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Job Description and Orientation: A Panacea for Workers Performance

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Abstract

Organizations all over the world are concerned with efficiency and effectiveness to stimulate productivity in their everyday operations. Organization on its own cannot get to the limelight without the help of people working therein. Human resources are the engine room of any efficient and effective organization. Human resource department in any organization is well-placed for this crucial function and it is an indispensable instrument used by management for better working relations and welfare of the workforce. Organizations should concern with positive outcomes deemed necessary towards achieving high degree of workers performance. Managers and members of staff need proper job description and adequate job orientation to enable them carryout their responsibilities and inculcate the same to their subordinates to achieve higher level of productivity.

Therefore, this study examines the importance of job description and orientation as some of the factors that can improve the performance of workers in an organization. The paper explains the concept of job description, job orientation, workers performance, job description and workers performance and job orientation and workers performance. The paper recommends among others, that job description should be given to all categories of workers to promote efficiency and effectiveness that will produce high level of workers performance in the organization; organization should ensure that proper orientation, induction and mentoring should be given to them at entrance and from time to time to be acquainted with their responsibilities in the organization.

Keywords: Job Description, Job Orientation, Workers Performance

Introduction

Job is tasks, duties, responsibilities, relationships, incentives, and rewards. You hear remarks and complaints about a staff member's work performance quite frequently. The question of whether the person is sufficiently informed about what his job entails is one that is not frequently brought up.

A job description is a written summary of the responsibilities, tasks, and duties of a position. It must be given to an employee upon assumption of duty and is frequently referred to as a schedule of responsibilities or position guide. This is accomplished through a formal orientation program for new employees. The use of job descriptions can be used to develop a consistent salary structure that is based on the relative level of duties, responsibilities, and qualification of each position in the organization. Job descriptions assist managers and employees in understanding how their positions relate to other positions within the organization. They can also be used to identify areas where the manager or employee does not adequately meet the qualification of the position and, as a result, needs training.

Orientation of new employees can be defined as the entire process of assisting new employees in adjusting and acclimating to their jobs and working environment in order to avoid groping and assisting them in finding their feet in the organization (Alutu, 2011)^[1]. Orientation in organizations provides new employees with their first taste of the organization's culture as they meet with key personnel, department heads, and fellow employees for the first time. They begin to acquire and apply their knowledge, skills, and personality as a means of coping in the new working environment to which they will eventually adapt.

Regardless of whether there is an induction program in place, new employees must be introduced to the organizational structure. The system cannot afford to take the chance of having the inductee acquire information only from coworkers. Colleague opinions on the system are rather diverse. Consequently, a proper organizational aim should involve thorough training for new employees. All employees inside the firm must undergo orientation since it is crucial to their success. Even long-tenured employees may need to complete a job description and orientation, especially when switching to a new position or portfolio. This will help the personnel adjust to their new responsibilities and overcome their fears and lack of confidence, which can negatively impact their productivity and pleasure at work as well as that of the organization's managers.

On the other hand, organizational performance is proof of a loyal, energetic, and productive workforce. This implies that productivity and efficiency depend on how effectively the workers are positioned to achieve desired goals. The ability and preparedness of employees to explain actions oriented toward achieving organizational objectives mutually determine organizational performance (William, 2019). Since aptitude and enthusiasm are key components of organizational improvement, it follows that, beyond a given point, capacity deficiencies cannot be made up for. Ability and willingness are essential elements for productive and effective performance in any business.

It is impossible to exaggerate the significance of employee performance in firms. Employee performance is a critical measure of an organization's ability to fulfill its objectives because employees represent the human capital of the company. One of the most crucial concepts in organizational psychology and human resource management is workers performance (McHenry and Wise, 2015). It is a task that a person successfully completes within the parameters of customary limits and readily available resources (Jamal, 2017). The achievement of a particular task measured against predetermined established standards of competence acquisition cost and speed is referred to as worker performance (Timpson, 2019). Workers' performance can be seen of as the accomplishment of a duty in a way that absolves the performer of any obligations arising from the contract (O'clan, 2017) ^[13]. The aforementioned definitions place a strong focus on the significance of standards and the accomplishment of a task as intended as the key factors in performance.

Clarification of Concepts

The Concept of Job Description

A framework known as the organizational structure aids in categorizing work into positions that are stated in job descriptions. The organizational structure, which is typically used in large organizations that employ the bureaucratic organizational structure with multiple levels of management and a top-down management strategy, displays the formal and informal relationships between individuals and roles in an organization. Flexible boundaries exist between jobs and organizational units, and career trajectories can cross functional boundaries. Jobs have broad definitions and general job descriptions, and there is a flat organizational structure. In flat businesses, a broad job description is frequently utilized and places an emphasis on loose planning, innovation, and flexibility. A broad job description lists tasks, obligations, and abilities. The use of general job descriptions in human resources management is relatively recent. The advantages of utilizing a written job description include having a formal agreement amongst management staff about the obligations of the position and having a written document to use as a benchmark for success and compensation. (2010) Gomes-Mejia, Balkin, and Gardy.

Creating a work flow analysis, a job design, and a job analysis are all steps in the process of creating a job description. Workflow refers to how tasks are set up to achieve institutional or corporate objectives. While work-flow analysis tracks how work is transferred from the consumer to the organization. The goal of job analysis, according to Britton and Gold (2007), is to determine the differences and similarities between various jobs as well as

to gain understanding about the requirements for employment inside the business. Making a job description and job evaluation requires first conducting a job analysis. Information on the nature and purpose of the position, the task's expected results, and the location within the organizational structure. The characteristics of the job holder should be noted in the job analysis. In order to create work descriptions, job specifications, and job standards that can result in satisfaction, job analysis entails gathering data and putting it to use.

The Importance of Job Description

A strong job description serves as a starting point for crafting interview questions, conducting performance reviews, and setting objectives for pay raises and career advancement. The success of a practice depends on having the right individuals in the proper roles carrying out their duties jointly. A copy of the job description should be supplied to new hires at the time of entry so that they are aware of what is expected of them and can avoid complaints while performing their duties. Organizational managers should take the effort to ensure that a thorough and accurate job description is created and documented for each staff role. For the following reasons, a job description must be worded well:

- It helps define the functions and roles of a position within a group, department, or organization and establishes a basis for recruitment, selection, and performance evaluation.
- It also serves as a management tool for evaluating the organization and the amount of work done and responsibilities within a department.
- It informs potential candidates of the position's duties and responsibilities.

It is crucial to mention that organizations' managers and staff will be more productive and focused on their individual jobs with thorough job descriptions, which will also help them avoid feeling depressed while performing their obligations. The ability to determine whether the pay is commensurate with the work is improved by having a clear job description. If this is known from the start, the employee will be satisfied and able to accomplish organizational goals, which will raise their level of satisfaction.

Concept of Job Orientation

Different angles have been taken to define the idea of job orientation. According to Meigha (2016), orientation is the main procedure by which an organization informs new employees about the company's expectations. The orientation process explains the fundamental organizational philosophies, norms, and ethics. The orientation process might be formal or informal, he continued. On an employee's first day of work, formal programs are often arranged and conducted by a supervisor, human resources manager, or other coworkers. According to Moir (2017), orientation is the formal introduction of a new hire to the firm. He continued by saying that while the first few days on the job could be filled with uncertainty and worries, it should be performed with warmth and empathy. He came to the conclusion that orientation gives workers the fundamental knowledge about their working environment, policies and procedures, salary, benefits, and an introduction to the management team and his coworkers. He said that training for carrying out work duties and obligations is not

included in orientation. New employees should receive job orientation as soon as possible after being hired. This includes learning about the community relations with the establishment, the organizational structure, and the coworkers they will be working with. Vilani (2002) argued that there are times other than when a staff member is hired that they may need some kind of orientation, such as when they move to a new position where their duties have suddenly and significantly changed, when they are promoted to a different level where different roles are involved and when they return from maternity or long-term sick leave because they are unfamiliar with the workplace. In light of the foregoing, Alutu (2011) ^[1] provided the detailed characteristics of staff orientation, which are as follows:

- Orientation exercise—the new personnel should be made aware of the establishment's vision and objective, and the "dos" and "don'ts" should be explicitly stated.
- On-the-job training or mentoring of staff through the assignment of a senior officer in the same field of expertise to closely monitor new hires for a period of one year.
- Practicing a specific skill. For instance, universities require training in the gathering of results, computing GPA, conducting exams, and invigilating, among other things. According to Igersoil (2003) gave six elements of a good orientation programme in organization to include:

1. Orientation (physical) description of where the facilities are
2. Orientation (organization) showing how the employee fits into the team
3. Health safety information
4. Explanation of terms and conditions
5. Details of the organization's history, its products and services, its culture and values.

6. A clear outline of the job requirements, among others

According to Ardits, Jansen, and Vander (2001) ^[2], it illustrates the transition a new organizational employee goes through from being an outsider to an integrated and productive insider. Orientation takes thoughtful preparation and meticulous implementation. New employees learn about leadership and organizational culture for the first time during the orientation phase. Additionally, it is at this time that new employees meet their coworkers and the local populace for the first time, which is crucial for agencies and services because a first impression may last a lifetime. Staff orientation is to make it easier for new hires to integrate and adapt to the workplace as quickly as possible so that the school's objectives can be met.

According to Britton (2003) ^[4], comprehensive orientation programs frequently have the following features;

1. Constant communication with a mentor, who is frequently a more seasoned teacher;
2. Beginning teachers' group sessions, which provide a safe setting for interaction, cooperation, and problem-solving;
3. Considering how to explore one's own interests and those of others;
4. Observing others at work and being observed
5. Appropriate sequencing and timing of employment opportunities.

In terms of orientation program content, the majority of orientation programs pay particular emphasis to the areas of emotional support and useful knowledge. All essential individuals in the establishment must contribute to ensure that orientation programs are effectively planned and carried

out in order to achieve their goals. The orienteer should be led about the area and given opportunity to provide feedback to the system; orientation should not only consist of talks. Orientation takes thoughtful preparation and meticulous implementation. New employees get their first impressions of the leadership and operating style during the orientation phase. Additionally, since the first impression is often lasting, every effort should be made during orientation to ensure that new staff gain a correct understanding of many facts about the organization and community life. This is also the time when the initial acquaintance with coworkers and with the community's inhabitants, characteristics, agencies, and services is made.

Staff orientation is to assist new employees in integrating and acclimating to their new workplaces as early as possible so that organizational objectives can be met as soon as possible. Staff orientation is essential in an organizational setting. When new employees are given instructions on how to approach their work in advance, they avoid having to repeat the process in order to learn the correct way to do a specific task. These enable them to develop into productive workers more quickly. Tickle (2000) ^[14]

A company can teach new hires about its formal and informal rules in order for them to take on the organization's character, which is understood as "coherent content of the ensemble of dispositions that generates the distinctive actions of the company on the basis of staff orientation programs that have to be consistent with the overall strategy." During the socialization process, new employees pick up the fundamental principles of the organizational routine. The process through which new hires learn the attitudes and behaviors required to perform as full-fledged members of the organization is known as organizational socialization (Ardts, Jansen, and Vander, 2001) ^[2]. It depicts the transition of a new organizational employee from an outsider to an integrated and valuable insider through the process of learning. evolves (Cooper-Thomas and Anderson 2006) ^[5]. It gains knowledge of the organizational structure, its formal rules and objectives (artifacts), as well as its social rules (ostensive features), all of which are influenced by the firm's history, traditions, and politics. The new hire is also presented to his work group and instructed on how to carry out the necessary duties. Transferring information about tasks and jobs to new organizational members is the main goal of organizational socialization.

Six classes are defined by Cooper- Thomas and Anderson (2006) ^[5] as the means by which an organization seeks to inform newcomers and defines a specific organizational socialization setting;

Collective vs. Individual (whether newcomers are socialized in groups or individually)

1. Formal vs. Informal (whether or not newcomers are segregated from an insider during socialization)
2. Sequential vs. Random (whether or not newcomers are told explicitly about the sequencing of planned socialization events)
3. Fixed vs. Variables (whether or not there is an explicit, fixed timetable for completing the various socialization stages)
4. Serial vs. Distinctive; (whether or not previous jobs incumbents are available as role models for new comers)
5. Investiture vs. Divestitures (whether or not newcomers receive positive social support from insiders).

The institutionalized socialization described by Cooper-Thomas and Anderson (2006)^[5] can be thought of as the first pole of a continuum with two poles. This type of socialization is heavily organized by the organization and is based on a group process. The second pole, on the other hand, depicts a socialization process that is more personalized and less controlled by the organization.

Workers Performance

According to Simpson (2019), behavior that may be seen in humans under exacting conditions is often hesitant. Workers' performance is one of the most crucial concepts in organizational psychology and human resource management, according to McHenry and Wise (2015). According to Fakhra and Khan (2018)^[6], people with more on-the-job experience typically perform better since this experience leads to an improvement in both their skills and competencies. According to Jamal (2017), a worker's performance is a function that operates effectively within the parameters of customary limits and readily available resources.

According to Pratheekpanth (2017), the human resources department places a high priority on employee performance. In a related development, Raja and Khan (2016) noted that training, which improves the staff's capabilities, is the most important element affecting worker performance. According to Timpson (2019), a worker's performance can be viewed as the completion of a task measured against predetermined established standards of skill acquisition cost and speed. According to Venkatraman and Ramanujam (2016), employee performance is a sign of a company's ability to effectively accomplish its objectives.

According to O'Clan (2017)^[13], a worker's performance is the accomplishment of a duty in a way that absolves the performer of all contractual obligations. According to Mathis and Jackson (2019), a worker's performance is determined by their output's timeliness, their presence at work, how well they fulfill their tasks, and how efficiently they do it. According to Abbott (2019), a worker's performance is an evaluation of how well a task is carried out and how effectively its objectives are achieved.

Job Description and Workers performance

A job description is a formal declaration that outlines the goals, responsibilities, and other details of a particular position. It is created based on a job analysis for internal usage within the company as well as for use outside the company to attract attention. A job description can serve as a guide for recruiting, choosing candidates, and orientation. In addition, it serves as the foundation for planning, coaching, succession, and pay. The purpose of a job description is to give everyone participating in the process a clear understanding of the role, its responsibilities, and the expected results. Due to the nature of the organizational environment, job descriptions are constantly changing and shifting. Job descriptions are directly impacted by organizational changes such as reorganization, expansion, reductions, and reassignments. Understanding how changes alter the relationships between jobs will assist spot any potential overlaps or gaps in employment. A regular assessment of the job's difficulty is essential for choosing a pay scale. (Gold and Bratton, 2007)

On the other hand, worker performance is defined as a feat anticipated of the workforce to encourage the attainment of

organizational goals. Bello (2018) argues that a worker's performance is determined by how well they perform on the job, how well they are able to complete their organization's tasks, and how well they relate to the resources they use. Therefore, the best effort put forth by a person on a job through effective resource exploitation and also the accomplishment of organizational goal.

Job Orientation and Workers performance

This is another technique for training and development. This entails educating and preparing new organizational managers for their new roles inside an organization. They are exposed to a variety of activities during this process, including as the nature of their new work, how to carry out their assigned tasks and responsibilities, and what the company as a whole expects of the administrators in general. Additionally, they are given a broad overview of the organizational working environment, which may include working systems, technology, and office layout. They are also educated on the current organizational culture, health and safety concerns, working conditions, processes, and procedures.

Every organization and profession has a certain amount of attrition of new entrants, either freely because the newcomers choose not to stay or involuntarily because the employers find them to be unfit. Orientation programs are put in place to help new managers and employees during their first year(s) of management or employment as they combine their formal pedagogical knowledge with practice and as they adjust to the unique ambiance and micro politics of the organization. Support programs differ widely in length, nature, organization, aim, ideology, and approach (Molney, 2004)^[12].

A robust orientation program is unquestionably necessary for a number of reasons, according to Alutu (2011)^[1]. The fear of the unknown among the newcomers must be vanquished as soon as feasible. It would benefit both the employer and the employee if the former took the initiative rather than leaving the employee to manage on his or her own throughout the challenging period of orientation. Poor orientation or a lack of orientation results in frustration, poor performance, and unsatisfactory performance, which can even lead to resignation. On the other hand, successful orientation makes sure the employee adjusts to the job, becomes an effective worker as quickly as possible, and avoids the need to restart the hiring process should he resign. According to Bernardino and Russell (2016), a successful orientation can significantly help achieve several goals, such as having a productive employee in a shorter amount of time and lowering fear and uncertainty. An orientation program may help to reduce the dread of the unknown that new workers have when they are unsure of whether they will succeed in their new position. Therefore, an orientation program lowers labor turnover because if a new hire is not oriented, he may eventually develop unfavorable attitudes about his employment, including feelings of insecurity and frustration. In this approach, an orientation program helps to reduce the number of resignations at the beginning of each new employee's career. The following objectives were listed by Huling-Austin (2016) for orientation programs. An orientation program boosts employee productivity, helps the retention of young, promising new hires, and satisfies regulatory requirements for orientation and certification. By stating that the idea of

orientation is necessary if the orientation programs are to lead to the development of instructional effectiveness, Molney (2004) ^[12] tends to support and extend the requirement that new teachers get orientation. According to his opinion, the orientation program should be flexible in order to be attentive to the demands of the employee rather than being designed to make them fit into the framework. Additionally, it ought to be tailored to the requirements of the specific new employee who was working there at the time. Employee performance is the end result of everyone's skills, efforts, and abilities added together to increase productivity and help the company reach its objectives. Improved organizational performance shows that attempts are being made to attain goals, while improved worker performance necessitates more training and retraining of workers.

One of the crucial elements that greatly affects an organization's success is the performance of its employees. Learning organizations play a significant role in improving employee performance by offering training and development opportunities to their staff. Additionally, management standards for evaluation play a crucial part in enhancing organizational worker performance since they show how real performance compares to benchmarks. The performance of employees in the public sector is also influenced by how they develop personally in relation to their employment. Employees are more motivated to contribute effectively to achieving organizational goals if they are satisfied with both their work and the company.

Conclusion

Efficiency and effectiveness are important to businesses everywhere because they encourage productivity in daily operations. Without the assistance of its employees, an organization cannot become well-known on its own. Any organization that wants to be efficient and effective must have strong human resources. Any organization's human resources department is ideally suited for this crucial task. Management must have access to human resources in order to foster better workplace morale and employee welfare. Organizations should be concerned with the favorable results thought to be required to achieve a high level of worker performance. To carry out their duties and instill them in their employees, managers require clear job descriptions and adequate job orientation that will cumulate increase in productivity. Employees that are properly on boarded and comfortable with their work routine will produce more. Mentors who will teach the workers how to manage the operations of their various regions must lead and direct them. This is done to prevent groping and poor work.

Recommendations

- It is advised that all worker categories have job descriptions in order to encourage efficiency and effectiveness, which will result in high levels of worker performance within the firm.
- Orientation is seen as an equally important technique for achieving job performance. Organizations should make sure that new hires receive sufficient orientation, induction, and mentoring so they are familiar with their tasks and can work more efficiently inside the company.
- Additionally, it was advised that businesses use motivational techniques to soften the impact of

employee pay. The effectiveness of the company's employees will increase as a result.

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