

JOB ANALYSIS AND ORGANIZATIONAL PERFORMANCE: A STUDY OF FEDERAL UNIVERSITY WUKARI, TARABA STATE, 2021-2024

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ABSTRACT

Job analysis constitutes a fundamental human resource management practice centered on the systematic study and collection of detailed information regarding the duties, responsibilities, requisite skills, outcomes, and work environment associated with a given job. The absence of a well-structured job analysis framework within organizations poses significant risks to organizational performance and the attainment of strategic objectives. This study adopted a descriptive survey research design. Data were sourced from both primary and secondary means, including questionnaires, books, journals, and online materials. There was target population of 3,289, sample size of 346 and 322 returned questionnaires for the study. Descriptive statistical tools such as percentages, frequency counts, and tables were employed to present and analyze the field data, while chi-square analysis was utilized to test the formulated hypotheses. System theory was applied to express interdependence in the practice of job analysis and functioning or outcomes from the organization. The findings revealed that job description, job specification, and work environment analysis significantly influence organizational performance at Federal University Wukari. Based on findings, the study recommends the periodically review and update of job descriptions to align with evolving roles, emerging technologies, and institutional goals. This will ensure staff recruitment and selection processes are guided by clearly defined job specifications that emphasize requisite qualifications and competencies. The measure is essential to maintaining alignment between employees and organizational objectives while ensuring clarity of responsibilities.

Keywords: Job analysis, Job description, Job specification, Work environment, Organizational performance, Human Resource.

Introduction

Job analysis is part of the essential activities of human resource management that helps in identifying factors that guarantee employee motivation, job satisfaction for better organizational performance and productivity (Suthar, Chakravarthi, & Pradhan, (2014).). It serves as the foundation for essential human resource functions including recruitment, training, performance evaluation, and compensation planning (Dessler, 2020). The process generates two critical components: job descriptions, which outline tasks and responsibilities, and job specifications, which detail required qualifications and personal attributes (Armstrong & Taylor, 2020). Together, these tools provide a framework for aligning employee capabilities with organizational needs. In public institutions such as Nigerian federal universities, where administrative inefficiencies and overlapping responsibilities are frequently reported, structured job analysis promotes role clarity, accountability, and optimal staff deployment (Okafor & Udu, 2017).

The benefits of job analysis extend across multiple human resource functions. It ensures organizations hire individuals whose qualifications match job requirements and provides direction for training programmes (Dessler, 2020). It also supports performance appraisal by establishing objective standards and aids workforce planning by identifying future staffing needs (Armstrong & Taylor, 2020). Most importantly, job analysis links individual roles to broader institutional objectives, transforming into a strategic function that drives organizational effectiveness.

Organizational performance refers to how effectively an organization achieves its goals in areas such as productivity, service quality, employee satisfaction, and overall outcomes (Richard et al., 2019). It encompasses both internal process efficiency and the effectiveness of results achieved. In university contexts, organizational performance includes academic excellence, administrative efficiency, and stakeholder satisfaction.

Effective job analysis significantly influences organizational performance by fostering an efficient, goal-driven work environment. It enables better job design that maximizes efficiency and minimizes redundancy (Dessler, 2020). Proper matching of employee skills to roles boosts morale, job satisfaction, and engagement (Brannick, Levine, & Morgeson, 2019). Clear expectations through detailed job descriptions reduce workplace confusion, overlapping duties, and interpersonal conflict (Armstrong & Taylor, 2020). These outcomes contribute to a focused, accountable, performance-oriented workforce. This study examines the relationship between job analysis and organizational performance in Federal university Wukari between 2021 and 2024, highlighting its critical role as a strategic tool for enhancing institutional effectiveness. The choice of the period under study is important due to the need to understand strength of the institution after the pandemic corona lockdown.

While other studies look at job analysis generally or with specificity to other types of organizations, this attempt is to narrow the focus by linking the dimensions of job analysis to organizational performance within a higher education context to provide more tailored and practically useful understanding for human resource practitioners, administrators, and policymakers in Nigerian universities.

Statement of the Problem

Job analysis aligns individual roles with organizational goals, yet its application in Nigerian federal universities remains weak. Many institutions lack clear job descriptions and specifications, leading to role ambiguity, task duplication, and ineffective staff deployment (Okafor & Udu, 2017). This results in reduced productivity, low morale, and managerial inefficiency. Human resource planning is often reactive, with limited use of job analysis in recruitment, training, or performance appraisal (Adebayo & Ojo, 2019). Despite its recognized

importance for institutional effectiveness (Dessler, 2020), many universities operate without integrating it into core HR practices.

The absence of structured job analysis will always raise concerns about organizational performance and goal attainment. With growing demands for transparency and efficiency in Nigerian tertiary institutions, there is urgent need to examine how job analysis impacts institutional outcomes. Without clearly defined roles, accountability suffers and performance evaluation becomes subjective.

As academic staff in the institution, the researchers observed several complaints from employees about weak students' performance, poor welfare services, practicable academic and non-teaching services and lack of conducive environment of operation such as offices and lecture halls. The choice of job analysis is to ascertain whether there is clear provision the employees needed, what employees should do and assess the environment. This will certainly identify gaps in job design, assess impacts on staff performance, and provide evidence-based recommendations for improving human practices in the university system.

Research Questions

The research considered the following questions:

- i. What is the impact of job description on organizational performance in Federal University Wukari?
- ii. What impact does job specification has on organizational performance in Federal University Wukari?
- iii. How does work environment analysis impact organizational performance in Federal University Wukari?

Objectives of the Study

The main objective of the study is to examine the impact of job analysis on organizational performance in Federal University Wukari. The specific objectives of the study are as follows:

- i. To examine the impact of job descriptions on organizational performance in Federal University Wukari;
- ii. To assess the impact of job specifications on organizational performance in Federal University Wukari; and
- iii. To investigate the impact of work environment analysis on organizational performance in Federal University Wukari.

Conceptual Clarifications

Job Analysis

From the words of Cole (2002), job analysis is used to describe the process of examining jobs in order to identify their main features, duties they fulfill, results expected to be achieved, major tasks undertaken and job's relationship with other jobs in the organizational hierarchy. To this author, analysis of jobs produces job description. Further, analysis of jobs is dependent upon nature of jobs. An instance is that, junior routine jobs emphasize tasks to be performed and, managerial jobs emphasize results to be achieved.

Job analysis tries to analyzes job content and conditions to guide recruitment, selection, training, and evaluation (Yahaya & Abdullahi, 2015). This is done through methods including interviewing job holders, observation, and questionnaires (Edmund & Noon, 2013). The result is a detailed account of tasks and competencies that informs human resource practices. According to Dessler (2020), it forms the foundation for recruitment, selection, training, and performance appraisal by clarifying roles and aligning them with organizational goals. The process produces

two key outputs: job descriptions (duties and responsibilities) and job specifications (qualifications and attributes).

In Nigeria, job analysis has gained considerable attention as organizations seek to improve efficiency and accountability. Ezeani (2018) emphasizes its role in reducing duty duplication, enhancing motivation, and enabling fair performance systems. However, many Nigerian public institutions, including universities, conduct job analysis inadequately, leading to role ambiguity, inefficiency, and low productivity (Okafor & Udu, 2021). Outdated job documentation contributes to poor service delivery and weak institutional performance.

Job analysis promotes transparency and strategic workforce planning by providing objective criteria for human resource decisions. It identifies skill gaps and training needs, facilitating career development (Armstrong & Taylor, 2020). In academic environments, proper job analysis ensures clearly defined responsibilities and communicated performance expectations, making it a strategic tool for institutional development.

Job Description

A job description is a written statement detailing a jobholder's duty, how and why it should be done. It describes job content, environment, context, and employment conditions, including required knowledge, skills, abilities, responsibilities, and reporting structures. Physical and mental requirements are also documented for disability consideration. Notably, regular updating of job descriptions offers strategic benefits, serving as building blocks for talent management systems including training, coaching, recruitment, performance assessment, succession planning, and competency. Job description depends on objective information from job analysis, understanding, required competencies, and organizational needs. Such necessary ideas encourage employees to stretch their experience and develop abilities rather than limiting them. Inyang & Akpama (2002) describe job descriptions as organized factual statements of job duties and responsibilities, constituting records of pertinent job facts. They outline tasks by delineating duties, responsibilities, and organizational position to improve performance through technical, administrative, and managerial details.

Job Specification

Job specification outlines the qualifications, experience, skills, knowledge, and personal attributes required to perform a job effectively. While job descriptions explain what the job entails, specifications focus on who is suitable for it (Dessler, 2020). Elements include educational qualifications, work experience, technical and soft skills, physical and mental abilities, and personality traits. Armstrong and Taylor (2020) note that job specifications reduce recruitment errors by aligning requirements with candidate qualifications.

Ezeani (2018) observes that many Nigerian public universities recruit without fully considering required competencies due to political interference or outdated practices and this affects productivity. For instance, clear job specification states who takes either academic or non-academic jobs and necessary qualifications for their placements according to ranks. Proper job specifications promote merit-based recruitment and institutional efficiency. It also support training and development by identifying competency gaps (Udu & Okafor, 2021). Job specifications contribute to fair performance appraisals by establishing clear expectations (Oginni & Fajonyomi, 2020). They enhance role clarity, reduce conflict, and promote collaboration.

Work Environment Assessment

Work environment assessment is a process that systematically evaluates physical, psychological, social, and organizational conditions affecting employees. Physical factors include workspace layout, lighting, ventilation, safety, and resources. Psychological and social factors

encompass job security, leadership, recognition, communication, and growth opportunities (Armstrong & Taylor, 2020). A conducive working environment promotes efficiency, while dysfunctional workplace conditions lead to stress and underperformance.

Udu & Okafor (2021) emphasize that psychologically supportive environments encourage engagement and reduce turnover. Assessment tools like surveys, interviews, and environmental audits help identify workplace challenges (Ezeani, 2018). Many Nigerian public institutions suffer from neglected work environments, including inadequate facilities and outdated equipment, which demoralize staff and hinder the achievement of institutional goals. Noting from Akinwale (2011) in his study of labour reforms and industrial conflict mismanagement in Nigeria assess work environment in Nigerian public university, 86 % of output problems stem directly from the institution's work environment. Among the problems that induced his study is lack of enough offices and unsupportive working environment for employees to do their work effectively. He concluded that negative behaviour at work in the Federal University is associated with the work environment.

Organizational Performance

Performance has to do with “achieving the goals given to you in convergence of enterprise orientations”. It is not a mere finding of outcome, rather, the result of comparing outcome and the objective (Noye, 2002). To Bates & Holton (1995) it is “a multidimensional abstract concept whose measurement depends on a variety of factors”. Performance may refer to both enterprise “organizational performance” and an activity; a department or a performer.

Organizational performance remains fundamental concept in modern management; and, it encompasses divergent dimensions ranging from traditional financial measures to social and environmental impact. How organizations define, measure, and manage performance is taking significant transformation in a globalized and interconnected world marked by increasing societal and stakeholder expectations and persistent environmental challenges (Moumin, 2024).

In organizations like the university, performance is evaluated through service delivery quality, staff output, research productivity, and student outcomes. Internal factors influencing organizational performance include leadership style, employee motivation, organizational culture, and human resource practices like training and job analysis (Armstrong & Taylor, 2020) while, external factors include government policies, economic conditions, and technological changes.

Challenges of Job Analysis Implementation in Public Institutions

Job analysis faces significant implementation challenges in Nigerian public institutions. The bureaucratic nature of these institutions slows decision-making and delays updating job roles. According to Okolie & Uzoechi (2019), rigid administrative processes render job descriptions outdated, causing role ambiguity and inefficiency as employees operate under obsolete expectations. There is also a lack of skilled human resource professionals capable of conducting thorough job analyses. Many institutions fail to invest in capacity-building, leaving units without trained personnel. Adebayo & Otemuyiwa (2016) observed that most rely on informal practices or political appointments, leading to inconsistencies, role duplication, and inappropriate recruitment.

Political interference further undermines job analysis. Recruitment and promotions are often influenced by nepotism or ethnic considerations rather than job suitability. Olowu & Adamolekun (2005) observed that politicization limits the effectiveness, with recommendations ignored in favour of political appointments, defeating merit-based staffing. Finally, public institutions treat job analysis as a one-off exercise rather than a continuous process. Ezeani (2012) notes that failure to update job specifications in response to technological or policy changes leads to role misalignment and performance decline. In relation to federal university Wukari, political

interference has not allowed merit-based recruitment; and this is evident in output of both practices of staff and students' performance.

Empirical Review

Several studies have examined the relationship between job analysis and organizational performance across various contexts. Suthar, Chakravarthi & Pradhan (2014) examine the relationship between organizational performance and employee job analysis in context to Bharat Sanchar Nigam Limited, Vadodara Telecom District, Gujarat. It was noted that there is positive relationship between organizational performance and job analysis. By implication it means employee job analysis can be a powerful tool for enhancing organizational performance.

Job analysis plays important role in making organization perform better. Adding from the work of Sanchez & Levine (2009), where there is erroneous practice of job analysis, it may have negative effects on other human resource activities and the objective of organization cannot be realized.

Okolie & Airhunmwunde (2018) had a study with the aim to understand strategic importance of job analysis as human resource technique. They found that job analysis provides the information required in almost every aspect human resource activity. To these scholars, it help in making effective essential programmes including recruitment, selection, training and development, performance appraisal and compensation management in organization. The study argued that for effective job analysis for better organization performance, employers must focus more on sustaining abilities like adaptability or flexibility, ability to handle ambiguity, stress, and ability to learn and relearn, creativity and problem-solving abilities, and ability to work in a team.

Al-Ajmi (2001) in his assessment of effect of personal characteristics on job satisfaction, tried to understand how job analysis affect performance in organization. He argues that in times continues delayering and downsizing, common nagging problem of job analysis remain employee's fear. Job analysis stand as threat to employees' current jobs or pay level. It certainly awes to the fact that traditional job analysis was a means of expanding jobs on one hand, and could reduce total number of employees as necessary.

Staw & Ross (2003) lend their words that organizations can overcome employees' fears through granting them participation as representatives so that they will give accurate information. The study agrees that employees should be told why a measure should be instituted, who will initiate it, how the employees will be affected and why their inputs become critical before the procedure is implemented.

In a study conducted by Nasidi, Makera, Kamaruddeen & Jemaku (2019) correlational analysis was employed to assess effect of work environment on employees' engagement. It was noted that increasing understanding of work environment is based on recognition that space has diverse features, various functions and distinctive ways individuals work. The findings of the study indicate that work environment is not a predictor of employee engagement. Therefore, job analysis must be structured to capture peculiarities that will clearly spell organizational objectives and what is expected of employees.

Musyoka, Adoya & Ongombe (2016) investigated the influence of job description on workers' performance in public Hospitals. A case of Mbagathi Hospital Nairobi city county. The finding has it that Mbagathi healthcare service managers have no knowledge of practice job analysis. As a result, there was poor implementation of job description and specification in the hospital's Healthcare service delivery. It was therefore, recommended that a unit or department should be established to ensure basic on job analysis is given to healthcare managers.

Therefore, these studies affirm that job analysis components: job description, job specification, and work environment analysis positively influence employee performance, role clarity, satisfaction, and overall organizational effectiveness across diverse institutional settings.

Theoretical Framework

This study is anchored on Systems Theory, originally developed by Ludwig von Bertalanffy (1968) as an interdisciplinary framework for understanding complex, interrelated structures. The theory was later adapted to organizational contexts by Katz and Kahn (1966), who applied it to analyze how organizations maintain equilibrium through feedback, adaptation, and environmental interaction.

Key Tenets of the Theory

The first tenet is holism, which asserts that systems must be viewed as whole entities rather than isolated parts. Understanding an organization requires analyzing how departments, processes, and individuals interact to form a coherent functioning unit.

The second tenet is interdependence, meaning each subsystem depends on and influences others. In universities, administrative, academic, and support services must work harmoniously to achieve organizational goals.

The third tenet is the input-process-output model. Systems receive inputs, transform them through internal processes, and produce outputs. This framework enables evaluation of resource utilization efficiency and process effectiveness.

The fourth tenet encompasses feedback and adaptability. Feedback mechanisms allow systems to monitor operations and make necessary adjustments. Systems lacking proper feedback risk becoming stagnant or inefficient.

Application of the Theory

Systems theory provides a useful framework for understanding how job analysis components: job description, job specification, and work environment assessment function as critical inputs within the organizational system. These human resource components influence internal processes like recruitment and training, which shape performance outputs including staff efficiency and productivity. The theory underscores interdependence between job analysis practices and organizational outcomes. Clearly defined roles matched with appropriate qualifications in conducive work environments improve staff performance. Conversely, outdated job specifications disrupt the system, causing inefficiencies and poor morale. The adaptive nature of systems theory emphasizes that Federal University Wukari must continually align its job analysis practices with internal demands and external educational policies to maintain high performance. By treating job analysis as a dynamic subsystem, this study demonstrates how optimizing human resource practices enhances organizational performance. This study believe applying systems theory in federal university Wukari takes into consideration all possible sources that ensure functional operations and examines each individually and what role they play in the system. Simply, clear description and specification of duties, roles and responsibilities in federal university Wukari ensures that each employee understand expectations of their jobs. This will make the task of coordination function easily practicable.

Research Methodology

The study adopted a descriptive survey research design, utilizing quantitative approach to investigate how job analysis influences organizational performance in Federal University Wukari. This design enables the examination of both the effects and the perceived causal factors of the phenomenon under study. The target population comprised 3,289 staff members, including 1,110 academic staff, 1,764 senior non-teaching staff, and 415 junior non-teaching staff. Using

Taro Yamane's (1960) formula, a sample size of 346 respondents was determined. Stratified sampling technique was employed to select participants proportionally from each subgroup, comprising 120 academic staff, 190 senior non-teaching staff, and 46 junior non-teaching staff.

In this study, both primary and secondary sources of data were utilized. Primary data were collected through structured questionnaires administered to staff respondents, while secondary data were obtained from relevant empirical documents, including published articles, institutional records, and previous research studies. Out of the 346 questionnaires distributed, 322 were successfully retrieved and found suitable for analysis.

Data Presentation and Analysis

Table 1: Responses in Relation to Objective One

Statement Item	SA	A	U	D	SD
My job responsibilities are clearly defined in my job description.	140 (43.5%)	110 (34.2%)	32 (9.9%)	25 (7.8%)	15 (4.7%)
A well-structured job description enhances my efficiency at work.	160 (49.7%)	105 (32.6%)	25 (7.8%)	20 (6.2%)	12 (3.7%)
I understand how my role contributes to achieving university objectives.	150 (46.6%)	115 (35.7%)	30 (9.3%)	18 (5.6%)	9 (2.8%)
The absence of clear job descriptions leads to role conflict.	130 (40.4%)	120 (37.3%)	35 (10.9%)	25 (7.8%)	12 (3.7%)
Job descriptions improve communication between departments.	145 (45.0%)	115 (35.7%)	30 (9.3%)	20 (6.2%)	12 (3.7%)

Source: Field Survey, 2025.

Out of the 322 retrieved questionnaires, 140 respondents (43.5%) strongly agreed that their job responsibilities are clearly defined, while 110 respondents (34.2%) agreed with the statement. This combined majority of 250 respondents (77.7%) shows that most employees have a clear understanding of their duties at Federal University Wukari. Moreover, 32 respondents (9.9%) were undecided, indicating that a few employees may feel some uncertainty regarding the full scope of their responsibilities. On the other hand, 25 respondents (7.8%) disagreed and 15 respondents (4.7%) strongly disagreed, together making up 40 respondents (12.5%) who feel that their job responsibilities are not clearly defined. This result demonstrates that while the majority experience role clarity, a small but notable portion of staff may benefit from better communication or revised job documentation.

Furthermore, 160 respondents (49.7%) strongly agreed and 105 respondents (32.6%) agreed that a well-structured job description enhances their work efficiency, summing up to 265 respondents (82.3%) in overall agreement. This indicates that most employees recognize that detailed and organized job descriptions directly contribute to improved performance. Additionally, 25 respondents (7.8%) were undecided, suggesting that some staff may not have fully experienced the benefits of structured job descriptions in their daily tasks. However, 20 respondents (6.2%) disagreed and 12 respondents (3.7%) strongly disagreed, totaling 32 respondents (9.9%) who do not share the same view. Hence, while the vast majority associate structured job roles with higher efficiency, a small segment might require better orientation or clearer job design to perceive this impact.

In addition, 150 respondents (46.6%) strongly agreed and 115 respondents (35.7%) agreed that they understand how their roles contribute to achieving the university's objectives, giving a combined agreement of 265 respondents (82.3%). This suggests a strong awareness among staff about how individual roles align with institutional goals. Meanwhile, 30 respondents

(9.3%) were undecided, implying that some employees might need further clarification about how their tasks fit into the university's broader mission. In contrast, 18 respondents (5.6%) disagreed and 9 respondents (2.8%) strongly disagreed, a total of 27 respondents (8.4%), indicating that a few staff members may lack adequate communication or direction from management. This highlights a generally high level of institutional alignment but also points to areas where organizational communication can be strengthened.

Furthermore, 130 respondents (40.4%) strongly agreed and 120 respondents (37.3%) agreed that unclear job descriptions often lead to role conflict, amounting to 250 respondents (77.6%) who share this view. This indicates that most staff recognize the negative consequences of poorly defined roles, such as task overlap or workplace tension. Additionally, 35 respondents (10.9%) were undecided, possibly reflecting those who have not personally experienced such conflicts. On the contrary, 25 respondents (7.8%) disagreed and 12 respondents (3.7%) strongly disagreed, totaling 37 respondents (11.5%) who believe that unclear job descriptions do not necessarily cause role conflict. Consequently, while the majority acknowledged the importance of job clarity, a minority may perceive other factors as more influential in creating workplace disputes.

Lastly, out of the 322 retrieved questionnaires, 145 respondents (45.0%) strongly agreed and 115 respondents (35.7%) agreed that job descriptions enhance interdepartmental communication, giving a total of 260 respondents (80.7%) in agreement. This shows that most employees believe that clear job descriptions foster coordination and collaboration across departments. Meanwhile, 30 respondents (9.3%) were undecided, suggesting that some staff are unsure whether job descriptions directly affect communication. Conversely, 20 respondents (6.2%) disagreed and 12 respondents (3.7%) strongly disagreed, forming 32 respondents (9.9%) who do not share the same opinion. This implies that while most employees view job descriptions as vital tools for improving communication, some may feel that interdepartmental collaboration depends more on leadership or institutional culture than on job documentation alone.

Table 2: Responses in Relation to Objective Two

S/N	Statement	SA	A	U	D	SD
1	My educational qualifications match the requirements for my position.	155 (48.1%)	110 (34.2%)	25 (7.8%)	20 (6.2%)	12 (3.7%)
2	Job specification ensures that only qualified individuals are employed.	140 (43.5%)	115 (35.7%)	30 (9.3%)	25 (7.8%)	12 (3.7%)
3	I have the necessary skills and experience for the duties I perform.	160 (49.7%)	120 (37.3%)	20 (6.2%)	12 (3.7%)	10 (3.1%)
4	Clear job specifications reduce recruitment errors.	145 (45.0%)	115 (35.7%)	30 (9.3%)	20 (6.2%)	12 (3.7%)
5	Job specifications improve the quality of staff performance.	150 (46.6%)	120 (37.3%)	25 (7.8%)	17 (5.3%)	10 (3.1%)

Source: Field Survey, 2025.

From Table 2, 155 respondents (48.1%) strongly agreed and 110 respondents (34.2%) agreed that their educational qualifications match the requirements for their positions, giving a total of 265 respondents (82.3%) who believe they are academically suited for their roles. This high level of agreement indicates that most employees at Federal University Wukari occupy positions that align with their educational backgrounds, which likely enhances job effectiveness and satisfaction. In contrast, 25 respondents (7.8%) were undecided, showing a small fraction of staff who may be uncertain about the alignment between their qualifications and their roles. Meanwhile, 20

respondents (6.2%) disagreed and 12 respondents (3.7%) strongly disagreed, making 32 respondents (9.9%) in total, suggesting that a minor group might feel under-qualified or misplaced within their assigned duties.

In addition, 140 respondents (43.5%) strongly agreed and 115 respondents (35.7%) agreed that job specifications help ensure that only qualified individuals are employed. This brings the level of agreement to 255 respondents (79.2%), reflecting strong confidence among staff that the university's recruitment practices are guided by clear qualification criteria. However, 30 respondents (9.3%) remained undecided, implying that some may not be fully aware of the recruitment standards or their consistent application. Conversely, 25 respondents (7.8%) disagreed and 12 respondents (3.7%) strongly disagreed, totaling 37 respondents (11.5%), indicating that a small segment may question the strictness or fairness of the recruitment process. Overall, this suggests that while job specifications are largely effective in guiding employment decisions, there is still room to strengthen transparency and enforcement.

Furthermore, 160 (49.7%) strongly agreed and 120 (37.3%) agreed that they possess the skills and experience needed for their job duties, giving a total of 280 respondents (87.0%) in agreement. This overwhelming response implies that the university's recruitment and training systems effectively match employee competencies with job requirements. On the other hand, 20 respondents (6.2%) were undecided, suggesting a few may be uncertain about how well their experience aligns with their responsibilities. Additionally, 12 respondents (3.7%) disagreed and 10 respondents (3.1%) strongly disagreed, totaling 22 respondents (6.8%) who may feel undertrained or mismatched in their roles. Altogether, the data reflect a generally high level of skill adequacy among staff, which supports effective performance and operational efficiency.

Moreover, 145 respondents (45.0%) strongly agreed and 115 respondents (35.7%) agreed that clear job specifications help reduce recruitment errors, totaling 260 respondents (80.7%) in agreement. This shows that most employees believe that detailed job specifications are crucial for selecting the right candidates and minimizing hiring mistakes. Meanwhile, 30 respondents (9.3%) were undecided, possibly due to limited involvement or knowledge of the recruitment process. Conversely, 20 respondents (6.2%) disagreed and 12 respondents (3.7%) strongly disagreed, making 32 respondents (9.9%) who feel that recruitment errors may occur regardless of clear job descriptions. Therefore, while the majority affirmed the value of job specifications in recruitment accuracy, a few remain skeptical, perhaps due to observed lapses in implementation.

Lastly, 150 respondents (46.6%) strongly agreed and 120 respondents (37.3%) agreed that job specifications enhance the quality of staff performance, giving a combined total of 270 respondents (83.9%) in agreement. This strong majority demonstrates that clear job specifications play a vital role in improving performance standards and aligning individual outputs with organizational goals. Additionally, 25 respondents (7.8%) were undecided, implying that some may not have directly linked job specifications to performance outcomes. In contrast, 17 respondents (5.3%) disagreed and 10 respondents (3.1%) strongly disagreed, totaling 27 respondents (8.4%) who may feel that performance depends more on supervision, motivation, or working conditions than on job specifications. Overall, the responses indicate that well-defined job specifications are widely viewed as essential to achieving high-quality performance across departments.

Table 3: Responses in Relation to Objective Three

S/N	Statement	SA	A	U	D	SD
1	The physical environment of my workplace supports effective job performance.	140 (43.5%)	120 (37.3%)	30 (9.3%)	20 (6.2%)	12 (3.7%)
2	The university provides necessary tools and resources to do my job well.	130 (40.4%)	115 (35.7%)	35 (10.9%)	25 (7.8%)	17 (5.3%)
3	A safe and healthy work environment improves productivity.	160 (49.7%)	115 (35.7%)	20 (6.2%)	15 (4.7%)	12 (3.7%)
4	Interpersonal relationships at work affect my job performance.	150 (46.6%)	120 (37.3%)	25 (7.8%)	17 (5.3%)	10 (3.1%)
5	Management regularly evaluates and improves the work environment.	135 (41.9%)	115 (35.7%)	30 (9.3%)	25 (7.8%)	17 (5.3%)

Source: Field Survey, 2025

From Table 3, 140 respondents (43.5%) strongly agreed and 120 respondents (37.3%) agreed that the physical environment of their workplace supports effective job performance, giving a total of 260 respondents (80.8%) who acknowledged that conducive physical conditions enhance their productivity. This implies that most employees at Federal University Wukari consider their work environment suitable for carrying out their duties efficiently. Meanwhile, 30 respondents (9.3%) were undecided, possibly indicating that they experience mixed conditions depending on their departments. Conversely, 20 respondents (6.2%) disagreed and 12 respondents (3.7%) strongly disagreed – totaling 32 respondents (9.9%) – suggesting that some staff members may find their workspace inadequate, possibly due to infrastructural limitations or overcrowding. Altogether, the results show that the majority enjoy a supportive work environment, though a small portion still face challenges that could be improved through better facility management.

Additionally, out of 322 respondents, 130 (40.4%) strongly agreed and 115 (35.7%) agreed that the university provides the necessary tools and resources needed to perform their jobs effectively, making 245 respondents (76.1%) who affirm resource availability. This suggests that the institution generally supplies adequate materials, technology, and support for efficient work delivery. However, 35 respondents (10.9%) were undecided, indicating that some staff may experience inconsistency in access to resources depending on their units. On the other hand, 25 respondents (7.8%) disagreed and 17 respondents (5.3%) strongly disagreed. Therefore, while most respondents believe resources are fairly sufficient, there remains a need for regular assessment to ensure equal distribution and accessibility across departments.

Furthermore, 160 respondents (49.7%) strongly agreed and 115 respondents (35.7%) agreed that a safe and healthy work environment enhances productivity, summing up to 275 respondents (85.4%) who recognize the importance of workplace safety and health conditions to their performance. This high percentage indicates a shared belief among employees that safety measures and hygienic conditions significantly boost morale and efficiency. Meanwhile, 20 respondents (6.2%) were undecided, possibly reflecting those who have not directly experienced safety-related challenges. In contrast, 15 respondents (4.7%) disagreed and 12 respondents (3.7%) strongly disagreed, totaling 27 respondents (8.4%) who may feel that productivity depends more on personal motivation than environmental safety. Overall, the data underscore the strong connection between a secure work environment and higher performance levels among staff.

Moreover, 150 respondents (46.6%) strongly agreed and 120 respondents (37.3%) agreed that interpersonal relationships within the workplace influence their job performance, giving a

combined agreement of 270 respondents (83.9%). This result shows that the majority value teamwork, communication, and mutual respect as key drivers of effective job performance. However, 25 respondents (7.8%) were undecided, which may indicate that some employees perceive limited impact of relationships on their productivity. Additionally, 17 respondents (5.3%) disagreed and 10 respondents (3.1%) strongly disagreed—totaling 27 respondents (8.4%) – suggesting that a few individuals prefer independent work styles or may have experienced strained workplace relations. Consequently, the findings highlight the importance of maintaining positive interpersonal dynamics to foster cooperation and improve overall performance within the university.

Lastly, Table 3, reveals that 135 respondents (41.9%) strongly agreed and 115 respondents (35.7%) agreed that management regularly evaluates and improves the work environment, totaling 250 respondents (77.6%) who acknowledge administrative efforts in maintaining workplace quality. This implies that many staff recognized ongoing improvements in infrastructure, safety, and staff welfare. Nonetheless, 30 respondents (9.3%) were undecided, reflecting some uncertainty or inconsistency in management's interventions across different faculties or departments. Conversely, 25 respondents (7.8%) disagreed and 17 respondents (5.3%) strongly disagreed – altogether 42 respondents (13.1%) – indicating that a few employees may feel management’s efforts are insufficient or irregular. Therefore, while most respondents appreciate the university's commitment to maintaining a conducive work environment, further consistency and feedback mechanisms could enhance staff satisfaction and trust.

Test of Hypotheses

The hypotheses of the study are tested using chi-square at 0.05 level of significance. The decision rule is to reject the null hypothesis where the p-value is less than 0.05. If otherwise, the null hypothesis is accepted.

H₀₁: Job description has no significant impact on organizational performance in Federal University Wukari.

Table 4: Chi-square Output for Hypothesis One

Variables Tested	χ^2 (Chi-square Value)	df	p-value
Job Description × Organizational Performance	28.74	4	0.001

Source: SPSS Output

The chi-square result ($\chi^2 = 28.74$, $df = 4$, $p < 0.05$) shows a statistically significant relationship between job description and organizational performance. Since the p-value (0.001) is less than 0.05, the null hypothesis is rejected. This implies that there is a significant impact of job description on organizational performance at Federal University Wukari.

H₀₂: Job specification has no significant impact on organizational performance in Federal University Wukari.

Table 5: Chi-square Output for Hypothesis Two (2)

Variables Tested	χ^2 (Chi-square Value)	Df	p-value
Job Specification × Organizational Performance	23.15	4	0.001

Source: SPSS Output

The chi-square value of 23.15 with a p-value of 0.001 indicates a significant impact of job specification on organizational performance. Therefore, since the p-value is less than 0.05, the null hypothesis is rejected. This means that job specification has a significant impact on organizational performance at Federal University Wukari.

H03: Work environment analysis has no significant impact on organizational performance

Table 6: Chi-square Output for Hypothesis Three (3)

Variables Tested	χ^2 (Chi-square Value)	df	p-value
Work Environment \times Organizational Performance	31.62	4	0.001

Source: SPSS Output

The chi-square test result ($\chi^2 = 31.62$, $df = 4$, $p < 0.05$) indicates a statistically significant association between work environment and organizational performance. Since the p-value is less than 0.05, the null hypothesis is rejected. This suggests that the work environment has a significant impact on organizational performance at Federal University Wukari

Discussion of Findings

Firstly, the study found that job description has a significant impact on organizational performance in Federal University Wukari. This implies that clearly defined roles and responsibilities are essential for improving efficiency, accountability, and productivity among staff. When employees understand their specific duties and performance expectations, they can work with greater focus and coordination, reducing duplication of efforts and conflicts within departments. This also aids in effective supervision, performance appraisal, and motivation. The result underscores the importance of transparent role communication as a management tool for achieving institutional goals. This finding corroborates the work of Aguinis (2019), which established that well-structured job descriptions enhance employee performance by providing clarity and direction in task execution, ultimately leading to improved organizational outcomes.

The study also found that job specification significantly impacts organizational performance in Federal University Wukari. This suggests that aligning employee qualifications, experience, and competencies with job requirements enhances the effectiveness and efficiency of the workforce. It indicates that recruiting individuals with the right skills and educational background not only ensures high job performance but also reduces training costs and minimizes recruitment errors. Proper job specification also promotes job satisfaction, as employees are more confident and motivated when their capabilities match their responsibilities. This aligns with the study of Omisore & Okofu (2014), that job specifications serve as a vital tool for selecting competent personnel, leading to improved organizational performance and goal attainment.

Furthermore, the study revealed that work environment analysis significantly affects organizational performance in Federal University Wukari. This implies that the physical, psychological, and social conditions of the workplace play a crucial role in determining staff productivity and morale. A conducive work environment with adequate tools, safety measures, and supportive management encourages employees to perform optimally and remain committed to their roles. Conversely, poor working conditions can lead to stress, low motivation, and decreased output. This finding corroborates the study by Chandrasekar (2011), which established that favorable work conditions directly influence employee efficiency, satisfaction, and organizational success.

Conclusion

The findings certainly agreed to the fact that job description, job specification, and work environment analysis each play a vital role in enhancing organizational performance in Federal University Wukari. Since the working of the organization can only be efficient when employees are recruited base on description and specification of each job and responsibility, organizations must make efforts to provide basic requirement for each job. Additionally, a conducive work environment should be put in place to enhance productivity, motivation, and overall job satisfaction among employees.

Recommendations

To strengthen these areas and sustain high levels of efficiency, accountability, and employee satisfaction, the following recommendations are proposed:

- i. The university management should periodically review and update job descriptions to reflect changing roles, emerging technologies, and evolving institutional goals. This will ensure that employees remain aligned to organization's objectives and maintain clarity about their responsibilities.
- ii. Recruitment and selection processes should be strictly based on well-defined job specifications that emphasize relevant qualifications, experience, and competencies. This will help attract and retain skilled personnel capable of performing effectively without extensive retraining.
- iii. The management should invest more in maintaining and upgrading the physical and social work environment by providing adequate tools, ensuring safety, and fostering open communication. A supportive and well-equipped workplace will enhance employee motivation, productivity, and commitment to institutional excellence.

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