Job Analysis forms the core of most human resource activities and can perform a number of functions. Researchers in strategic human resource management have established a relationship between human resource management (HRM) practices and organizational performance, but the relationship between HRM practice like Job Analysis – Job Performance, the intervening process recruitment, connecting Job Analysis and Job Performance remains unexplored. This research attempts to assess the impact of Job Analysis on Job Performance on the basis of the opinions of the employees of public sector regulatory authorities.

A survey questionnaire was designed and pre-tested. The study was carried out by taking a sample size of 568 employees of Pakistan public sector regulatory authorities from Pakistan Telecommunication Authority (PTA), Oil and Gas Regulatory Authority (OGRA), National Electric Power Regulatory Authority (NEPRA), Pakistan Electronic Media Regulatory Authority (PEMRA), Securities and Exchange Commission of Pakistan (SECP) and State Bank of Pakistan (SBP) dealing with the telecommunications, oil & gas, power, media, corporate, capital and banking sectors has presented a holistic conceptual framework of human resource practices in relation to recruitment process and its impact on employees' job performance and subsequent job satisfaction and retention.

Results supported the HR-Performance conceptual model by showing significant impact of Human Resource Management practices on job performance. Correlations and regression analyses were used to refine and increase the accuracy of six independent variables of HR practices, one intervening variable conforming to their relationship and impact on dependent variable job performance. Overall, the independent variables explained the positive variations in the dependent variable of job performance followed by the intervening variable, Recruitment. In addition, other statistical tools were also used to analyze the opinions of employees to ascertain differences in various regulatory authorities in relation to size and sector. The results revealed that importance of job analysis has a positive relationship with job performance in all regulatory authorities except OGRA where it has a negative relationship.

The study further revealed six relationships showing large effect size correlations between job satisfaction and job succession planning, job security and job succession planning, job succession planning and job performance, job design and job performance, job performance and job satisfaction and job security and job satisfaction. These positive highly significant relationships are the addition to the literature on Human Resource Management particularly with reference to Pakistan.

The practice in vogue of only carrying out job analysis for successful recruitment process has met with little success and therefore, other contributing factors like job design, job evaluation, job security and job succession planning, job satisfaction and job retention need to be examined. This study found that job analysis, job evaluation and job retention with the moderating variable Recruitment knowledge, skills and ability (KSA) explained a much larger proportion of the total

variance on dependent variable, job performance. The relatively stable standardized beta coefficients generated by job analysis, Job design, job evaluation, job security, job succession planning, job satisfaction and job retention with recruitment, indicating its unique impact, independent of moderators, support the central argument of this study that a job analysis is an important HR strategy to achieve superior job performance results. The study extends to the findings of the HR-job performance research followed in Western countries to a non-Western context.