

**Analysis of Job Description and Design on Employees Operational Performance in Federal Airport Authority of Nigeria, Abuja**

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**ABSTRACT**

*This study investigated the relationship between job description and job design on the operational performance of FAAN employees. The objectives include examining the influence of employee job description (EJD) and identifying the characteristics of job design (AJD) that affect employee operational performance (EOP) within the FAAN organization. The study adopted descriptive case study and stratified sampling technique. Data were collected through semi-structured questionnaire and analyzed using inferential statistics, targeting 309 FAAN employees, with 219 valid responses returned, yielding a response rate of approximately 70.9%. The findings reveal an R-square value of .862, indicating that 86% of the variation in EOP can be explained by the study's variables, with a regression model of  $EOP = 2.359 + .087(EJD) - .143(AJD)$ . This suggests that EJD has a positive effect on EOP, while AJD negatively influences EOP. The study recommends that job descriptions should be regularly updated in response to changes. Initially used for benefits such as rewards and recognition, job descriptions are now provided in written form to all FAAN employees. The practical significance of this research highlights the need for well-defined and structured job descriptions and designs, ensuring they are adhered to, while promoting continuous improvements where necessary.*

**Keywords:** Employees, FAAN, Job Description, Job Design, Operational Performance

**INTRODUCTION**

A job, as characterised by Novianti and Fuadiputra (2021), involves a comprehensive set of tasks, responsibilities, and duties that make up an employee's complete work role. As these tasks and responsibilities evolve over time, the job itself may be subject to modifications. Nseobot et al. (2020) emphasize that the number of job positions should match the workload required by the organization, avoiding both excess and insufficiency. This underscores the importance of well-crafted job descriptions for identifying employees who

will excel in their roles. A carefully designed job description is essential to overcoming any challenges an employee may face in their role, as noted by Jermisittiparsert et al. (2019) and Gridwichai et al. (2020).

Operational performance is basically an organization's ability to effectively carry out its core functions and meet its objectives. This is typically measured using various metrics, such as productivity, efficiency, and quality. For the Federal Airports Authority of Nigeria (FAAN), operational performance is vital to ensuring smooth airport operations, optimizing

passenger services, and managing resources effectively (Ogunleeye et al., 2022). Key elements influencing operational performance include well-defined job roles, efficient job design, and employee satisfaction. When job descriptions are structured appropriately, they align employee skills and expectations, reducing errors and boosting productivity (Vermeeren et al., 2014).

Enhancing operational performance is often associated with robust human resource management (HRM) practices, such as job analysis, role clarity, and employee engagement (Schultz, 2021). Studies indicate that organizations with strong HRM strategies tend to see higher employee motivation and lower turnover rates, both of which contribute to better operational performance (Hailemariam et al., 2019). At FAAN, improving operational performance involves addressing employee attitudes, providing clear job roles, and aligning job designs with the organization's goals (Fadare & Adeniran, 2018). By fostering an environment of effective management and support, employee commitment can be strengthened, leading to improved overall organizational outcomes (Teryima & Abubakar, 2018).

Given the critical role of airports and air travel in a country's economic growth, as noted by Ogunleeye et al. (2022), Fadare and Adeniran (2018) argue that inadequate job descriptions and analyses can result in poor facility management practices, significantly impacting the efficiency and success of air transportation services. To ensure optimal operational performance, it is essential to establish effective job descriptions and analyses. The Federal Airports Authority of Nigeria (FAAN) is primarily responsible for managing all commercial airports in Nigeria and providing services to airlines and passengers (Ogunleeye et al., 2022). Regardless of ownership or operation, the adoption and implementation of appropriate human resource strategies, such as job analysis (Igbokwe-Ibeto, 2019) and job

descriptions (Ijoko et al., 2022), are crucial. Currently, many airport administrators and organizations operate without sufficient planning, coordination, or control—key components of job design, job descriptions, job specifications, and performance standards. Addressing these elements would enable FAAN to operate more effectively as a coordinating entity (Igbokwe-Ibeto, 2019). Previous research indicates that effective execution of critical HR processes, such as job analysis and description, can enhance both organizational and employee performance globally (Vermeeren et al., 2014). Findings from Prasetyo et al. (2021) reveal that employment analytic methods in HRM affect employee performance in publicly listed companies in Indonesia.

Traditionally, HRM practices in Africa have primarily focused on administrative and procedural tasks, such as employee interactions, job analysis and description, and compensation and benefits (Akunda et al., 2018). According to Umana and Okafor (2019), job analysis, design, and description are often underdeveloped, with non-HR professionals handling their execution and oversight. These procedures, programmes, and policies significantly affect the performance of employees in Ghana. Schultz (2021) notes that HRM practices have a considerable impact on organizational success in South Africa, suggesting that practitioners there are not fully implementing these practices and should focus more on strategic application. Hailemariam et al. (2019) found that effective HRM practices, including job descriptions and analyses, are crucial for achieving organizational performance. In Kenya, human resource management methods related to recruitment, training, and incentives greatly influence employee performance (Njue & Kiiru, 2018). The influence of job analysis (Igbokwe-Ibeto, 2019), job description (Ijoko et al., 2022), and work standards (Edeh et al., 2024) on staff performance in Nigeria highlights their impact

on overall organizational performance (Oguneye et al., 2022).

The Federal Airports Authority of Nigeria (FAAN) aims to improve coordination processes through the implementation of effective job design methodologies that clearly outline the procedures for completing job tasks (Noermijati et al., 2024). Organizational reports frequently identify factors influencing the quality of job design, analysis, and descriptions by HR managers (Onwunayi et al., 2019). Issues such as decreased job satisfaction, reduced motivation, increased absenteeism, a deteriorating work environment, more errors, lower productivity, higher workplace accidents, and mental stress are associated with inadequate job descriptions, work designs, and performance criteria (Teryima & Abubakar, 2018; Solatiah & Muhammed, 2019). These issues highlight the need for improved job descriptions, design, analysis, and performance standards, which have adversely affected FAAN's operations. Research on HRM practices at FAAN, particularly regarding job design, analysis, description, and performance criteria, is lacking (Igbokwe-Ibeto, 2019).

As established, FAAN's operational challenges, including inefficiencies, errors, and reduced employee productivity, stem from inadequate job design, analysis, and performance criteria. The absence of tailored HRM frameworks exacerbates these issues, undermining organizational effectiveness and employee well-being. Addressing these deficiencies is essential for optimizing FAAN's coordination processes and achieving sustainable improvements in airport operations. There is a need to address the gap between job roles and employee performance, which impacts FAAN's operational efficiency. Therefore, this study aims to assess job description and design, and their impact on employee operational performance at FAAN. The study objectives are to:

- i. Determine the effect of job description on employee operational performance at FAAN.
- ii. Assess the effect of job design on employee operational performance at FAAN.

## **LITERATURE REVIEW**

### **Job Description**

A job description is an official document that outlines the specific duties, responsibilities, and qualifications associated with a particular job role. As described by Dessler (2020), a job description is a written statement that explains the essential tasks, duties, and responsibilities of a job, as well as the conditions under which the work is performed. It is a critical tool in human resource management, providing clarity about the expectations for the role and serving as a reference for recruitment, performance evaluations, and organizational planning.

Brannick and Levine (2002) define a job description as a structured and systematic summary of the work content, purpose, and context of a job, detailing the key activities and competencies required for effective performance. It is typically developed through a thorough job analysis process that collects information on the tasks, required skills, and contextual factors relevant to the role.

### **Job Design**

Job design is recognized as a key method for optimizing employee performance. Job redesign involves modifying work processes and content to enhance productivity, motivation, and job satisfaction (Anjanarko & Jahroni, 2022). Effective job design is evidenced by high levels of employee engagement with their tasks. Although the concept of work design has been studied since the early 1900s, many managers still overlook its significance. Studies show that many organizations have suffered from decreased productivity due to poor job design (Azmy et al., 2022). An effective job design refers to the

process of structuring work roles, tasks, and responsibilities in a way that aligns with organizational objectives while enabling employees to perform efficiently and effectively. It involves creating roles that are meaningful, clearly defined, and directly relevant to an employee's skills and capabilities. An effective job design involves activities that are directly relevant to the employee's role, aiding in predicting worker efficiency and overall organizational success (Eisenberger et al., 2023). A well-structured job enhances employee engagement and utilizes their cognitive, emotional, and physical capacities to achieve objectives (Khan, 2019). Khan suggests that employees perform best when they actively manage their physical, cognitive, and psychological aspects.

### **Job Analysis and Employee Performance**

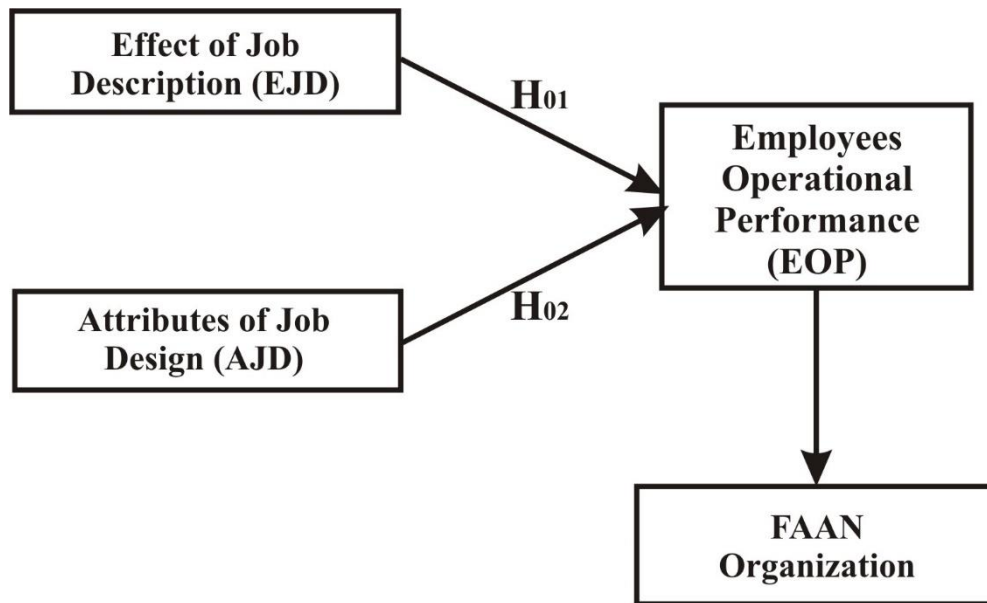
The job process begins with job design, analysis, and description, which outline the skills, knowledge, and responsibilities needed for each role. Olatoye (2024) defines job analysis as the systematic identification of job activities, responsibilities, and required skills to develop a clear job description. According to Paksoy et al. (2024), job analysis involves systematically collecting, analyzing, and organizing data about job components and requirements. This approach allows organizations to select suitable candidates based on role-specific demands and characteristics (Waisiko, 2024). Job analysis helps predict employee performance and determine optimal compensation based on productivity. It also informs employees about performance criteria and compensation procedures (Hailemariam et al., 2019). The data from job analysis can be used to identify necessary skills and knowledge for high-level performance, establish compensation levels, and set criteria for selection, hiring, and promotion (Adeniran et al., 2023). It also assists

in setting goals for staff training and organizational growth and refining performance evaluation criteria.

Yolande (2024) argues that job analysis aims to provide data for job descriptions and determine appropriate salary ranges. This process results in job specifications, which detail the knowledge, skills, and attributes required, and job descriptions, which outline the responsibilities and tasks associated with a position (Nisar Khattak et al., 2023). While job specifications focus on the individual, job descriptions emphasize the role itself, serving as a foundation for creating a balanced compensation system that aligns with the scope of duties and responsibilities (Noermijati et al., 2024).

### **Conceptual Framework**

This study focuses on examining how job description and job design impact employees' operational performance within the Federal Airports Authority of Nigeria (FAAN). It posits that well-structured job descriptions and effective job design are essential for enhancing employees' operational performance at FAAN. The objectives of the study are of two-fold: To determine the impact of job description on employees' operational performance within FAAN and to ascertain the effect of job design on employees' operational performance at FAAN. The relationship between job description and job design as independent variables and employees' operational performance as the dependent variable guides the direction of this research. Hypotheses (H01 and H02) are formulated to test these relationships. The data collected are analyzed to assess the extent of their impact on improving employees' operational performance at FAAN. The conceptual framework illustrating this flow of relationships is depicted in Figure 1.



**Figure 1:** Study's Conceptual Framework  
**Source:** Author's Construct, (2024)

### Theoretical Review

This study is grounded in Self-Perception Theory (Bem, 1967) and Cognitive Dissonance Theory (Festinger, 1957). Self-Perception Theory involves an individual's subjective evaluation of their identity within a specific context (Liang & Ng, 2023). Employees' perceptions of their treatment by management can influence their work attitudes. Managers are encouraged to address behavioral factors that lead to unproductive work behaviors (Tretter & Löffler-Stastka, 2024). Employees with negative work attitudes may become accustomed to these attitudes, attributing their behavior to long-term effects (Joubert & Hitge, 2023). Cognitive Dissonance Theory suggests that individuals can change their attitudes from negative to positive upon realizing that their previous behavior is counterproductive (Festinger, 1957). Colthirst-Reid (2022) asserts that preventing unproductive work attitudes is preferable to correcting them. Joubert and Hitge (2023) recommend that management support employees with negative attitudes by motivating them to change, thereby improving their performance and character.

These theories highlight that employees' perceptions of their roles and management can significantly impact their operational performance. Effective management practices at FAAN, focused on promoting positive perceptions and resolving dissonance, can lead to more productive and satisfied employees.

### Empirical Review of Related Studies

Boohene et al. (2024) investigated the impact of Human Capital Development (HCD) practices on workforce competency in IT companies across major Indian IT centers. Using stepwise regression analysis on data from 527 employees, the study found that HCD practices, including training, performance evaluation, and talent management, significantly enhance workforce capabilities. The research suggests that HCD practices are beneficial for improving employee competency, and advocates for the endorsement of HCD policies by state authorities in emerging economies.

Olatoye (2024) explored the effect of job enrichment on employee performance at Nigerian Breweries PLC. The study involved 75 employees and used the Job Enrichment and Employee Performance Questionnaire (JEEPQ) with a reliability coefficient of 0.94.



The findings indicated that factors such as insufficient skills, unclear expectations, and inadequate motivation were detrimental to performance. Job enrichment strategies like skill development, job autonomy, and career advancement opportunities were identified as crucial for improving performance.

Nwaogbe et al. (2024) assessed the operational efficiency of Apapa Port and Tin Can Island Port in Lagos, Nigeria, using the Cobb-Douglas production function and Ordinary Least Squares (OLS) approach. The analysis revealed that Tin Can Island Port demonstrated higher productivity compared to Apapa Port, with significant positive correlations between cargo throughput and operational metrics like ship traffic and berth occupancy. The study recommends addressing port congestion and enhancing road conditions to improve seaport efficiency.

Alredaisy (2023) examined the impact of job design and recruitment on teaching staff performance at the University of Khartoum. Employing both analytical and descriptive methods, the study found that job design and recruitment practices positively affect job performance. The research highlights the importance of optimizing job design and recruitment processes to enhance staff development and performance.

Duale et al. (2023) investigated the role of job descriptions in employee performance at Dahabshiil Bank, Hargeisa. The study utilized a descriptive-quantitative approach with data from 44 employees and managers. Results indicated a positive correlation between well-defined job descriptions and employee performance, with 55% of participants strongly agreeing on their importance. The study suggests that comprehensive and updated job descriptions are vital for improving performance.

Bernard et al. (2023) explored the relationship between job design features and performance in manufacturing enterprises in Cross River State,

Nigeria. Analyzing data from 245 respondents, the study found notable correlations between job descriptions, job specifications, and employee satisfaction. The research suggests that accurate job descriptions and proper task assignments are crucial for enhancing employee satisfaction and performance in the manufacturing sector.

These studies collectively underscore the significance of job descriptions, job design, and related human resource practices in influencing employee performance across various sectors and locations. They provide a foundation for understanding how these factors can be leveraged to improve operational outcomes in organizations like FAAN.

## **METHODOLOGY**

This research employs a descriptive case study design to evaluate the impact of job description and job design on employee operational performance within the Federal Airport Authority of Nigeria (FAAN). The study aims to provide a detailed analysis of how these factors influence employee performance. Data was collected from FAAN employees and analyzed using inferential statistics. Inferential statistics was applied to test the hypotheses and determine the relationships between job description, job design, and employee performance.

The study population consists of employees of FAAN located in Abuja metropolis. According to Kolo (2003), the population includes individuals who meet the study's criteria. The total population for this research is 1,353 employees of FAAN, representing the primary body under investigation.

The sampling frame includes various categories of FAAN employees, such as Administrative Staff, HRM Officers, Junior Level Managers, Middle Level Managers, Senior Level Managers, and Accountants. To determine the sample size, the following formula by Yamane (1973) was used:

Abuja, calculated using the formula by Yamane (1973).

$$n = \frac{N}{1 + N(e)^2}$$

Where;

n = Sample Size,

N = population of the study (1,353),

e<sup>2</sup> = Margin of error (assumed 5% or 0.05),

1 = unity or constant value

$$n = \frac{1353}{1 + 1353(0.05)^2}$$

n = 309

The number of respondents requisite for this study is **309**.

Data was collected through structured questionnaire administered to the selected sample of FAAN employees. The questionnaire was designed to gather information on job descriptions, job design, and employee performance.

Multiple linear regression analysis was used to explore the relationships between the independent variables (job description and job design) and the dependent variable (employee performance). This approach allows for the assessment of the impact of job description and job design on employee performance and help draw conclusions about their significance in the FAAN organization.

Primary data was employed for this study and gotten from the administration of well-structured questionnaires. Respondents are made up of FAAN employees. This study employs a 5-point Likert scale ranging from 1 to 5 as applied by Olatoye (2024). The scale encompasses “5 = Extremely Significant”, “4 = Very Significant”, “3 = Moderately Significant”, “2 = Slightly Significant” and “1 = Not Significant” respectively (Muhammed et al., 2022). The inferential statistics of MLRA also used to ascertain the impact of the variables on the employee’s organizational performance (Kanapathipillai et al., 2023). This is equally applied in the study of Sila &Gakobo (2021) and Munianday et al. (2022). As a result, the model built for this study includes;

$$EOP = \beta + b_1EJD + b_2AJD + \xi$$

Where;

EJD: Effect of Job Description

AJD: Attributes of Job Design

EOP: Employee’s Organizational Performance  
β:

b<sub>1</sub> to b<sub>2</sub>: Coefficient of the Independent Variable

ξ: Error Term

## RESULTS AND DISCUSSION

According to Kothari (2004), a response rate of 50% is considered average, 60-70% is acceptable, and above 70% is excellent. With a response rate of 70.9%, the study’s response rate is categorized as excellent, indicating a strong level of participant engagement and a solid basis for analysis and conclusions.

**Table 1: Questionnaire Responses**

<b>Administered</b>	<b>Received</b>	<b>Percentage</b>
309	219	70.9%

**Source:** Author's Field Survey, (2024)

### **Respondents Background Information**

As indicated in table 2, the gender of the respondents indicates that the male respondents have 161 responses while the female respondents have 58 responses indicating a response rate of about 73.5 and 26.5 percent respectively. This is in line with the study of Muhammed et al. (2022), that expositis that male respondent are usually more inclined to responding to questionnaire surveys. The profession of respondents which shows that the HRM Officers of FAAN have 16 responses, Administrative Staff with 52, Junior level manager with 61, Middle level managers with 40, and senior level managers with 50 responses. This indicates a response rate of 7.3, 23.7, 27.9, 18.3 and 22.3 percent respectively. The age of the respondents shows 21 – 30 years (81), 31 – 40 years (58), 41 – 50 years (45) and 51 – 60 years (35) with response rate of 37.0, 26.5, 20.5 and 16.0 percent respectively. The experience of the respondents in FAAN depicts those that have worked in the organization above 5 years to be 74, above 10 years to be 52, above 15 years to be 68 and above 20 years to be 25. This indicates a response rate of 33.8, 23.7, 31.1 and 11.4 percent respectively. The staff with ND certificates have 3 responses, HND with 12 responses, First Degree with 99 responses, Master's Degree with 101 responses and PhD with 4 responses showing a response rate of 1.4, 5.5, 45.2, 46.1 and 1.8 percent correspondingly. The nature of job of the

respondents which indicates that permanent staff have 125 responses, contractual staff with 62 responses ad pat-time staff with 32 responses. This shows that a response rate of 57.1, 28.3 and 14.6 responses are gotten correspondingly for each criterion. The organizational emphasis of HRM practices is indicated to have positive responses with 212 respondents agreeing to it while 7 respondents think otherwise. This shows a response rate of 96.8 and 3.2 percent congruently. The generality of those involved in FAAN shows that those that have spent above 5 years have 24 responses above 10 years have 72 responses, above 15 years with 107 responses and those above 20 years have 16 responses. This is indicated to have a response rate of 11.0, 32.9, 48.9 and 7.3 percent consistently. The mode of appointment into the present position of the employee indicates that those with direct appointment have 32 responses, those promoted have the highest response rate with 163 responses while those deputizing for other have the least response rate with 24 responses. This shows the response rate of 14.6, 74.4 and 11.0 percent compatibly. The position of the respondents indicates that there was only 1 director that responded, 127 coordinator responses, 4 head of department responses and 87 team leader responses. This is indicated by their response rate of .5, 58.0, 1.8 and 39.7 percent correspondingly.



**Table 2:** Descriptive Statistics for the Respondents Profile

<b>Criteria</b>	<b>Frequency</b>	<b>Percent</b>	<b>Cumulative Percent</b>
<b>Gender</b>			
Male	161	73.5	73.5
Female	58	26.5	100.0
Total	219	100.0	
<b>Profession of Respondents</b>			
HRM Officer	16	7.3	7.3
Administrative Staff	52	23.7	31.1
Junior Level Manager	61	27.9	58.9
Middle Level Manager	40	18.3	77.2
Senior Level Managers	50	22.8	100.0
Total	219	100.0	
<b>Age of Respondents</b>			
21 – 30 Years	81	37.0	37.0
31 – 40 Years	58	26.5	63.5
41 – 50 Years	45	20.5	84.0
51 – 60 Years	35	16.0	100.0
Total	219	100.0	
<b>Experience in FAAN (in years)</b>			
Above 5 Years	74	33.8	100.0
Above 10 Years	52	23.7	35.2
Above 15 Years	68	31.1	66.2
Above 20 Years	25	11.4	11.4
Total	219	100.0	
<b>Highest Academic Qualification</b>			
ND	3	1.4	1.4
HND	12	5.5	6.8
First Degree	99	45.2	52.1
Master's Degree	101	46.1	98.2
PhD	4	1.8	100.0
Total	219	100.0	
<b>Nature of Job</b>			
Permanent Staff	125	57.1	57.1
Contractual Staff	62	28.3	85.4
Part-time Staff	32	14.6	100.0
Total	219	100.0	
<b>Does your organization emphasize HRM practices?</b>			
Yes	212	96.8	
No	7	3.2	

Total	219	100.0	
<b>How long have you been involved with FAAN Generally</b>			
Above 5 Years	24	11.0	11.0
Above 10 Years	72	32.9	43.8
Above 15 Years	107	48.9	92.7
Above 20 Years	16	7.3	100.0
Total	219	100.0	
<b>Mode of Appointment into Current Position</b>			
Direct Recruitment	32	14.6	14.6
Promotion	163	74.4	89.0
Deputation	24	11.0	100.0
Total	219	100.0	
<b>Position of Respondents</b>			
Director	1	.5	.5
Coordinator	127	58.0	98.2
Head of Department	4	1.8	100.0
Team Leader	87	39.7	40.2
Total	219	100.0	

**Source:** Author's Field Survey, (2023)

### Effect of Job Description (EJD)

Table 3 presents the descriptive statistics for the effect of job description (EJD), where the highest ranked are "Because of changes, your job description was updated", "Job descriptions are used for benefits payment (rewards, recognition, etc.)" and "Written job descriptions are provided to each employee working in the commission", with Mean scores of 4.8219, 4.5114 and 4.2694 respectively. "The effect of job design improves employees' operational performance, which improves remuneration" and "Job descriptions are used for evaluating employee performance" are ranked 4<sup>th</sup> with Mean score of 3.7306. These items, suggesting that job design's impact on performance and the use of job descriptions for performance evaluation are considered significant. "Delineation of the specific requirements" and "Employees are required to have particular knowledge, skills, and ability to perform his/her job" are ranked 6<sup>th</sup> and 7<sup>th</sup> with Mean scores of 3.1233

These are ranked 6<sup>th</sup>, reflecting moderate importance in specifying job requirements and required skills. At 8<sup>th</sup> and 9<sup>th</sup> are "Job descriptions aid managers in avoiding misunderstandings that would otherwise harm an organization's performance" and "As an employee, unclear job description leads to poor performance" with Mean scores of 3.0959, indicating a relatively lower, yet notable, recognition of the role of clear job descriptions in preventing misunderstandings and poor performance. While "Errors are likely to occur if employees lack knowledge and skills required for doing a particular job" and "Employee current job description clarifies the chain of command" are ranked lowly with Mean scores of 2.1689, highlighting a lower perceived impact of job descriptions on preventing errors due to skill gaps and clarifying the chain of command.

Overall, the results show a strong recognition of the role of job descriptions in updating roles, ensuring benefits, and supporting performance

evaluations, while the perceived impact on minimizing errors and clarifying command structures is less pronounced.

**Table 3:** Descriptive Statistics for EJD for FAAN Employees

EJD	MEAN	SD	Rank
Because of changes, your job description was updated	4.8219	.38346	1
Job descriptions are used for benefits payment (rewards, recognition etc.)	4.5114	.50101	2
Written job descriptions are provided to each employee working in the commission	4.2694	1.29059	3
The effect of job design improves employees' operational performance which improve remuneration	3.7306	.96523	4
Job descriptions used for evaluating employee performance	3.7306	.96523	4
Delineates the specific requirements	3.1233	1.25558	6
Employees are required to have particular knowledge, skills and ability to perform his/her job.	3.1233	1.25558	6
JDs aid managers in avoiding misunderstandings that would otherwise harm an organization's performance.	3.0959	1.44785	8
As an employee, Unclear job description leads to your poor performance	3.0959	1.44785	8
Errors are likely to occur if the employees lack knowledge and skills required for doing a particular job	2.1689	1.82333	10
Employee current job description clears about the chain of command in	2.1689	1.82333	10

**Source:** Author's Field Survey, (2023)

#### Attributes of Job Design (AJD)

Table 4 presents the descriptive statistics for the attributes of job design (AJD). The analysis revealed that "JD exposes the job-specific functions to perform" with Mean score of 4.5114, "Job design influences the general work behavior of employees" with Mean score of 4.4977. "Work quantity influences operational performance of employees" with Mean score of 4.4612 and "Job design independence amongst employees increases their operational performance" with Mean score of 4.2831 are top factors and are ranked 1st through 4th, indicating that job-specific functions, general work behavior, work quantity, and independence significantly impact job design attributes in FAAN. It also revealed that "JD improves working relations between employees and supervisors", "I enjoy carrying out activities not part of one's job due to the quality of job design", "The quality of job design improves employees' operational performance,

which improves remuneration". and "Promptness in job design for new employees stabilizes operational performance of employees" with Mean scores of 4.2694, 4.1644, 4.0868 and 4.0639 respectively are ranked 5th through 8th, showing that working relations, job quality, remuneration improvement, and promptness for new employees also play important roles. While the lowest ranked are "There is effectiveness of job design on operational performance of employees" and "Quality of job design increases operational performance of employees" Mean scores of 3.7717 and 3.3059 respectively, reflecting a relatively lower but still significant impact of job design effectiveness and quality on operational performance.

Overall, the results highlight the importance of job-specific functions, work behavior, work quantity, and employee independence in job design attributes, with a moderate impact from

factors related to working relationships, job quality, and promptness for new employees.

**Table 4:** Descriptive Statistics for AJD for FAAN Employees

AJD	MEAN	SD	Rank
JD exposes the job – specific functions to perform	4.5114	.96907	1
Job design influences the general work behavior of the employees	4.4977	.93541	2
Work quantity influences operational performances of employees	4.4612	1.11376	3
Job design independence amongst employees increase their operational performances	4.2831	1.21241	4
JD improves working relations between employees' supervisors	4.2694	1.29059	5
I enjoy carrying out activities not part of one's job due to the quality of job design	4.1644	1.31345	6
The quality of job design improves employees' operational performance which improve remuneration	4.0868	1.51952	7
Promptness in job design for new employee stabilizes operational performances of employees	4.0639	1.34626	8
There is effectiveness of job design on operational performances of employees	3.7717	1.68178	9
Quality of job design increases operational performances of employees	3.3059	1.30015	10

**Source:** Author's Field Survey, (2023)

#### **Employee Operational Performance in FAAN (EOP)**

Table 5 displays the findings on factors influencing employee operational performance (EOP) at FAAN. It posits that "Employees are trained in skills that enable and promote innovation" with Mean score of 4.5114, "Regular training programs are offered to improve personnel innovativeness" with Mean score of 3.5845 and "Technical development skills are a key focus during training" with Mean score of 3.2694 are top factors ranked 1st, 2nd, and 3rd, indicating that training focused on innovation and technical development plays a

crucial role in enhancing employee performance. It revealed "Competencies for management are an important criterion for recruiting" and "During recruitment, applicants are tested for innovation and creativity" with Mean scores of 2.8767 and 1.8767 as the 4th and 5th, suggesting that while important, the focus on management competencies and testing for innovation during recruitment are less emphasized compared to the training aspects. Overall, the data underscores the significance of targeted training programs in fostering innovation and technical skills among employees at FAAN.

**Table 5:** Descriptive Statistics for EOP

EPF	Mean	SD	Rank
Employees are trained in the skills that enables and promote innovation	4.5114	.50101	1
Regular training programs are offered to improve personnel innovativeness	3.5845	.91167	2
Technical development skills as a key focus during training	3.2694	1.23241	3

Competencies for management are an important criterion for recruiting	2.8767	1.36750	4
During recruitment, applicants are tested for innovation and creativity	1.8767	1.65855	5

**Source:** Author's Field Survey, (2023)

### Hypotheses:

- **Ho1:** There is no significant statistical impact of the effect of job description (EJD) on employee operational performance (EOP) in the FAAN organization.
- **Ho2:** There is no significant statistical impact of the attributes of job design (AJD) on employee operational performance (EOP) in the FAAN organization.

### Model Summary:

The results presented in Table 6 show that EJD and AJD were entered into the SPSS statistical tool as independent variables, with EOP as the dependent variable. According to Table 7, the model summary reveals an R Square value of 0.862. This indicates that 86% of the variance in employee operational performance (EOP)

can be explained by the combined effects of job description (EJD) and job design attributes (AJD). The remaining 14% of the variance is attributed to the error term. This high R Square value suggests a strong relationship between the independent variables (EJD and AJD) and the dependent variable (EOP), supporting the relevance of these factors in influencing employee performance.

**Table 6:** Variables Entered/Removed<sup>a</sup>

Model	Variables Entered	Variables Removed	Method
1	EJD AJD <sup>b</sup>	.	Enter

a. Dependent Variable: EOP

b. All requested variables entered.

**Table 7:** Model Summary<sup>b</sup>

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.912 <sup>a</sup>	.862	.833	.37158

a. Predictors: (Constant), EJD, AJD

b. Dependent Variable: EOP

Table 8 presents the ANOVA statistics, with the regression sum of squares at 88.869, degrees of freedom (df) at 2, mean square at 44.434, and an F-value of 321.830 with a significance level (Sig.) of 0.000. The residual values are reported as follows: sum of squares of 39.488, degrees of freedom of 286, and mean square of 0.138. The large F-value indicates significant differences among the group means, and the significance level (Sig. < 0.05) provides evidence to reject the null hypothesis (H01 and H02). This result implies that both the effect of job description (EJD) and the attributes of job

design (AJD) have a statistically significant impact on employee operational performance (EOP) in the FAAN organization.

Consequently, table 9 outlines the residual statistics of this study. The predicted values have a minimum of 3.3721, a maximum of 3.9581, a mean of 3.7170, and a standard deviation of 0.14290. The residuals show values of -0.47667, 0.60467, 0.00000, and 0.24004 for minimum, maximum, mean, and standard deviation, respectively. The standardized predicted values range from -2.414 to 1.687, with a mean of 0.000 and a



standard deviation of 1.000. The standardized residuals range from -1.948 to 2.471, with a mean of 0.000 and a standard deviation of 0.981. These statistics confirm the robustness of

the model and the validity of the significant impact of job description and job design attributes on employee performance in the FAAN organization.

**Table 8: ANOVA<sup>a</sup>**

	Model	Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	88.869	2	44.434	321.830	.000 <sup>b</sup>
	Residual	39.488	286	.138		
	Total	128.357	288			

a. Dependent Variable: EOP

b. Predictors: (Constant), EJD, AJD

**Table 9: Residuals Statistics<sup>a</sup>**

	Minimum	Maximum	Mean	SD
Predicted Value	3.3721	3.9581	3.7170	.14290
Residual	-.47667	.60467	.00000	.24004
Std. Predicted Value	-2.414	1.687	.000	1.000
Std. Residual	-1.948	2.471	.000	.981

Table 10 presents the coefficients of the regression analysis. The significance level (Sig. < 0.05) confirms the rejection of both null hypotheses (H01 and H02), indicating that the effect of job description (EJD) and the attributes of job design (AJD) significantly

impact employee operational performance (EOP). The regression equation for the model indicates **EOP = 2.359 + .087(EJD) - .143(AJD)**. This indicates that EJD is positive predictor of EOP while AJD is its negative predictor.

**Table 10: Coefficients<sup>a</sup>**

	Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.359	.316		7.470	.000
	EJD	.087	.044	.200	1.990	.050
	AJD	-.143	.066	-.251	-2.159	.034

a. Dependent Variable: EOP

## Discussion

The top factors influencing EJD are updating job descriptions due to changes, job description is used for benefits payment and written job descriptions provided to each employee with Mean scores 4.8219, 4.5114, and 4.2694 respectively. These factors highlight the importance of maintaining current and detailed job descriptions. According to Githinji (2024), updating job descriptions in response to

changes ensures that employees are well-informed about their roles, which is crucial for effective performance. This aligns with findings from Nwaogbe et al. (2021) and Azmy et al. (2022), who emphasize the need for quality job descriptions to enhance employee performance. Olatoye (2024) also supports the notion that regular seminars and workshops on job descriptions can further improve performance. The FAAN organization's practice of providing written job descriptions

helps align employees with organizational standards, as supported by Teryima and Abubakar (2018). However, the ranking of these practices may differ from findings by Oguneleye et al. (2022) and Adeniran et al. (2023), reflecting variations in organizational contexts.

Attributes of Job Design (AJD) are influenced by these top factors job design exposes specific functions (Mean = 4.5114), job design influences general work behavior (Mean = 4.4977), work quantity influences operational performance (Mean = 4.4612) and job design independence increases operational performance (Mean = 4.2831). These factors underscore the role of job design in enhancing employee performance. Edeh et al. (2024) and Muhammed et al. (2022b) argue that clearly defined job functions and proper assignment prevent role conflicts and delays. Similarly, Yolande (2024) and Teryima & Abubakar (2018) assert that understanding job specifics and its impact on work behavior significantly influences employee performance. The impact of work quantity on performance, as highlighted in Ehugbo et al. (2022), stresses the importance of knowing the expected workload. Additionally, job design independence, which allows employees to work autonomously, aligns with Fadare and Adeniran (2018), reflecting the operational complexities of FAAN and the importance of job autonomy in improving performance.

The study shows that both EJD and AJD significantly impact EOP, with an R-squared value of 0.862 and a significance level (Sig. = 0.030) indicating a robust relationship. The positive predictor EJD suggests that improved job descriptions lead to enhanced performance, while the negative predictor AJD implies that excessive focus on job design attributes may sometimes reduce performance. These findings corroborate the comprehensive nature of job descriptions and design in shaping employee performance at FAAN, reinforcing the need for balanced and effective HR practices.

## **CONCLUSIONS AND RECOMMENDATIONS**

This study provides an analysis of how job description (JD) and job design (AJD) influence employee operational performance (EOP) at the FAAN organization. The findings reveal that for AJD, key factors include job design exposing specific functions, influencing general work behavior, affecting work quantity, and promoting job design independence significantly impact operational performance. It also showed in EJD that major influences are updating job descriptions due to changes, using job descriptions for benefits and rewards, and providing written job descriptions to employees. These practices also significantly impact operational performance, with an R-squared value of approximately 86% and a significance level (Sig. = 0.030), indicating a strong relationship between EJD, AJD, and EOP.

This study recommends:

1. Regularly update of job descriptions to reflect changes in roles and responsibilities, ensuring they are provided in written form to employees. This practice keeps employees informed, aligned with job expectations, and supports effective HRM by breaking down work into manageable tasks and distributing them efficiently to enhance performance and operational efficiency.
2. Leverage technological tools to improve employee performance through training, performance tracking, and communication. Encourage flexibility in work hours when necessary to meet job specifications, ensuring projects are completed on time, within budget, and with minimal issues, thereby enhancing overall productivity and project delivery.

Implementing these recommendations will help FAAN improve employee performance, align job roles with organizational goals, and optimize job design practices.

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