 0.05 significance level. This implies that job specification accounts for 43.6 percent of product quality. This relationship is fairly strong yet positive. Thus, the null hypothesis is rejected and it is concluded that job specification has a significant positive relationship with product quality in the selected manufacturing firms in Calabar Municipality, Cross River State. In line with this finding, Hartzell (2006) stated that it may not be possible for any manager to recruit the correct type of persons unless he is able to specify the requirements of each job clearly. This would help him in increasing the efficiency of the employees by giving them only those duties which exactly fit their abilities and capacities. Amos, Ristow and Ristow (2004) viewed work specification as a statement that deal with the individual facet of the work plus the educational qualifications setting, skillfulness, familiarity, knowledge in addition to experience to perform the job. It is a written record of the requirements sought in an individual worker for a given job (Singh, 2010). Job specification can also be called gentleman or worker specification. It is organized on the foundation of work description. It states the merits necessary in a work current for the successful presentation of the work (Singh, 2010).

TABLE 3
 Correlation result of relationship between employees' initiative and sales volume

		Employees Initiative	Sales volume
Employees Initiative	Pearson Correlation	1	.750
	Sig. (2-tailed)		.000
	N	245	242
Sales volume	Pearson Correlation	.750	1
	Sig. (2-tailed)	.000	
	N	242	242

Source: SPSS Output, 2020

The result in Table 3 shows the Pearson Product Moment Correlation of the relationship between employees' initiative and sales volume. From the table, it can be seen that the relationship between both variables is 75 percent ($R = 0.750$). This relationship is statistically significant as seen from the probability value of 0.000 which is less than 0.05 significance level. The implication of this result is that employees' initiative accounts for a 75 percent of the organizations' sales volume. This relationship is obviously very strong. Thus, the null hypothesis is rejected and it is concluded that employees' initiative has a significant relationship with sales volume in the selected manufacturing firms in Calabar Municipality, Cross River State. This supports the finding of Osgood (2011) who maintained that involving employees in decisions and policy changes that directly affect their jobs while also empowering employees, greatly improves company morale at large. When employees are treated as an asset and their input is given consideration, confidence increases among every team member, and the organization sees significant gains in different facets such as productivity and loyalty.

TABLE 4
 Model summary of the moderating influence of organizational culture on the relationship between job design and organizational performance in the selected manufacturing firms

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	R Square Change	Change Statistics			Sig. F Change
						F Change	df1	df2	
1	.646 ^a	.417	.414	3.003	.417	166.573	1	233	.000
2	.729 ^b	.532	.527	2.697	.115	56.776	1	232	.000

a. Predictors: (Constant), Job design

b. Predictors: (Constant), Job design, Organizational Culture

The regression table shows the moderating effect of organizational culture on the relationship between job design and organizational performance. From table, the "R Square Change" column shows the increase in variation explained by the addition of the interaction variable (organizational culture). The table shows that the change in R^2 is 0.115. This means that there is an 11.5 percentage change in the relationship between job design and organizational performance when organizational culture is taken into

consideration. The “Sig. F Change” column reveals that this change is statistically significant ($p < 0.05$). The ANOVA table reveals that with or without the moderator (organizational culture), job design significantly affects organizational performance. However, the coefficient table shows that when organizational culture is taken into consideration, the coefficient of determination (R^2) is 53.2 percent. That is, job design accounts for 53.2 percent of organizational performance when other variables are held constant. However, when the organizational culture is not taken into consideration, the coefficient of determination reduces by 11.5 percent to 41.7 percent. Hence, it is concluded that organizational culture significantly moderated the relationship between job design and organizational performance in the selected manufacturing firms in Calabar Municipality, Cross River State.

CONCLUSION

It was revealed from the findings of study that job design has a significant relationship with organizational performance with the primary aim of developing jobs in a way that conforms to customers’ requirement, the present technology as well as satisfying the job holder’s requirement. It was also revealed from the findings that with the adoption of a good job design, it will enable the management of the selected companies under investigation to create a conducive work environment, thereby giving room for employees to enlarge their knowledge, skills etc., in their functions. It will help in fixing the duties and responsibilities of the job, the methods of doing the job and the relationship between the job holder (manager) and his superiors, subordinates and colleagues. However, it was discovered that a good job description can help in attracting, and recruiting the right candidate. Job descriptions when effectively formulated and implemented, are able of providing the organization among the next useful objectives such as assisting in planning for the future; being able to measure future performance; enhancement of communication between employer and employee, enhancing the skills and abilities to retain quality employees, and location of the criteria for the light plus lawful regulation otherwise terminate the workers that are not capable to meet up their prospect. The study also concluded that the right, suitable and qualified candidates who possess the necessary skills, intelligence and experience can help the selected companies under investigation to enhance quality of output. Employees’ initiative and employee satisfaction provided an avenue for the managers to interact with the employees thereby making contributions that will lead to improved organizational performance.

RECOMMENDATIONS

Arising from the findings of this study, the following recommendations were made:

1. The managers of the selected manufacturing firms in Calabar Municipality, Cross River State, should ensure that jobs are properly described and assigned to the right persons, at the right time by giving detailed information about the duties and responsibilities to be carried out by the job holder thereby enhancing employees’ satisfaction.
2. Top management of the selected companies under investigation should ensure that the prospective employees possess the required skills, good educational background, creativity, competency, and the experience needed to be considered fit for a particular job thereby improving quality human assets in the organization.
3. Managers of Niger Mills Company Limited, Lafarge Africa Plc and System Metal Industries Limited, Calabar should design jobs that provide avenues for employees to

plan, organize and control positions of their jobs by involving them in the decisions as to how and when a job should be designed to enhance performance.

REFERENCES

- Abid, A. M., Sarwar, A., Kashif, I., Abdul, J. & Hannan, A. (2013). Effects of job design on employee satisfaction: A study of fertilizer companies listed in Lahore stock exchange. *European Journal of Business and Management*, 5(19), 1-7.
- Ackaradejruangsri, P. (2012). The effect of product quality attributes on Thai consumers' buying decisions. *Ritsumeikan Journal of Asia Pacific Studies*, 14-24.
- Albrecht, K., Alexander, K., Bartlett, C., Bebb, P., Belbin, M. & Bell, C. (2006). *Business: The ultimate resource*. London: A&C Black Publishers Limited.
- Amos, T., Ristow, A. & Ristow, L. (2004). *Human resource management*. (2nded.). Lansdowne: Juta Publishers.
- Armstrong, M. (2012). *A handbook of human resource management practice*. (12thed.). London: Kogan Page Limited.
- Azzam, A. A. (2018). Job design dimensions and its impact on knowledge sharing among employees in Jordanians Hospitals in Irbid District-Jordan. *British Journal of Management*, 29 (3), 1-12.
- Berhe, G. (2010). *Assessment of factors affecting sales volume: A case study of Mesfin Industrial Engineering Plc*. An MBA thesis submitted to the Department of Management, College of Business and Economics, Mekelle University, Ethiopia.
- Business Dictionary (2016). *Organizational performance*. Retrieved from www.businessdictionary.com/definition/organizationalperformance.html
- Carton, R. B. & Hofer, C. W. (2006). *Measuring organizational performance: Metrics for entrepreneurship and strategic management research*. New York: Harper Collins.
- Codjia, M. (2000). *Difference between the sales and sales volume*. Retrieved from smallbusiness.chron.com/difference-between-sales-sales-volume-22452.html
- Daniel, S.J. & Reitsperger, W.D. (1991). Linking quality strategy with management control systems: Empirical evidence from Japanese Industry. *Accounting, Organizations and Society*, 16(7), 601-618.
- Dodds, W. B., Monroe, K. B. & Grewal, D. (1991). Effect of price, brand, and store information on buyers' product evaluations. *Journal of Marketing Research*, 28 (3), 307-319.
- Dunk, A.S. (2007). Assessing the effects of product quality and environmental management accounting on the competitive advantage of firms. *Australasian Accounting, Organizations and Society*, 1 (1), 3.
- El-Hajji, M. A. (2011). Some recent trends in writing job description for the purpose of job evaluation: A reflective view. *America International Journal of Contemporary Research*, 1(3), 6-14.
- Faragher, E. B., Cass, M. & Cooper, L. C. (2005). The relationship between job satisfaction and health: A meta-analysis. *Journal of Occupational and Environmental Medicine*, 62, 105 – 112.
- Fraser, J. A. (2001). *White-collar sweatshop: The deterioration of work and its rewards in corporate America*. New York: Norton and Company.

- Ganguly, R. (2010). Quality of work life and job satisfaction of a group of University employees. *Asian Journal of Management Research*, 1(1), 209-216.
- Garvin, D. A. (1987). Competing on the eight dimensions of quality. *Harvard Business Review*, November –December: 101-109.
- Goslin, P. A. (2005). Managing employee satisfaction of volunteers in South African sport. *African Journal for Physical Health Education*, 12(1), 30-40.
- Hackman, J.R. & Oldham, G.R. (1976). Motivation through the design of work: Test of a theory. *Journal of Organizational Behaviour and Human Performance*, 16, 250-279.
- Hanaysha, J. & Abdul-Ghani, N. H. (2016). *The impact of product quality on relationship quality: Empirical evidence from automotive industry*. Retrieved from <https://www.researchgate.net/publication/302579194>
- Hartzell, D. (2006). *Dictionary of Management*. New Delhi: Academic (India) Publishers Limited.
- Hilgenkamp, H. & Shanteau, J. (2010). Functional measurement analysis of brand equity: Does brand name affect perceptions of quality?. *Psicologica: International Journal of Methodology and Experimental Psychology*, 31 (3), 561-575
- Ilies, R., Wilson, K. S. & Wagner, D. T. (2009). The spillover of daily job satisfaction onto employees' family lives: The facilitating role of work-family integration. *Academy of Management Journal*, 52(1), 87-102.
- Irving, P. G. & Montes, S. D. (2009). Met expectations: The effects of expected and delivered inducements on employee satisfaction. *Journal of Occupational and Organizational Psychology*, 82(2), 431-451.
- Islam, M. Z. & Siegnthai, S. (2009). *Quality of work life and organizational performance: Empirical evidence from Dhaka Exporting Processing Zone*. Study presented at the ILO conference on "Regulating for Decent Work", held at the International Labour Office, Geneva, July 8-10.
- Jahanshahi, A. A., Gasthi, M. A. H., Midarmadi, S.A., Nawaser, K. & Khaksar, S.M.S. (2011). Study the effects of customer service and product quality on customer satisfaction and loyalty. *International Journal of Humanities and Social Science*, 1 (7), 253-260.
- Karim, D. N. & AbdulMajid, A. B. (2018). Autonomous job design and knowledge sharing behavior: The mediating role of public service motivation. *International Journal of Economics, Commerce and Management*, 6 (4), 607-622.
- Karuiki, N. & Makori, M. (2015). Role of job design on employee engagement in private universities in Kenya: A case of Presbyterian University of East Africa. *The Strategic Journal of Business and Change Management*, 2 (60), 365-385.
- Koonmee, K., Singhapakdi, A., Virakul, B. & Lee, D. (2010). Ethics institutionalization, quality of work life, and employee job-related outcomes: A survey of human resource managers in Thailand. *Journal of Business Research*, 63(1), 20-26.
- Lu, H., While, A. E. & Barriball, K. L. (2005). Job satisfaction among nurses: A literature review. *International Journal of Nursing Studies*, 42(2), 211-227.

- Mafini, C. & Pooe, D. R. (2013). The relationship between employee satisfaction and organizational performance: Evidence from a South African government department. *SA Journal of Industrial Psychology*, 39(1), 1090-1099.
- Ndukwe, G. I. (2011). *The effect of product quality on brand loyalty: A study of MTN*. Retrieved from <http://www.academia.edu/1766154/Theeffectofproductqualityonbrandloyalty.astudyofmtn>.
- Nduta, M. A. (2017). *Effect of job description and employee performance at the ministry of water and irrigation*. A Masters' degree thesis from the School of Business, University of Nairobi.
- Osgood, A. (2011) *Employee involvement and empowerment*. Retrieved from <http://www.quality101employeeinvolvementandempowerment.htm>
- Raju, K. K. & Banerjee, S. (2017). A study of job description and its effect on employee performance: Case of some selected manufacturing organizations in the city of Pune, India. *International Journal of Latest Technology in Engineering, Management & Applied Science (IJLTEMAS)*, 6(2), 1-10.
- Richard, W. (2009). *Organizational performance*. Retrieved from <http://en.m.wikipedia.org/wiki/organizationalperformance.htm>
- Sempane, M. E., Reiger, H. S. & Roodt, G. (2002). Job satisfaction in relation to organizational culture. *Journal of Operations and Production Management*, 28(2), 23-30.
- Singh, P. S. (2008). Job analysis for a changing workplace. *Journal of Applied Psychology*, 88(4), 635-646.
- Singh, P. S. (2010). *Human resource management*. (1st ed.). India: Virender Kumar Arya Publishers.
- Smith, R.E. & Wright, W. F. (2004). Determinants of customer loyalty and financial performance. *Journal of Management Accounting Research*, 16, 183-205.
- Surujlal, J. & Singh, P. (2003). Human resources management of professional sport coaches in South Africa. *African Journal for Physical, Health Education, Recreation and Dance*, Special Edition, October, 50-58.
- Taylor, F. W. (1911). *Principles of scientific management*. New York: Harper & Raw.
- Teryima, S. J. & Abubakar, M. Y. (2018). Impact of job design attributes on performance attainment in business organizations: A survey of Deposit money banks in Nigeria. *The Business and Management Review*, 9 (3), 497-507.
- Tufail, M. S., Bashir, M. & Shoukat, N. (2017). Impact of job design on employees' organizational citizenship behavior and counterproductive work behavior in the banking sector of Faisalabad. *City University Research Journal*, 225-235.
- Upadhaya, B., Munir, R. & Blount, Y. (2014). Association between performance measurement systems and organizational effectiveness. *International Journal of Operations and Production Management*, 34 (7), 2-2.
- Vranesevic, T. & Stancec, R. (2003). The effect of the brand on perceived quality of food products. *British Food Journal*, 105 (11), 811-825.

- Yee, R. W. Y., Yeung, A. C. L. & Cheng, T. C. E. (2008). The impact of employee satisfaction on quality and profitability in high-contact service industries. *Journal of Operations Management*, 26(5), 651-668.
- Yoon, M. H. & Suh, J. (2003). Organizational citizenship behaviours and service quality as external effectiveness of contact employees. *Journal of Business Research*, 56(8), 597-611.
- Zeithaml, V. (1988). Consumer perception of price, quality and value: A means-end model and synthesis of evidence. *Journal of Marketing*, 52 (July), 2-22.