Leveraging on Job Analysis to Enhance Employee Retention: A Correlational Study

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ABSTRACT

Rapid changes in the work place have necessitated the need for a sound job analysis as a tool for employee retention. The belief is that proper development of job analysis enhances employee retention in an organization. This study examined the relationship between job analysis and employee retention in the banking sector in Delta State, Nigeria. Consequently, two hundred and ten (210) questionnaires were administered to the respondents of which two hundred and seven (207) were fully retrieved and completed. Data obtained from the respondents were analyzed by means of descriptive (mean) and inferential Statistics (Pearson correlation coefficient). The findings of the study revealed that job description, job specification and job evaluation as dimensions of job analysis have a significant positive relationship with employee retention. On the basis of the findings, it was recommended that organizations especially in the banking sector should have detailed information about job title, job role, duties and responsibility in order to prevent role ambiguity. Besides, organization should clearly state the required skills, abilities, knowledge, training, experience and qualification of a job in order to prevent the recruitment of unqualified personnel. This will prevent loss of employees and enhance employee retention. Also, fixation of remuneration of a job should be based on the job duties, responsibilities and function.

Keyword: Job Analysis, Job Description, Job Specification, Job Evaluation, Employee Retention

INTRODUCTION

Changes in the work place have necessitated the need for a sound job analysis. New jobs are now being introduced in the work place, and the old ones are being restructured or eradicated. Job analysis carried out years ago may become outdated or obsolete today. A job analysis shows a comprehensible summary of a job duties, responsibilities, the required skills and knowledge, its relationship with other jobs as well as the work place condition under which the task are performed. According to Ele, Enya, Okongo, Eja and Mbam (2021) job analysis is an important source of information about different jobs and the job holders. It provides information that organization use in developing job description, job specification and job evaluation. Job analysis focuses on what job holders in the organization are required to do. It identifies the task to be performed, the result and the output they are expected to produce. Job analysis defines the content, nature, context and other essential features of the job in the organization as well as the required behavioral pattern that are associated and needed in performing the job (Ele, et al., 2021).

Several reasons have been identified on why organizations in the banking sector are witnessing frequent employee turnover in the organization of which lack of proper job analysis is inclusive (Herrity, 2023). Improper analysis of jobs by the organization results in the recruitment and

selection of unqualified personnel in the organization. Employees who do not have the basic knowledge of the jobs in terms of their duties, responsibilities, the required skills and the method of performing the task results in frustration, depression, anxiety, stress, boredom and dissatisfaction. This ultimately leads to employees' turnover in the organization (Holliday, 2021). Antony, Dhakshana and Kumar (2023) posited that retaining talented employees in the organization is a competitive advantage that the organization has over other organizations. Employee retention is considered and believed to be the key driver of organizational effectiveness and success (Nguyen & Duong, 2021). This demands that organizations especially in the banking sector should develop job analysis that clearly indicates the duties and responsibilities, skills and the method of performing the job in the organization. Steil, Bello, Cuffa and Freitas (2022) asserted that the retention of employees is critical to organizations. Job analysis help in the recruitment and retention process by clarifying what type of individual is best suited for a position and the support they need so as to be effective in the position (Hawthorne, 2022). This suggest that organizations should have the basic knowledge of the job they are hiring for, constant reviewing of job task and responsibilities, ensuring that the right people with the required skills, knowledge and ability to perform the job are recruited and also eliminate obsolete duties and replacing them with new ones in order to stave off employee turnover. Increase in employees' turnover is a serious threat to every organization (Igbomor, 2024a; Htun & Bhaumik, 2022).

Statement of the Problem

Employee retention in the organization has become one of the serious challenges that almost every organization in the banking sector are facing today. Employees' turnover is a cost to the organization and has the capacity to retard the progressive growth and success of the organization. Job analysis has been considered as one of the causes of employee turnover in the organization. This is because job analysis provides information in respect to a given job. Therefore, lack of proper analysis of jobs on the path of the organization and lack of proper understanding of the requirements of a job on the path of the job holder result in employee turnover. For organization to avoid employee turnover, proper job analysis should be developed in order to ensure employee retention.

The issue of job analysis and employee retention is a concern for organizations and is worthy of extra examination. Although, these two construct has been used with other variables in different studies, yet, there is a lack of research investigating the relationship between job analysis and employee retention in the work place. In the aspect of scope, the researcher could not find any work done on the relationship between job analysis and employee retention in the banking sector in Delta State, Nigeria. While in the aspect of content, the two variables have been used separately with other variables and the researcher could not also find any work done using the two construct under study. Therefore, this study seeks to address this gap in knowledge.

Research Objectives

The general objective of this study was to examine the relationship between job analysis and employee's retention in the work place. More specifically, the specific objectives were to:

1   Examine the extent to which job description and employee's retention are related.
2   Examine the extent to which job specification and employee's retention are related.
3   Examine the extent to which job evaluation and employee's retention are related.

Research Questions
1   To what extent does job description relates with employee's retention?
2   To what extent does job specification relates with employee's retention?
3   To what extent does job evaluation relates with employee's retention?

Statement of the Hypotheses
   The following research hypotheses were formulated and tested.
1   There is no significant relationship between job description and employee's retention
2   There is no significant relationship between job specification and employee's retention
3   There is no significant relationship between job evaluation and employee's retention

LITERATURE REVIEW
Conceptual Framework
Job Analysis
Job analysis involves the gathering and analyzing of information about the content, human requirements of jobs, and the context in which jobs are performed. Job analysis is used to determine the placement of jobs in the organization. It is a detailed examination of jobs. It is the process of gathering information about a job that is, the skills, knowledge, and the experience required to effectively and efficiently carry out a job. The jobholder is expected to possess the required job related knowledge relevant to carry out the job easily.

According to Ummi (2022) job analysis is the systematic process of determining the task, the duties and responsibilities required for a particular job and the identification of the specific skills, abilities and knowledge needed for performing the job in the organization. It relates to a body of information which helps the organization to ascertain which employees are best suited for a special jobs. Harity (2023) opined that inadequate analysis of job gives rise to employee's turnover in the organization.

Anyakoha, (2019) defined job analysis as the process of comprehending the jobs that needs to be filled, the specific task needed to be accomplished by the job holder, the human characteristic and traits required to perform the job as well as the parameters that will be used to evaluate the successful completion of the job. Anyakoha (2019) further argued that Job analysis is an important human resource practice that has a positive effect on the performance of an organization when properly developed. When it is poorly developed, it has an adverse effect on the organization in terms of frequent loss of employees in the organization.

Ele et al (2021) Identified three component of job analysis which includes job description, job specification and job evaluation. Job description states the duties, responsibilities and the function of a specific job. Job specification clearly indicates the qualifications, skills, traits, personality required by an individual to perform the job. Job evaluation shows the value of a job in relation to other jobs (surbhi, 2023).

Employee Retention
The term employee retention has numerous definitions. In fact there is no general accepted definition of employee retention. Employee retention means the various actions of organizations to keep employee stay for longer service, providing training and development, good salary and compensation and other opportunities that encourages employee to stay in an organization (Ventura, 2021; Igbomor, 2024b). It is basically concerned on how organizations encourage and keep their employees to stay in the organization. Bello, Aina and Oluwole (2021) stated that lack

of motivating factors such as training and development, supervisor support, conducive workplace environment, payment system and promotion opportunities leads to employee dissatisfaction and this affect employee retention. Tawari (2021) posited that retention of employees is nothing but getting their commitment to the organization through the provision of a feeling of pleasure in working and staying with them. According to Ramapriya and Sudhamathi(2020) employee retention is the ability of an organization to keep their employees in the organization for a long time by providing a fair pay, career growth, supportive work climate, work stability, clear definition of role and responsibilities and welfare facilities. Retention of employees is crucial for organizational survival (Arubayi&Igbomor, 2024).

Job Description and Employee Retention

Job description is a document that clearly indicates the duties, responsibilities as well as the function of a specific job. Job description is a detailed information about the job title, job role, duties and responsibilities of the job holder (Barcelos, 2020). It is a document that shows what the job holder is required to do. As cited by Ele, et al (2021), job description when properly developed and implemented are capable of assisting in planning and measurement of future performance, enhancing the skill and abilities to retain qualified employees and setting the criteria for terminating the employees that are unable to meet their expectation. Poor development of job description results in loss of employees in the organization (Harrity, 2023). When the duties and responsibilities of a job are not well defined by the organization, it leads to role ambiguity. Role ambiguity is uncertainty surrounding job expectations and it leads to job stress (Igbomor, 2024c). These ultimately affect employee retention in the organization (Holliday, 2021).

Job Specification and Employee Retention

Job specification is a document that shows the required skills, abilities, knowledge, qualifications, experience, training and emotional characteristic of a job. According to Surbhi (2023), job specification shows the personality, traits, skills and qualifications required by an individual (job holder) to effectively perform the job. Ele, et al (2021), argued that job specification specify the type and caliber of a person best suited for a particular job. In other words, it clearly shows the acceptable qualifications that an individual need to possess to be able to effectively and efficiently perform a particular job in the organization. Inadequate development of job specification, result in the recruitment of unqualified personnel that may exhibit unprofessional work practice due to lack of adequate skills and experience (Ele, et al., 2021). Proper job specification enhances employee retention in the organization.

Job Evaluation and Employee Retention

Job evaluation is the process of comparing a particular job with other jobs in an organization to ascertain an appropriate pay rate for the job. Surbhi (2023) defined job evaluation as a document showing the value of a particular job in relation to other jobs in an organization. Kumar (2022) stated that job evaluation is the systematic process of ascertaining the relative worth of different categories of jobs in an organization by analyzing their duties, responsibilities and consequently, fixation of their remuneration. Job evaluation enables an organization to fix remuneration for the various categories of jobs based on their duties and responsibilities. According to Ele, et al (2021), job evaluation process determined the relative worth of each job by establishing a hierarchy of positions in an organization. It is the essential foundation upon which wages and salaries structures rest. Job evaluation is a vital key for formulating an internally consistent remuneration system as

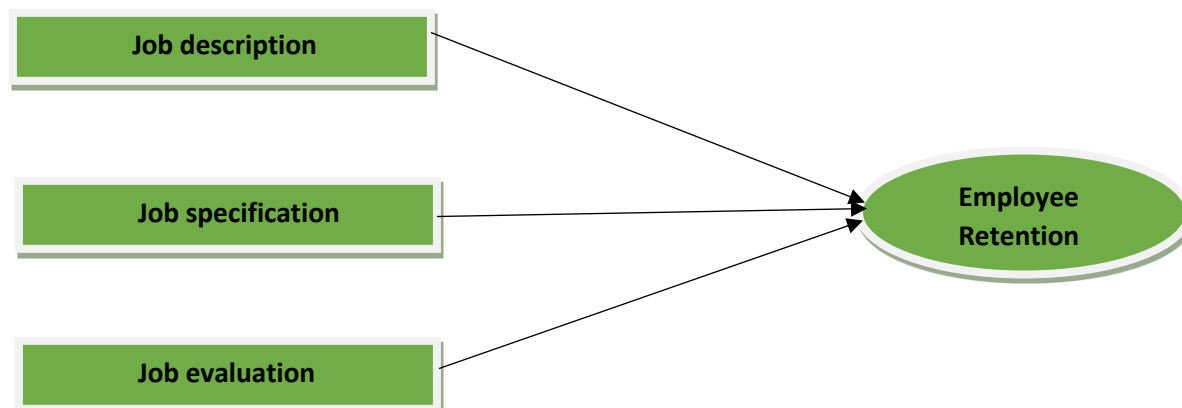a strategic tool for an organization to retain it's employees for a longer period of time (Ele, et al., 2021).

Figure 1: Conceptual framework

Theoretical Framework

This study is anchored on the two-factor theory proposed by a Psychologist named Fredrick Herzberg. This theory postulates that two factors are responsible for employee's satisfaction or dissatisfaction hence, impact on employee retention (Bello, et al., 2021). The hygiene factors are to keep employees away from dissatisfaction. This includes payment system, bonus system and other factors. While the motivating factors include work atmosphere, relationship with colleagues, supervisory practices, employees Independence as well as policies of the organization.

As cited by Bello et al (2021), the theory was used in human behavior in the organization to ascertain what people really want from their jobs. Herzberg two factor theory is based on the motivational features or characteristic of the job. This implies that the required skills, abilities, task significance, autonomy, feedback, knowledge, experience and method of performing the job determines if the employees will stay in the organization or not (satisfied or dissatisfied with the job). Bello, et al (2021) further argued that Herzberg two factor theory identified job stress caused by poor definition of duties and responsibilities as an intrinsic factor that affect employee retention in the organization. Anyakoha (2019) stated that poor analysis of a job characteristic result in loss of employees in the organization.

This theory is relevant in this study because it recognizes that the characteristic of a job (required skills, knowledge, experience, abilities, duties, responsibilities and method of performing the job) has a relationship with employee retention in the organization. This demands that organizations should properly analyze the content of a job in order to keep employee for a longer period of time and also to ensure the recruitment of people best suited for a job.

Empirical Literature

Antony et al (2023) investigated the effectiveness of job satisfaction on employee retention in hotel industry India. A sample of 314 respondents from hotel employees was used in the study. The data gathered were analyzed using correlation and multiple regression analysis. The result of the study revealed that there is a relationship between job satisfaction and employee's retention. Also, the scope of the study focused on hotel industry.

Steil et al (2022) carried out an investigation on job satisfaction and employee retention of public and private IT organization Brazil. A sample of 252 professionals from IT institutions was used in

the study. Data collected were analyzed via spearman rank correlation coefficient. The study revealed that only the satisfaction with salary showed positive correlation with retention of IT professionals in public and private IT institutions.

Ele et al (2021) examined the relationship between job analysis and corporate performance of business organization in Nigeria. Descriptive and correlational survey design was adopted in the study. A sample of 200 out of a total population of 400 staff of Niger Mill Plc. Calabar was used in the study. Pearson product moment correlation coefficient was used to analyze the data obtained from the respondents. The study showed a positive relationship between job analysis and corporate performance.

Nguyen and Duong (2021) carried out an inquiry in Vietnam on employee retention: do training and development, job satisfaction and job performance matter?. A sample size of 300 employees in Vietnam was used in the study. Data obtained were analyzed by means of correlation analysis and exploratory factor analysis. Findings revealed that training and development positively correlate with employee retention.

Anyakoha(2019) conducted a study on job analysis as a tool for improved organizational performance of SMEs in Lagos, Nigeria. A sample of 180 small and medium scale enterprises in Lagos was used in the study. Data collected from the participants of the study were analyzed by means of descriptive statistics. Findings revealed that job analysis improves productivity of work, efficiency and organizational profitability.

Methodology

The descriptive survey research design was adopted in this study. The population of this study was made up of the employees of some selected banks in Warri, Delta state with a total population of 440 employees. The Taro Yamane formula of 1964 and Bowley's proportion technique was applied to determine the sample of the study. It was used to sample 210 employees from the population as participants of the study. A total number of 207 questionnaires were fully completed and retrieved. The method of data analysis utilized in this study was descriptive statistics and the Pearson correlation coefficient. Microsoft excel software was also used to create tables and perform data entry.

Measurement

The variables (both independent and dependent) were measured by scales adopted from previous studies. Job analysis was measured by the 43 items job analysis survey developed by Rehman, (2009) with 5 pointlikert scale ranging from (1) strongly disagreed to (5) strongly agreed. However, the scale was modified to 15 items with 4 pointlikert scale ranging from (1) strongly disagreed to (4) strongly agreed. Job description was measured with 5 items, job specification was measured with 5 items and job evaluation was also measured with 5 items. Employee retention was measured by the 5-item employee retention survey developed by Biason, (2020) with 4 pointlikert scale ranging from (1) strongly disagreed to (4) strongly agreed. The 5 items were used to measure employee retention.

PRESENTATION OF RESULT AND DISCUSSION OF FINDING
Reliability Test

Hinton, Brownlow, McMurray and Cozens, (2004) asserted that Cronbach's alpha value with a range of (0.5-0.7) is highly reliable and acceptable. However, the Cronbach alpha values of all the

variables used in this study exceeded 0.70 connoting that the research instrument is reliable. The result of the Cronbach Alpha is presented in Table 1.

Table 1: Reliability Test

Variables	Cronbach's Alpha
Job description (JD)	0.963
Job specification(JS)	0.874
Job Evaluation(JE)	0.923
Employee Retention(JR)	0.945
AVERAGE	0.926

Source: Authors Computation 2025

Research Question One: What is the Relationship between Job Description and Employee Retention

Items in Table 2 were used to gather data on the ways job description and employee retention are related. From the analysis of data in Table 2, it was accepted with a mean of 3.19<2.50 by 186 accounting for 89.9% of the respondents that they have enough knowledge about the duties of their job. 200 respondents accounting for 96.6% accepted with a mean of 3.41 that there are no uncertainties surrounding their job. 201 accounting for 97.1% of respondents agreed that considering the time spent in their organization, they realize the functions of their job matches the job portfolio/position with a mean score of 3.47. 148 accounting for 71.5% of the respondents agreed that their job responsibilities gives them a sense of fulfillment, this was accepted with a mean score of 3.05<2.5. 200 accounting for 96.6% of the respondents with a mean score of 3.47 accepted that they see a career path in their present job

From Table 2, all the items were accepted with higher mean of 3.19, 3.41, 3.47, 3.05, and 3.47> 2.50, indicating that job description in some ways relates/influences employee retention.

Table 2: Job Description and Employee Retention

JOB DESCRIPTION	SA		A		D		SD		Total	
	Count	%	Count	%	Count	%	Count	%	Count	Mean
I believe I have enough knowledge about the duties of my job	71	34.3%	115	55.6%	11	5.3%	10	4.8%	207	3.19
There is no uncertainty surrounding my job	93	44.9%	107	51.7%	5	2.4%	2	1.0%	207	3.41
Considering the time spent, I realize the functions of my job matches the job portfolio/position	106	51.2%	95	45.9%	3	1.4%	3	1.4%	207	3.47
My job responsibilities gives me a sense of fulfillment	99	47.8%	49	23.7%	30	14.5%	29	14.0%	207	3.05
I see a career path in my present job	111	53.6%	89	43.0%	1	0.5%	6	2.9%	207	3.47

Field Survey, 2025

Research Question Two: What is the Relationship between Job Specification and Employee Retention

Table 3 presents the result on the ways job specification relates with employee retention. As shown in Table 3 182 accounting for 87.9% of the respondent with a mean score of 3.37 accepted that they possess the abilities to perform their present job. Also, it was accepted by 205 accounting for 99% of the respondent with a mean score of 3.41 that they have mastery of the specific skills that they need to successfully perform the task related to their job. Furthermore, it was accepted by 197 accounting for 95.2% of the respondents with a mean score of 3.57 that their qualification and experience matches the required qualification of their present job. More so, it was accepted by 127 accounting for 61.4% of the respondents that the emotional characteristics of their job matches their personality with a mean score of 2.80 and 207 accounting for 100% of the respondents with a mean score of 3.55 accepted that the job demand and the level of eligibility/experience as advertised matches. From the result in Table 3, the positive response to the items out weight the negative response, also, the mean for all the items are greater than 2.50. This indicates that job specification has a relationship with employee retention.

Table 3: Job Specification and Employee Retention

JOB SPECIFICATION	SA		A		D		SD		Total	
	Count	%	Count	%	Count	%	Count	%	Count	Mean
I possess the abilities to perform my present job	112	54.1%	70	33.8%	14	6.8%	11	5.3%	207	3.37
I have mastery of the specific skills that I need to successfully perform the task related to my job	88	42.5%	117	56.5%	1	0.5%	1	0.5%	207	3.41
My qualification and experience matches the required qualification of my present job	131	63.3%	66	31.9%	6	2.9%	4	1.9%	207	3.57
The emotional characteristics of my job matches my personality	78	37.7%	49	23.7%	40	19.3%	40	19.3%	207	2.80
The job demand and the level of eligibility/experience as advertised matches	114	55.1%	93	44.9%	0	0.0%	0	0.0%	207	3.55

Field Survey, 2025

Research Question Three: What is the Relationship between Job Evaluation and Employee Retention

Items in Table 4 were used to obtain data on ways job evaluation relates/influences employee retention. From the result in Table 4, it was accepted by 195 accounting for 94.2% of the respondents with mean of score of 3.62 that they accepted their job because it pays well. In addition, 204 accounting for 98.6% of the respondents accepted with a mean score of 3.62 that their job meet their financial need. Also, 204 accounting for 98.5% of the respondents agreed

thattheir present job gives them internal satisfaction with a mean score of 3.58. 205 accounting for 99% with a mean score of 3.72 accepted that their organization have a fair pay rate for all the different categories of jobs while 137 accounting for 66.1% agreed that they will recommend their job to a friend if it is advertisedwith a mean score of 2.89

More so, from the mean score of the items, all the items scaled through and were accepted with mean score greater than the bench mark (3.62, 3.62, 3.58, 3.72 and 2.89>2.50)

Table 4: Job Evaluation and Employee Retention

JOB EVALUATION	SA		A		D		SD		Total	
	Count	%	Count	%	Count	%	Count	%	Count	Mean
I accepted this job because it pays well	145	70.0%	50	24.2%	7	3.4%	5	2.4%	207	3.62
My job meet my financial needs	132	63.8%	72	34.8%	2	1.0%	1	0.5%	207	3.62
My present job gives me internal satisfaction	124	59.9%	80	38.6%	2	1.0%	1	0.5%	207	3.58
My organization have a fair pay rate for all the different categories of jobs	153	73.9%	52	25.1%	1	0.5%	1	0.5%	207	3.72
I will recommend this job to a friend if it is advertised	80	38.6%	57	27.5%	37	17.9%	33	15.9%	207	2.89

Field Survey, 2025

Items in Table 5 were used to obtain data on employee retention. From Table 5, 196 accounting for 94.7% of the respondents accepted with mean score of 3.48> 2.50 that they want to stay with their organization because there is career advancement for them. Accepted with a mean score of 3.55>2.50 and response rate of 95.2%, the respondents agreed that they want to stay with their organization because there are retirement benefits. With a mean score of 3.76> 2.50 and response rate of 99% the respondents accepted that they want to stay with their organization because there would be a salary increase upon regularization. With a mean score of 3.66> 2.50 and response rate of 100% the respondents accepted that they want to stay with their organization because the job description matches their skills, experience and education. Finally, it was accepted by the respondents with a mean score of 3.52> 2.50 and response rate of 96.1% that they want to stay with their organization because there is no uncertainty surrounding their role.

Table 5: Assessing Employee Retention

EMPLOYEE RETENTION	SA		A		D		SD		Total	
	Count	%	Count	%	Count	%	Count	%	Count	Mean
I want to stay with my organization because there is a career advancement for me	115	55.6%	81	39.1%	7	3.4%	4	1.9%	207	3.48
I want to stay with my organization because there are retirement benefits	129	62.3%	68	32.9%	4	1.9%	6	2.9%	207	3.55
I want to stay with my organization because there would be a salary increase upon regularization	159	76.8%	46	22.2%	2	1.0%	0	0.0%	207	3.76
I want to stay with my organization because the job description matches my skills, experience and education	137	66.2%	70	33.8%	0	0.0%	0	0.0%	207	3.66
I want to stay with my organization because there is no uncertainty surrounding my role	119	57.5%	80	38.6%	5	2.4%	3	1.4%	207	3.52

Field Survey, 2025

Testing of Hypotheses
The Pearson correlation coefficient statistical tool was employed to test the hypotheses at 0.05 alpha levels to ascertain the relationship between the study variables.

Decision Rule: If the p-value (level of significance) is less than 0.05 (p-value<0.05), the null hypothesis will be rejected, and the alternate hypothesis accepted.

Hypothesis One: There is no significant relationship between job description and employees retention

Table 6 gave a coefficient of 0.880which indicates a positive relationship. This implies that job description have a relationship/influence on employee retention. Also, a sig. value of 0.000<0.05 was obtained indicating a positive significant relationship between the variables. Based on the result, the null hypothesis stating that there is no significant relationship between job description and employee retention was rejected, and we accepted the alternate hypothesis. Hence we say, 'there is a significant positive relationship between job description and employee retention.

Table 6: Correlation Matrix of Job Description and Employees Retention

VARIABLES		Job Description	Employee Retention
Job Description	Pearson Correlation	1	.880**
	Sig. (2-tailed)		.000
	N	207	207
Employee Retention	Pearson Correlation	.880**	1
	Sig. (2-tailed)	.000	
	N	207	207

**. Correlation is significant at the 0.01 level (2-tailed).

Hypothesis Two: There is no significant relationship between job specification and employees retention.

Table 7 gave a correlation coefficient of 0.942which indicates a positive relationship between job specification and employee retention. Table 7 also gave a sig. value of $0.000 < 0.05$ which indicates a significant relationship between the variables. Based on this result, we rejected the null hypothesis stating that there is no significant relationship between job specification and employee retention and accepted the alternate hypothesis that there is a significantly positive relationship existing betweenjob specification and employee retention.

Table 7: Correlation Matrix of Job Specification and Employee Retention

VARIABLES		Job Specification	Employee Retention
Job Specification	Pearson Correlation	1	.942**
	Sig. (2-tailed)		.000
	N	207	207
Employee Retention	Pearson Correlation	.942**	1
	Sig. (2-tailed)	.000	
	N	207	207

**. Correlation is significant at the 0.01 level (2-tailed).

Hypothesis Three: There is no significant relationship between job evaluation and employees retention.

Table 8 gave a correlation coefficient of 0.955which indicates a positive relationship between job evaluation and employee retention. A sig. value of $0.000 < 0.05$which indicates a significant relationship between the variables is also presented in Table 8. Based on these results, we rejected the null hypothesis stating thatthere is no significant relationship between job evaluation and employee retention and accepted the alternate hypothesis. Thus we can say that 'there is a significant positive correlation between job evaluation and employee retention

Table 8: Correlation Matrix of Job Evaluation and Employee Retention

VARIABLES		Job Evaluation	Employee Retention
Job Evaluation	Pearson Correlation	1	.955**
	Sig. (2-tailed)		.000
	N	207	207
Employee Retention	Pearson Correlation	.955**	1
	Sig. (2-tailed)	.000	
	N	207	207

**. Correlation is significant at the 0.01 level (2-tailed).

Testing the statistical relationship between the major variables; job analysis and employee retention

Table 9 gave a correlation coefficient of 0.951which indicates a positive relationship between job analysis and employee retention. Table 9 also gave a sig. value of 0.000<0.05 which indicates a significant relationship between the variables. Based on this result, we can say that job analysis have positive influence/relationship with employee retention.

Table 9: Correlation Matrix of the major variables; Job Analysis and Employee Retention

VARIABLES		Job Analysis	Employee Retention
Job Analysis	Pearson Correlation	1	.951**
	Sig. (2-tailed)		.000
	N	207	207
Employee Retention	Pearson Correlation	.951**	1
	Sig. (2-tailed)	.000	
	N	207	207

**. Correlation is significant at the 0.01 level (2-tailed).

Discussion of Findings

This study focused on the relationship between job analysis and employee retention in the banking sector in Delta State, Nigeria. Analysis of data obtained from all the participants of the study revealed that there is a significant relationship between job description and employee retention(p-value<0.05). The implication is that adequate description of jobs by an organization enhances employee retention. This implies that when the duties, responsibility and function of a job are properly defined by an organization, it impede uncertainty surrounding job expectations. When there is no role ambiguity, it enhances employee retention in an organization.

Furthermore, there is a significant relationship between job specification and employee retention (p-value<0.05). This implies that proper development of job specification result in the recruitment of personnel best suited for a position in an organization. When employees skills,

experience and qualification matches with the required skills, knowledge, experience and qualification of a job, it enhances employee retention in an organization.

Finally, the result of the study also indicated that there is a significant relationship between job evaluation and employee retention (p-value<0.05). The implication is that fair fixation of remuneration of all the different categories of jobs based on their duties, responsibility and functions enhances employee retention in an organization.

Conclusion and Recommendations

This study examined the relationship between job analysis and employee retention in the banking sector in Delta State, Nigeria. Consequently, two hundred and ten (210) questionnaires were administered to the respondents of which two hundred and seven (207) were fully retrieved and completed. The findings of the study revealed that job analysis have a significant positive relationship with employee retentionBased on the findings of this study, the following recommendation are given.

1. Organizations especially in the banking industries should have detailed information about job title, job role, duties and responsibility in order to prevent role ambiguity.
2. Organization should clearly state the required skills, abilities, knowledge, training, experience and qualification of a job in order to prevent the recruitment of unqualified personnel. This will prevent loss of employees and enhance employee retention.
3. Fixation of remuneration of a job should be based on the job duties, responsibility and function.

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