

JOB EVALUATION AND ORGANIZATIONAL PERFORMANCE OF BUA CEMENT PLC OKPELLA, EDO STATE.

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ABSTRACT

This study examined the relationship between job evaluation and organizational performance in BUA Cement Plc, Okpella, Edo State. The main objective was to determine how systematic job evaluation practices influence key performance indicators such as productivity, employee motivation, job satisfaction, and overall operational efficiency. Specifically, the study sought to: assess the extent to which job evaluation affects employees' productivity, examine the impact of equitable job grading on workers' motivation and commitment, and determine how job evaluation contributes to organizational effectiveness in BUA Cement Plc. The study adopted a descriptive survey design. The findings demonstrated that when employees perceive job evaluation as fair and consistent, they tend to exhibit higher motivation, lower turnover intentions, and improved job performance. Conversely, lack of clear evaluation standards leads to dissatisfaction and reduced efficiency. The study therefore recommended that BUA Cement Plc should institutionalize periodic job evaluation exercises, ensure equitable wage structures based on skill and responsibility levels, and involve employees in the evaluation process to promote transparency and trust. Management should also integrate performance-based compensation systems aligned with job evaluation outcomes to sustain competitive advantage and operational excellence. The study established that effective job evaluation is a strategic human resource tool that drives organizational performance by aligning employee roles, rewards, and responsibilities with corporate objectives. Sustained attention to fair evaluation mechanisms will not only enhance productivity but also strengthen organizational harmony and long-term growth at BUA Cement Plc.

Keywords: Job Evaluation, Organizational Performance, Employee Motivation, Productivity, BUA Cement Plc, Okpella.

1. INTRODUCTION

Job evaluation is one of the many aspects that affect organizational performance. In order to ensure position clarity, structure equitable remuneration, and boost employee enthusiasm, job evaluation is crucial. BUA Cement Plc, a leading player in Nigeria's cement industry, provides a unique case to analyze the effect of job evaluation on organizational efficiency. This study looks at how job evaluations affect worker performance, how they affect organizational

productivity, and how they relate to worker motivation. Organizations aim to increase employee satisfaction, productivity, and efficiency in the competitive corporate world of today. Job evaluation, the methodical process of assessing job positions to ascertain their relative importance within an organization, is one of the essential instruments utilized to accomplish these goals. Effective performance management, equitable task distribution, and fair remuneration schemes are all based on job evaluation. Organizations can improve overall performance, decrease conflicts over pay disparities, and increase employee engagement by making sure that job tasks are appropriately valued. This article examines how job assessment affects organizational performance and emphasizes how important it is to creating a just and productive workplace.

The concept of job evaluation, its methodologies, and its significant impact on organizational performance are examined in this introductory discussion. Scholars have thoroughly examined the relationship between job evaluation and organizational performance, providing valuable insights into how systematic assessment of job roles influences various organizational outcomes. This article encompasses theoretical frameworks, empirical studies, and practical applications, highlighting the multifaceted impact of job evaluation on aspects such as compensation fairness, employee motivation, and overall organizational effectiveness. Job evaluation is essential for structuring fair compensation, ensuring equity, and improving organizational efficiency.

Managing the link between employees and the company depends heavily on human resource procedures like job appraisal. In order to ensure organizational stability and effectiveness, these practices such as hiring, pay, training, career development, and performance management are essential for raising staff morale. Low worker morale may be expensive for a manufacturing business like BUA Cement Plc since it can result in production interruptions, higher employee turnover, lost knowledge, and higher recruitment expenses. As a result, assessing the connection between organizational success and job appraisal is crucial. Appropriately rewarding job performance as viewed by the employee is one of the most important components of job evaluation. This might take the shape of incentives, pay raises, career advancements, etc. BUA Cement Plc like many other industries in the manufacturing sector in Nigeria faces significant challenges in evaluating employees such that Job discontent may have a detrimental effect on the profitability and productivity of the business. According to earlier research, enhancing organizational performance requires human resource initiatives, particularly

those that focus on employee engagement and satisfaction. The purpose of this study is to evaluate the effect of job assessment on improving organizational performance at BUA Cement Plc.

Problems faced by many firms deal with uneven and inequitable compensation arrangements, leading to employee discontent and loss of productivity. At BUA Cement Plc Okpella, ensuring that job evaluation aligns with performance goals is crucial. The effectiveness of current job evaluation procedures in capturing job complexity, responsibilities, and market competitiveness must be ascertained. Job functions that are not accurately evaluated and compensated may result in compensation discrepancies, low employee morale, and a lack of motivation, all of which have an impact on overall productivity.

In the case of BUA Cement Plc Okpella, the extent to which job evaluation influences workforce motivation and organizational performance is what this study aims to find out. Are the present techniques of evaluation satisfactory to the employees? Do job evaluations have a direct effect on employees' retention and productivity? This study aims to answer these important concerns. This study intends to offer insights into how job assessment might be optimized to improve employee performance and overall organizational effectiveness by examining the present framework at BUA Cement Plc Okpella. The Objectives of the Study aims to assess the impact of job evaluation on employee motivation at BUA Cement Plc Okpella, to determine the relationship between job evaluation and organizational productivity, to Investigate the role of job evaluation in improving employee retention, Examine the effectiveness of job evaluation in enhancing workforce efficiency, to provide recommendations for optimizing job evaluation methods to enhance overall performance of BUA Cement Plc, okpella.

This study is significant for various stakeholders, including human resource practitioners, corporate management, and policymakers. It provides insights into how job evaluation can enhance employee performance, reduce wage disparities, and improve productivity within an organization. Additionally, the findings will contribute to existing literature on job evaluation and organizational effectiveness. The study focuses on job evaluation practices at BUA Cement Plc Okpella. It examines job evaluation, employee motivation, productivity, employee retention, organizational efficiency and job clarification within the company.

2. Conceptual Framework

Job evaluation:

According to Milkovich and Newman (2019), job assessment is a methodical procedure that determines the relative value of various positions within an organization. Organizations employ the methodical process of job evaluation to assess the relative value of each position within the company. Because it aids in creating a just and equal pay structure and guarantees that workers get compensation commensurate with the value of their responsibilities, it is an essential part of human resource management. Decisions about pay grades, promotions, and organizational structure are influenced by this process, which entails evaluating and contrasting tasks to determine their relative significance and complexity.

The objectives of Job evaluation are to create internal Equity which ensures that salaries are commensurate with the importance of each position to the company. It also supports

pay system design which ensures a foundation for creating a clear and rational pay system. More so, job evaluation encourages fairness thereby minimizing salary differences and ensures workers believe the pay structure is just. Compliance is also an objective of job evaluation as it verifies that the legal and regulatory standards pertaining to pay equity are being met. In all, Job evaluation aligns job duties with the objectives and strategy of the organization.

Job Evaluation has certain specific characteristics such as being Job-Centric; it Puts more emphasis on the work than the person doing it. More so, job evaluation has to be Consistent; it assesses every task using the same standards and procedures. Furthermore, Transparency is a key component of job evaluation as employees should be able to comprehend the procedure and the results. A job evaluation process should be flexible to adjust to modifications in work duties or organizational structure. Also, a job evaluation process should be non-Discriminatory and Devoid of prejudice based on race, gender, or other protected traits.

Job Evaluation methods vary from Qualitative (non-analytical) to Quantitative (analytical) methods. Ranking Method (qualitative); positions are arranged from highest to lowest in terms of their significance or worth to the company. This approach is straightforward yet imprecise and subjective. The classification (qualitative) divides jobs into predetermined groups or grades according to their needs, duties, and responsibilities. There is a wage range for each grade. In point Factor Method (quantitative) Specific criteria, including competence, effort, responsibility, and working environment, are used to evaluate jobs. Each component is given a certain number of points, and the sum of these points determines the job's worth. This approach's neutrality and accuracy make it one of the most popular. Factor comparison method (quantitative) is more complicated but offers a complete analysis of jobs by ranking them according to essential aspects (e.g., mental needs, physical requirements, and responsibilities).

There are various steps in the Job evaluation process. The first step which is Preparation involves creating a job evaluation committee or team; get management and employee support, and specify the goal and parameters of the assessment. The second step job Analysis determines the primary duties, abilities, requirements, and working circumstances for each position by gathering comprehensive information from job descriptions, interviews, and observations. The third step which is selecting the method involves choosing the most appropriate job evaluation method based on organizational needs and resources. The fourth step is Evaluating Jobs and this is done by determining each job's relative value using the chosen technique, making sure the evaluation procedure is impartial and consistent. The fifth step which is assigning Grades or Levels involves grouping jobs into grades or levels based on their evaluated worth and establishing pay ranges for each grade. The sixth step Implementation in forms the staff of the outcomes and include the results of the job appraisal in the pay structure. The seventh step which is to Review updates on job assessments on a regular basis to account for modifications to organizational structure or job duties.

Job Evaluation has its own advantages and challenges. Among its advantages, a fair Compensation guarantees that workers receive compensation commensurate with their job needs. It lowers complaints about unequal compensation. It also ensures Job roles are in line with organizational objectives and

encourages adherence to anti-discrimination and fair pay regulations. Some of the challenges associated with Job Evaluation are subjectivity- which says Evaluator bias may have an impact on some techniques. It is a Complex process as quantitative approaches may need a lot of effort and resources. Managers and staff may also be opposed to modifications to current compensation schemes. Assessments may become out of date very fast owing to rapid changes in employment responsibilities (such as those brought about by technology).

Employee Motivation

One of the most important factors influencing job output, job satisfaction and organizational performance is employee motivation. It alludes to the internal and external forces that motivate workers to complete their work effectively and meet company objectives (Noe et al., 2023). Employees that are highly motivated are more likely to be involved, creative, and dedicated to their work, which will eventually improve organizational performance (Cappelli&Tavis, 2024). Employee motivation has been defined by a number of academics some of which are as follows:

According to Adomako et al. (2023), employee motivation is "the psychological forces that determine the direction, intensity, and persistence of an employee's voluntary work-related behaviours." Huselid& Becker (2024) characterize motivation as "a set of energetic forces that originate from within an individual as well as externally, influencing their work-related behaviour, performance, and commitment." Gupta & Sharma (2022) characterize it as "the willingness of an employee to exert high levels of effort to achieve organizational objectives, conditioned by the ability to satisfy some individual needs." Based on these definitions, it is clear that intrinsic (internal drive) and extrinsic (external rewards) motivation both have a significant impact on employee performance.

Types of motivation; Intrinsic and extrinsic

Intrinsic Motivation

The urge or desire to do something for its own sake, independent of rewards or demands from other sources, is known as intrinsic motivation. It is distinguished by a sincere interest in, pleasure from, or contentment with the activity itself. In contrast to external incentives like money, grades, or recognition, people who are intrinsically motivated are driven by internal motivations like personal fulfilment, curiosity, or a sense of success.

Extrinsic Motivation

Unlike intrinsic motivation, which comes from within the person, extrinsic motivation is fuelled by external factors like money, grades, praise, recognition, or the avoidance of punishment. Although it can effectively drive behaviour, extrinsic motivation frequently depends on the presence of external incentives and may not sustain long-term engagement or satisfaction. Extrinsic motivation is defined as behaviour driven by external rewards or pressures rather than by internal satisfaction or interest in the activity itself.

Various factors influence employee motivation which also affects individual and group productivity. Because autonomy promotes a sense of ownership and responsibility, employees are more motivated when they have control over their work and decision-making processes. Employees are motivated by opportunities to master their roles and acquire new talents. Regular feedback and challenges that match skill levels

enhance motivation. When workers see how their efforts support the objectives of the company and have an influence on society, they become more motivated. Personal values and the mission of the organisation are in harmony when there is a feeling of purpose. Financial rewards satisfy basic requirements and offer stability, and fair and competitive pay, bonuses, and perks are essential to employee engagement. Public acknowledgement, prizes, and commendation for accomplishments increase motivation and morale, and non-cash incentives like employee of the month schemes can be highly effective. Stable employment and job security can reduce anxiety and improve motivation. Uncertainty regarding job stability can demotivate people. The work environment and organizational culture play a significant role in motivating employees. Motivational leaders are those who are open, honest, and sympathetic. Micromanagement or autocratic approaches can demotivate workers. Davenport and Ronanki (2021) emphasize that leadership development programs improve employee satisfaction and reduce turnover.

A culture that is positive, welcoming, and cooperative encourages motivation; environments that are toxic or too competitive might lower engagement. In order to ensure that opportunities and remuneration are impartial, modern job evaluation procedures place a strong emphasis on equity and inclusion. Higher productivity has been associated with a more inclusive workplace culture (Eccles et al., 2020). Employees are motivated by training, skill development, and progression opportunities; disengagement may result from a lack of growth opportunities.

Organizational Performance:

The efficiency and effectiveness with which an organization uses its resources such as labour, money, technology, and materials to accomplish its objectives and provide the intended results is referred to as organizational performance. It is a crucial indication of an organization's success and competitiveness and is frequently calculated as the ratio of outputs (goods or services) to inputs (resources consumed). According to recent studies, workplace culture, technology, leadership, employee engagement, and Job evaluation all have an impact on an organization's productivity. For instance, by simplifying processes and cutting down on inefficiencies, the use of digital technologies and automation has greatly increased productivity (Davenport & Ronanki, 2021). Furthermore, research emphasises how crucial work-life balance and employee well-being are to maintaining long-term performance (Goh et al., 2020). While Job evaluation ensures that employees are remunerated fairly based on their roles and contributions, fair pay is a critical determinant in employee motivation which directly impacts productivity. According to research, workers are more likely to be engaged and productive when they believe their pay is fair (Pfeffer, 2020). Furthermore, employees are more likely to work effectively towards accomplishing organizational goals when they are aware of how their responsibilities fit into the larger purpose (Cascio& Boudreau, 2021).

The ability of a company to retain its workforce overtime and keep them from quitting on their own will is known as employee retention. Given that high turnover rates may be expensive and negatively impact an organization's performance, it is an essential component of human resource management. Creating a great work environment, attending to employee needs, and encouraging loyalty and involvement are the main goals of effective employee retention tactics.

According to Cascio, W.F (2018), employee replacement is costly and involves lost productivity, training, and recruitment expenses. Furthermore, Organizations can provide career development opportunities by identifying skill gaps and training needs through job evaluation. Workers are more inclined to stay if they perceive a clear route for development and promotion in the company. According to Cappelli and Tavis (2021), career development programs linked to job evaluation significantly enhance employee retention. Additionally, employee engagement and morale may be raised because job evaluation acknowledges the value of each position within the organization. Employees are less likely to look for work elsewhere when they feel valued and appreciated (Cascio & Boudreau, 2021).

Some of the strategies used to improve employee Retention are embedded in the activities of job evaluation. When workers believe they are receiving fair compensation for their labour, they are more inclined to stay with a company. Competitive pay and equity are important retention factors. This is accomplished by using job evaluation to guarantee equitable compensation structures and performing frequent market salary evaluations. Pfeffer (2020) notes that fair pay reduces turnover and improves employee satisfaction, as employees feel valued for their contributions. Workers are more likely to remain with a company that supports their development and provides clear career advancement pathways through the implementation of leadership development opportunities, mentoring programs, and training efforts. According to Cappelli and Tavis (2021),

The overall benefits that employees receive in exchange for their labour, both monetary and non-monetary, are referred to as compensation. Pay inequalities based on gender, ethnicity, or other prejudices can be found and addressed with the use of job evaluation. Organisations should ensure that pay is determined by work requirements rather than subjective considerations by evaluating job worth using objective criteria. According to Goh et al. (2020), companies that have transparent job evaluation procedures are better able to address wage disparities and encourage diversity. According to Cascio and Boudreau (2021), job assessment aids in the efficient allocation of resources by organisations, guaranteeing that remuneration aligns with long-term strategic goals.

Compensation and equity work together to create a just and efficient incentive structure that encourages workers, advances company objectives, and conforms with moral and legal requirements. Conflicts over role expectations and compensation discrepancies are reduced when the job evaluation process is clear. Employees are less likely to feel unjustly treated when they are aware of how their pay is decided. Reducing wage disputes promotes a positive workplace culture and increases staff confidence in the company. According to Eccles et al. (2020), companies with transparent remuneration policies witnessed reduced staff turnover and increased employee satisfaction. Employers can encourage workers to concentrate on important issues by rewarding positions that have the greatest impact on the performance of the company. Rewarding employees for their contributions to the company's objective and increasing productivity are two benefits of aligning remuneration with organisational goals. According to Cascio and Boudreau (2021), job evaluation aids in the efficient allocation of resources by organisations, guaranteeing that remuneration aligns with long-term strategic goals. Organizations compare

their pay structures to industry standards with the use of job evaluation; this keeps wages competitive and draws in top talent. Maintaining a great employer brand and keeping talented workers requires competitive pay. According to Brynjolfsson and McAfee (2021), companies that utilize job evaluation to match compensation to industry standards are more likely to draw in and keep top personnel.

The accuracy and impartiality of the job evaluation process have increased with the introduction of AI and data analytics. These tools support organisations in making data driven decisions on fairness and pay. Technology ensures fair and equitable remuneration decisions by reducing human bias in job evaluation. AI-driven job evaluation tools improve equity and transparency in remuneration methods, according to Davenport and Ronanki (2021). By ensuring that pay is determined by objective standards, job evaluation lessens the influence of unconscious prejudice and guaranteeing that every employee receives fair treatment. This encourages diversity and inclusion; ensuring equitable possibilities for promotion and fostering a sense of belonging. Bloom et al. (2021) noted that organizations with inclusive job evaluation processes experience higher levels of employee satisfaction and retention. More so, Organisations can better meet legal and regulatory standards for nondiscrimination and pay equity by using job evaluations. This lessens the possibility of legal issues and reputational loss. Compliance with the law guarantees fair and equal pay procedures, safeguarding the company and its workers. Eccles et al. (2020) note that organizations that prioritize compliance through job evaluation are better armed to navigate complex regulatory environments.

However, achieving fair and equitable compensation is fraught with challenges, particularly in a rapidly evolving workplace. For instance, employees' actual income may decline when inflation and rising living expenses surpass pay increases. Workers may experience financial hardship, which lowers job satisfaction and increases turnover. Pfeffer (2020) notes that organizations must consider cost-of-living adjustments to maintain employee purchasing power and satisfaction. Also, Employee expectations on remuneration are always evolving due to a variety of reasons, including peer comparisons, social media, and the state of the economy. Dissatisfaction and turnover may result from a misalignment between employee expectations and actual remuneration. To match pay with employee expectations, Cappelli and Tavis (2021) stresses on the value of frequent employee surveys and feedback systems.

3. Theoretical Framework

This study is grounded in several key theories as follows:

Equity Theory (Adams, 1963): According to this theory, workers evaluate their own job contributions and results against those of others. Employees are more driven to perform better when they believe that job assessment and reward schemes are fair. On the other hand, perceived unfairness may result in discontent and poorer performance.

Human Capital Theory (Becker, 1964): This theory asserts that employees are assets and investments in their growth through organized job assessment, training, and fair remuneration which in turn boosts overall company success. Employers may gain a competitive edge and boost productivity by methodically assessing and rewarding workers according to their job value.

Expectancy Theory (Vroom, 1964): According to this theory, workers expect that a certain performance level would result in a desired outcome which also impacts on their motivation. A well organized job evaluation procedure increases employee engagement and productivity by reinforcing the notion that fair rewards follow great performance.

Job Characteristics Theory (Hackman & Oldham, 1976): This theory asserts that job design affects worker motivation and output. Roles with defined responsibilities, autonomy, and feedback are facilitated by proper job evaluation, which improves efficiency and job satisfaction.

Contingency Theory (Fiedler, 1967): This theory states that there is no one-size-fits-all method for evaluating employees and that the success of each strategy varies depending on the industry, workforce makeup, and organizational structure.

By integrating these theoretical perspectives, this study establishes a strong foundation for understanding how job evaluation influences organizational performance and workforce behavior.

4. Empirical Review

Recent studies have extensively examined the impact of job evaluation on organizational performance.

Williams et al. (2021) examined the role of job evaluation in employee retention and found that firms with clear evaluation criteria had a 30% lower turnover rate. Harrison & Porter (2020) examined the relationship between job evaluation and productivity in the manufacturing industry and found that structured job evaluation frameworks resulted in a 25% increase in efficiency.

A study by J.I Agbo (2023) found a strong relationship between job evaluation and employee salary, with employees reporting higher levels of job satisfaction in organizations with structured job evaluation frameworks. Additionally, S.C Ogala (2022) identified that effective job evaluation leads to organizational profitability. A cross-sectional study by K.S Ajibola et al (2019) on manufacturing firms in Nigeria revealed that structured job evaluation is a strong predictor of employee performance and engagement. Another research by Lebo.E Peter, O.E Bassey et al (2024) revealed that there was a positive and strong relationship between job evaluation and corporate performance of business organizations in Nigeria.

A research by Okoro B. & Okonkwo O. M (2023) suggests that here must be proper job evaluation in an organisation in order to foster efficiency and profit margin. Additionally, an article by Okoye and Eze (2019) titled "Job Evaluation and Its Effect on Organizational Productivity: A Case Study of Nigerian Cement Industry." Stated that job assessment has a major influence on organizational productivity. Due to increased work satisfaction and lower turnover rates, businesses that used systematic job assessment procedures reported increased productivity.

Ibrahim and Umar's article from 2021, "Compensation Management and Organizational Performance in the Nigerian Cement Industry," highlighted how improving organizational performance may be achieved through equitable remuneration that is obtained from efficient job evaluation. It came to the conclusion that businesses with fair and open compensation practices often had superior operational and financial results.

5. Literature Gaps

There are still significant gaps in the literature, despite the fact that numerous studies have examined the effects of job evaluation on worker motivation, output, and organizational

effectiveness. There is limited information available on how well-structured job assessment systems work in developing economies like Nigeria because the majority of recent research focusses on developed nations. The industrial sector, notably the cement industry, has received minimal attention regarding the deployment and efficacy of job assessment frameworks. Moreover, most earlier research studies job assessment from a generic human resource management viewpoint without carefully studying how specific sectors, such as cement manufacture apply and benefit from these techniques. Few studies have investigated how job evaluation frameworks align with organizational performance metrics in Nigerian manufacturing firms, particularly in firms like BUA Cement Plc Okpella.

Additionally, while job evaluation is frequently linked to employee motivation and retention, there are few empirical studies measuring its direct impact on financial performance and operational efficiency in the cement industry. Additionally, existing research does not explore how external factors-like labour market dynamics, government regulations, and economic fluctuations-influence job evaluation processes and outcomes in Nigerian manufacturing firms.

This study aims to fill these gaps by offering industry-specific insights into how job evaluation affects employee performance, workforce motivation, and overall organizational effectiveness at BUA Cement Plc Okpella.

6. Findings on Job Evaluation and Organizational Performance in BUA Cement Plc, Okpella

- i. The job evaluation system of BUA Cement Plc Okpella is closely aligned with the company's strategic objectives.
- ii. The company periodically reviews its job evaluation system to ensure it remains relevant and responsive to changes in the industry and organizational structure.
- iii. The system recognizes and rewards employees based on their contributions, which has led to increased job satisfaction and morale.
- iv. The study found that employees who felt fairly evaluated and compensated were more committed to their roles, resulting in higher output and efficiency in performance processes.
- v. The research revealed that BUA Cement Plc's production output increased over the past three years, partly due to the effective implementation of the job evaluation system

7. Recommendations

- i. By ensuring that employees were placed in roles that matched their skills and competencies, the company should reduced inefficiencies and operational costs.
- ii. There should be fair and transparent job evaluation system, which made employees feel valued and fairly compensated.
- iii. The job evaluation system should identified skill gaps and provided opportunities for training and career advancement. Employees appreciated the company's investment in their professional growth, which further enhanced their loyalty and commitment.
- iv. The fairness and transparency of the job evaluation process contributed to a positive work environment, where employees felt respected and appreciated.
- v. The use of technology enabled the company to make data-driven decisions about job roles, compensation, and performance management.

8. Conclusion

The case study of BUA Cement Plc, Okpella, underscores the importance of job evaluation as a strategic tool for enhancing organizational performance. By ensuring fair compensation,

clarifying roles, and aligning employee efforts with business goals, job evaluation can drive productivity, employee satisfaction, and long-term success. For organizations aiming to optimize their performance, adopting a systematic and transparent job evaluation process, as demonstrated by BUA Cement Plc, is a proven pathway to achieving sustainable growth and competitiveness.

The results show that enhanced operational efficiency, lower staff turnover, and higher employee satisfaction are all correlated with a well-designed job evaluation system. The study emphasizes how crucial it is to use standardized job evaluation techniques in order to solve issues of position ambiguity and compensation disparities. Organizations are also better positioned to increase employee motivation, boost job satisfaction, and cultivate a performance-driven culture when they use rigorous job evaluation processes.

The success of job evaluation at BUA Cement Plc also demonstrates the process's scalability and adaptability. Although the company implemented job evaluation in a particular context, the methodologies and principles used can be applied across industries and organisations of different sizes. For example, small and medium-sized businesses can use job evaluation to ensure fairness and transparency as they grow, while multinational corporations can use it to standardise compensation structures across different regions. Additionally, the case study highlights the significance of adapting job evaluation processes to reflect changing market conditions and organizational needs. BUA Cement Plc's dedication to routinely reviewing and updating its job evaluations ensured that the system remained effective and relevant in a dynamic business environment.

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