ACCOUNTING FOR EMPLOYEE MORALE THROUGH
JOB DESCRIPTION INDICES IN FIRMS

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Abstract

The research work looked into the job description and employee morale in the firm. To put the study in perspective, three hypotheses were drawn from reviewed literature and dimensions and measures of the subject therein. Three hypotheses were analyzed using SPSS. The target population for the study was 150 respondents however, 100 respondents were used as the sample size. It was revealed that a significant relationship exists between all measures of the job description and employee morale in the firm. Thus, employee morale in the firm can be manipulated through the regulation of the dimension of employee morale in the firm. Consequent to those findings, the study recommends that employees should be evaluated from time to time by the management to bring out the best in them. The study concluded that: job evaluation will be successful when participants are trained in job evaluation.

Keywords: Enhancing Employee Morale, Job Description, Job Identification, Firms.

1. Introduction

A key aspect of human resources management is job evaluation. The purpose of human resources management is to connect people with the outcomes of their job, which must be met for a company to accomplish its goals. Therefore, work evaluation happens as an indispensable aspect that facilitates management by helping workers understand the appropriate values. A company's efficiency can be enhanced by a variety of endogenous and external factors. Job

evaluation could be the factor that leans the scales in favour of your rivals. The evaluation itself involves an examination and assessment of the requirements with the goal of determining the value of the profession. The outcomes of job evaluation are utilized in human resource management, particularly when establishing compensation strategy, or determining how much should be paid for different positions.

The preceding century saw the creation of numerous methods for assessing jobs. However, none of them explicitly describe the relative worth of particular open positions inside an organisation. In order to assess job quality features in a novel, simple, consistent, and enduring approach, the writer of this paper attempts to devise a proposed technique. The technique itself is a development of the concepts and observation of authors with experience in job evaluation, as well as of real-world knowledge gathered from cognitive psychology, organisational performance, and applied mathematics, including multicriteria decision support. The most common job evaluation methods were just another incentive to revisit the concerns (analytical point ranking) since they were established at the start of the 20th century, they haven't yet changed significantly.

Because it includes people who are intelligent enough to think, respond, and behave in accordance with their thoughts, human resource management is a crucial part of a business but is also one that requires considerable analysis. As just a consequence, effective management involves competence and knowledge for them to do their duties. Work evaluation is a crucial human resource practise to determine the value or worth of a certain job in relation to other tasks so that employees may carry out their tasks effectively and efficiently.

The Problem

Job evaluation is one of the simplest but most important. Ranking is one of the fundamental methods used in job appraisal. Jobs were ranked in relation to each other dependent on their overall value to a company. A job's value is typically evaluated by the knowledge, commitment, and effort it demands, in addition to the working conditions. Ranking seems to have a number of advantages, notably convenience of use in job assessment and efficacy for small numbers of tasks. Especially, it is generally better suited to businesses having fewer than thirty employees. On the other extreme, the disadvantage would be that handling a large number of tasks is difficult. It would be difficult to evaluate if the job expanded. The ranking method also is subjective. This is because there is no benchmark with which to compare items. It implies that

in order to determine the appropriate ranks, new employment would have to be compared to present employment. Ranking involves sorting, weighing, and paired comparison from a practical perspective. The method of ordering involves putting job titles on index cards and then ranking them in order of importance and contribution to achieving organisational performance. Assigning weights includes taking into account a number of employment characteristics. Paired comparison is a deliberate comparison of occupations with identical job titles. As soon as the ranking or grouping is complete, decide on the appropriate payment for each rank or group. Utilizing interactive ranking technology to offer the organisation an appropriate associated with the value can sometimes be simpler.

Classifying jobs into a defined grade, category, or hierarchy is a component of job evaluation. A grade or category structure with a description and corresponding job title is included at each level. Each task is now assigned to the grade or category which exactly resembles the job. A position's classification is determined by assessing the entire task against the suitable job grading standard. A uniform set of job grading guidelines and rules are employed to ensure fairness in salary rates and employment ratings. Furthermore, job grading standards are developed based on occupational lines because of differences in duties, skills, and knowledge, in addition to other characteristics of each employment.

Regarding standards, usually don't try to describe every functions done by every profession inside the range of the standards. Instead, the main characteristics of an occupation that are significant and differentiate between various levels of labour are defined and defined by the standards. To put it another way, they define those important characteristics in a manner that makes it clear how to award the appropriate grade level to every position in the occupation to which the standards apply. Use of clearly delineated grades or categories is recommended to further illustrate job classification. In order to prevent employment overlap, this includes trying to define the grades or categories. Basically, overlap in the criteria and descriptions is usually used it to determine grades, which could be a difficulty when it comes to the task of assigning jobs to grades if there is overlap between them. Assessing the connections between analysis and employee morale in the business, between job descriptions and employee morale in the corporation, and between money allocation and employee morale in the corporation are the goals.

Research Hypotheses

The hypotheses of the study provide the empirical platform upon which the relationship between the variables of the study is to be ascertained. They are as follows:

$H0_1$:   There is no significant relationship between Job analysis and employee morale in the firm.

$H0_2$:   There is no significant relationship between job description and employee morale in the firm.

Ho_3:   There is no significant relationship between money allocation and employee morale in the firm.

2. Review of Related Literature

It's important to recognize that a job evaluation is distinct from a performance evaluation. While performance evaluation determines the relative importance of an individual individual to the company, job evaluation determines the relative value of a position to the corporation. Instead of the person performing the task, the job is being evaluated. Instead of the quantitative parts of the job, the qualitative aspects are assessed through this process.

Conceptual Review

Concept of the Job description

Job evaluation is a technique for assessing the relative worth of jobs within an organisation in a systematic, rational, and reasonable way. This method is based on an assessment of the tasks' relative importance. It is not concerned with how much work has been done, who does it, or how much is compensated. It serves as the basis for a fair and just pay structure, especially in determining equal remuneration for labour of similar or equal worth. Job evaluation provides an effective way of bringing this theory into practise since it focuses on the nature of occupations. Additionally, it offers a practical way to identify blatant discrimination in any organisation before a complaint is made.

Largely as a response to various pay administrations which large, modern enterprises encountered, the job evaluation technique was established. If labour costs are to be accurately estimated, controlled, and relevant personnel policies to be followed, it is essential that clear

standards for payment are followed when a large number of workers employed. Therefore, employees and employers must mutually agree on an objective, transparent, and systematic method for assessing the worth of jobs. A method to detect values that inadvertently or deliberately discriminate against female occupations is a systematic job appraisal. For the following reasons, those in charge of a business frequently think of evaluating the job assessment process:

a. Establishing pay and grading systems

b. Ensuring an equitable pay system

c. Deciding on the provision of benefits, such as bonuses

d. Evaluating pay rates in relation to the external market

e. Following significant changes, all occupations should be reviewed, especially if roles have also altered.

f. Organizational growth during times of change

Controlling you career and planning towards succession A method for competency-based pay progression is developed through job evaluation, providing equity to workers and, more importantly, providing a means to support lifelong learning and career development. To review jobs and their intrinsic value in terms of salaries and benefits for qualified personnel, an efficient job evaluation plan gives a dependable and valid instrument, which is why the government, employers, and workers should all be aware of it.

Job Identification

A job analysis is the first phase in the job evaluation process, that involves looking at and evaluating the tasks and activities that a job always entails. In order to group positions that are identical or nearly identical to one another into the unique "job," a list of all the positions in a given population must first be generated. It really is termed as "job identification" in this process. This approach will require accurate data on each job's nature, including the depth and scope of the jobholder's responsibilities in addition to the surroundings and working conditions. Personal characteristics (i.e., knowledge, skills, and individual capacities) that the job holder must retain in order to carry out these tasks are part of the information to be gathered. Regardless of the fact the job evaluation is based on factual evidence, those who must make choices on the information presented must be trained to do so correctly. Someone must be selected to took center in order to ensure that job evaluation process runs without a hitch. The

project manager or coordinator is the leading person in the project. A project manager will need the assistance of others with different skills, and the two organizations will come together to work on the project. In addition, a steering group or steering committee made up of several people is needed to be in control of the development of the proposed system.

Job description

In a "job description," the intelligence gathered from the job analysis is then simply recorded. The most key features of a job, such as the overall type of the work performed and the level of the work performed, are described in the job description. Job descriptions should ideally be written so that any reader, regardless of their job knowledge, can comprehend what the worker does, how the worker uses various methods, procedures, tools, or information sources to do the tasks, and why the worker performs those work activities Since the purpose of the job description is to enable it for occupations to be evaluated by comparison to one another, it typically follows a set format and includes three primary components.:

1. Identification,
2. work performed, and
3. performance requirements.

The level of accuracy and the type of information required may differ between methods.

Methods. Selecting and creating a method for evaluating jobs is the following phase in the job assessment process. Inside the previous, four basic techniques have been employed: ranking, classification, factor comparison, and point-rating. The section that follows offers a more thorough explanation of these methods for job appraisal. Whatever approach is used, the outcome of the evaluation process is a ranking of the jobs as according significance. After this stage, it's common to categorize tasks with essentially the same values into different grades.

The rational endpoint to any job assessment process is wage determination, which converts grades into wage levels. The determination of these tends to be influenced by programme aims of overall wage policy, including comparisons with outside rates; the level and range of wages are not fixed as a direct result of job evaluation, which usually only tackles the relative positions of jobs. In general, discussions between employees and management or workers' representatives, unions, or professional associations, decide the amount and range of wages. Inspection Not to add, while business owners grow, work teams evolve over time, altering job

structures and content Establishing proper processes for monitoring, evaluating, and amending the job assessment plan as well as for settling appeals and disputes is therefore needed as a final stage. The process of job appraisal should be closely examined to avoid gender discrimination. There are still deeply ingrained beliefs about types of jobs which go to each sex. These attitudes may result in the acceptance of a pay scale and grading system that may be based on unfair policies from the past or the present. When assumptions are made about the capabilities, responsibilities, and demands of a job, and these assumptions are coloured by stereotypes about the people who 's performed that work, gender bias in job evaluations can occur. When characteristics traditionally associated with men (like technical knowledge) are weighed more heavily than any of those traditionally associated with women (like caring skills), even though both are essential for a given job, gender bias may also be prevalent. The International Labour Organization says said discrimination in the workplace can have either a direct or indirect form. When a particular ground, such as sex, race, or the other characteristic is explicitly mentioned by laws, rules, or customs to deny equal opportunities, this one is referred to as direct discrimination. . This direct sex discrimination would happen, for instance, if a wife, but not a husband, needed the spouse's permission to apply for a loan or the passport forced to engage in a career. Whenever policies or practises that appear to surface appear neutral but in reality result in exclusions, indirect discrimination has actually occurred. For instance, requiring applicants to be a particular height could disproportionately exclude women and people from certain ethnic groups. This would show indirect discrimination unless the minimum height is needed to do the professional task.

There are four basic methods to assessing a job that can be classified as quantitative or non-quantitative and that looks at the job content to directly or indirectly compare jobs. The classification method defines job categories and fits jobs into these categories. The factor comparison method compares jobs on several specific factors from job to job. The point-rating method compares jobs using rating scales of specific factors. Ranking involves creating a hierarchy of jobs by comparing jobs on a global factor that presumably combines all parts of the job. The first two methods are non-analytical or non-quantitative since they focus on the entire job as a whole; the last two methods examine and assess job requirements in light of various factors, they fall under the category of analytical or quantitative methods of employment evaluation and to include criteria like skill, responsibility, and effort. Level of achievement A simple method called ranking places jobs in an organisation in order of importance. Job descriptions that are fairly straightforward are employed to assess jobs as a

whole and also compare those with one another. One of the easiest methods to employ is this one. Based on the overall value of the position to the organisation, jobs are contrasted against one another. This value is usually established by evaluations of competence, mental and physical effort, fiscal and supervisory responsibility, and working conditions. For the positions to be ranked, this method relies on the job titles or descriptions. Each job is rated based on what "felt fair" once it has been evaluated. Since there is no attempt to breakdown the job down or examine it in any manner, it is seen as the one. Therefore, it is simple to comprehend and put into effect, particularly with a small number of jobs.

3. Methodology

A survey study was used as the design strategy. Generally speaking, survey research involves gathering and evaluating data from a small number of subjects or objects (samples) that are thought to accurately represent the full group in order to study a group of subjects or objects. 150 people make up the management, employees, and study subjects combined. Due to the expected response, the expense, and the time constraint, a sample size of 100 was used for the research project. In order to get their thoughts and perspectives on the research issue, the management and staff of the chosen companies in Asaba, Delta State, were questioned for this study's data collection. The utilization of actual information as a method of data collection enables the researcher to gather information that would be simple to obtain because it involves observation and questionnaires. Both primary and secondary data sources have been used. The data collected was initially taken from the distributed questionnaire. A simple linear regression analysis with such a 0.05 level of significant was performed to evaluate the hypothesis. The correlation coefficient and regression both were evaluated to use the SPSS software Pack version 22.

4. Data Analysis and Results

The Decision Rule

If the probability value calculated is smaller or lesser than the critical level of significance which is (5% or 0.05), then the null hypotheses will be rejected while the alternate hypotheses are accepted and vice versa. For example, If the probability value of 0.00 is smaller than the critical value of 5% (i.e., $0.00 < 0.05$), we conclude of the given parameter that it is statistically significant.

Test of Hypotheses

The three null hypotheses for the study in chapter one is hereby tested. Thus, Linear Regression and correlation analysis were employed as analytical tools for testing the hypotheses. The p-values reported in the regression coefficient tables are used for testing the study hypotheses.

Multiple Regression Analysis

Table 4.1   **Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.856ᵃ	.799	.649	1.5617

a. Predictors: (Constant),
b. Job analysis job description, Money allocation

Table 4.1 shows the extent to which job description accounted for employee morale in firms as indicated by the adjusted R square, which shows that 91% (.856) of the employee morale in firms is brought about by job description. The correlation coefficient R is 0.799. **Therefore**, we can conclude that job description has a positive correlation with employee morale in firms, and the relationship is strong since it is about 49%. While the R^2 of 0.649, which means about 48% of the variance in employee morale in firms is explained by job description.

Table 4.2   **ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	185.255	3	62.581	52.244	.002ᵇ
	Residual	195.632	90	2.271		
	Total	360.887	93			

Dependent Variable: Constant

Predictors: (Constant), Job analysis job descriptions, Money allocation

The *F*-ratio in table 4.2 tests whether the overall regression model is a good fit for the data. The table reported that job descriptions significantly predict Employee morale in firms, F (3.90) = 52, 224 P<.005. This implies that the regression model is a good fit for the data. In addition, the results of the analysis of ANOVA show that the independent variables; Job analysis, job descriptions and Money allocation are statistically and significantly predicting the dependent variables.

Table 4.3   **Coefficients**

Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta	t	Sig.
1	(Constant)	2.680	1.387		.715	.522
	Job analysis	.325	.074	.235	3.951	.001
	job description	.291	.092	.342	6.045	.002
	Money allocation	.283	.087	.381	.847	.001

a. Dependent Variable: Constant

Table 4.1 exhibited the multiple regression analysis results for job descriptions and employee morale in firms. It was reposted that job analysis which is the first variable has a positive effect on employee morale in firms (β=.325, p<0.001), this implies that the p-value critical 0.05(5%) level of significance is greater than the calculated level of significance (0.05>0.001), therefore the null hypothesis which states that there is no significant relationship between job analysis and employee morale in firms is hereby rejected while the alternate is accepted implying that there is a significant statistical relation between job analysis and Employee morale in firms.

Table 4.2 exhibited the multiple regression analysis results for job analysis and employee morale in firms. It was reposted that job analysis which is the first variable has a positive effect on employee morale in firms (β=.291, p<0.002), this implies that the p-value critical 0.05(5%) level of significance is greater than the calculated level of significance (0.05>0.001), therefore the null hypothesis which states that there is no significant relationship between job analysis and employee morale in firms is hereby rejected while the alternate is accepted implying that there is a significant statistical relation between job analysis and Employee morale in firms.

Table 4.3 exhibited the multiple regression analysis results for money allocation and employee morale in firms. It was reposted that job analysis which is the first variable has a positive effect on employee morale in firms (β=.283, p<0.001), this implies that the p-value critical 0.05(5%)

level of significance is greater than the calculated level of significance (0.05>0.001), therefore the null hypothesis which states that there is no significant relationship between money allocation and employee morale in firms is hereby rejected while the alternate is accepted implying that there is a significant statistical relation between job analysis and Employee morale in firms.

5. Conclusion and Recommendations

The purpose of this critique was to introduce job evaluation as a systematic method for assessing the relative value of jobs within an organisation. This approach could assist in the positive settlement of some gender-based discrimination. It's important to keep in mind that evaluations are subjective, susceptible to change, and subject to influence. With time, the general opinion on the constituted prejudice will also change.

1. Regarding job evaluations to be successful, managers must ensure that they are dynamic, flexible, and adaptable to local conditions.
2. When performance boost job assessment training, the conduct of job evaluation will be successful.
3. Businesses that wish to retain and recruit employees would be advised to implement a job evaluation system that really can detect the values that employees have in relation to their jobs and develop compensation policies that match the competence of their staff.

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