CHAPTER ONE

INTRODUCTION

1.1   Background of the Study

The issue of public service delivery has been a high priority subject for organizational researchers and practitioners alike. Models of service delivery have acknowledged that it is affected by job analysis (Dibie, 2014; Cavanaugh, 2011). Strategic human resources planning determine the number of people and skills needed. However human resources planning does not specify how each job is performed (Dibie, 2014). An important part of human resources planning is job analysis because it serves as a basis for attracting, developing, and retaining employees. According to Dibie, Edoho & Dibie (2015) job analysis is the process of determining what the position entails and the qualifications needed to staff the position. Several scholars contend that job analysis is the basis of job description and   job specifications (Lussier & Achua, 2017; Griffin, Phillips & Gully, 2017). Job description identifies the tasks and responsibilities of the position while job specification identify the qualifications needed by the person who is to fill a position (Hitt, Ireland, & Hoskisson, 2017; Lussier, 2012). Dibie et al. (2015) argued that part of the job of job analysis should be to develop a realistic job preview. The realistic job preview provides the candidate with an accurate, objective understanding of the job.

Human resource professionals and consultants use job analysis as a basic building block for many human resource (HR) functions, including recruitment and selection, job description and specification, performance evaluation, job evaluation, and salary ranges

(Levine, Sistrunk, McNutt, & Gael, 1988). It helps to ensure that the correct people are hired for the job (Brannick, Levine, & Morgeson, 2012). Therefore, it is important to see to it that job analyses are done properly and effectively because the accuracy of these tools will in turn affect the quality of many HR functions (Mapira et al., 2013; Fleishman & Mumford, 1991).

In the Western developed countries, job analysis as a Human Resource Management (HRM) practice has witnessed a paradigm shift from a micro-analytical approach to macro-strategic approach (Hitt et al., 2017; Griffin et al., 2017; Rehman, Ajmal & Khatta, 2010). Employees who feel that they were given accurate job descriptions are more satisfied with the organization. Such employees also believe that the employer stands behind them and is trustworthy. Employees that have benefited from accurate job descriptions often would express a lower desire to change jobs than those who feel that they were not given accurate directives on how to perform their duties for the organization (Dibie. 2014).

However, in a developing country like Nigeria, job analysis as a basic HRM tool is yet to be fully explored and analyzed especially in the public sector context. This is a serious problem of capacity building in the country because of the following reasons: First, the best qualified candidates are not often hired for positions. Second, the nation's quota system policy encourages people from ethnic groups with very low academic and professional qualification to be hired while highly qualified candidates from affluent ethnic groups are left unemployed. Thus, the function of human resources management in

Nigeria does not necessarily entail the process of attracting the best qualified candidates to apply for job openings like in Western developed countries (Dibie et al., 2015).

Beside the traditional personnel functions, HRM has embraced new roles in terms of employee as a change agent and strategic partner (Ulrich, 1997). The importance of obtaining job analysis data and assessing the reliability of such data has become a salient issue to both HR practitioners and researchers. According to Wright, McCormick, Sherman & McMahan (1999), the question of how HRM policies and practices are linked to employees' service delivery has been a subject of great interest to academics, practitioners and consultants.

However, linking HRM practices such as job analysis to service delivery is relatively new and requires scholarly attention particularly in the context of Nigerian public sector organizations. Job analysis data is perhaps the most widely gathered type of organizational information for developing human resource management systems (Subraanian, Shamsudin & Ibrahim, 2011). It forms the foundation and framework upon which many important HR management systems are built (Butler & Harvey, 1988), including recruitment and selection processes, personnel utilization, job evaluation, salaries and compensation systems. It protects organization against lawsuits (Veres, Lahey, & Buckly, 2007) and assist organizations in properly compensating their employees (Smith, Benson & Hornsby, 1990). According to Rehman et al. (2010), Pearlman & Barney (2009), it has been estimated that large organizations spend between $150,000 and $4,000,000 annually on job analysis.

With the influx of multinational companies into the country, particularly under the umbrella of neo-liberal market reform, Nigeria has witnessed an inspiring mix of domestic and foreign companies. The growing competition in a large market with an estimated population of 167 million (NPC, 2013) has made both domestic and foreign organizations intensely productive sensible. This, in turn has generated a strong interest and enthusiasm among organizations, particularly in the public sector, to vigorously search for the best management practices in all fields of HRM to improve their overall service delivery. Thus, Nigeria offers an appropriate framework to examine how a basic HR practice such as job analysis that has received considerable attention in developed western countries could serve as a useful HR planning tool towards improving service delivery in the country.

The bone of contention is why job analyses deserve special attention instead of other conventional and popularly known capacity building and human resources problems in the Nigerian public sector. Some of the well-known problems include: inefficiency, conflict between technical professionals and generalist administrators (Dibie, 2014; Ukaegbu, 1995). Other ethical and administrative problems include: nepotism, corruption, poor physical conditions of work, lack of upgrading skills through training and development of public servants (Dibie, 2014). According to several scholars job analysis is so important to HRM because it service as a basis for attracting, developing, and retaining efficient employees (Lussier & Achua 2017; Griffin et. al., 2017; Hitt et al., 2017; Dibie et al., 2015). Yet, any attempt to construct a virile public sector without a

clear articulation of the job description and job specification may not yield the desired result. This is because creation of job positions without corresponding tasks and functions will render incumbents of such position redundant and useless (Briggs, 2007; Ukaegbu, 1995).

Corroborating the above submission, Chukwuemeka (2013) argues that most public sector employees' in Nigeria do not know what they are expected to do. Some do not even know the target of their department and as such do not know where to start, end or go. It would appear job analysis where task or responsibility is clearly defined is at the root of the matter because it is only when individuals put their mental and physical energies to use, that tangible or intangible results can be achieved. Indeed, whether one invokes the Smithian social philosophy which extols private enterprise or the Marxian opposite which advocates collective ownership of means of production, job analysis which outline set of job descriptions and specifications as well as expenditure of physical and mental energies is central (Ukaegbu, 1995).

Every organization depends on the effective use of its available resources in order to achieve its objectives. These resources, if they are to be effectively utilized, should be obtained in the right quantity, right quality, and at the right time. However, the availability of a competent and effective labour force does not just happen by chance but through an articulated job analysis which stipulates the knowledge, skills and abilities (KSAs) and the right person for the job. Research in HRM has consistently established that the success of any organization is highly influenced by the caliber of its human

resource ((Peretomode & Peretomode, 2001), which in turn, is affected by the organization's HRM practices such as job analysis, motivation and leadership.

Indeed, it has been argue that most HR specialists do not know about the details of jobs (Hitt et al., 2017; Rehman et al., 2010). Knowledge about jobs and their requirements must be collected through a process known as job analysis, in which information about jobs is systematically collected, evaluated and organized. It is a descriptive process of breaking down a specific job into its component by using a data collection tools and techniques to establish job requirements. Recent studies on best HR practices have shown that job analysis is indeed an important success factor in employees' service delivery (Dibie, 2014; Rehman et al., 2010, Jones, 2001).

However, in developing economies like Nigeria, the influence of government in State-Owned Enterprises' (SOEs) renders many human resource management best practices ineffectual. Many HRM practices have been trailed by awkward personal influences and as such it should be noted that a virtuous and holistic HRM would eliminate the concept of "garbage in garbage out" (Obisi, 2003). This study therefore seeks to examine the effect of job analysis on service delivery in the Nigerian public sector organizations.

1.2 Statement of the Problem

The job of the human resources department is to provide the right kinds of people, in the right quantity, with the right skills, at the right time but this is not often the case in Nigeria and most African countries (Dibie et al., 2015). While human resources management in the public sector in Nigeria should be based on the mission, goals, and

strategy of the federal government, ineffective HRM practices have not galvanized higher levels of performance and sustained competitive advantages in some ministries and public agencies in the county (Griffin et al., 2017; Dibie, 2014).

In order to ensure that the Nigerian public sector agencies are efficient in achieving government's policy objectives, it has become imperative to investigate the nature of job analysis in the country. This is particularly important since in the Nigerian public service, the issue of poor quality of service delivery, poor service culture, low work content, and conflict of duties, compensation problem and irrational job titles which bore little or no resemblance to the actual work performed by an employee abound. In addition, cases of poor employee commitment and misuse of labour where employees are not being assigned work in accordance with their grades, wages and educational level differentials that has hindered public service delivery in the countryhave been reported (Mapira et al., 2013).It is a common phenomenon in Nigeria to enter a section of government department and see that out of about 10 employees in an office; only 3 or 4 are consistently busy. The rest are either idle or perform skeletal tasks at intervals, a phenomenon which Chukwuemeka (2013); Briggs (2007) and Mukoro (2005) argue could be attributed to inadequate and invalid standard for evaluating jobs due to the absence of job analysis.

These seemingly abnormal work behaviors have provoked a series of studies geared towards ameliorating the ugly situation. For example, Newman (2011) examined effects of job analysis on personnel utilization in Nigerian Ports Authority of Nigeria (NPA),

while Briggs (2007) examined the use of job description and job specification in the Nigerian federal civil service. It appears that in spite of efforts to improve service delivery in Nigerian public sector agencies, little or nothing have changed in the sector in terms of public goods and service delivery expected of it. Their customer experience still remains below expectation, efficiency and effectiveness is virtually nil.

In the western countries, job analyses is used as a basic HRM tool to enhance service delivery (Hitt et al., 2017; Dibie, 2014; Cascio, 2010; Rehman et al., 2010). It is the process of recording information about a job and determining the duties and skills requirements of the job as well as compensations of job holders which promote service delivery (Dibie, 2014; Klingner, Nalbandian, & Llorens, 2010). However, Chukwuemeka (2013) contends that in Nigeria, most public sector employees do not know what they are expected to do and as such do not know where to start or end because of the absence of job analysis where tasks and responsibilities are clearly defined. All these prompted the researcher to seek to evaluate the effect of job analysis on service delivery with specific reference to Federal Airports Authority of Nigeria (FAAN).

1.3   Objectives of the Study

The broad objective of this study is to examine the effect of job analysis on service delivery in the Federal Airports Authority of Nigeria (FAAN) 2004-2014. The specific objectives include:

1. To determine the effect of job analysis on the service culture in the Federal Airports Authority of Nigeria (FAAN).

2. To examine the relationship between job analysis and the quality of service delivery in the Federal Airports Authority of Nigeria (FAAN).

3. To investigate the effect of job analysis on employee commitment in the Federal Airports Authority of Nigeria (FAAN).

4. To explore the relationship between job analysis and the customer experience in the Federal Airports Authority of Nigeria (FAAN).

1.4   Research Questions

To investigate the effect of job analysis on service delivery in Federal Airports Authority of Nigeria (FAAN) 2005-2014 in this study, efforts will be made to beam our search light on the following research questions which will serve as a guide to the survey in the quest for answers to the problem being investigated.

1. Does job analysis have any significant effect on the service culture in the Federal Airports Authority of Nigeria?

2. Is there any relationship between job analysis and quality of service delivery in the Federal Airports Authority of Nigeria?

3. Does job analysis have any significant effect on employee commitment in the Federal Airports Authority of Nigeria?

4. Is there any relationship between job analysis and the customer experience in the Federal Airports Authority of Nigeria?

1.5   Research Hypotheses

To determine the effect of job analysis on service delivery in Federal Airports Authority of Nigeria (FAAN) 2005-2014, the following four research hypotheses will be tested for the purpose of this research.

1. *H_0:* Job analysis has no significant effect on the service culture in the Federal Airports Authority of Nigeria.

   H_1: Job analysis has a significant effect on the service culture in the Federal Airports Authority of Nigeria.

2. *H_0:* There is no significant relationship between job analysis and the quality of service delivery in the Federal Airports Authority of Nigeria.

   H_1: There is a significant relationship between job analysis and the quality of service delivery in the Federal Airports Authority of Nigeria.

3. *H_0:* Job analysis has no significant effect on employee commitment in the Federal Airports Authority of Nigeria.

   H_1: Job analysis has no significant effect on employee commitment in the Federal Airports Authority of Nigeria.

4. *H_0:* There is no significant relationship between job analysis and the customer experience in the Federal Airports Authority of Nigeria.

   H_1: There is a significant relationship between job analysis and the customer experience in the Federal Airports Authority of Nigeria.

1.6   Significance of the Study

This study is of both theoretical and empirical or practical significance. **Theoretically**, it is significant in the sense that it will add to the body of knowledge in human resource management both in Nigeria and other countries of the world. The catalogue of views expressed in this study is also significant as a tool to providing a straight path for management of public affairs in Nigeria and elsewhere.

The search for solutions to problems of job analysis, low work content, inefficiency, poor service delivery facing the Nigerian public sector has almost proven elusive. These problems are multifarious and have provoked series of research on how to reduce these anomalies to the barest minimum and make the sector achieve better results. Consequently, this study will contribute to the search for solution to these problems.

Academics, upcoming researchers and students especially those in the field of human resources and personnel management will benefit from this research report as it serves as intellectual information depository for research development on effective job analysis and personnel utilization in public sector organizations. Through this study report, they will know what have already been said concerning the study area and the areas that constitute or calls for further research. Above all, it will serve as a guide and reference materials for scholars, researchers as well as undergraduate and postgraduate students conducting research in partial fulfillment for the award of degrees. The academic significance of this study could also be seen in its contribution to knowledge.

Empirically, this study is significant in the sense that it will serve as an appraisal of the value of effective job analysis on public service delivery. This study will enable public sector agencies to reassess the design, evaluation and analysis of jobs with intentions of sustaining effective personnel utilization towards efficient service delivery. It will also serve as a guide to HR practitioners in identifying their possible shortcomings in job analysis and undertake corrective measures. Faced with stiff poor service delivery, public sector agencies cannot afford to lose relevance in the light of the ongoing transformation/change agenda of the federal government, hence the need for proactive job analysis schemes in public sector agencies that encourage effective and efficient personnel utilization for optimum service delivery.

Observing and documenting the factors which influence public service delivery will form a veritable data bank of information that will be useful to HR managers. Knowledge of such information will facilitate a better method of manpower planning in the public sector agencies and can be given to HR professionals for integration into the organization strategies.

It is the purpose of this study to show that with proper job analysis, Federal Airports Authority of Nigeria (FAAN) in particular and the Nigerian public sector organizations in general can improve their service delivery.

1.7   Scope of the Study

Since the researcher cannot cover the entire public sector organizations in Nigeria within limit, the study covered only Federal Airports Authority of Nigeria (FAAN) 2005-2014.

The reason for choosing the period 2005-2014 is that 10 years is a reasonable time frame to assess whether benchmark established for measuring service delivery in Nigerian public service has been effective or not. Obasanjo's administration put in place measures to improve public service delivery. This include: Service Delivery Compact with all Nigerians (SARVICOM). This compact requires governmental officials to provide basic services to the citizenry, timely, efficiently, effectively and transparently. This reform can be linked to the New Public Management (NPM) which is concerned with adopting private sector management approach in the public sector. However, 12years after; public service delivery in Nigeria still remains a mirage. Therefore, it has become imperative to investigate how FAAN a public sector agency could use HR practices such as job analysis to achieve service quality, effective personnel utilization, attracting and compensating employees leading to optimum service delivery.

1.8   Limitations of the Study

In the course of carrying out this study, certain challenges were encountered during the data gathering. These challenges include: time constraint, unfriendly attitude of some of the respondents, meeting some of those to be interviewed was difficult due to their ever busy schedules. However, with patience, perseverance and hard work, the researcher was able to overcome these challenges. None of these omissions and limitations has any adverse effect on the conduct, reliability and validity of this research report, but they among other difficulties constitute the limitations of this study.

1.9　Definition of Key Terms

Customer Experience: The internal and subjective response customers have on direct or indirect contact with an organization. Direct contact occurs in the course of purchase, use, and service and is usually initiated by the customer. Indirect contact most often involves unplanned encounters with employees of an organization, its products, service or brands and takes the form of word of mouth recommendations or criticisms, advertising, news reports, reviews etc

Employee Commitment: The extent to which an employee is committed to his or her duties and responsibilities or someone in the organization and how long they lasted as a result of their commitment.

Job Analysis: It is the process of breaking down the work activities, the tools and equipment needed to perform a job, the context of the work environment, and the requirements to perform the job successfully (such as knowledge, skills, abilities, education, experience, or personal characteristics).

Public Service Delivery: Getting public goods and services as expected and as quick as possible by (recipients) citizens. Service delivery is the degree and hallmark of excellence in the public service.

Service Culture: It is seen as a culture where an appreciation for good service exists, and where giving good service to internal as well as ultimate external customer is considered by every employee as a natural way of life and one of the most important values

Quality Service: Quality Service in the context of this study connotes prompt and timely provision of service by public institutions in line with their core mandate to meet citizen's demand. It also includes client satisfaction which can be seen in terms of value of project or programme to the society, opinion or feelings of customers over a policy or project etc.

CHAPTER TWO

REVIEW OF THE RELEVANT LITERATURE

This chapter chronicles discussions on the conceptual explorations and review of relevant and related literature on the variables that constitute the subject of the study. The aim was to provide the researcher with an in-depth view of the subject matter, and by so doing, provide a better definition of the research scope as well as an evaluative guide on the subject of study. Thus, the chapter critically examined previous studies done in the area in order to identify contributions already made on the subject of study as well as to identify gap(s) in the existing literature. This chapter also highlights discussion on the vital questions relating to the nexus between job analysis and service delivery. It also provides a theoretical foundation underpinning the subject matter under investigation. The subheadings of the chapter reviewed include:

- Conceptual Review
- The Nature and Concept of Job Analysis
- The Nature and Concept of Service Delivery.
- Service Culture
- Quality of Service
- Employee Commitment
- Customer Experience
- The Nexus between Job Analysis and Service Delivery
- The Interface between Job Analysis and Service Culture
- The Nexus between Job Analysis and Quality of Service Delivery

- ➢ The Interface between Job Analysis and Employee Commitment

- ➢ The Nexus between Job Analysis and Customer Experience

- ➢ Review of Empirical Literature

- ➢ Summary/Gap in Literature

- ➢ Theoretical Framework

- ➢ The New Public Management (NPM) Theory

- ➢ Tenets of the New Public Management (NPM) Theory

- ➢ Relevance and Applicability of the NPM Theory to the Study

2.1   Conceptual Review

In social and management sciences research, in order to avoid ambiguity in the interpretation and understanding of certain concepts, it is customary to begin an academic investigation by examining the conceptual and theoretical contours of the subject matter of analysis by analyzing the views of various scholars and authors as well as the way in which one's research is integrated into the body of existing theories and research because conceptual and theoretical analyses provide a road map for navigating the contour of social phenomena. Though, consensus may not be achieved on the validity or otherwise of such enterprise. Nonetheless, it is an exercise worth pursuing if only to sketch the parameters of the subject matter. This is the intent of Babbie & Mouton (2001) methodological research diction that "we specify why we use particular terms for the purpose of facilitating their contextual definition and comprehension." In this section of the chapter, we shall attempt to effectuate this endeavor. The key variables of the research to be conceptualized are job analysis and service delivery.

2.1.1 The Nature and Concept of Job Analysis

Scholars and human resource practitioners have different definition of job analysis. Job analysis is the process of recording information about the work performance of an employee (Dibie et al., 2015). According to the U.S. Office of Personnel Management (2008), a job analysis is a systematic procedure for gathering, documenting, and analyzing information about the content, context, and requirements of the job. It demonstrates that there is a clear relationship between the tasks performed on the job and the competencies, or knowledge, skills, and abilities (KSAs) required to perform the tasks. To Heatfield (2008), job analysis is a detailed examination where one collects, reviews, and analyzes important work – related aspects of a job. It is the process one goes through to break down the work activities, the tools and equipment needed to perform a job, the context of the work environment, and the requirements to perform the job successfully such as knowledge, skills, abilities, education, experience, or personal characteristics (www.uniformguidelines.com). According to Byars & Rue (2010), it involves determining the tasks that encompass the job and skills, knowledge, abilities and responsibilities required of the receptacle for successful job and employee performance. This definition includes reference to both the task and individual requirements of the position. Also, a job analysis is defined as the collection of data on job-oriented behaviors, worker-oriented behaviors, behaviors involved in interactions with machines, materials, and tools, methods of evaluating performance, job context and personnel requirements (Harvey, 1991). Job analysis is "one of the most widely used organizational

data collection techniques" (Morgeson & Campion, 1997), but the true purpose of the job analysis is to assist in other areas of HR (Ash & Levine, 1980). Brannick & Levine (2002) define job analysis as an organized process whereby nature of a job is discovered. It is the process of comprehensively studying the job to determine what it entails (Brannick et al., 2012).

According to Rehman et al. (2010), the practice of job analysis as a management tool was developed about 1900. Since then, job analysis has become one of the important management tools by which managers and professionals' direct organizations service delivery, a claim which studies by Landy & Vasey (1991); Avolio & Waldman (1989); Schmitt & Cohen (1989); Mullins & Kimbrough (1988) confirm its consistency ratings.

According to Cascio (2010) Cascio & Aguinis (2011) Pfeffer (2004), human resource practices such as job analysis is a HR practices with immense value to an organization. Dessler (2011); Bernardin (2010) Ivancevich (2010); Delaney & Husilid (1996); Husilid (1995); and Arthur (1994) are among the scholars that have provided empirical evidence on the constructive association between human resource practices and organizational outcome such as service delivery and job retention which they claim is a set of human resource "best practices". Husilid (1995) describe these practices as "high performance job practices". Subsequent studies by Huselid, Jackson & Schuler (1997); Delery & Doty (1996); emerged to sustain this claim and came up with a bunch of nine "best HR practices" that can improve or hamper service delivery. According to them, this include

job analysis, job design, job evaluation, job security, job succession planning, staffing process, job performance, job satisfaction and job retention.

In the views of Mapira et al. (2013); Locke (2008); Cross (2004); Pfeffer (2004); Applebaum (2002); and Wright et al. (1999), the premeditated use of human resource practices is significant for service delivery. Heneman, Tansky & Camp (2000) argue that HR is recognized as an area of momentous significance to an organization's achievement. As a result, the significance of a human resource function in an organization might articulate how vital that task is to a specified organization.

At this juncture, the central role of job analysis once again reverberated, because it is job analysis that assists in identifying service delivery measures. Service delivery measures aid the tracking, measurement and management of service delivery and can serve as the criteria of job success. Both objective and subjective measures of service delivery are typically in use. Gekoski in (Rehman et al., 2010) suggest that the starting point in the construction of appropriate service delivery is the identification of organizational goals and objectives with consideration of divisional purpose and objectives. The role of organizational strategy in service delivery measurement construction should therefore not be underestimated.

According to Dibie (2014); Fleishman & Mumford (1991), job analysis is designed to obtain a description of job behaviors and provide a foundation for HR functions. Job analysis indentifies the duties and tasks in a job. Duties are broad statements that describe the general functions of a job. They identify and precede a group of related tasks.

Whereas tasks are detailed statements that support and describe how a duty is carried out. Task statements fit together to form an identifiable job function, or duty. (www.uniformguidelines.com). Brannick et al. (2012) states that job analyses are used for everything from creating job descriptions and developing training to determining efficiency and conducting workforce planning.

The importance of job analysis in HRM practices cannot be ignored; job analysis can be described as the fundamental building block or pillar upon which all later decisions in the process would rest. The significance of job analysis has been analyzed in the subject of personnel psychology; it determines the personal attributes like knowledge, skills and abilities (KSA) which are imperative for thriving service delivery. Job or task is divided into smaller units. McCormick (2007) claim that the collection and processing of job related information and other related tasks and qualifications through job analysis are the base for human resource management. In HR functions such as recruitment and selection, training and development, compensation and performance review, job analysis has a vital role to play. Sanchez & Levine (2000) admonish that erroneous practice of job analysis may affect other HR activities based on it.

According to Dibie (2014), in order to initiate management decisions, an organization requires an effective Human Resource Information System (HRIS). This system must be endowed with existing but correct data of the employees. Job analysis is a useful means to glance insight the actual features of each job being an essential element of an efficient

HRIS. The key documents like job description, job specification and job standards are usually included in an organization's human resource information system.

Other information contained in the HRIS concerning the employees include service delivery standards, fringe benefits, compensation, government rules and regulations, legal issues, etc., makes it a vital resource for human resource professionals and managers to stay side by side with organizational needs and innovative developments in the exterior environment. HRIS, as a valuable human resource planning tool, would certainly improve organization service delivery.

Flowing from the above, Subramaniam et al. (2011); Vlachos (2009); Siegal, (1997); Langdoon & Whitteside (1996) define each job in terms of its specific role in an organization, recruitment and selection functions could be polished to identify the candidates who might actively move forward organizational targets and goals. Yet, Cardy & Dobbins (1992) emphasize on the competency-focused approach in the present environment, where jobs and skills required to perform them successfully are rapidly changing and may be seen as an indispensable improvement approach towards achieving organizational goals.

Harvey (1991) identifies four steps which are vital in conducting job analysis. Firstly, job or work activities performed on the job are elicited from job occupants and supervisors. Secondly, activities and operations are grouped into tasks or duties to simplify and organize statements and to eliminate overlapping. Thirdly, the resultant list of job tasks is rated on measures of overall significance to successful job performance. Finally, the

knowledge, skills and abilities required for successful employee performance are identified for development of selection instruments and potential training needs. However, Brannick et al. (2012) came up with a three general methods of job analysis, specifically work-oriented approach, worker-oriented method, and hybrid approach. They advise that the method to be adopted for any job analysis should be determined by the purpose of the job analysis.

Choosing the correct method, given the purpose of the job analysis is important because the method used makes a significant difference in the outcome of the job analysis (Cornelius, Carron & Collins, 2009). Yet, Cornelius et al. (2009) went further to argue that the type of job analysis used strongly influenced the resulting job classification decision. Job classification involves the category of work that a job fits in. For example, plumber and park maintenance workers would both falls into a general classification of laborer, whereas a secretary and a data entry clerk would be classified as clerical. This suggests that not only the number of job categories but also the type of job categories differed depending on what type or approach of job analysis used. These approaches are examined below.

Work oriented job analysis sometimes called task-oriented job analysis method, is concerned with what the employees does (relevant job-related behaviors) Cornelius et al. (2009); Lopez, Kesselman & Lopez (2001); Prien & Ronan (1991) and how it is done required machinery, tools, interaction with people, and information (Heathfield, 2008).Work-oriented method of job analysis focus on what the worker does as part of his

or her job (Brannick et al., 2012). It refers to any method that analyzes the types of tasks completed by someone in a job as well as the tools and equipment used to do it (Brannick et al., 2012). A task analysis is conducted by having raters review a list of activities that are performed as part of a job (Brannick et al., 2012).

These raters then indicate their observations of the position, such as how often the activity is performed, how difficult the task is to perform, or how important the task is to the overall job. These inform the HR professionals conducting a job analysis how critical each activity (or task) is to a job. Examples of this method include time-and-motion studies propounded by Taylor, Functional Job Analysis (FJA's), task inventories, and critical incident techniques.

The Functional Job Analysis (FJA) was developed by Fine in (Royer, 2010) in order to look at what the worker does instead of just the output that the worker produces (Royer, 2010; Lopez et al., 2001). FJA attempts to classify jobs based on what workers do in relation to data, people, and things (Brannick et al., 2012; Royer, 2010). One of the best examples of an FJA is the Dictionary of "Occupational Titles" (DOT), developed by the Department of Labor (United States Employment Service, 1991). The DOT was developed in the 1930s in an attempt to help improve the public employment system during the great depression by linking "skill supply with skill demand" (Peterson, Mumford, Borman, Jeanneret, Flieshman & Levin, 2001). It went through many revisions and became a standard for HR professional for many years. DOT more closely resembles

FJA. The importance of the DOT demonstrates how critical the development of the FJA was, and what it meant to HR functions in the US.

However, the DOT has now been replaced with the Occupational Information Network otherwise known as (O*NET), an online job analysis tool (Peterson et. al, 2001). A related study by Dierdorff & Morgeson (2007), argue that work center analysis seeks to examine descriptions of the tasks and responsibilities that are required by the job. They went further to state that while these may have behavioral implications for the worker, they are centered on what needs to be done, not on what the worker needs to complete the job.

Secondly, worker-oriented job analysis or job specification method deals with the necessary knowledge, skills, and abilities/attributes to successfully complete the job (Heathfield, 2008). Worker-oriented method of job analysis involves examining the attributes required by workers to perform the job (Brannick et al., 2012; Harvey, Friedman, Hakel & Cornelius, 1988). The focus of worker-oriented method is on the knowledge, skills, abilities and other characteristics that a worker must have in order to perform his or her job. According to Harvey et al. (1988), the worker-oriented approach to job analysis is one of the most useful methods of work descriptions yet developed. McCormick et al. in (Royer, 2010) describe this technique as more inclusive of occupational areas than work-oriented approaches. The worker-oriented method is often used for selection purposes, in that they look for what specific KSA's that a job requires (Brannick et al., 2012). Dierdorff & Wilson (2007) explain that worker-oriented job

analysis describes the requirements of the person to complete the tasks and responsibilities of the job.

Position Analysis Questionnaire (PAQ) is one of the most widely recognized worker-oriented job analyses. PAQ is one of the first job analysis methods to quantify the job analysis data, and is designed to be applicable across jobs and organizations (McCormick et. al, 2009). It is composed of descriptors that are derived through a factor analysis of job ratings on worker-oriented statements. For example, these statements might include "able to communicate in writing" or "able to solve mathematical equations." According to McCormick et al. (2009); Cunningham, Bese, Neeb & Pass (1983), the result of PAQ is a score on activity factors and the degree to which specific general abilities such as mathematical computation and reading comprehension are linked to these behaviors e.g. computing square footage of a room and reading written instruction manuals.

However, Ash & Edgell (2005) in their study discover that PAQ requires those completing it to have a postgraduate reading level. It should be noted that while PAQ is often used as a survey, the original intent was for it to be an interview, making reading level irrelevant (McCormick et al., 2009). In order to help lower the reading level required by the PAQ used survey, Cornelius & Hackel (1998) developed the Job Element Inventory (JEI). The JEI has a lower reading level than PAQ, but still measures the same factors as the PAQ (Harvey et. al, 1988). The Job Element Survey (JES) is therefore more effective to use when incumbents in the position do not have, or need to have, the necessary reading level to correctly fill out the PAQ.

This study therefore, adopt a worker-oriented job analysis approach because could ensure that job applicants have the required knowledge, skills, and abilities (KSAs), that workers are obtain in right quantity and quality to perform a job in the Nigerian public sector organizations that could enhance employee and organizational service delivery. According to Brannick et al. (2012), worker-oriented methods are the most appropriate when trying to design a selection tool. However, some experts are now suggesting that competency modeling, which is similar to job analysis, may be more advantageous depending on the organization's needs.

Thirdly, hybrid method of job analysis utilizes both elements of work-oriented and worker-oriented approaches. O*NET is a prime example of a hybrid method of job analysis (Brannick et al., 2012). O*NET was established by the Department of Labor in the United States of America to replace the DOT (Peterson et al., 2001). O*NET created a website which offers information regarding most categories of jobs in the US. The Department of Labor recognized the limitations of the DOT in that it was easily outdated by the time it was published, and it had a task-oriented focus, while more and more users needed something that is more worker-oriented.

DOT did not state what characteristics of workers were needed. Therefore, when O*NET was developed, the DOT tried to combine the functional job analysis method that defined the DOT with work-oriented models allowing O*NET to provide several different ways of examining jobs in the United States (Peterson et. al., 2001). The information on O*NET includes requirements of the workers filling a job, such as education, experience,

and KSA's, but also information about the work that is performed and the context in which it is performed.

2.1.2 The Nature and Concept of Public Service Delivery

Public as used here is an adjective qualifying service, 'public service'. It distinguishes the public service which is the main concern of this section from that which is strictly private. In other words, which public or what constitutes the public that provide public service? Here, the focus is on the organized public sector of the economy i.e. services provided by Ministries, Departments and Agencies (MDAs) in contrast to the private sector, who in position of authority from position of legitimacy act in their position in accordance with the laid down rules and regulations e.g. public servants, legislators, President.

As a concept, "public service" is not easily defined. However, to avoid any ambiguity or misinterpretation, Section 318 of the 1999 Constitution as amended, defines the public service of the Federation as:

> *Service of the federation in civil capacity as staff of the office of the President, the Vice President, Ministry or Department of the Government of the Federation assigned with the responsibility for any business of the Government of the Federation (FRN, 1999).*

In Nigeria, the public service is the nerve center on which policy implementation hinges, apart from its strategic advisory role in policy formulation. Public service delivery became a buzz in the world of public management and public sector reform in the 1980s. It is the public service that provides the substantial public goods and services needed as

catalyst for development by both public and private sectors of the economy. Here lies the place of public service delivery.

The concept "public service delivery" cannot easily be pinned down to a universally acceptable definition. This is because it has fallen into semantic predicament to the extent that the literature on is replete with so many definitions of the term by various scholars and authors. However, we shall comb the conceptual terrain of the term with a view to finding the middle ground for its heuristic investigation.

Public service delivery simply put is getting public goods and services as expected and as quickly as possible by (recipients) citizens (Fagbemi,2006). In the view of O'Toole Jr. & Meier (2011), service delivery refers to the achievement of public programmes and organizations in terms of output and outcomes that they produce. According to Oronsaye in (Onyekwelu, 2016), service delivery is the process of getting the needs of citizens through prompt and efficient procedures. It presupposes that the interaction between citizens and government results in value creation. According to Akhakpe (2014), public service delivery is the provision of goods and other life support amenities by government to maximize the welfare and well-being of the people. Indeed, to Franz (2011), it involves considerable human activity, hence human resource management is important as human element is often the key ingredients of service industries. From the economics and marketing perspective, a service is the non material equivalent of a good. Service delivery (provision) is thus an economic activity that does not result in ownership. It is a process that generates benefits by facilitating a change in

customers, a change in their physical possession, or a change in the intangible assets. In essence, public service delivery entails the provision and implementation of government policies and programmes that will enable the citizens to improve their living conditions.

The above definitions of public service delivery are all encompassing and a close examination of the definitions suggests that public service delivery is the degree and hallmark of excellence in the public service. Public service delivery is one of the major challenges facing developing countries Nigeria inclusive. This should be a top priority of the government if the country is to make substantial progress in socio-economic development. According to ISS (2015), there are four main elements for effective and efficient service delivery which include service culture, quality of service, employee engagement and customer experience. However, for our purpose in this study, it is imperative to operationalize these four components of service delivery.

Fig. 2.1 Key Elements/Components of Service Delivery
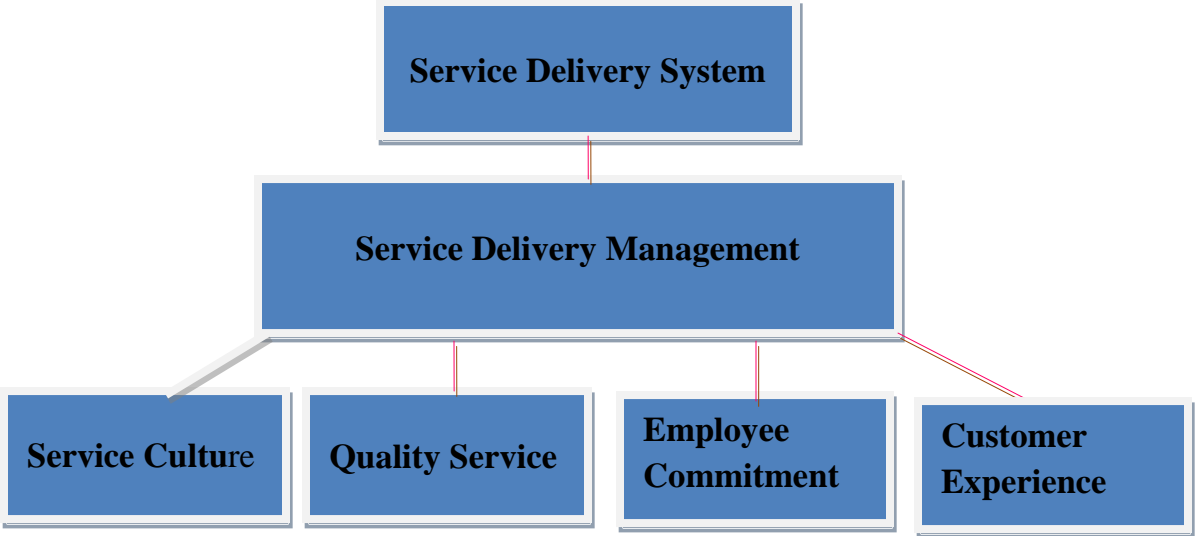
Source: Adapted from ISS (2015)

30

Service Culture: According to Gronroos (1990), service culture is a specialized culture within the broader concept of organizational culture. Service culture is seen as where appreciation for good and quality service exist (Gronroos, 19990). An analysis of the above definition suggests that service culture is not only organizational practice but also refers to values, manners and behavious of both the employees and organizations. Gronroos (2007) contends that if an organization has a strong service culture, it will help develop employees' positive attitudes towards effective service delivery to its customers or clients. Mayer & Schwager (2007) corroborated the position of Gronroos (2007) when they argued that service culture is a prerequisite for organizational excellence and employee service delivery.

Service culture is built on elements of leadership principles, norms, work habits and vision, mission and values. Culture is the set of overriding principles according to which management controls, maintains and develops the social process that manifests itself in the delivery of service and gives value to customers. Once a superior service delivery system and a realistic service concept have been established, there is no other component so fundamental to the long-term success of a service organization as its culture (ISS, 2015).

If an organization has a strong service culture, it will develop employees' positive attitudes towards giving service to their customers (Gronroos, 2007). Zeithaml, Bitner & Gremler (2009) drawing from the above definition, pointed out that there are three main implications of the definition of service culture for employee service providers. First,

service culture exists where there is an appreciation for good service. Second, good service is given to both internal and external customers. Indeed, not only do organizations need to care for their external customers but they are also required to pay more attention to their service employees (internal cultures) who play a crucial role in service delivery. Finally, within service culture, good service is a way of life provided naturally as it is a crucial norm of the organization. 'It is like glue to tick to employees' attitudes, behaviour and commitment toward giving good services to their customers (Zeithanl, 2009).

According to Fagbemi (2006); Schneider (1998), service culture is different from service climate. Service climate refers to "employee perceptions of the practices, procedures and behaviour that get rewarded, supported and expected with regard to customer service and customer service quality" (Schneider, 1998). Compared to service culture, service climate is more tangible and directly related to managerial observable policies, procedures and human resource practices. Service climate is considered as a tangible surface layer of service culture (Bowen & Ostrom, 2010). When these tangibles of service climate evolve overtime, a sharing of basic values, beliefs and assumptions of service culture will be reinforced (Bowen, Schneider & Kim, 2000; Schnider & Ostrom, 2010).

In other words, although both service climate focus on the social psychological context, the basic distinction between service culture and service climate lies in the layer or level of analysis. While service culture is found in the deep layer of organizations in giving customer service in the form of beliefs, values and assumptions, service climate is

32

referred to perceptions of service environment, considered as relatively temporary and subject to direct control (Denison, 1996).

Quality Service: Service quality as a component of service delivery is also emphasized. According to Kofler, Armstrong, Saunders & Wing in (Onyekwelu, 2016), quality of service refers to the totality of features and characteristics of a product or services that bear on its ability to satisfy stated or implied needs. To Parasuraman, Zeithaml & Berry (1985), service quality is the difference between customer expectations and perception of service. Agbor in (Onyekwelu, 2016) conceived service quality as the extent to which customers' perception of service meet and or exceed their expectations.

Surveying customers' perception on the quality of service provided can be a very useful tool in governing. It is a major way to obtain credible, reasonably accurate feedback from customers of government services. Surveys need to be undertaken in a reasonably sound, professional manner. Customer perception surveys can provide various types of information for outcome or service delivery measurement. This according to Hatry (2005) and World Bank (2005) can be achieved through the following:

- ➢ Factual information about citizens' conditions, attitudes, and behavior, such as citizens' health, earnings, use of public services (such as public transit), and extent of crime victimization, and the extent of extra payments (bribes) needed to obtain services (thus providing data for outcome indicators such as the percentage of citizens who have been a crime victim at least once during the past six months);

➤ Ratings from customers of the specific characteristics of those services, such as their timeliness and helpfulness (thus providing data for outcome indicators such as the percentage of surveyed customers who rated a particular service characteristic, such as timeliness, as either "excellent" or "good" rather than "fair" or "poor");

➤ Ratings from citizens of their overall satisfaction with individual public services (thus providing data for such outcome indicators as the percentage of surveyed customers who rated a particular service as either "excellent" or "good" rather than "fair" or "poor");

➤ Reasons why citizens had problems with specific services (asked of respondents who gave negative responses on questions about their experiences with particular services), thus providing useful information about problems that need attention;

➤ Suggestions for improving services, which may provide specific guidance to public managers; and

➤ Demographic information on the population surveyed (thus helping identify which population groups have had particular problems with services so that attention can be directed toward them).

A cursory analysis of the foregoing customer perception index indicates that service quality is the measure of service delivered against expected service performance. From whatever dimension we look at quality of service, reliability is considered the core of

service quality. Other dimensions of service quality will only make meaning to the customers if service delivery is reliable sustainable.

Employee Commitment: Sheu (2005) see employee commitment as "translating employee potential into employee performance and organizational success and thus changing the way employees perform by utilizing the tools in the armory of internal communication professionals". GMI (2006) define committed employees "as those who work with passion and feel a profound connection to their organization so as to drive innovation and move the organization forward. The International Survey Research (2004) defines employee commitment as "a process by which an organization increases commitment and continuation of its employees to the achievement of superior results.

The International Survey Research divided commitment into three parts: cognitive commitment, affective commitment, and behavioral commitment (think, feel or act). Employee commitment according to the Corporate Executive Board (2004) is the "extent to which an employee is committed to something or someone in the organization and how long they stay as a result of their commitment". These could be seen in the areas of employee attitude, activities, purpose driven leadership and HR processes. The Institute for Employment Studies (2004) defines employee commitment as "a positive attitude held by the employee toward the organization and its values" while Rothbard (2001) described employee commitment as a psychological presence with two key mechanism, attention and absorption. Attention is cognitive ability and the amount of time one spends thinking about a role and absorption is being engrossed in a role and refers to the

intensity of one's focus on a role. To Khan (1990), employee commitment is "the harassing of organizational members' selves to their work role. In commitment, people employ and express themselves physically, cognitively and emotionally during role performances. From Kahn's definition, it is clear that employee commitment is a multi-faceted paradigm. The multi-dimensional approach to looking at employee commitment comes from the perspective that Kahn took on the individual's working experience.

A committed employee is aware of organizational context, and works with colleagues to improve service delivery within the job for the benefit of the organization. Thus, the organization must work to develop and nurture commitment, which is a two-way relationship between employer and employee. Even the best designed processes and systems will only be effective if carried out by people with higher commitment. Commitment is the moderator between the design and the execution of the service excellence model. Employee commitment therefore is the state of emotional and intellectual commitment of an employee to an organization or group producing behavior that will help fulfill an organization's obligations to customers and in so doing improve organization results. Employees who are committed in their work and committed to their organizations give organizations competitive advantages including higher performance and lower employee turnover. Thus, organizations should strive to invest substantially in policies and practices that foster commitment in their workforces.

Although, different organizations define employee commitment in different ways, some common themes exist. These themes include employees' satisfaction with their work and

pride in their employer; the extent to which people enjoy and believe in what they do for work; and the perception that their employer values what they bring to the table. The greater an employee's commitment, the more likely he or she is to "go extra mile" and deliver excellent on - the- job performance. Committed employees are more likely to commit to staying with their current organization. Employee commitment encompasses several ingredients for which researchers have developed measurement techniques. These ingredients include the degree to which employees fully occupy themselves in their work as well as the strength of their commitment to the employer and role. Employee commitment therefore, is the extent of employees' commitment, work effort and desire to stay in the organization. It describes how an employee thinks and feels about, and acts toward his or her job, the work experience and the organization. According to Onyekwere (2016), committed employees have the following three features:

- Stay: They have intense desire to be a part of the organization and they stay with that organization.

- Say: They advocate for the organization by referring potential employees and customers, are positive with co-workers and are constructive in their criticism.

- Strive: They exert extra effort and engage in behaviours that contribute to business success.

A committed employee experiences a blend of job satisfaction, organizational commitment, job involvement and feelings of empowerment. It is a concept that is greater than the sum of its parts. According to Fagbemi (2006), committed employees have strong and authentic values, with clear evidence of trust and fairness based on

mutual respect where two way promises and commitments between employers and staff - are understood and are fulfilled.

To Dicke, Holwerda & Kontakos (2007), four closely related concepts to employee commitment are: work engagement, organizational commitment, job satisfaction and organizational citizenship behavior (OCB). Saks (2006) argues that employee engagement differs from organizational commitment on the grounds that organizational commitment (OC) represents a person's attitude and connection concerning their organization while engagement is more than attitudes. It is how psychologically, cognitively and behaviorally employed the individual is in their role, displayed by how attentive they are to their work and how absorbed the individual is in the performance of the role. Employee engagement also differs from organizational citizenship behavior (OCB), as engagement is concerned with the passion for one's role while organizational citizenship behavior (OCB) is concerned with extra role and voluntary behavior. Gallup organization (2004) defines employee engagement as the involvement with and enthusiasm for work - it is likened to a positive employee' emotional attachment and employee commitment to work.

Customer Experience: Customer experience is another element of service delivery for discussion. According to Mayer & Schwager (2007), customer experience is the internal and subjective response customers have to any direct or indirect contact with an organization. Verhoef et al., (2009) argues that the customer experience construct is

holistic in nature and involves the customer's cognitive, affective, emotional, social and physical responses to the service provided.

In Nigeria, poor public service delivery abound. In Ministries, Departments and Agencies (MDAs), inefficient and ineffective services manifest in delays in attending to customers, asking a customer for (corruption) money before doing a job for which public servants are paid for, lack of good service provider-customer relationship etc. it would appear that some of the reasons responsible for the poor state public service delivery in the country include lack of capacity building, non-application of job analysis, poor and weak incentives structure for employees, faulty recruitment as a result of the application of quota system, limited application of information and communication technology etc.

Flowing from the above, successive governments have long realized the imperatives of prioritizing the people's welfare and well-being as basis of the continuous legitimacy to rule as well as get loyalty of the people by the government. In realization of this goal, most developed and developing countries have embraced one form of reform or the other to reposition the service delivery sub-sector. According to Ademolekun & Kiragu (2002), three reform measures that seek to improve the quality of service delivery include: survey of service delivery, quality charters and programme evaluation.

In the case of survey of service delivery, efforts are directed at establishing the benchmark on which service delivery can be measured. In Nigeria, Obasanjo's administration put in place measures to improve public service delivery. This include: Service Delivery Compact with all Nigerians (SARVICOM). This compact requires

governmental officials to provide basic services to the citizenry, timely, efficiently, effectively and transparently (Fagbemi, 2006). Most of these reforms can be linked to the New Public Management (NPM) which is focus is on adoption of private sector management approach in the public sector. However, 12years after; public service delivery in Nigeria still remains a mirage. Therefore, the effect of HR practices such as job analysis needs to be investigated with the aim of determining its effect on service delivery especially in the Nigerian public service context.

Attributes of Customer Experience

1.	Accessibility	• The choices/options available for contacting a provider. • The physical proximity/ease of access of a company • Availability of services (round the clock) • The appearance and operation of a website (including navigation) • The ambience or décor of a bank, office, store.
2.	Ease of doing business	• Having services and products that are easy to understand • Ease of getting issues/queried/complaints resolved • Ability to get in contact with the company with short wait times.
3.	Execution excellence	• Speed of making an inquiry/transaction • Getting things right the first time • Consistency of service-continuity in communications or interactions • Speed when resolving a complaint/resolving a query • Speed of service
4.	Personalized offering	• Rewards my loyalty • Offers products and services that can be tailored to my specific needs • Rewards my choice to do business with the company.
5.	Staff commitment	• Staff who consistently follow through on their promises • Staff with a positive attitude • Staff who are knowledgeable • Quality of advice and service offered

		• Staff who are honest and tell the truth
6.	Value for money	• Value for money (i.e fair and appropriate fees and charges) • Availability of rewards and promotions
7.	Brand value and reputation	• A brand that inspires me • A company that is well regarded in the media • A company I know will deliver • A company that puts the consumer first • trust in the brand to do the right thing • trust that the brand understands my needs • Trust that the brand delivers on its promises.

Source: Anderson J. (2014) Customer Experience Barometer

Customer experience therefore is the product of an interaction between an organization and a customer over the duration of their relationship. This interaction includes a customer's attraction, awareness, discovery, cultivation, advocacy and purchase and use of a service. It is measured by the individual's experience during all points of contact against the individual's expectations.

2.2   The Nexus between Job Analysis and Service Delivery

Indeed, in the current public management discourse, the term public service delivery is associated with questions of the efficient and effective administration of government policies. This view draws from the social contract theory particularly that of Jean Jacque Roussesau who argues that the essences of government anywhere is to fulfill the general will of common good through the provision of social services such as security, education, housing, roads and any other amenities that could uplift the material condition of the people. Olowu (2011) corroborated the foregoing statement when he argues that public service delivery is a top priority in developing countries, if they are to make any

meaningful progress in socio-economic development. The provision and quality of essential services are key ingredients of measuring good governance as public service delivery underpin the social contract between the state and her citizens.

It is worthy of note that human existence depends on basic necessities of life, such as water, food, shelter and sanitation. In fact, the Marxist school of thought argues that human beings will cease to exist in the absence of these amenities (Sexton, 2008). Therefore, the primary responsibility of any public administration system is to deliver essential services to the citizens most especially services that the private sector may not be position to provide. Also, the services should be provided at affordable prices. Indeed, the ability of a government to govern and tax people is premised on its capacity and capability to deliver public goods and services required by its population. This indicates that government derives its existence and legitimacy from the services it renders which the possibility of market failure is high (Olowu, 2011). Therefore, creating an enabling environment for the citizens and non-citizens alike to meet their basic needs is one of the main pillars of good governance.

The consumer of public goods and services could be regarded customer or client. To Fagbemi (2006), "a customer or a client is the direct recipient of a service through dealing with the service providers". For our purpose in this study, the customers of public services are the citizens while the provider is the government at all levels. According to Nash & Nash in (Akhakpe, 2014), customer service delivery is therefore, the provision of

services to a client (buyer) in such a manner that the client's expectations are realized or surpassed while at the same time, the government agency remains stable.

The self-serving interest of the ruling classes or elites all over the world has led to neglect of human populace, majority of whom live below poverty line, ravaged by preventable diseases leading to premature death of so many (Akhakpe, 2014). In Nigeria, a number of problems confront and complicate public service delivery. For example, poor or faulty job analysis could lead to poor service delivery. The quality and availability of essential services is a major indicator of good governance because public service delivery underpins the social contract between the state and its citizens which in turn portrays a healthy society.

The success of any public organization to a large extend depends on HR methods and strategies adopted. Service delivery is not only a result of well-functioning system but also depends on effective human resource management practice such as job analysis that succeeds in attracting, developing, and maintaining a committed and motivated workforce (Al-Ahmadi, 2009). In human resource management, there is a consensus on the need for merit based recruitment and promotion as admonished by Marx Weber (1947) as well as paying due attention to incentives that could motivate employee performance. In all these, the importance of job analysis reverberates because it is through job analysis that organizations can place the right candidate in the right job as well as evaluate and determine compensation for job holders. Ultimately, the result of an

effective public sector human resource management is improved and better public service delivery.

Public service delivery is an important aspect of organizational behaviour because its level at any given time in an organization is co-extensive with effectiveness or efficiency or otherwise. The conceptual reference for effective public organization in its statutory functions is service delivery. For example, Federal Airports Authority of Nigeria (FAAN) is effective when it successfully manages the Nigerian airports and regulates commercial flights according to the terms of its statutory duty. The ability of government to provide efficient and effective public goods and service contributes in creating the context for social and economic development as well as ensuring improvements in the wellbeing and welfare of the citizens.

2.2.1 The Interface between Job Analysis and Service Culture

In the views of Chukwuemeka (2013); Parkar, Wall & Corrdary (2001), job description has developed a great deal of interest in the area of HRM during the recent years. To Dibie et al. (2015); Dibie (2014); Opatha (2006), job analysis is the functions of arranging task, duties and responsibilities into an organizational unit of work. To Brannick et al. (2012), job description is the most common use for job analysis. Usually, job descriptions are created by compiling the most salient information gathered in the job analysis. Job description establishes performance evaluation criteria, write position descriptions, and evaluate compensation and recruitment techniques (www.uniformguidelines.com). Job descriptions essentially summarize the findings of

the job analysis and highlight the most important elements of the job. Job description is the way to organize the contents, methods and relationship of jobs in order to achieve organizational goals and objectives as well as satisfaction of job holders.

Job analysis is basically descriptive in nature and constitutes a record of existing and pertinent job facts. These facts must be organized in some fashion in order to be usable. Brannick et al. (2012); Chukwuemeka (2004) suggest that job analysis should follow the following order: 1. Job identification, 2. Job summary, 3. Duties performed, 4. Supervision given and received, 5. Relation to other jobs, 6. Machines, tools and materials, 7. Working conditions, 8. Definitions of unusual terms, and 9. Comments which add to, and clarify eight listed.

The job identification section consist of information such as job title, job alternate titles, department, division, plant and code number for jobs. The job summary has two main purposes namely: to provide a short definition that will be useful as additional identification information when job title is not sufficient. Secondly, to serve as a summary to orient the reader towards understanding the detailed information that follows. Duties performed section is the heart of job description and it is the most difficult to write properly and there requires the attention and involvement of a specialist/expert. It is supposed to tell what is being done, how it is done and the purpose behind each duty. Duties performed list major duties with a statement of "what" and "why" followed by sub duties detailing the "how" (Brannick et al, 2012). These should if possible be arranged in a chronological order (Chukwuemka, 2004).

According to Dibie (2014); Amos, Ristow & Ristow (2010), job specification deals with the personal aspects of the job and education or qualification background, skills, personality, knowledge and ability. In a layman human resources term, the job description can be associated with the hard issues whilst the job specification focuses on soft issues. Amos et al. (2010) opine that the "content and context of the job should serve as the basis for attracting and selecting the most suitable candidate for the job". Both, job description and job specification have a significant role in the selection process and the identification of the best possible match for a position.

Job specifications can include job requirements such as written communication skills or prior experience in a certain field. Job specifications allow organizations to determine the educational, professional and certification requirements for a person performing a job (Dibie, 2014). Prien & Hughes (2004) demonstrate that minimum qualifications, such as education requirements, can be establish by utilizing a quantitative job analysis designed to measure the educational achievement needed to perform a task. In Prien & Hughes' (2004) study, knowledge required was linked with levels of education.

Preparing a complete and correct job description is relatively simple compared with preparing a correct job specification. After reading through job description, we may find ourselves in considerable disagreement concerning human resource requirement for a job. Establishment of basic minimum human resource requirements for work is a decision of concern to HR managers, practitioners, and the society at large. Scholars such as Chukwuemeka (2004) argue that organizations in general and Nigeria in particular

establish excessively high requirements for formal education and training, a process that results in overtly qualified personnel being placed on routine jobs. For example, requiring a university engineering degree for a routine draftsman's job or university degree holders working as clerical officers in the government employment; not only dose such job placement and practices lead to frustration but discontented personnel as well.

According to Amah (2008), the concept of service culture appeared relatively self-explanatory. It relates to overseeing employee job performance. Formally, it is define as an interlocking set of policies and practices which have their focus on enhancing achievement of organizational objectives through a concentration on individual performance. Service culture encompasses cascading overall organization goals and objectives into individual employee objectives. In the views of Bernardin (2010); Amos et al.(2010), it is an approach to the management of the people which deals with setting individual objectives that are related to organization objectives.

Organizations that regularly conduct job analysis possess a much better knowledge of their employees' strengths and limitations, and can take timely corrective action to improve any deficiencies in their skills and job behaviour (Clifford, 1994). A regular or proactive job analysis practice can help an organization in creating a proper infrastructure by defining the tasks to be performed as well as the timelines for performing them. A clear delineation of roles and responsibilities through job analysis and its availability to job incumbents or holders ensures that every level of organizational hierarchy

understands its contribution and adds value to the product/service development and delivery with minimum overlap or wastage of resources.

Job analysis has been used as a legal defense and source of validation for examinations and minimum qualifications required for obtaining a position (Veres et al., 2007; Harvey, 1991). Levine et al. (1988) found that in organizations that adore job analysis, legal pressures were addressed with the aid of the job analysis that the organization performed. Job analysis provided the legal foundation for making management decisions, such as educational requirements and performance evaluations. Organizations that used job analysis to make decisions do not have to go back and do the research to justify the decision when a decision was challenged in court, while organizations that did not utilize job analysis had to spend a great deal of time and money after the fact conducting the research justifying decisions. Veres et al. (2007) state that the "courts have determined that validation studies must demonstrate the ties between identified work behaviors (or tasks) and the companion KSAs". Furthermore, these ties are accomplished by conducting a job analysis.

Merritt-Haston & Wexley (2003) did an analysis of court cases involving minimum educational requirements. They established that employers who set minimum educational requirements are likely to win a court case when the jobs are highly technical and involves risk to the safety of the public, or jobs required advanced knowledge. Employers will also be successful if they could demonstrate evidence of criterion-related and content-related validity for these requirements. All of these could be achieved through

conducting job analysis that demonstrate that the job is highly technical, involves the safety of the public, requires advanced knowledge, or entails performance that is linked to the education requirements (criterion-related validity).

Lending support to the above assertion is Veres et al. (2007) who argues that a sound job analysis can protect employers when management decisions such as performance appraisals, selection tools, and educational requirements are challenged in court. If a job analysis does not support these same management decisions, then the employer is likely to lose in court. The legal consequences of a job analysis demonstrate the importance of research into the accuracy and content of the job analysis.

Service orientation is considered as a part of organizational climate and the dimensions of service orientation has been used to measure service climate (Urban, 2009; Solnet & Paulsen, 2006). Service orientation is seen as personnel characteristics, traits, and behaviour determinants of employee service providers needed to deliver services (Fagbemi, 2006; Vella, Gountas & Walker, 2009). The latter, organizational level describes "the set of organizational activities designed to create and deliver an excellent service" (Gonzalez & Garaza 2006). Linking service culture to service delivery, Ooncharoen & Ussahawanitchakit (2008); Gebauer, Edwardson & Bjurko (2010) argue that service culture is a prerequisite for organizational excellence.

Flowing from the above, Yang (2008); Barney, Wright & Kitchen (2001) posit that service culture is regarded as a crucial firm resource that is valuable and inimitable by competitors, thus is likely to lead to positive outcomes. Sierra & McQuitty (2005) and

social exchange theory of Blau (1968); provides further insights into how service culture may influence customer based quality of service evaluation. A supportive service culture encourages employees to go extra mile to serve the customers' needs which in turn affect customers' perception of quality of service (Siera & McQuilty, 2009). Also, Homburg, Wieseke & Hoyer (2009); Heskett & Schlesinger (1994) in their service profit chain theory, suggests that service delivery is derived from customer satisfaction and loyalty created by employee service delivery, which in turn is influenced by employee satisfaction and commitment. Employee job satisfaction and commitment result primarily from high quality of service and practices from organizations. Studies have shown that employees' service attitudes are consequences of service culture (Nelson, 2007).

2.2.2 The Nexus between Job Analysis and Quality of Service Delivery

It has been observed that the assumption underpinning the practice of human resources management (HRM) practice is that people are the organization's key resource and service delivery largely depends on them (Armstrong, 2010). Therefore, if an appropriate range of HR policies and processes are developed and implemented effectively, HR will make a substantial impact on public service delivery (Igbokwe-Ibeto, Akhakpe & Agboola, 2013; Apospori, Nikandrou, Brewster & Papalexandris, 2008).

A belief in efficiency or quality service is one critical element in modern public agencies. Indeed, it is central to Max Weber's ideal bureaucratic formulation. Quality of service has become a major concern of public sector agencies because resources are never available relative to the demand for them. Therefore, individuals and organizations are

always in search for the best ways of maximizing its use for the benefit of all. Perhaps, this informs Goulder's (1952) claims that the language of service is not a valueless detached judgment on the part of the people in our society. Efficiency and the choice of those alternatives that maximize the realization of objectives or minimize expenditure in their pursuit – is widely acknowledged as good in and of itself. It is this sense that belief in efficiency is one critical element in the frame of reference in the operation and perception of both public utility organizations and their clients.

One of the major public service delivery in Nigeria since independence is that of efficient in the use of public resource to maximize public goods. Weber has noted the nepotistic and authoritarian character of the other variants of bureaucracy notably, the traditional bureaucracy as the challenge. The legal rational system of modern bureaucracy is supposed to eliminate this. In the words of Naidu in (Akhakpe, 2014), bureaucracy could achieve higher level of rationality efficiency and calculability in the conduct of administration because it operates according to calculability without regards for persons. Such impersonal method of administration brings more impartiality, equality and objectivity in public administration. This is the basis on which we expect the bureaucrats and administrators to provide the best possible services to its customers in the society.

But it's imperative to note that structures and principles do not automatically translate into good performance. While Weber has done much to articulate what he expects modern bureaucracy to be like, then the norm seem to deviate from the ideal. The irrational elements in man and the bureaucratic construct itself appear to vitiate the

attainment of bureaucratic goals. Lane (`987) is quick to add the caveat that "of course, bureaucratic efficiency cannot simply be a function of the formal structure of the bureau, but depend crucially on what goals are expressed in the behavior of bureaucrats as well as what means are considered". However, what is palpable is the glaring incongruence between the western bureau structure and the behavior on one hand and the exigential imperative of African situation on the other hand.

Bowra, Sherif & Niazi (2011); Guest, Michie, Conway & Sheehan (2003) posits that the case for an association between human resource management and organizational service delivery are based on two arguments. The first one being that the effective deployment of human resources offers one of the most powerful bases of competitive advantage. The second argument is that effective deployment of human resources depends on the application of a distinctive combination of practices, or the use of a consistent set of human resource practices. Furthermore, Guest et al. (2003) stress that there is a plausible case that human resource management will be more effective if it fits the business strategy of each organization.

Because of his interest in improving job efficiency, Taylor, study the job as one of his principles of scientific management. It was from his ideas and data that gave rise to time and motion study of jobs. This consciousness on job analysis provoked series of studies on how the human relations association could determine better service delivery. Behavioral scientists and psychologists rediscover job in the 1960s as a focal point of study in the organization. Before then, job analysis has been focused only on the work

being carried out. However, this was altered in the 1970s as psychologists were attracted in job analysis. Their involvement was in three fold which include: (i) quantifying job analysis by developing questionnaires for data collection; (ii) worker orientation to job analysis; and, (iii) focusing on smaller units rather than the whole job, task, or elements within jobs.

Cascio (2010); Bowin & Harvey (2010) stress the significance of job analysis as a strategic HRM practice linked with the organizational service delivery. Apospori et al. (2008); Delery & Doty (1996); and Husilid (1995) discover a significant relationship between job analysis and organisational performance. Dessler (2011); Anthony, Kacmar & Perrewe (2002) recommend that with the recognition of the Human Resource–Performance (HRP) linkage, organizations vigorously adopting job analysis as a human resource strategy are likely to grow more with increase profitability or benefits. They further illustrated the extent to which tasks and employee attributes for an assigned job is termed as job analysis, hence job analysis techniques can also be termed as worker-oriented or work oriented (Gatewood & Field, 1994). Work oriented methods engage clear description of a variety of jobs or tasks to be performed, while worker-oriented methods examined human behaviors concerned with the work activities (Gatewood & Field, 1994). Whether work or worker-oriented technique, job analysis methods allow the assumption of employee's knowledge, skills and abilities (KSAs) characteristics.

According to Davis (1995); Gatewood & Feild, (1994), the importance of KSAs characteristics involve in job-related information and the necessary human abilities to

perform certain job activities cannot be overemphasized as these have relationship with service quality. Job analysis is an instrument to analytically gather data on tasks and behaviors leading to KSAs about any kind of work activity (Gatewood & Feild, 1994). Yet, Prien (2007) emphasize the importance of conducting job analysis to recognize valid predictors and criteria for job success which has also been acknowledged by other scholars and HR professionals, fully engaged in employee engagement, recruitment and selection process. Dunnette in (Rehman et al., 2010) linked job analysis information with recruitment process. These researchers single out job analysis as the base of the entire recruitment and selection process.

Corroborating the above views, Dessler, Cole & Sutherland (2012); Bohlander et al. (2009); Schuler & Jacksoon (1996) examine the importance of conducting job analysis and acknowledged job analysis in relation with work behaviors and associated tasks required for successful service delivery. Job analysis provides a foundation of requisite information regarding jobs and employees that HR professionals used to build up important documents such as job description, job specifications and performance appraisal (Harvey, 1991).

An examination of the above views, suggest that there is an agreement among researchers that job analysis is the backbone and cornerstone of each and every HR activity. However, despite acknowledging the pivotal role of job analysis in all HR activities, it would appear, there is no empirical study which linked job analysis to service delivery especially in Nigeria public sector context given the low work content, miss use of

labour, irrational job titles and high number of idle workers in its public sector organizations.

According to Denhardt, Denhardt & Tara (2014); Towars (2012); Pfeffar (2008); Drucker (2002); and Grerr (2001), the accomplishment of objectives set by the organizations in this globalized era solely depends upon the talent of their human resources and professional development programmes while Delaney & Huselid (1996) confirm that well-established human resource practices not only enhance job retention but also improves service quality and performance.

Flowing from the above, linking the practice of job analysis and quality of service delivery is yet to be analytically explored in a developing country like Nigeria. However, there is an adequate amount of empirical evidence in the current HR practices literature to anticipate a significant effect of job analysis on quality of service delivery. Research findings indicate how various organizations have achieved positive outcome upon applying the practice of job analysis. One imperative reason for exploring a significant association between job analysis and quality of service delivery is the innermost position that job analysis occupies in the HR practices.

Bohlander et al. (2009) argues that the definitive rationale of job analysis is to improve output of an employee or organization. No wonder Dibie (2014) and Clifford (1994) admonish that organizations admiring the importance of job analysis and regularly practicing conduct of job analysis have a better knowledge and understanding of their

employees' and organizational strengths and weaknesses, accordingly a timely remedial action may be taken to improve their deficiency in culture, skills and abilities.

Conducting regular job analysis can assist an organization in establishing an appropriate infrastructure by determining the tasks to be performed as well as the deadlines for performing them thereby creating a framework for service delivery appraisal (Dibie, 2014). Regular practice of job analysis contributes to the public service delivery by enhancing a positive job attitude and dedication. In addition, job analysis is capable of identifying factors such as employees' motivation and job satisfaction. A normal review of job descriptions and service delivery standards by applying job analysis enormously help HR professionals and researchers to recognize and eradicate redundant job requirements and areas of divergence causing job frustration (see Monday, Noe & Premeaux, ,2002; Gomez-Mejia, Balkin & Cardy, 2010).

According to Dessler (2011); Subramaniam et al. (2011); Collins & Druten (2003), researchers have produce compelling evidence for the causal link between how people are managed and service delivery. They argue that the effectiveness of human resource management practices, particularly job analysis (the matching model of HRM) often have a direct bearing on service quality. It has also been argued that, the result of effectively managing human resources is an enhanced ability to attract and retain qualified employees who are motivated to perform (Akhtar, Ali, Sadqat & Hafeez, 2011; Schuler & Macmillan, 1984). To Hays, Keaney & Coggburn (2011); Klingner et al. (2010); the benefits of conducting proper job analysis includes having the right employees doing the

right job, greater profitability, high product or service quality, lower production costs, and more rapid acceptance and implementation of corporate strategy.

Job analysis is essential to HR because it is the means for the development of all HR functions (Dibie et al., 2015; Dibie, 2014; Mapira et al., 2013; Brannick et al., 2012; Bowen & Ostroff, 2003). As stated earlier, job analysis can serve as the basis for many HR functions. We conduct a job analysis so that we can understand what work related behaviors should be measured, and what criteria should be used in our hiring practices.

Also, job analysis gives much more information and can be used for other reasons as well. These include job descriptions, job specifications, job classifications, performance review, employee engagement, training and development (Dibie, 2014; Abeeha & Bariha, 2012; Aldamoe, Yazam & Ahmed, 2012; Brannick et al., 2012; Ash & Levine, 1980). Benge in (Royer, 2010) states that as long as there is enough detail in the job analysis, it can be used for a wide variety of HR functions including merit ratings, recruitment and selection, training, incentive pay, improving work conditions, improving work methods, charting lines of responsibility, functions of jobs, and lines of promotion.

2.2.3 The Interface between Job Analysis and Employee Commitment

Correlation between job analysis and service culture has been studied and empirically proven. For example, Dunham (1997) test the correlations between job analysis and employee commitment based on the Position Analysis Questionnaire (PAQ) and discovers a correlation. Also, McCormick, Jeanneret & Mecham (2009) discover correlations between job design, job evaluation and employee commitment. Other

empirical studies include that of Gerhart, Wright, McMaham & Snell (2000); Schneider, Reichers & Mitchell (1992); Gerhart (1998), while Rousseau (1982) provides indirect support by testing correlations with job skill requirements. In all these cases, positive correlations are observed. Campion (2008) replicated these findings and also establish a positive correlation between job analysis and employee commitment.

A proactive job analysis contributes to employee commitment by promoting positive job attitudes, fit between job and job holder and work commitment. Among other things, it offers a useful opportunity to assess the physical and social context of work and make necessary changes to enhance employees' interest in their jobs (Dessler et al, 2012). In addition, job analysis can be used to identify factors that shape workers' motivation and job satisfaction. Timely and accurate information on job duties and responsibilities as well as level of performance required to achieve results provides workers with clear direction and definite targets to pace their performance efforts efficiently.

A study by Hackman & Oldham (1975) identifies those specific job characteristics that affect performance, motivation and satisfaction. They state that their model is a useful guide in establishing job analysis and redesigning the job of individuals. The model specifies five core characteristics or dimensions, which include: (i) Skill variety: The degree to which a job requires a variety of different activities so that one can use a number of different skills and talents; (ii) Task identity: The degree to which the job requires completion of a whole and identifiable piece of work; iii) Task significance: The degree to which the job has a substantial impact on the lives or work of other people; iv)

Autonomy: The degree to which the job provides substantial freedom, independence and discretion to the individual in scheduling the work and in determining the procedures to be used in carrying it out and (v) Feedback: The degree to which carrying out the activities required by the job results in the individual obtaining direct and clear information about the effectiveness of his or her performance (Hackman & Oldham, 1975).

Hackman & Oldham (1975) argue that, individuals obtain internal rewards when they learn that they personally have performed well on a task that they care about. The more these conditions are presented, the greater will be the employee's motivation, performance and satisfaction and the lower their absenteeism, the more the likelihood of labour turnover.

According to Anthony et al. (2011); Jones (2010); Wiley (1993); and Santora (1992), several organizations such as, Lincoln Electric, Nabisco, Wal-Mart and Whirlpool, for instance, have made significant improvement in their performance by developing innovative job analysis practice grounded in empirically verifiable job-related data. In general, the experience of most companies and organizations indicates a positive effect of job analysis leading to greater administrative efficiency and cost savings, better organizational climate and improved service delivery.

While it seems the potential contribution of the practice of job analysis to employee commitment in Nigerian public sector has not been systematically investigated, there is enough anecdotal evidence that HR-performance literature on job analysis has a positive

effect on employee commitment and service delivery. In addition, one important reason for expecting a positive link between job analysis and employee commitment is the central position that job analysis occupies in HR practices that contribute to personnel utilization and service delivery. Bohlander et al. (2009) for instance argues that 'the ultimate purpose of job analysis is to improve employee commitment and service delivery.

The practice of job analysis has the potential to improve employee commitment both directly and interactively with other key HR practices. In the views of Dessler et al. (2012); Anthony et al. (2011); some of the important HR practices that might augment the positive outcome of job analysis include the type of job analysis pursued, the sophistication of an organization's HR information system (HRIS) and the extent of HR involvement in strategic planning activities.

One important part of HR planning is job analysis because it serves as a basis for achieving employee commitment in organizations (Dibie, 2014). Job analysis is the study of an employee's job in order to determine the duties performed, the time involved with each of those duties, the responsibilities involved and the equipment required (Lussier & Achua, 2017). The job analysis for a particular position typically consists of two parts namely job description and job specification. According to Lussier & Achua (2017); Griffin et al. (2017), job description is a summary of what the worker will be doing and the role they will have in the organization in terms of duties and responsibilities. It is a written statement describing the employee's duties, and tasks and

responsibilities associated with the job while job specification will indicate the sort of person an organization is seeking in terms of personal qualities, skills, education and work experience. It is a list of the key qualifications needed to perform a particular job in terms of education, skills and experience.

In increasingly competitive labour markets, getting employee commitment has become a prime concern of organizations (Collins, 2007). Employers need to understand the range of factors that influence career decision making and the role of job analysis in achieving employee commitment and contribution to the strategic aims of an organization cannot be overstated. The value of an organization reflects potential employees beliefs that their employment needs will be met by the employer (Cooper, 2008). Just as consumers depend on brands to differentiate between products, job description and specification is used by potential employees' to differentiate between employers and assist their decision making (Collins & Stevens, 2002). Organizations who conduct job analysis are perceived by potential employees as more attractive than those with lower or inadequate job analysis (Berthon & Ewing, 2005). A potential employee appraisal of an employer is prompted by factors including their awareness and perceptions of the employer brand which may be developed through word of mouth, personal experience and organizational strategies.

Research indicates that potential employees have expressed preference for working in a particular industry either based on their ability to attract, develop and retaining employees' or by the preferred tasks (Wilden & Gudergan, 2010). Some organizations

have a forward-looking, high-technology, 'glamour' image that attracts employee commitment, while others have a negative, less attractive or low profile image that makes it difficult to get employee commitment. One way of achieving this is job analysis. This is because employees who feel that they were given accurate job descriptions and specifications are more satisfy with the organization. Such employees also believe that the organization is reliable and trustworthy and would often express a lower desire to change jobs than those who feel that they were not given accurate job directives on how to discharge their duties for the organization (Dibie, 2014).

Getting employee commitment according to Cascio & Aguinis (2011); Dresang (2010); Ruccucci (2006); Taylor & Collins (2000) is one of the most critical human resource activities vital to organizational successes. It is not so easy for organizations to get employees commitment. For HR professionals, this means going a step further than developing a motivation plan. It means working closely with management on shaping organization culture and looking closely at the job attribute preferences of its current and future employees.

It is interesting to note that many employees expect their organization to provide them with opportunities to grow and learn and ultimately improve their employability (Lussier et al., 2017). This is directly related to creating a satisfactory work environment for employees (Aquino, Griffeth, Allen & Hom, 1997). A stimulating work environment that makes effective use of people's skills and knowledge through job analysis , allows them a degree of autonomy on the job, provides an avenue for them to contribute

ideas, and allows them to see how their own contribution influence the organisation's well-being. Good compensation and adequate, flexible benefit plans as well as recognition on the part of the employer that employees need to strike a good balance between their lives at work and outside of work are all features that makes employees' to remain in an organization (Cooper, 2008).

According to Ichniowski & Shaw (1999); Huselid (1995), there is a link between job analysis and employee commitment. When screening applicants, employers utilize job analysis to determine what knowledge, skills and abilities an applicant needs to perform the job (Dibie, 2014; Brannick et al., 2012). Job analysis also make it possible for employers to determine what tests can be used to select or promote employees. Dibie (2014); Sanchez et al. (2001) state that when looking at knowledge, skills, abilities, and other characteristics (e.g. traits); those that are relatively stable individual characteristics should be what employers screen applicants for using selection exams. These can be such things as mechanical ability and selective attention. Job analysis is used to determine what knowledge, skills, and abilities (KSAs) that is required.

Among the 4 M's i.e. Men, Money, Machine and Material, men are the most important. Employees working in any organization are the building blocks of that organization. To keep them happy, satisfied and to retain them in the organization, money given to them in the form of wages should essentially be adequate. An effective job analysis management is that which makes a comparison of its compensation plans with the other jobs in the industry or with the established benchmark.

Rizwan & Ali (2010) contends that the modern organizations try to integrate employee commitment and the organizational service delivery. To keep the employee's self-esteem and sense of worth elevated, compensations are the most contingent factors that are being used by the management of the organization. The employee service delivery evaluation and compensations are the two factors which are considered to be the cornerstone of performance evaluation programmes. So determination of compensation through proper conduct of job analysis is an essential part of compensation management as well as of performance evaluation programme.

Ali & Ahmed (2009) argues that every employee serving in any organization expects that his organization will provide him healthy working environment, a fair wage to meet his needs and will treat him equally without any biases. Employees can even demand more safety and security, power and authority and the duties and responsibilities which they perform in their work premises. Ali & Ahmad (2009) furthermore stressed that there is a direct link between organizational service delivery and employee service delivery and if employees service delivery is enhanced, organizational service delivery will enhance automatically.

Hayat et al. (2010) admonished that pays and benefits are the most important factor that influence employee job satisfaction. The other factors influencing a person's job satisfaction include a fair system of promotions within the organization, high quality working conditions, good leadership and positive relationships among the colleagues. An old rule of the thumb is that satisfied worker are happy with their job and happy workers

are the source of high profits for an organization. Lawler (1971) explored the same point by elaborating that workers with elevated job satisfaction are more determined and prolific, more concerned about the high quality of work and have lower chances of job turnover. The role of job analysis in compensation determination is inevitable in achieving this employee job satisfaction.

2.2.5 The Nexus between Job Analysis and Customer Experience

A job is a logically related group of work functions of the same level of responsibility and difficulty which are required to be performed by one employee or by a group of similarly qualified employees. The information gathered on each job through job analysis is subsequently organized and compiled in a job description. The adequacy of the job description thus depends largely on the extent of the information obtained through job analysis. The importance of these two steps in the job evaluation and customer satisfaction is quite evident. They represent the starter for the required action and constitute the input upon which the evaluation decisions are based. An inaccurate evaluation of a job is often caused by errors in the basic data contained in the job description. It is therefore essential to assure proper job analysis and the accurate description of the job duties and specifications.

Several authors like Pine and Gilmoore (1998) and (1999); Shaw and Ivens (2002), Voss (2003) Prahalad and Ramaswamy (2004), etc have made the point that the customer experience may provide a new means of competition. Providing a good experience is also important because it affects customer satisfaction (Liljander & Strandrik, 1997); delivers

customer loyalty (Tuand Dean, 2001; Pullman & Gross, 2004); influences expectations (Johnson & Mathews, 1997, Flanagan, 2005) Instills confidence, supports the brand (Grace & O'cass, 2004) and also creates emotional bonds with customers or, conversely leads to emotional scarring (Pullman & Gross 2004). Pine and Gilmore (1999) argue that creating a distinctive customer experience can provide enormous economic value for firms and Mittal, Vikas, Pankaji Kumar & Michael Tsiros; Anderson, Akin & Tadika-Malla (2005) find that efficient organizations with satisfied customers outperform other firms. Thus customer experience based strategies provides a superior competitive advantage.

Job analysis may be conducted through two distinct processes namely matching and restricted analysis. Quite a lot of jobs look alike and corresponding jobs involved interpreting them and comparing them factor by factor. Three stages are involve in job analysis process: i) Watts & Green (2004) develop a forty-four page job analysis questionnaire which was to be completed by the employees with the help of their supervisor or peers; ii) The questionnaire were reviewed by two professional job analysts to make sure that it was accurate; and iii) The questionnaire on completion has to be signed and a panel was assigned to evaluate it. If all factor levels were within the specified range, then this is called a perfect profile.

Levine et al. (1988) reviewed nine corporations that were exemplary in their use of job analysis. Of the nine corporations, eight conducted job analysis with the intent of using the analysis to determine compensation. Job analyses are conducted by having analysts'

rate information found in the assessment of work components (Dibie, 2014; Brannick et al., 2012). The ratings can be done by examining compensable factors (i.e. attributes of the job), by examining the job as a whole, or by examining a job in relation to other comparable jobs (Brannick et al., 2012). Das & Garcia-Diaz (2001) intimate a widely used method of job analysis called "point based job analysis method", where jobs are rated on a set of various factors, which are easily understandable. This system has reliability in producing accurate results. Job analyst examines what types of tasks are completed as part of the job and what knowledge, skills, and abilities are required to perform the job. The job analysts then determine how complex the job is, the extent to which the work is complex, and the relative worth of the work that is being performed. By utilizing job analysis for many functions, organizations are able to compensate employees adequately and improve employee service delivery.

According to Bob (2011), employee service delivery is based on customers experience, strategies, guiding principles, structures and procedures which are devised and managed to provide and maintain appropriate types and levels of customer satisfaction. This constitutes measuring job values, designing and maintaining employee/customer relationship through adequate job description and specification.

Customer satisfaction is an important component of HR operational process in every organization. Service delivery in an organization cannot be meaningful without positive customer satisfaction. To achieve this fit, the role of proper conduct of job analysis cannot be overstated. It is through job analysis that jobs

which employees do are properly and genuinely analyzed and examined so that the right man could be matched to the right job. This is why conduct of job analysis in human resources management in modern organizations are a key factor that should be well administered and managed for organization growth, worker's and customers satisfaction (Cole, 2002). It is in the light of this that putting the right man in the right job through job analysis is of crucial importance to the organization that needs to make profit or achieve better service delivery. Jobs should be described and specified to determine the right job holders. This explains why both employees and employers take the issue of job analysis very important because if poorly managed, it could negatively affect both employer and employees of an organization, thereby defeat the goal of their existence (Nwachukwu, 2009).

Flowing from the above, Fajana (2002) contends that job analysis is one of the strategic tools employed by an organization to attract and retain qualified manpower and motivate same to contribute effectively to the growth of the organization. Low satisfaction from the job and high turnover rate are all consequences arising from the insufficient and inadequate job analysis (DeCenzo & Robbins, 2006).

The level of a subordinate or an employee does not only depend upon his qualifications and abilities. To get the best of a workers performance, the gap between ability and willingness has to be filled which helps in improving the level of performance of subordinates. According to Fagbemi (2006), this will results into increase in productivity,

reducing cost of operations, and improving overall customer experience in terms of efficiency and effectiveness. This is because unless workers are given adequate job description, they will not be satisfied and motivated to perform leading to customer satisfaction. According to Payam, Ali, Sayed & Mahmood in (Oyenkere, 2016), the maximum level of workers performance happen when they feel their job is adequately analyzed and rewarded. Job analysis consists of different processes which affect employees' behaviour to achieve some definite goals (Baron, 1983). Therefore, for the enhancement of public service delivery which could lead to customer satisfaction particularly in Nigeria public sector context, proper conduct of job analysis should be evolved in the country's public service.

2.3   Review of Empirical Literature

This section chronicles review of relevant and related empirical literature necessary to understand and evaluate the effect of job analysis on service delivery in Federal Airports Authority of Nigeria (FAAN) in particular and Nigerian public sector agencies in general.

Mapira et al. (2013) examined the importance of establishing job analysis exercise in an organization: a case study of bread manufacturing companies in Harare and Marondera, Zimbabwe; the researchers adopted a case study research design in which both qualitative and quantitative techniques were used. The population of the study was seven companies, six in Harare and one in Marondera. A sample size of four companies targeting middle managers and lower level employees was chosen for the study. The researchers divided the population into strata and then randomly sampled from each of the strata. Ten percent

of each group was selected using random sampling method. **N** small cards with names of bread manufacturing companies were prepared for the sampling and were put in a box. Then, **n** cards were randomly picked and the selected units became part of the sample. The findings reveal that job analysis improves organizational performance. It also revealed that there is a significant relationship between job analysis and employee performance.

The findings of Mapira et al. (2013), tend to concur with Locke's (2004) findings who states that the results of job analysis can be used for enhancing broader human resources strategies, activities and processes including recruitment, skill training, performance appraisal, workforce planning, organizational design and career development and this will improve organizational performance.

Based on their findings, Mapira et al. (2013) concluded that well established job analysis has positive implications on employees, organisational performance, labour turnover, growth, market share and market value of bread manufacturing companies. However, it was noted that, for the process to be effective, job analysts should inform employees on who will initiate the process, how the employees will be affected as informed consent protect the rights of participants thereby promoting freedom and self determination.

Man & Macf (2012) did a study on the impact of job design on employees' performance with specific reference to school teachers in the Kalmunai zone of Sri Lanka. The study sought to know if there is a significant relationship between job design and employees'

performance as well as what factors of job design contribute to proper performance of school teachers.

The study adopted the survey research design. Population of this study included the schools in the Kalmunai zone numbering 59. Simple random sampling method was applied. Selected sample size for the study was 103 (n =103) which accounts for a random selection of 25percent of the population (n= 410 teachers). The 25percent sample was drawn from each selected school in Kalmunai zone. Pearson correlation of 0.363 was used to test the hypothesis and discovered a positive relationship between job design and employee performance since the significant value (0.000) is smaller than the desired level of significance (0.005), the found correlation coefficient (0.363) is statistically significant. Therefore, there is statistical evidence to claim that there is a significant relationship between job design of a firm and its employees' performance.

Man & Macf (2012) recommends that organizations should imbibe the practice of job design as it is more likely that an improvement of quality of job design for school teachers results in improvements of employees' performance.

Briggs (2007) studied the problems of recruitment in civil service: case of the Nigerian federal civil service. The study sought to identify the prevalent problems affecting recruitment in Nigerian federal civil service and to determine the extent of the application of job description and job specification in the recruitment process. The rationale behind this study was to create a solid basis for Nigerian federal civil service to make standard and objective recruitment decisions by appointing the right

applicants into the service and accurately matching them with position classification.

The study employed the survey research method. The population of the study comprised civil servants in Nigerian federal ministries. The size of the service could not be determined at the time of his study, but it was estimated to be about 220,000 between 1966-1993. The stratified random sampling method was used to draw a samples 250 respondents from five federal ministries. A total of the 250 questionnaires were administered to the respondents chosen from the five federal ministries. Of the 250 questionnaires, 50 questionnaires were distributed to each ministry according to the four categories of grade levels in the ratios of 4:3:2:1 from grade levels 01 - 17 respectively. Of the total questionnaires distributed, 190 usable questionnaires were returned yielding a response rate of 76percent.

With regard to the use of job description in Nigerian federal civil service, Briggs (2007) survey revealed that the use of job description in the federal civil service vary significantly with the categories of grade levels. The most affected in relation to the non-utilization of job description is the junior category. A Job description is a by-product of job analysis. Relative to the utilization of job specification in the recruitment of federal civil servants, the survey revealed that Nigerian federal civil service uses job specification in their recruitment exercise since applicants were recruited based on minimum acceptable requirements for employment. It was also established in the study that the standards for employment and performance specifies the human

requirements needed for the job. A job specification is another by-product of job analysis and it is an important tool in the recruitment process because it keeps the recruiter's attention on the list of qualifications necessary for an applicant to perform the job and assists in determining whether the candidate is qualified. Therefore, not using job specification in the recruitment exercise could result to matching the wrong person for a job. There is no logical recruitment that can take place in an organization without job description because it spells out the factual statement of job contents in the form of duties and responsibilities of a specific job.

Based on the study's findings and conclusions, it was recommended that Nigerian federal government should through job analysis develop a reliable and valid selection instruments. The aim is to attract as many qualified applicants as possible, select and subsequently appoint the best through a more objective procedure. This could enhance service delivery. Briggs (2007) also recommended that recruitment exercises should be carried out based on human resource needs and backed by well defined jobs description and specification in order to avoid excess staff in civil service.

Rehman et al. (2010) did a study on the impact of job analysis on job performance in selected public sector organizations in Pakistan. The researchers adopted the descriptive design. The sample for this research was drawn from the public sector authorities regulating telecommunication, power, oil & gas, media and corporate, capital and banking sectors of Pakistan and some of the organizations being controlled by these regulators. Fifteen (15) organizations with a sample size of 568 were selected for the

research. The findings reveals positive correlations between job analysis and job performance r=0.47 (p<=0.01). It also discovered a positive correlations between recruitment and employee job performance r=0.47 (p<=0.01) as well as a positive correlations between of job performance and job satisfaction r=0.52 (p<=0.01).

Rehman et al. (2010) recommends that with the growing acknowledgment of the Human Resource-Performance linkage, organizations practicing job analysis as a human resource planning tool are bound to gain against the organizations which don't employ the conduct of job analysis.

Newman (2011) studied effects of job analysis on personnel utilization in Nigerian Ports Authority of Nigeria (NPA). The study adopted survey research. The population of the study was 230 staff of NPA randomly selected from all cadres of staff. The study found that job analysis plays significant role towards effective decisions leading to employees and organizational development. It also revealed that conducting job analysis, encourages service re-engineering, provides definite objectives, improves service efficiency, improves employees' performance, helps in planning and encourages prudent management of resources.

Based on his findings, Newman (2011) recommends that to increase the service delivery of public sector organizations, job analysis must be tied into the business strategy of organizations so that the objectives for integrating job analysis schemes in public sector organizations could be achieved. Therefore, public managers should institute appropriate measures that could help them have effective and all embracing job analysis systems in

order to allow for maximum utilization of the gains arising from effective personnel utilization.

It also recommended that public sector managers should as a matter of policy develop enterprising zeal for recruiting qualified personnel through effective job analysis techniques in their organizations so that strategic advantage could be attained there from. Yet, public managers should have the courage to motivate their personnel through effective job analysis. Since the improved job performance of the worker leads to greater organizational productivity on aggregate synergy, Newman (2011) recommends that the public organizations' staff should be encouraged to bring out their best through efficient job analysis. Employees in public organizations should be well evaluated in order to match the rudiments of costs and benefits analysis of every project embarked upon by the organization.

Saif, Khan, Rehman, Rehman, Rehman, Nawa & Naqeeb (2013) discussed competency job analysis with the aim of establishing the relationship between competency of employee and job performance in Pakistan. The study employed the survey design with a sample of size 60 respondents selected from the bank of Khyber, in Pakhtunkhwa using the stratified random sampling procedure. Their study findings shows that knowledge was strongly associated with job analysis (P=0.04). The strong association between two variables indicates that an increase in one variable, will also affect the other variable. Similarly, skills and job analysis were also associated with each other (P= 0.03). The strong association between the two variables suggests that, if one variable increases,

it will also affect the other variable. However, the study did not establish a strong association between attitude and job analysis (P= 0.639), which showed that these two variables were not dependent on each other. As regards the relationship between performance and job analysis , it shows that the two variables were strongly associated with each other (P= 0.04), which indicates that an increase in one variable will invariably affect other variable.

Flowing from their findings, Saif el at (2013) made the following recommendations: That since performance and skills were strongly correlated with job analysis, organization should work on these factors in order to enhance job performance. Organization should lay much emphasis on the knowledge, skills and attitude. These can be achieved through training and development of employees as well as increase in motivation. Also, that organization should appraise employees' performance against a defined standard. They can consider knowledge, skills and attitude as key performance indicators.

Royer (2009) investigated job description and job analysis in practice: how research and application differ. This study used existing data provided by a company located in the upper Midwest. The company specializes in designing selection and promotional exams for municipal government jobs. The dataset consisted of a collection of job descriptions and job analysis forms submitted to the company as part of the process for the development of a written exam for municipal jobs. The job descriptions and job analyses were for a variety of jobs in municipal governments in approximately 20 different cities in the upper Midwest. These jobs included clerk, maintenance worker, and water and

sewer technician, to name a few. They included entry-level jobs as well as promotion-level jobs within the government agency. The job descriptions were supplied by the municipal agency to the company. They were what the agency had on file, and were not created for or by the company.

The job analyses consisted of a job analysis form that was developed by the company and completed by an HR professional in the agency or a supervisor of the job in the agency. The job analysis form was designed by the company as part of the process for developing written exams for municipal government jobs. The job analysis form was worker-oriented because it was used for the purpose of developing a selection tool for job applicants. The data set contained 79 pairs of job descriptions and job analyses. However, four had to be eliminated because there was not enough information to complete the analysis. So, 75 complete sets were used for this study. The names of those who completed the job analysis form were blacked out so that the data cannot be traced back to a specific person and only to the type of position that the person holds. Two raters independently coded each job description and job analysis. These raters were I/O psychologists.

Hypothesis stated: there are significant differences between the required skills and abilities indicated in the job description and those listed on the job analysis. The first set of descriptive statistics looked at the mean number of times that there was agreement between the skills and abilities listed in the job descriptions with the skills and abilities on the job analyses. The average number of agreements was calculated by counting the number of times there was agreement between the job description and job analysis for

every job on the skills and abilities, and finding the mean number of agreements on all jobs. There were a total of 15 skills and abilities that were examined, so a total of 15 agreements were possible. The mean agreement of skills and abilities between the job descriptions and job analyses was 7.56 (SD=3.30).

Igbokwe-Ibeto, Akhakpe & Agboola (2013) did a study on the impact of human resource management practices on organizational performance: a study of Lagos state university, (LASU) Ojo with sole aim of evaluating whether organizational performance is dependent on human resources management practices such as job analysis. They adopted a case study and participant observation survey being members of the Lagos state university community. Simple random sampling was used to select a sample of one hundred (100) respondents from the Ojo campus staff, made up of junior and senior academic and non-academic staff. The study adopted the quantitative technique using the chi-square tool in the analysis of information collated.

The study established a positive relationship between human resource management practices and organizational performance. The computation shows that chi-square calculated (X^2c) is 22.71 while the chi-square tabulated (X^2t) is 9.49. Thus, the chi-square calculated is greater than chi-square tabulated. On the basis of this, they therefore reject the null hypothesis and accept the alternative hypothesis and conclude that organizational performance is dependent on effective human resource practice. Igbokwe-Ibeto (2013) assumption was basically that, if workers in any organization be it public or private are

properly matched to jobs, satisfied and happy, their individual and collective commitment to the realization of the organizational goals and objectives is likely to be assured.

Based on their findings, the study recommended that the management of LASU should continue to ensure that the HR practices are tied towards its corporate strategy if it's to achieve outstanding performance. In addition, copies of the HR policies and practices should be made available to all employees to ensure widespread dissemination and application of the policies.

2.4   Summary/Gap in Literature

There are ample studies that have tried to explore the effect of job analysis on employee performance across different parts of the world; however, such studies have often employed a partial analysis, with emphasis on the private sector of the economy. While there are a number of empirical studies from Western developed and Asian countries on the positive relationship between job analysis and performance, corresponding studies from a developing country like Nigeria still remains scarce despite the pivotal role of job analysis in human resource management. Although, job analysis is a widely debated concept among academics, HR managers, consultants and practitioners, however, little attention has been dedicated to assessing and documenting its effect on service delivery in Nigeria. Clearly, the major lacuna in the review of the related literature relates largely to the dearth of published studies dealing with the criterion and predictors of effects of job analysis on service delivery in Nigeria. Most of the reviewed literature dealt with the issues of job analysis and employee performance in the Western and Asian countries.

There was a small empirical research which predominantly linked job analysis with service delivery. For example, Greer (2010); Pfeffer (2008); Drucker (2002) and Towers (1992) discussed about the success of organizations in the current competitive environment and fast pace depending on the competence of their human resources and practices in vogue. Dibie (2014) did a study on the impact of job analysis on employee performance in the US; Brannick et al. (2012) wrote on job analysis: methods, research, and applications for human resource management in the new millennium; Rehman et al. (2010) did a study on the impact of job analysis on job performance in selected public sector organizations in Pakistan; Royer (2009) investigated job description and job analysis in practice: how research and application differ; Mapira et al. (2013) examined the importance of establishing job analysis in organizations in Harare and Marondera, Zimbabwe. In Nigeria, no such empirical research was available which linked job analysis with service delivery. While sufficient evidences were available in the existing Human Resource-Performance literature to expect a positive relationship between job analysis and employee's job performance. However, empirical literature that deals with the reliability and validity of the effect of job analysis on service delivery in Nigeria is rare. Consequently, this study, the effect of job analysis on service delivery in the Federal Airports Authority of Nigeria (FAAN) 2005-2014, fills the gap in literature.

2.5   Theoretical Framework

As is the tradition in social and management sciences, no one theoretical approach can adequately explain a social phenomenon. Nonetheless, we need a platform on which to

interrogate our subject of discourse because theoretical analysis is embarked upon to clarify, illustrate and provide a road map for navigating the contour of social phenomena. For this purpose and bearing in mind the constraints before us, we find the New Public Management (NPM) theory, a term formally conceptualized by Hood (1991) useful to anchor the study. This is because when issue of public service delivery is raised in the contemporary times, the NPM theory comes out forcefully. However, all theories are born refuted, the NPM theory not an exception. The exponents of the theory fail to recognize that the ecology of public administration varies from one country to another and that the culture of any given society can hinder or accelerate its growth and development. For instance, while the Western bureaucratic theories demands that public administrators should be impersonal, discipline, achievement oriented and individualistic, African cultural values promote and encourage vibrant interpersonal, informal relationship build around group or communal interest. Therefore, leading to clash between public administrators and cultural values which invariably result into epileptic service delivery.

Also, some management transplants from the West to Africa mostly lack enabling ethos and norms that make them functional. Yet, Sinclair (1995), Day & Klein (1987) consider various accountability dimensions relevant to the public sector, but argue that formal lines of accountability are often blurred by public views and expectations on what constitutes good conduct and acceptable service delivery. The recent economic crisis in Greece, Italy, Spain etc where NPM is in practice is an evidence that all is not well with the model. It is against background that researchers such as O'Flynn (2007) have started

to look beyond NPM's framework and limitations, towards new and alternative paradigms such as public value – 'a way of thinking which is both post-bureaucratic and post-competitive' (Luke, Kearins & Verreynne, 2008).

2.5.1 The New Public Management (NPM) Theory

The New Public Management is a modern management practice with the logic of economics retaining core public values (Dibie, 2014; Samaratunge, Alam & Teicher, 2008; Osborne & Gaebler, 1993) which are not a static phenomenon but evolving one. The traditional concepts of public administration have been transformed to cope with the emerging geo-political and economic challenges facing public sector management. Indeed, the greater role of the government until the 1960s in socio-economic transformation, market oriented reforms, production, provision and regulatory activities came under severe criticism as there were fiscal crisis, imperious bureaucracy, poor service delivery and lack of accountability in public sector agencies, wide spread corruption, changes in public expectation and emergence of better alternative forms of service delivery (Minogue, Polidano & Hulme, 1998). These have given rise to the emergence of NPM (Sarker, 2006). After its emergence, NPM becomes a leverage of managing public sector organizations with two key features which include, the separation of policy formulation from operation and secondly, the importance of management driven by private sector management strategy.

Today, there is a consensus among scholars and practitioners that at least some of the accumulated wisdom of the private sector in developed countries is transferable to the

public sector (Dibie, 2014; Samaratunge et al., 2008; Sarker, 2006; Hood, 1994; Osborne & Gaebler, 1993). In an attempt to ''liberate'' the public sector from its old conservative image and moribund practice, NPM was advanced as a relevant and promising alternative. Thus, NPM literature has tried to recognize and define new criteria that may help in determining the extent to which public agencies succeed in meeting the growing needs of the public. New Public Management has continuously advocated the implementation of specific performance indicators used in private organizations to create a performance-based culture with matching compensatory strategies. It recommends that these indicators be applied in public sector management since they can function as milestones by which to better gauge the efficiency and effectiveness of public sector agencies (Starling, 2011).

As a new paradigm in public administration, New Public Management points to the failures and inadequacies of public service delivery over time and the problems lying squarely in the nature and processes of public sector activity and traditional public administration theories. NPM has been developed as a handy shorthand and summary description of the way of reorganizing public sector agencies to bring their management approaches closer to business methods (Dibie, 2014). According to Milakovich & Gordon (2013); Kalimullah, Alam &Nour (2012) Starling (2011) and Stillman (2010), size of the government, centralized bureaucracies, poor and inefficient HRM practice, inadequate mechanisms of accountability, waste and inefficiency in resource use etc are all problems which the NPM sought to address.

2.5.2 Tenets of the New Public Management (NPM) Theory

i.   Explicit standards and measures of service delivery: Management by objectives (MBO) that is, goals and targets defined and measurable as indicators of success.

ii.   Greater emphasis on output control: Resource allocation and rewards are linked to employee performance as well as paradigm shift to effective personnel utilization in the public sector.

iii. Emphasis on private sector styles of HR management practice such as job analysis etc: Move away from traditional public administration theories and ethics to a more flexible pay, hiring rules etc. and

iv.   Greater discipline, economy, efficiency and effectiveness in the use of public resources: Cutting direct cost, raising labour discipline etc. (see Dibie, 2014; Starling, 2011; Hood, 1996 Osborne & Gaebler, 1993).

2.5.3 Relevance and Applicability of the NPM Theory to the Study

The summary of the various views taken together, isolate the NPM theory as relevant in analyzing the subject matter of job analysis and service delivery because whenever the issue of public sector efficiency and effectiveness is mentioned in contemporary times, the NPM theory comes out forcefully. Thus, the examination of job analysis and service delivery based on this theory enables us to have the bases for accessing Federal Airports Authority of Nigerian (FAAN) as regards job analysis practices and its effect on service delivery.

Yet, the New Public Management theory is relevant and applicable to this study because after its emergence, the NPM becomes a leverage of managing public sector organizations with two main features namely: the separation of policy formulation from operation and secondly, the imperatives of public sector management driven by private sector management strategy. Since traditional public administration theories have failed to transform the public sector, therefore, FAAN being a public agency, should imbibe the NPM that have worked in the private sector in its management.

Also, since NPM theory emphasis is, on the adoption of private sector driven management strategy in the public sector, thus, job analysis as a process use in the private sector to determine the worth of jobs which enables an organization to have consistency in its wage and compensation structure as well as training needs and resolving conflict of duties could also be relevant and applicable in the management of FAAN.

The theory as relating to job analysis also will enable FAAN direct its search light for possible causes of poor service delivery in the organization. This theory is relevant and applicable to the study based on the fact that the input determines the output (service delivery). Efforts at conceptualizing the various steps will help FAAN have an insight into the effect of human resource management practices such as job analysis in FAAN and its positive implication on service delivery which is the central theme of this study.

CHAPTER THREE

RESEARCH METHODOLOGY

The application of a proper and well organized scientific research procedure to a large extent determines the success of any research endeavor. This chapter chronicles detailed research method to the study. It provides rationalization of the research design (sample size, questionnaire development, sources of data, administration of research instruments, selected measurement instruments, method of data collection and analysis. This chapter also discusses the validity and reliability of data collection instruments, measures of constructs validity, reliability and validity of constructs. The core objective of this chapter is to delineate the steps followed in carrying out the research by the researcher to produce the needed data with which to take pertinent statistical decisions.

3.1   Area of Study

This study was carried out in Lagos State where the Head Office of Federal Airports Authority of Nigeria (FAAN) is located. Lagos State was the former federal capital city of Nigeria; it was created on May 27, 1967 by virtue of State (Creation and Transitional Provisions) Decree No. 14 of 1967. Although, Lagos State is the smallest state in Nigeria, with an area of 356,861 hectares of which 75,755 hectares are wetland, it has the highest estimated population of over 21 million which is over 10 percent of the national estimates (Source: Lagos Bureau of Statistics, 2014). In 2003, many of the existing 20 Local Government Areas (LGAs) were split for administrative purposes into Local Council Development Areas. These lower-tier administrative units now number 56.

3.2   Research Design

According to Lerche in (Asika, 2006), after our research problem is clarified, our variables selected and hypotheses listed; what we need is research design. To investigate the effect of job analysis on service delivery in the Federal Airports Authority of Nigerian, this research employed the descriptive survey method, with the researcher setting out to illustrate the association that exists between the dependent and independent variables. The researcher's main goal in a descriptive study is to describe accurately the relationship between two or more phenomena (Mouton & Marais, 1990). The word 'accurate' should not be underplayed. Descriptive studies require accurate observations and issues of validity, reliability and sample representatives are critical elements in research design (Durrheim, 2002; Nachmais & Nachmais, 1985). This method is useful because the study is interested in finding the meaning and to obtain an understanding of the issue under interrogation (Ezirim, Briggs & Maclayton, 2004) without any attempt to manipulate or control the sample subjects (Asika, 2006).

3.3   Sources of Data

Basically, there are two major sources of data collection available to a researcher. These are primary and secondary sources of data. Thus, this study relied heavily on primary and secondary data. The primary data were collected using questionnaire, direct observation and interview. In this regard, the fixed alternative, dichotomous, multiple choice open ended questionnaires where questions were structured in line with the research objectives, research questions and research hypotheses in the study was used. Although, the use of

structured questionnaires to collect data has many advantages, the general low percentage of documents being returned has to be borne in mind.

The fixed alternative, close-ended or structured questionnaires have the following advantages: information can be obtained from a large target population; it is an inexpensive way of collecting data and is not time consuming and it implies a high degree of anonymity. Yet, it captures the attention of respondents easily; it stimulates the subject interest in the question and requires fewer skills to administer; it saves time and effort as it can be administered to many respondents at a time and reduces respondent's resistance to respond; the anonymity of respondents has a better chance of being guaranteed. The danger in the fixed-alternative approach is that it is overly restrictive. This is because it compels respondents to compress a variety of opinions into a single alternative which may not exist in reality. This weakness was however minimized with conscious attempt at moderation in the design of the questionnaire.

In the open ended or unstructured questionnaire, the responses may vary as the respondents vary. However, the most distinguishing aspect of it is that, respondents have the freedom to provide answers without being compelled or restricted to a particular answer. Yet, it is capable of providing information which might not have been provided or thought of by the researcher. But one major shortcomings of open ended questionnaire method is that it is difficult to subject the question to statistical analysis, since its quantification may be difficult (see Asika, 2006; Chukwuemeka, 2002).

In addition to the questionnaire, relevant information was also obtained through interactions (direct observation) with some of the respondents during which the researcher carefully sought for clarifications on topical issues. The advantage of direct observation or face-to-face relationship is that it allows for a more detailed and comprehensive picture of the phenomenon under investigation, except that in some cases the observer may get emotionally involved in what is being observed making him or her to lose sense of objectivity.

The study also adopted interview method of data collection. Patel & Davidson (2003) recommend four important preparations that are required in the interview process, these include: the evaluation of the interview guide to ensure that it covers every aspect of the problem; the evaluation of all questions to avoid questions that may divert focus on the problem; conduct a pilot study to test the reliability of the interview guide; practice the interview technique and have confidence about the content of the interview.

To meet these criteria, the functionality of the interview guide was tested through a pilot study (**Appendix C**) with some employees of the organization under study. The rudimentary results helped the researcher to reformulate and add some questions to increase precision.

The advantage of using interview method include but not limited to the fact that information gathered is likely to be more correct than that collected through questionnaire since it involves face-face interaction; it yields a high percentage of returns since most people can be reached and are likely willing to respond to questions asked; and asking

sensitive and irrelevant questions can be hard or impossible in an interview situation. Interviews give the interviewer room to adjust questions as necessary, clarify, and ensure that the questions are properly understood by repeating or rephrasing them (See Mouton, 1996). Interviews also make it possible for the researcher to take note of non-verbal clues from the respondents, for example, frowns and nervous tapping which can be used to determine the final result.

To supplement the data from primary source, some information were collected through secondary source. Thus, secondary materials were sourced from academic literature on the subject matter. This serves as background materials. The survey covers published books, assorted journal publications, periodicals, circulars, diaries, pamphlets, and internet. The information derived from library and documentary research was utilized in writing the first two chapters which are basically theoretical and historical. Chapter three, which is the chapter on methodology, was written based on the survey instruments. Chapter four which is basically analytic was based on the analysis and interpretation of questionnaire responses as well as test of research hypotheses. Chapter five provides summary, conclusion and offer recommendations based on the identified problems.

3.4   Methods of Data Collection

The questionnaire as stated earlier formed the major data collection instrument for the study. Neuman (2006) and Asika (2006) identified four types of data collection instruments, namely, mail and self-administered questionnaires, telephone interviews, face-to-face interviews and web surveys, with each having its advantages and

disadvantages. Because of the educational level of the target population under study, an assumption was made that all respondents are capable and competent to understand the instructions and questions to complete the questionnaires on their own.

Flowing from the above, the researcher adopted self-administered questionnaire as well as direct observation methods of data collection. The survey questionnaire contains two sections. The first section comprises of demographic questions – relating to gender, education, and length of service, job status and job category. The second section of the questionnaire is the operational data which deals with the substantive issues of the survey. This study utilized variety of methods (questions) that require a 'Yes' or 'No,' as well as 'Strongly Agree', 'Agree', 'Undecided' 'Strongly Disagree' a Disagree' as invented by Rensis Likert, the US Sociologist, requested the respondents to indicate the extent to which they agree or disagree with the statement.

3.5   Population of Study

The population of this study consists of the officials from eight directorates in Federal Airports Authority of Nigeria (FAAN) since the conduct of job analysis and service delivery is a cross-departmental collective responsibility. The actual population of FAAN's staff as at the time of this study is 10,994 (Field Survey, 2015).

3.6   Sample Size and Sampling Techniques

Since the study cannot cover the entire population within limit, it becomes necessary to limit the study to a sample. Therefore, multiple stage sampling technique was used to select the sample population because it allows the researcher to make relatively few

generalizations to a much wider population. These sampling method also afford participants equal probability of selection and thus avoid bias. Yet, with probability sampling method, researchers can claim that the results of their findings are representative for the whole population.

By sampling, the primary goal of a researcher is to get a small collection of units from a much larger collection or population, such that the researcher can study the smaller group and produce accurate generalizations about the larger group (see Neuman, 2006). This method was employed in order to have representation of various categories of the grade levels because the population does not constitute a homogenous group. The decision to limit the study to one public sector organization was based on the need to have a manageable sample. This is in line with the law of small and large numbers as noted by Best & Khan (2006). Thus, it was deemed a representative sample with regards to the research purpose and considering the fact that the problem under investigation appear or manifest the same way in all Nigerian public sector organizations. Therefore, this research finding can be used to make inferential judgment on the entire public sector organizations in Nigeria.

Table 3.I Directorates in the Federal Airports Authority of Nigeria (FAAN)

S/n	Directorate	Junior Staff 03-06	Senior Staff 07-17	Total
1	Administration	576	2557	3133
2	Airports Operations	428	889	1317
3	Cargo Development	346	668	1014
4	Human Resources	361	824	1185
5	Commercial & Business Development	341	945	1286
6	Legal Services	216	673	889
7	Maintenance & Engineering	378	782	1160
8	Security Services	324	686	1010
	Total	**2,970**	**8,024**	**10,994**

Source: Field Survey, 2015

Given the population of about 10,994 civil servants from FAAN chosen for this study, the sample size of the study was determined using Taro Yamani's (1967) statistical formula for sample size determination. Thus, Yamani (1967) statistical formula is given as:

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

Where n = sample size

N = Population of the study

e = Sampling error (in this case 5percent)

The sample size is therefore computed as follows:

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

$$n = \frac{N}{1+10994(0.5\%)^2}$$

$$n = \frac{10994}{1+(10994^X 0.0025)}$$

n = $\dfrac{10994}{1+27.485}$

n = $\dfrac{10994}{28.485}$

n = 385.9

n = 386

Therefore n = __386__

Having determined the sample size, the researcher proceeded by sharing the obtained data among the various directorates in Federal Airports Authority of Nigeria. Based on this, the Rangan Kamaisan proportional allocation or distribution method was adopted to allocate the questionnaire to the directorates. This was to ensure that none of the directorate in the organization under survey is cheated. The formula is given thus:

$\dfrac{ns = Np_X n}{n}$

ns   =   Sample size allocated to each unit

Np   =   Population size of each unit

n   =   Total sample size

N   =   Total population size

Therefore, the sample allocation to each unit is determined as follows:

1. Administration Unit $\dfrac{3133^X 386}{10994}$ =__110__

2. Airports Operations Unit $\dfrac{1317^X 386}{10994}$ = __46__

3. Cargo Development Unit $\dfrac{1014 \times 386}{10994}$ = $\underline{36}$

4. Human Resources Unit $\dfrac{1185 \times 386}{10994}$ =$\underline{42}$

5. Commercial & Business Development Unit $\dfrac{1286 \times 386}{10994}$ = $\underline{45}$

6. Legal Services Unit $\dfrac{889 \times 386}{10994}$ = $\underline{31}$

7. Maintenance & Engineering Unit $\dfrac{1160 \times 386}{10994}$ = $\underline{41}$

8. Security Services Unit $\dfrac{1010 \times 386}{10994}$ = $\underline{35}$

Total **386**

Having determined the sample allocation size of each directorate, the researcher proceeded to determine the staffs that will participate in the study among the various directorates in Federal Airports Authority of Nigeria. Based on this, **N** small cards with numbers 1-120 and 1-50 as the case may be, depending on directorate's staff strength were prepared for sampling and put in a box. Then, the **n** cards were randomly picked by the each directorate staff. Those (staff) that picked **1** to the actual number required for each directorate automatically became part of the sample.

3.7   Administration and Retrieval of Data Collection Instruments

A number of structured and unstructured questionnaire were prepared for all the categories of staff members of Federal Airports Authority of Nigeria (FAAN). The questionnaire was administered to the sample population and interviews also conducted.

95

The approach used to decide on the choices of the selected participants to be interviewed stemmed from the reflection that, researchers should aim for a high level of saturation in the responses given by the interviewees. When interviewees give almost similar answers to the questions posed to them, a significant level of saturation is attained in which case, the validity of the study should be considered high (see Trost, 2005). Each interview varied for an average of between 10 to 15 minutes. The major pre-determined criterion for all participants was three years longevity in their current positions and five years and above in the employment of the organization.

The interviews were carried out manually, without the use of a recording device such as an audiotape or smart phone recorder. One reason for this is the researcher's experience during his Masters (MPA/M.Sc) theses, that informants do not feel comfortable in the presence of a tape recorder thus, can serve as a source of distraction. It may not be easy to get people to talk on tape especially on a topic that dwells on Nigerian public service. However, a summary of the most important and relevant responses in the interviews were written down under the specific or preceding questions. This was followed by a discussion on the interview to ensure that both the interviewee and the researcher have interpreted the responses in a similar manner. This is the intent of Wiedersheim (1993), who argue that the risk of errors is minimized if the researcher and the interviewee carry on a discussion over the responses provided.

A brief explanation of the purpose of the research was given through the strength of letter of introduction from the Head of Public Administration Department, Nnamdi Azikiwe

University Awka, to the Director, Human Resources Department of FAAN Ikeja Lagos. The introductory letter was also attached to questionnaire given to respondents so that they would be at ease when answering these questions (see **Appendix A**). The instrument comprised thirty-nine (39) items design to measure the attributes of the subjects under investigation as specified by the objectives of the study.

There are certain ethical protocols that were followed by the researcher. First, is soliciting explicit consent from the respondents. To elicit the co-operation of the respondents, the nature and objectives of the study was made known to the respondents, and anonymity assured. This ensured that their participation in the study is out of their own volition. One other ethical measure that was exercised by the researcher is treating the respondents with respect and courtesy. This was done so that the respondents will be at ease and are more likely to give candid responses to the questionnaire.

The questionnaire were personally administered by the researcher with the assistance of three (3) ad-hoc staff recruited for the purpose of questionnaire administration and two (2) junior staff of (FAAN) the organizations under investigation. Consequently, 20 minutes orientation course was organized by the researcher prior to the actual exercise. A reasonable time (two weeks) was given to the respondents to answer the questions after which the questionnaire was retrieved.

During the administration of the questionnaire, the following aspects were strictly adhered to: (1) Maximum spread of distribution in designated departments and offices. (2) Person-to-person delivery and collection. (3) Confidentiality. In order to ensure the

success of the exercise and maximum coverage, the researcher personally administered the questionnaire to some principal officials of the organizations. In all, a total of three hundred and eighty-six (386) copies of questionnaire of thirty-seven (37) items each were produced and administered for the study (see **Appendix B**). The rationale for using self-administered questionnaire is to allow the respondents to answer at their own pace without taking them away from their work.

3.8 Validity of Data Collection Instruments

Validity of data refers to the extents to which the data measures what it is intended to measure. All reasonable measures were taken to ensure internal validity of the research. In order to ascertain the validity of the data collection instrument; a pilot study was carried out among fifty (50) employees of FAAN to confirm the validity of the questionnaire. Misleading questions were avoided and the wording of the questions was simple and unambiguous. A number of respondents highlighted the importance of the questionnaire and agreed that it is capable to confine many diverse sides of the study. After collating results from the questionnaire, an interview was held with these employees. Also, the instrument guides was passed to measurement and research specialists, my project (dissertation) supervisor, some senior professional colleagues and other intellectual giants to assess the suitability and make necessary corrections. The results showed that only five questions were ambiguous**.** However, problematic questions were rephrased after getting information from the measurement and research specialists.

The pilot study helped to revise the questionnaire and prepare it for the final survey. This is the intent of Edward in (Mapira et. al., 2013) who argues that pretesting of instruments in the field can serve as a reality check indicating to the researcher how well conceptualization of the problem matches the actual experience of the practitioner. Therefore, the validity of the research instrument is determined by content validity (content validity is the degree to which a test measures all it was design to measure).

3.9   Reliability of Data Collection Instruments

Reliability of research instrument simply means the degree to which the instrument consistently measures what it seeks to measure. The study therefore, employed the test-re-test method to assess the survey instrument in which the same measuring instrument was applied in taking two separate measurement on the same elements at different times using the same methods. The result of the pilot survey was compared with that of the final survey to see if the results are the same. However, is not infallible as it is not possible to control the environment in which the questionnaires were answered. For example, the mood of the respondent may influence his or her responses. Such environmental factors may also have influence on other research methods.

Construct validity of the research instrument was established by associating a set of other suggestions with the results received from using the study's measurement instrument. Construct validity is the degree to which scores on a test can be accounted for by the explanatory constructs of a sound theory; the extent to which it confirms to predicted correlations with other theoretical propositions. Since the measurements on the

formulated scale for the study correlated in a predicted way with some stated criteria and tests (theories), this shows that the measuring instrument is valid and resulted in correct measurement. The tables below shows that 50 respondents were used for the pilot study of this research. The items in the questionnaire with the 5point Likert scale of Disagree (1), Strongly Disagree (2), Not Sure (3), Agree (4), and Strongly Agree (5) have good internal consistency, with a Cronbach's alpha coefficient of 0.802. The items are made up of 29 statements in all (**See Appendix C**).

The Corrected Item-Total Correlation values in the Item-Total Statistics (**See Appendix C**) give an indication of the degree to which each item correlates with the total score. Low values (less than 0.3) indicate that the item is measuring something different form the scale as a whole. The Cronbach's Alpha value of 0.802 in the reliability result shows that there is very good internal consistency reliability for the scale. According to SPSS survival manual, values above 0.7 are considered acceptable; however, values above 0.8 are preferable.

3.10   Methods/Instruments for Data Analysis

In the course of analyzing data for this study, the researcher employed both descriptive statistics method and quantitative statistical tools. The study adopted the frequency table, pie and bar charts and simple percentage statistical method in analyzing the demographic data and the research objectives responses on the various elements of job analysis, service quality, personnel utilization, attracting personnel and employee compensation in the study area. Pie and bar charts are blocks in which single bars are used to denote different

magnitudes or categories of variables and each in proportion to the frequency of each category. It is one of the common methods of presenting statistical data. Thus, pie and bar charts drawn from this analysis were used to interpret results of the questionnaire. Simple percentage was used as descriptive method. Simple percentage is a mathematical tool or approach for determining proportionality within a set of element. Simple percentage entails using the diverse response from respondents in categorizing them and thereby drawing the represented percentage for each of the group. The results of this study are discussed in chapter four.

Consequently, in order to test the research hypotheses and establish the relationship and the strength of the relationship between the variables under investigation, Pearson Product Moment Correlation Coefficient (PPMC) and Simple Regression Analysis techniques were used as quantitative statistical tools for this study. Pearson Product Moment Correlation Coefficient and Regression Analysis tests are inferential statistics. While Pearson Product Moment Correlation Coefficient is used as a tool for establishing the relationship between two or more variables, Regression Analysis determines the extent to which dependent variable is explained by independent variables. Pearson Product Moment Correlation Coefficient (PPMC) was used to test hypotheses **II** and **IV**.

The statistical formula for the correlation coefficient is given below:

$$\Sigma = \cfrac{\Sigma xy - \cfrac{\Sigma x \Sigma y}{n}}{\sqrt{\Sigma x^2 - \cfrac{(\Sigma x)^2}{N} \quad (\Sigma y^2 - \cfrac{(\Sigma y)^2}{n}}}$$

Where:

n= the total no of observation

(Σx) =sum of independent variable (population)

(Σy)=sum of the dependent variable

(Σxy) = sum of the product of **x** and y

$(\Sigma x^{2)}$ = sum of the squares of $x\Sigma\Sigma$

$(\Sigma x)^{2}$= square of the sum of x

$(\Sigma y^{2)}$ = sum of the squares of y

Hypothesis **I** and **III** on the other hand were addressed through the application of Simple Regression Analysis. The implicit specifications of the models used are:

Service Culture=**f** (Job Analysis) ---------------2

Employee Commitment = **f** (Job Analysis) ---------------3

Explicitly, models 2 and 3 becomes 4 and 5

Service Culture = α + β Job Analysis +e --------------- 4

Employee Commitment = α + β Job Analysis + **e**

Whereas α + β are parameters to be estimated, while **e** is the error term designed to capture variables not included in the model.

Measurement of Research Variables

a. Job Analysis: Job analysis measure was measured with 6 questions items relating to Job analysis (items number 6, 7, 8, 9, 10, 11, 12, 13 and 14) were included in the questionnaire with a 5 point Likert scale of Disagree (1), Strongly Disagree (2), Not Sure (3), Agree (4), and Strongly Agree (5). The average scale of the responses of the

respondents represents the rating of job analysis which was used to assess the level of job analysis

b. Service Culture: To measure service culture 4 questionnaire items relating to service culture, (items numbers 15, 16, 17, 18, 19 and 20) were drafted in the questionnaire with a 5 point Likert scale of Disagree (1), Strongly Disagree (2), Not Sure (3), Agree (4), and Strongly Agree (5). The average scale of the responses of the respondents represents the rating of service culture which was used to assess the level of service culture.

c. Quality of Service Delivery: To measure quality of service, 4 questionnaire items relating to quality of service (items number 21, 22, 23, 24 and 25) were included in the questionnaire with a 5 point Likert scale of Disagree (1), Strongly Disagree (2), Not Sure (3), Agree (4), and Strongly Agree (5). The average scale of the responses of the respondents represents the rating of quality of service delivery which was used to assess the level of quality of service delivery.

d. Employee Commitment: To measure employee commitment, 3 questionnaire items relating to employee commitment (items number 26, 27, 28, 29, 30 and 31) were included in the questionnaire with a 5 point Likert scale of Disagree (1), Strongly Disagree (2), Not Sure (3), Agree (4), and Strongly Agree (5). The average scale of the responses of the respondents represents the rating of employee commitment which was used to assess the level of employee commitment.

e. Customer Experience: To measure customer experience, 3 questionnaire items relating to customer experience (items number 32, 33, 34, 35, 36 and 37) were included

in the questionnaire with a 5 point Likert scale of Disagree (1), Strongly Disagree (2), Not Sure (3), Agree (4), and Strongly Agree (5). The average scale of the responses of the respondents d the rating of customer experience which was used to assess the level of customer experience.

The results of the returned questionnaires were captured on Microsoft Excel and then exported to Statistical Packages for Social Science (SPSS) for analysis and interpretation. The results were later used to draw deductions and conclusions on the subject matter of study in the concluding chapter.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

This chapter presents the data used in examining the effects of job analysis on service delivery in Federal Airports Authority of Nigeria (FAAN). It also presents analyses and interprets the data obtained through the administration of questionnaire to selected members of staff of Federal Airports Authority of Nigeria.

The researcher distributed a total of three hundred and eighty -six (386) questionnaires of thirty-seven (37) items each to members of staff of the Federal Airports Authority of Nigeria (FAAN). As a result of frequent persuasion on the importance of responding fully and honestly to the questionnaire, the researcher was able to achieve questionnaire return of three hundred and fifty-six (356) responses while thirty (30) were not returned out of the total distributed three hundred and eighty -six (386). Out of these numbers, twenty-two (22) copies of the questionnaire were not properly filled, leaving a total of three hundred and thirty-four (334) usable questionnaires yielding a response rate of 87percent. The researcher proceeded with the analysis of the data as 87percent response rate is regarded as very satisfactory for this study. According to Babbie and Mouton (2001), some rules of thumb about the return/response rate is that a response rate of 50percent is adequate for analysis and reporting, 60percent is good while 70percent is very good.

4.1 Respondents Characteristics' and Classification

This section is divided into **A** and **B**. Section **A** consists of the socio-demographical data of the respondents while section **B** covers the research questions that were based on the

research objective. The data are presented in percentage, frequency tables, pie charts and bar charts while the hypotheses were analyzed using Pearson Product Moment Correlation and Regression Analyses.

Section A: Socio-Demographic Data of Respondents

This section of the questionnaire deals with questions relating to the biographical data of the respondents such as sex, age, marital status, length of service, grade levels, , official status as well as education qualification. It contains five (5) questions in all.

Table 4.1 Gender Distribution of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
	Male	201	60.2	60.2	60.2
Valid	Female	133	39.8	39.8	100.0
	Total	334	100.0	100.0	

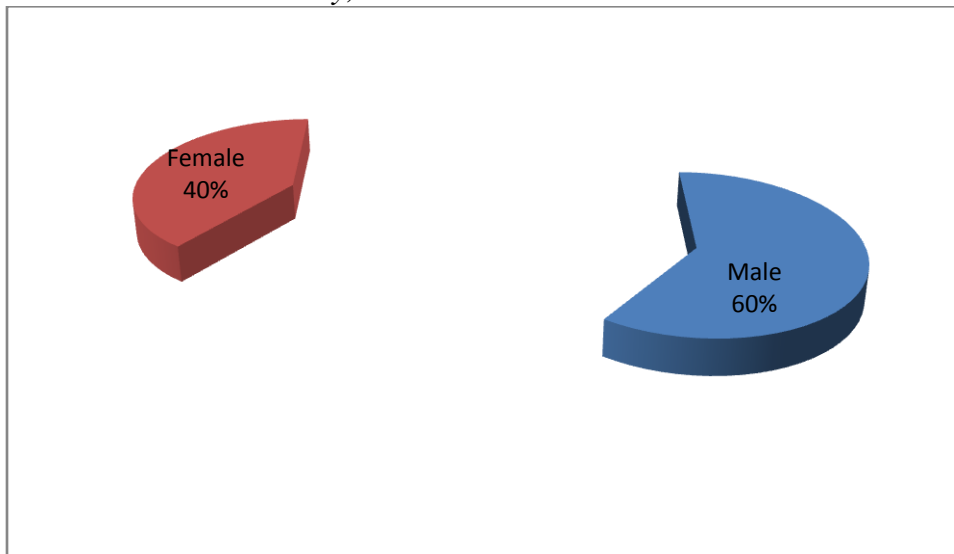*Source: Field Survey, 2016*

Fig 4.1 Pie Chart of Gender Distribution of Respondents

Table 4.1 and figure 4.1 shows that 201 or 60percent of the respondents were male while 133 or 40percent were female, which implies that the population of male respondent was

higher than that of female. Even though the gender of respondents was skewed toward males, this imbalance is a representative of the Nigeria public sector's workforce. In Nigeria, most organizations are dominated by men, particularly when it includes a regulatory environment like FAAN. The preponderance of 40percent of female respondents is a clear picture of the increasing role of Nigerian women in public administration. Therefore, we conclude that there is women empowerment and increase of women in public administration and governance in line with the Millennium Development Goal (MDG) target and the 35percent affirmative action.

Table 4.2: Designation of Respondents

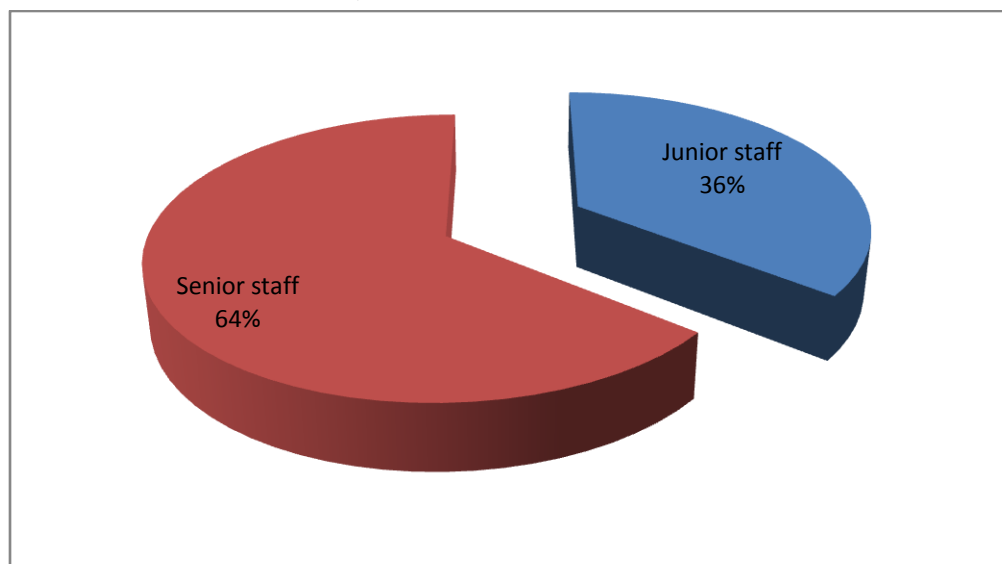|	Frequency	Percent	Valid Percent	Cumulative Percent
03-06 Junior Staff	119	35.6	35.6	35.6
07-17 Senior Staff	215	64.4	64.4	100
Valid	334	100	100	

Source: Field Survey, 2016

Fig 4.2 Bar Chart of Respondents' Designation

The analysis of the designation profile of the surveyed respondents shows that the surveyed respondents cut across junior and senior cadre. Of the 334 valid responses on table 4.2 figure 4.2 above, shows that 36percent of the respondents were junior staff, while 64percent were senior staff. This shows that senior staffs were more than junior staffs. The result is a reflection of the composition of FAAN where majority of staff members' are senior staff but doing the job of a junior staff. The implication is low morale and lack of motivation among such staff members. The merit of the application of the survey instrument is that, the spread of the questionnaire across the identified cadres enables the study to determine the level of job analysis consciousness and awareness of employees in the various cadres.

4.3 Length of Service of Respondents

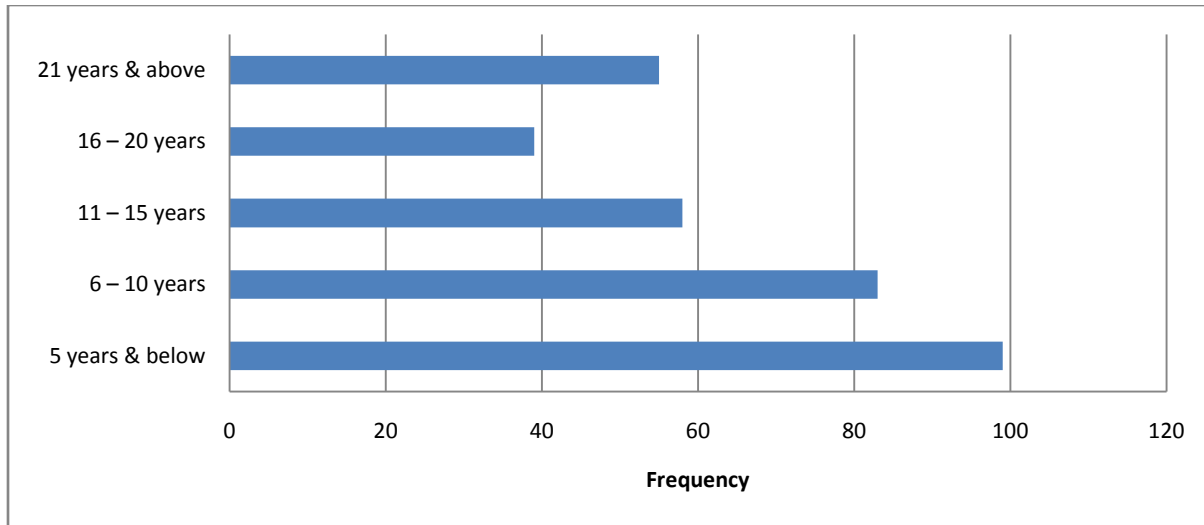|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	5 years & below	99	29.6	29.6	29.6
	6 – 10 years	83	24.9	24.9	54.5
	11 – 15 years	58	17.4	17.4	71.9
	16 – 20 years	39	11.7	11.7	83.5
	21 years & above	55	16.5	16.5	100.0
		334	100.0	100.0	

Source: Field Survey, 2016

Fig 4.3 Bar Chart Respondents' Length of Service

Table 4.3 and figure 4.3 above shows that 29.6percent of the of the respondents had served in the organization for 1-5 years; 24.9perccent have served for 6–10years; 17.4percent had served for 11-15years; 11.7percent had served for 16–20years; while 16.5percent had served for 21years and above. This reveals that majority of the respondents as of the time of this study had put in between 5-15years in the service of the organization, the implication of this analysis is that majority of the respondents still have more years to put in the service before retirement because of the present policy which sets retirement age for public servants at 35years of service or 60years of chronological age whichever comes first.

Table 4.4: Education Qualification of Respondents

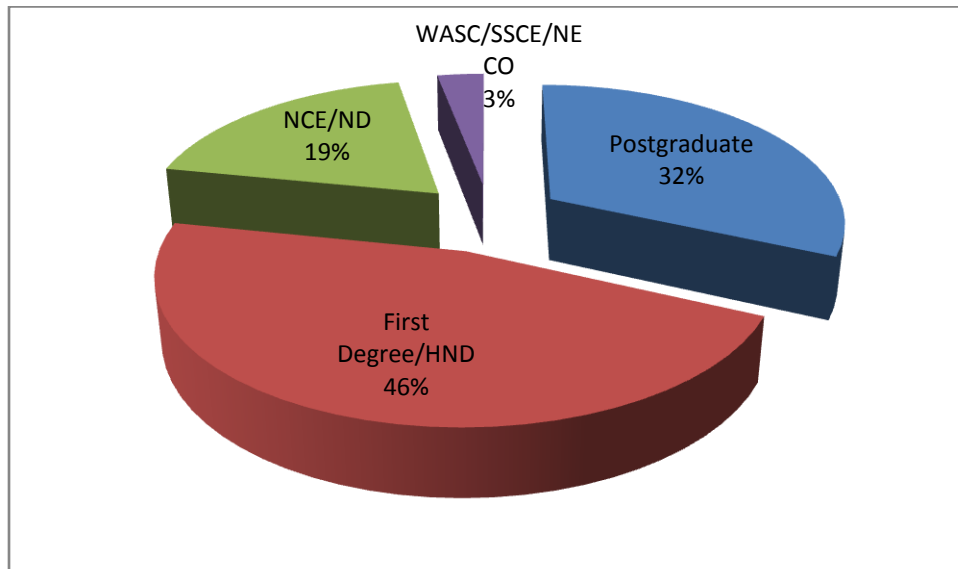|		Frequency	Percent	Valid Percent	Cumulative Percent
	Postgraduate	106	31.7	31.7	31.7
	First Degree/HND	155	46.4	46.4	78.1
Valid	NCE/ND	63	18.9	18.9	97.0
	WASC/SSCE/NECO	10	3.0	3.0	100.0
		334	100.0	100.0	

Source: Field Survey, 2016

Fig 4.4 Pie Chart of Educational Qualification of Respondents

Table 4.4 and figure 4.4 shows that 31.75percent of the respondents had postgraduate certificates; 46.4percent had B.Sc and HND certificates; 18.9percent of the respondents had NCE and ND certificates while 3percent of the respondents had WASC/SSCE/NECO certificates. From the above analysis, one can see the effect of outsourcing of jobs within the grade levels 01-03 in the public service as no one has First School Leaving Certificate (FSLC). The implication is that, the preponderance of 97percent of polled respondents had acquired one skill or the other. Education and job level have shown to affect ratings; job level is associated with education (see for example Cornelius & Lyness, 1980; Smith

& Hakel, 1979). The essence of securing information on the respondents' qualifications is to be sure that they relatively understood what the survey was about and thereby, to some extent, be able to contribute to the job analysis issues under interrogation.

Table 4.5: Job Status of Respondents

		Frequency	Percent	Valid Percent	Cumulative Percent
	Managerial/Admin	140	41.9	41.9	41.9
Valid	Technical	159	47.6	47.6	89.5
	Others	35	10.5	10.5	100.0
		334	100.0	100.0	

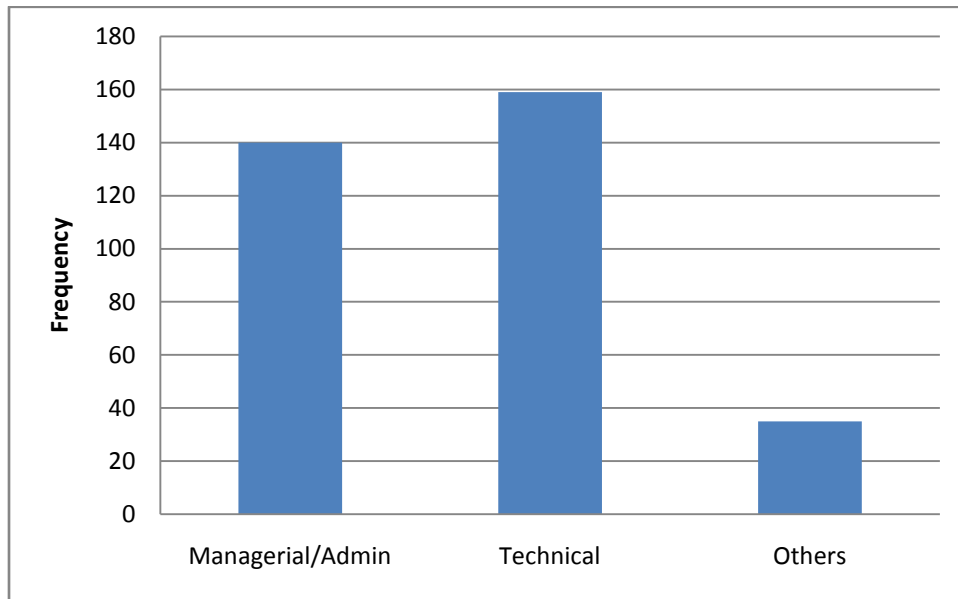*Source: Field Survey, 2016*

Fig 4.5 Bar Chart of Respondents Job Status

The occupational analysis or job profile of the surveyed respondents shows that the surveyed respondents cut across varied job categories. Of the 334 valid responses, table 4.5 and figure 4.5 above indicates that 41.9percent were within the managerial/admin categories. 47.6percent were technical officers; while 10.5percent belonged to other

categories. The merit of the application of the survey instrument on job category is to make sure that, the spread of the questionnaire cut across various departments and trade.

4.2 Presentation and Analysis of Data According to Research Objectives

This section of the questionnaire analyzed the research objectives and questions. The questions try to find out the respondents reactions on the effect of job analysis on service delivery in Federal Airports Authority of Nigeria (FAAN) 2005-2014. The section contains 34 open and close ended questions.

4.2.1 Measure of Job Analysis in Federal Airports Authority of Nigeria (FAAN) 2005-2014

Table 4.6: I am Placed on the Right Job, Job Title & Function

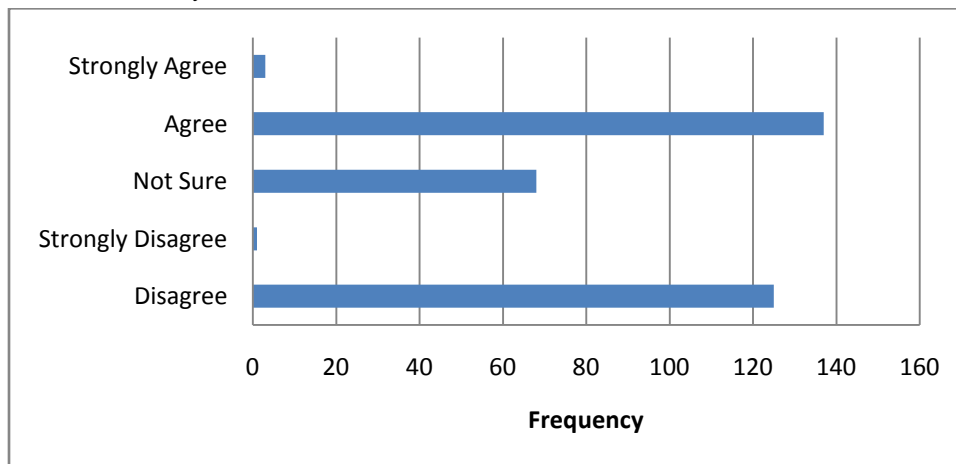|		Frequency	Percent	Valid Percent	Cumulative Percent
	Disagree	125	37.4	.37.4	14.3
	Strongly Disagree	1	.3	.3	.3
Valid	Not Sure	68	20.4	20.4	21.6
	Agree	137	41.0	41.0	62.6
	Strongly Agree	3	.9	.9	100.0
		334	100.0	100.0	

Source: Field Survey, 2016

Fig. 4.6 Bar Chart on Placed on the Right Job, Job Title and Function

Recognizing the importance of placing the right person in the right job, job title and core function, the study queried respondents whether through job analysis FAAN has placed the right person in the right job, job title and core function, thereby achieving employee commitment and service delivery. An analysis of the above table 4:6 figure 4.6 shows that 140 or 41.9percent of the respondents agreed that through job analysis, FAAN has placed the right person in the right job, with the right job title and function leading to employee commitment and service delivery. Thus, we can conclude that FAAN uses job analysis as a basic HR tool to indentify the job titles, functions and place the right person on the right job leading to enhanced service delivery. Employees are more committed when they are placed in the right job. This is supported by Dibie et al. (2015); Brannick et al. (2012) who argues that job analysis is used for everything from creating job descriptions and developing training to determining efficiency and conducting workforce planning. This is also supported by Heatfield (2008) that the importance of job analysis in utilizing HR practices cannot be ignored; job analysis can be described as the fundamental building block or pillar upon which all later decisions in the process would rest.

However, while the study advocates for proper conduct of job analysis in the Federal Airports Authority of Nigeria in particular and Nigerian public sector agencies in general, it is also imperative to look at the remuneration of federal civil servants with the intention of wage increase in order to attract more competent applicants and also reduce the rate of

labor turnover because job analysis without enabling environment can not guarantee service delivery.

Table 4.7: Job Demands, Eligibility and Knowledge, Skills and Ability Match

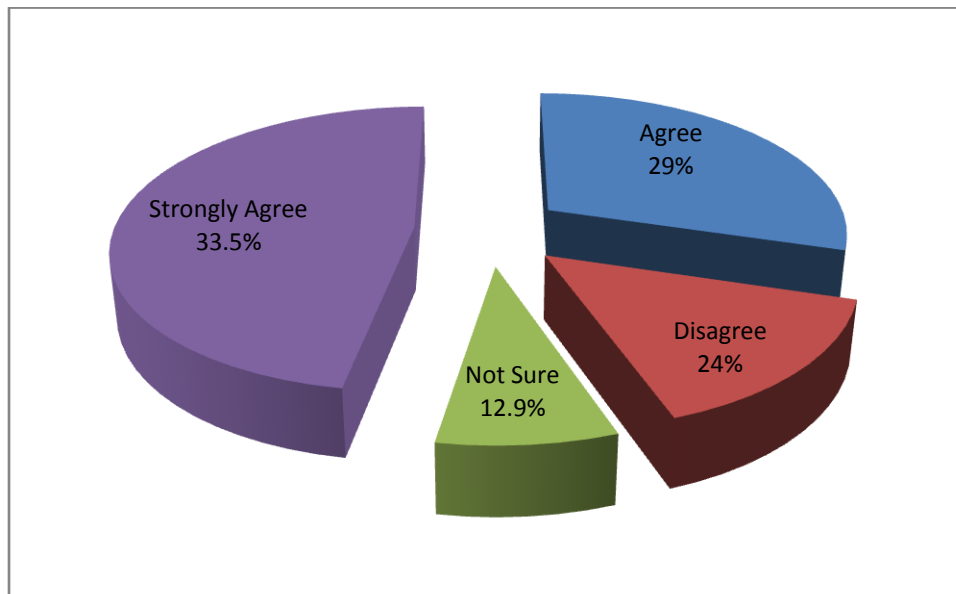|		Frequency	Percent	Valid Percent	Cumulative Percent
	Agree	97	29.0	29.0	29.0
	Strongly Agree	112	33.5	33.5	62.6
Valid	Not Sure	43	12.9	12.9	75.4
	Disagree	63	18.9	18.9	94.3
	Strongly Disagree	19	5.7	5.7	100.0
	Total	334	100.0	100.0	

Source: Field Survey, 2016

Fig. 4:7 Pie Chart on Job Demand and Level of Eligibility

Table 4.7 figures 4.7 represents the frequency with which job demands, level of eligibility and knowledge, skills and ability of employees' match. The respondents rated the frequency with which the variables matches with a convincing 112 or 33.3percent and 97 or 29.0percent of respondents indicating strongly agreed and agreed respectively while 82 or 24.6percent disagreed. 43 or 12.9percent were not certain. Therefore, we can conclude that job demands and the level of eligibility and KSA in FAAN matched.

This result is in favour of the findings of Fayol in (Pugh, 2006) who argues that perfect order could be attainable where the place was suitable for the employee and the employee for the place. Social order presupposes the successful execution of the two most difficult managerial activities, namely good organization and good job analysis. The successful execution of managerial duties also involves appointing qualified candidates in the right positions, right job title and core functions. In addition, social order demands precise knowledge of the human requirements and resources of the concern and a constant balance between these requirements and resources.

It is worthy of note that job analysis in an organization is the responsibility of management staff. According to a study conducted by Briggs (2007), as regard to the utilization of job description in Nigerian federal civil service, the response rates indicated that 119 or 62.63percent work with defined job description while 48 or 25.26percent work without defined job description. It is notable from the responses that significant number of senior federal civil servants from grade levels 07 - 17 responded positively to the employment of job description while majority of the junior federal civil servants on posts graded GL 01 -06 responded negatively to the employment of job description in their respective places of work.

This clearly revealed that the utilization of job description vary significantly between the lowest category of grade levels and the other categories. Thus, with the preponderance of 23.1percent senior civil servants that favored job demands, eligibility and knowledge, skills and ability matches in FAAN, we can therefore conclude that FAAN conducts job

analysis. This result is in support of the views of Briggs (2007) study on the use of job description in Nigerian federal civil service, Briggs (2007) survey revealed that the use of job description in the federal civil service vary significantly with the categories of grade levels. The most affected in relation to the non-utilization of job description is the junior category. A Job description is a by-product of job analysis. This result corroborates the findings of Mondy, Noe & Premeaux (2012) and Gomez-Mejia et al. (2010) who argue that job descriptions and performance standards updated frequently with the help of job analysis would enormously help human resource practitioners to categorize and eradicate redundant job requirements, areas of divergence or dissatisfaction.

It was revealed through personal interviews that the FAAN develop their own job analysis system. But the problem lies with the effective and rational applications of the developed job analysis method especially at the lowest grade level. Non-application of job description especially in the junior category has made the federal civil service system not to be able to specify the tasks to be performed. This has affected position classification in the system and has resulted to federal civil servants existing in the system without defined duties and responsibilities, sometimes leading to conflict duties.

Yet, although FAAN claim to have conducted job analysis within the period (2005-2014) under review, however, available evidence suggest that such job analysis exercise have not improved the agency's service delivery. More worrisome is the revelation the

researcher observed using participant observation method. For instance, the study observed that a high number of FAAN's staff with first and masters' degrees and between grade levels 8-12 was working as security men and women. The implication is that such categories (security men and women) of staff can hardly find job satisfaction in their current job and therefore their commitment and service delivery cannot be guaranteed.

Table 4.8: My Knowledge, Skills and Abilities Match a Higher Grade Job

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	51	15.3	15.3	15.3
	Strongly Disagree	43	12.9	12.9	28.1
	Not Sure	70	21.0	21.0	49.1
	Agree	150	44.9	44.9	94.0
	Strongly Agree	20	6.0	6.0	100.0
		334	100.0	100.0	

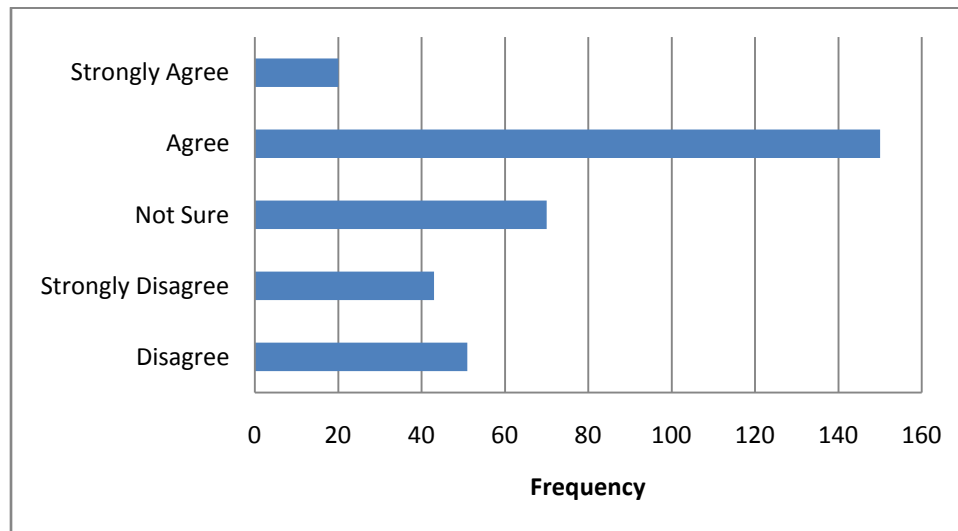*Source: Field Survey, 2016*

Fig. 4.8 Bar Chart on Knowledge, Skills and Abilities Match a Higher Grade Job

This question was posed to investigate the issue of whether present skills and abilities of some public servants match a higher grade than required by current job. A critical look at the above table 4:8 figures 4.8 shows that 170 or 50.9percent agreed while 94 or

117

28.2percent disagreed with the proposition that their present skills and abilities match a higher grade than required by present job with another 70 or 21.0percent who were not certain. The result is in line with the research findings of Saif el at. (2013) who acknowledge that knowledge, skills and abilities was strongly associated with job performance (P=0.04). The strong association between variables indicates that an increase in one variable will invariably affect the other variable. The result portrays the public service as a string organizations' where not much takes place in the lives of employees. This result is in line with Ukaegbu (1995) who captured the experience of a young US trained engineer employed in a state ministry:

> *I trained in industrial engineering in the U.S.A but here I am in an air-conditioned room doing nothing, I have applied for secondment to a number of places which are busier, but they (his employers) refused. Government wastes money training people but not utilizing them (Ukaegbu, 1995:48).*

This is a clear indication that a number of staff members in the public sector agencies needs to be matched with jobs equal their knowledge, skills and abilities which can only be achieved through proper conduct of job analysis which could in turn enhance service delivery because of employees' commitment can only strive where employees are matched with the right job.

Table 4.9: Job Analysis Specifies the Inherent Requirements of my Promotion

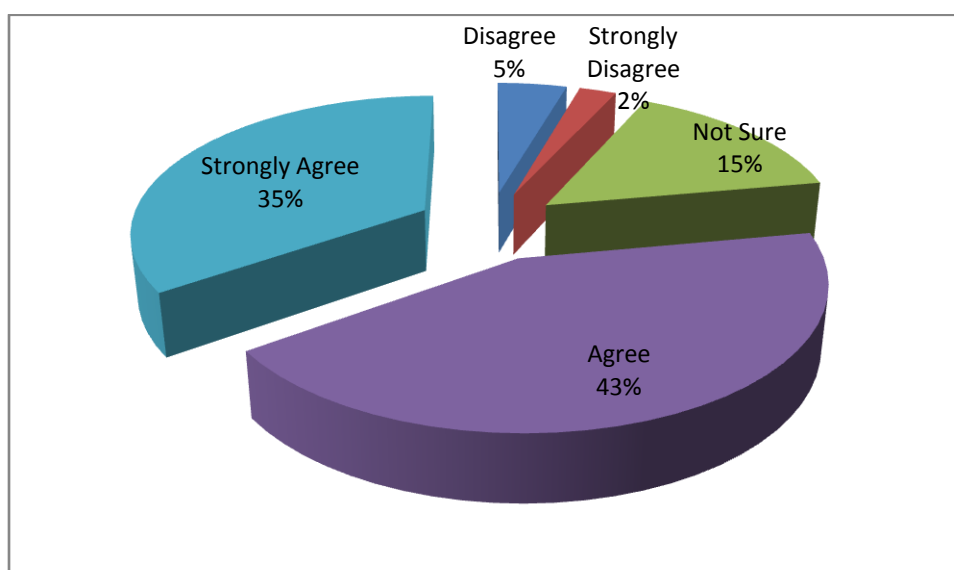|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	15	4.5	4.5	4.5
	Strongly Disagree	8	2.4	2.4	2.4
	Not Sure	51	15.3	15.3	16.2
	Agree	144	43.1	43.1	62.3
	Strongly Agree	116	34.7	34.7	100.0
		334	100.0	100.0	

Source: Field Survey, 2016

Fig: 4:9 Pie Chart on Job Analysis and Employee Promotion

Bearing in mind the importance of promotion in the life of workers and its implication on service delivery, the study sought to know whether job analysis specifies the inherent requirements of employee promotion in FAAN. Table 4:9 figure 4.9 above indicates that 144 or 43.1percent and 116 or 34.7percent of the respondents agreed and strongly agreed respectively that job analysis specifies the inherent requirements of employee promotion in FAAN while 23 or 6.9percent of respondents disagreed with the statement. Another 51 or 15.3percent of the respondents were not sure. With majority

77percent who agreed that job analysis specifies the inherent requirements of employee promotion in FAAN, we can therefore conclude that job analysis specifies the inherent requirements of employee promotion in FAAN which encourages employee service delivery. This result is in line with the findings of Bartol & Srivastava (2002) that promotion may be the way through which managers tell their employees that their behaviour is being observed and shall be rewarded if deserving. Such favorable, deserving behaviours could then be used by the organization to match its interests both with its employees and consumers. It is also in line with Eisenberger Armeli & Pretz (1998), who argue that when promotion is given to employees who deserve it especially with increase in pay, the organization becomes capable of directing, sustaining and motivating good behaviour and values. Such things as knowledge sharing, creativity and performance improvement fall under this heading, as does increased satisfaction among customers.

However, this finding is against Johnson et al. (2010) whose finding rejects the idea that money is the key to ensure consistent productivity among employees. Instead, he notes that managers need to take other factors into account, such as job security, recognition and status. Even in the early 20th century, most research had already been attesting that more satisfied employees were more likely to perform well on the job, and that the most productive employees were often the

happiest ones. However, such a viewpoint has since been refuted by more recent

studies

Table 4.10: Job Description aid my Performance Review & Training Needs

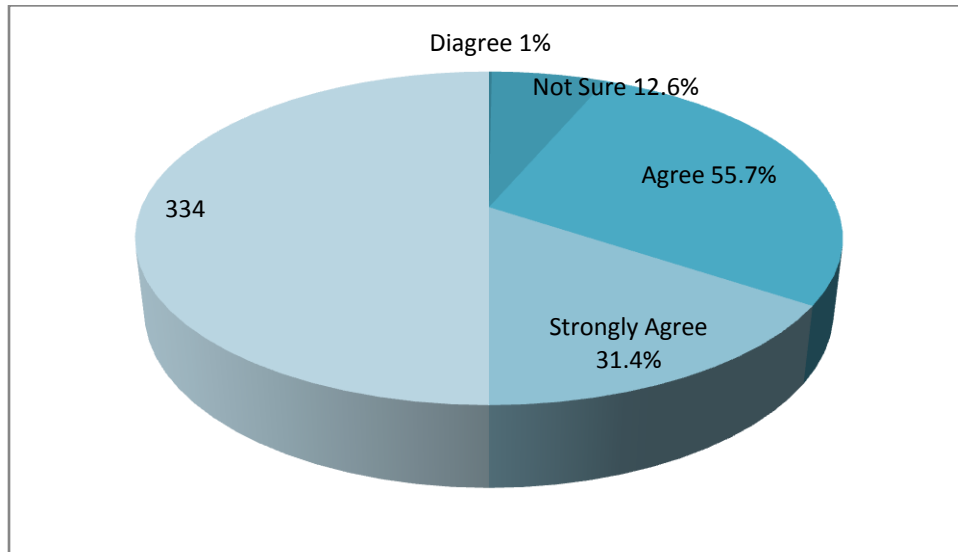|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.3	.3	.3
	Not Sure	42	12.6	12.6	12.9
	Agree	186	55.7	55.7	68.6
	Strongly Agree	105	31.4	31.4	100.0
	Total	334	100.0	100.0	

Source: Field Survey, 2016

Fig. 410 Pie Chart on Job Description aid Performance Review and Training Needs

With regards to whether job description aids employee performance review and identifies

training needs towards enhancing service delivery. A glance on the above table 4.10

figures 4.10 indicates that majority 186 or 55.7percent and 105 or 31.4percent of

respondents agreed and strongly agreed respectively with the question that of job analysis

aids performance review and identify training needs while 1 or 0.3percent disagreed with

another 42 or 12.6percent who were uncertain. Thus, with the preponderance of

87.1percent who agreed, it therefore concludes that there is a significant relationship between job analysis, performance review and identification of training needs. This sentiment is shared by Jain & Saakshi (2010) who posits that employee performance review is a by-product of job analysis. This is also supported by Mapira et al. (2013) and Cross (2004) who argues that once organizations engages in job analysis, such organizations will use the information in determining skills gap which facilitates training and development.

Table 4.11: Knowledge, Skills and Abilities (KSAs) for Current Job

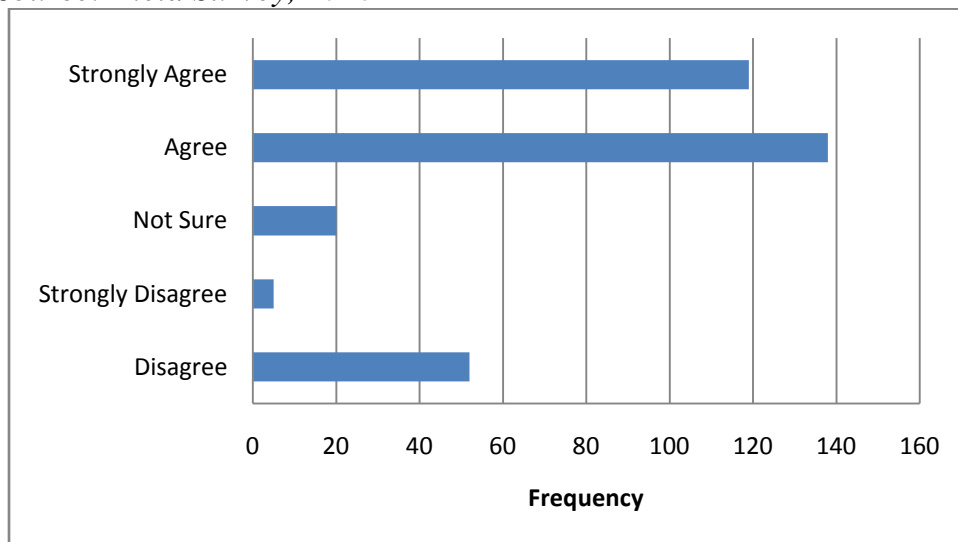|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	52	15.6	15.6	15.6
	Strongly Disagree	5	1.5	1.5	17.1
	Not Sure	20	6.0	6.0	23.1
	Agree	138	41.3	41.3	64.4
	Strongly Agree	119	35.6	35.6	100.0
		334	100.0	100.0	

Source: Field Survey, 2016

Fig.4.11 Bar Chart on Knowledge, Skills and Abilities (KSAs) for Current Job

122

With regards to knowledge, skills and abilities (KSAs) for doing the current job, the study posed this question to ascertain whether respondents have the knowledge, skills and abilities (KSAs) for the job they are currently doing since we are interested in enhancing public service delivery by getting the right people for the right job through job analysis. Table 4.11 figure 4.11 above indicates opinions and views of respondents on whether they possess the KSAs for their job. A total of 119 or 35.6percent of respondents strongly agreed while 138 or 41.3percent agreed they have knowledge, skills and abilities to perform their current job. 52 or 15.6percent disagreed with another 5 or 1.5percent who strongly disagreed while 20 or 6percent were undecided. The preponderance of 76.9percent positive response is expected going by the findings of Al-Ajmi (2001) who argues that, in an era of continuous downsizing in the public sector, one of the most common problems of employees is fears of the unknown. Employees see job analysis as a threat to their current jobs, pay levels or both. This is based on the fact that in the past, job analysis was used as a means of expanding jobs while reducing the total number of employees. However, this result is also supported by Dibie (2014); Cascio & Aguinis (2011) and Cross (2004) who argues that, the general purpose of job analysis is to document the requirements of a job and the work performed. Job and task analysis is performed as a basis for later improvements, including: definition of a job domain; describing a job; developing performance appraisals, selection systems, promotion criteria, training needs assessment, and compensation plans.

The importance of job analysis is the identification of knowledge, skills and abilities gap. This is also supported by Cook in (Kahn, 2005) who argues that the rational estimate technique is an important tool that assists supervisors to make ideal matches between subordinates' competencies and skills and job requirements. Kahn (2005) went further to state that a competent employee would be at the 2nd percentile, and one who is poor would be at the 4th percentile. Since these values correspond roughly to one standard deviation on either side of the mean, an employee at the 4th percentile is two deviations above the mean. It means that the best employees are twice as good as poor employees. The standard deviation is crucial in the equation for estimating the return on a selection programme, since the smaller the standard deviation, the less the difference in value between good and poor employees and similarly, the bigger the standard deviation, the greater the difference between best and poor employees. Management can save money by selecting competent and qualified employees; the better the fit, the higher the employee performance and the greater his or her contribution towards enhancing organizational productivity. Clifford (1994) also establish that organizations that frequently conduct job analysis get a better awareness of their employees' skills, knowledge and abilities, strengths and weaknesses, to initiate timely and accurate decisions to improve the deficiencies in their skills and job behaviour. Job analysis can also be used to recognize factors that form employee's motivation and job satisfaction (Dibie, 2014).

Table 4.12: Job Portfolios without Corresponding Tasks and Functions

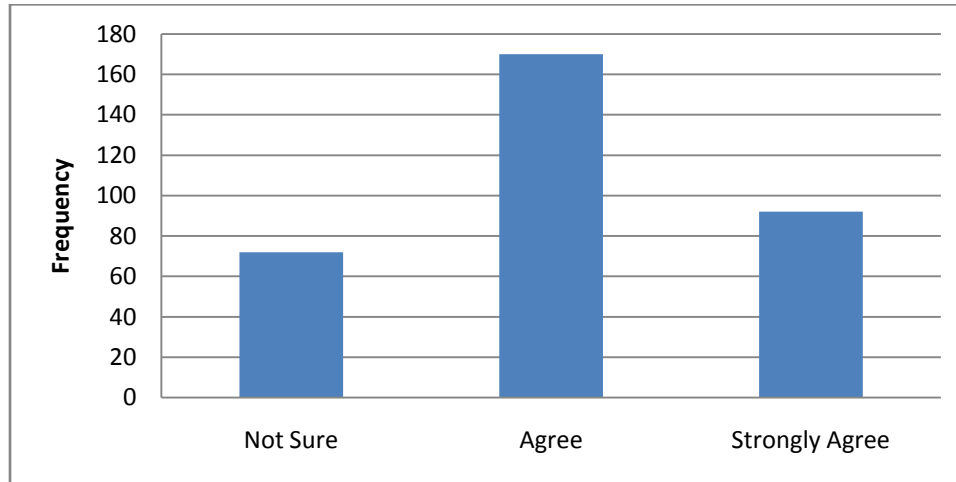|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Sure	72	21.6	21.6	21.6
	Agree	170	50.9	50.9	72.5
	Strongly Agree	92	27.5	27.5	100.0
		334	100.0	100.0	

Source: Field Survey, 2016

Fig. 4.12 Bar Chart on Job Portfolios without Corresponding Tasks and Functions

To further confirm the imperatives of job analysis on service delivery, the study asked respondents whether job positions without corresponding tasks and functions could render job incumbents redundant. Thus, the computation above indicates 170 or 50.9percent and 92 or 27.5percent respondents agreed and strongly agreed respectively while 72 or 21.6percent of respondents were not sure. Thus, we can conclude that job positions without corresponding tasks and functions could render job incumbents redundant. This result is in line with Brannick et al. (2012) that no logical job activity can take place in any work place without job description and job specification because it analyzes the actual job contents such as duties and responsibilities of a specific job holder. Job specification is another by-product of job analysis; it is an important tool in

the HRM process as it directs the management attention on the list of qualifications necessary for a candidate to perform the job. This is supported by Chukwuemeka (2013); Briggs (2007) and Mokoro (2005) who earlier attributed idleness and overstaffing in the Nigerian public sector to inadequate and invalid job analysis. However, the above findings appears to disagree with the assertion by Awoyinfa in (Onyekwere, 2016) that there have been efforts by governments in Nigeria to improve service delivery provided to the Nigerian populace over the years because job portfolios with corresponding task and responsibilities can hardly guarantee quality service.

Table 4.13: Time Spent, Match between Functions and Portfolio/Position

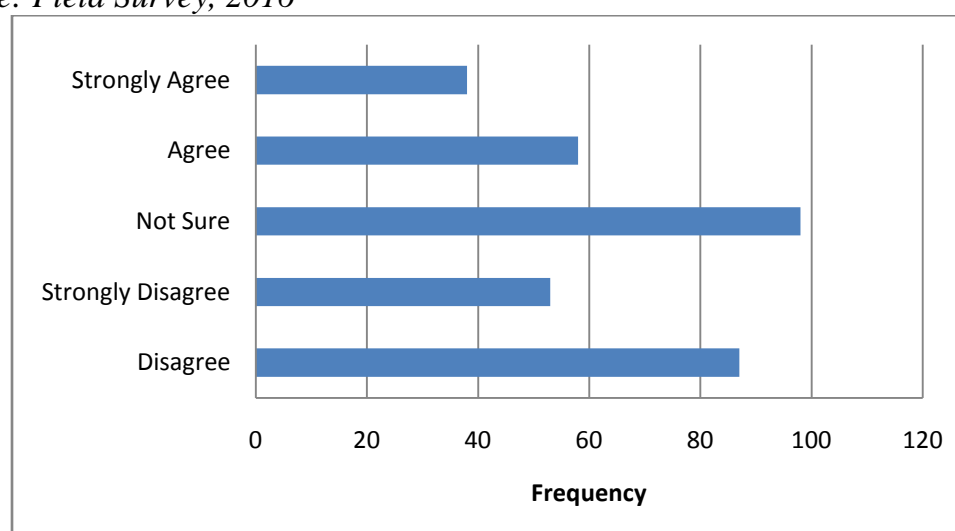|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	87	26.0	26.0	26.0
	Strongly Disagree	53	15.9	15.9	41.9
	Not Sure	98	29.3	29.3	71.3
	Agree	58	17.4	17.4	88.6
	Strongly Agree	38	11.4	11.4	100.0
		334	100.0	100.0	

Source: Field Survey, 2016

Fig. 4.13 Bar Chart on Time Spent, Match between Functions and Portfolio/Position

126

Table 4.13 figure 4.13 depicts opinions of respondents on considering the time spent on jobs; they realized their functions match the job portfolio/position. A glance at the above analysis demonstrates that 96 or 28.8percent of the respondents were of the view that their functions match their job portfolio while 140 or 41.9percent disagreed with another 98 or 29.3percent not being certain whether it matched or not. The result indicates that functions do not necessarily match the job portfolio/position of employees in FAAN. This can be attributed to lack of proper job analysis and HR planning. This is supported by Erasmus et al. (2010) who argue that among other things, it involves forecasting the organizations HR needs, job analysis, and budgeting for relevant posts.

For FAAN to have the right kind and number of public servants to accomplish its overall objectives, the agency must plan for its personnel needs. But this study observed that human resource planning is a neglected area in Nigerian public service context because of the influence of the ruling elite. This also contributes to one of the reasons why FAAN is having excess staff at all levels. With these problems in the system, FAAN cannot match the right number and the right kinds of people, at the right places and time doing things which are right in the service. A sentiment Briggs (2007) confirmed.

Table 4.14: Job Analysis is used to determine my Salaries and Compensation

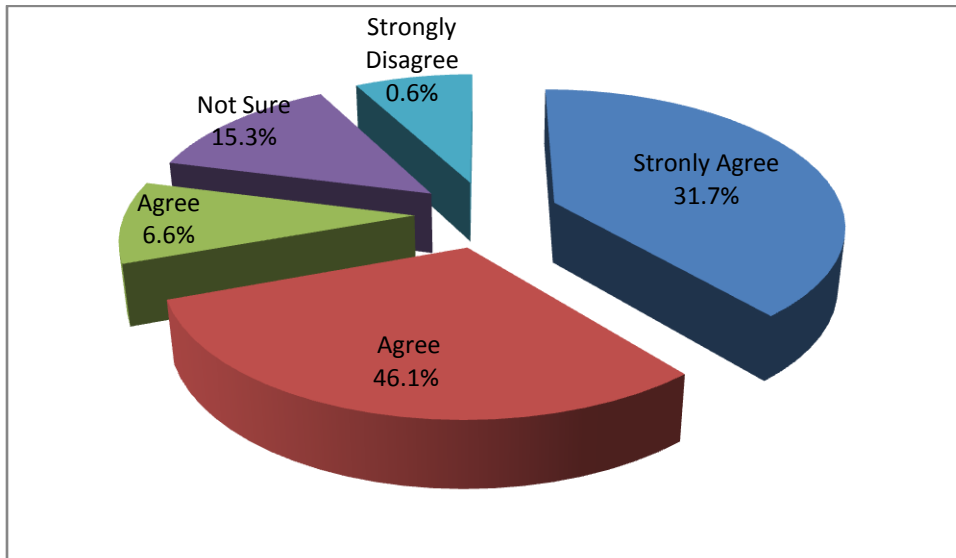|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	154	46.1	46.1	0.6
	Strongly Agree	106	31.7	31.7	0.9
	Not Sure	51	15.3	15.3	16.2
	Disagree	22	6.6	6.6	62.3
	Strongly Disagree	1	0.6	0.6	100.0
	Total	334	100.0	100.0	

Source: Field Survey 2016

Fig. 4.14 Pie Chart on using Job Analysis to determine my Salaries and Compensation

The study sought to know if job analysis is used to determine employee salaries and compensation in the Federal Airports Authority of Nigeria. Table 4:14 figures 4.14 above indicates that 154 or 46.1percent and 106 or 31.7percent of the respondents agreed and strongly agreed respectively that job analysis is used to determine employee salaries and compensation in FAAN. A total of 23 respondents or 7.2percent disagreed while 51 05 15.3percent were not sure. Thus, we can conclude that job analysis is used to determine employee salaries and compensation in the Federal Airports Authority of Nigeria

The result shows that job analysis has positive relationship with workers salaries and compensation. Compensation promotes morale of workers towards a greater service delivery. This is supported by Schaufeli, Salanova, Gonza´les-Roma & Bakker (2002) submission that the burnout commonly experienced by employees at work can be countered by compensation. Effective management of employee compensation through job analysis can help preclude feelings of lack of fulfillment, their negativity, and their lack of dedication and spirit when performing their tasks which could hinder employee performance.

This result is also supported by Chiang & Birtch (2010) who stress the need for managers to understand the importance of job analysis in determining salaries and compensation with respect to service quality orientation among employees, which itself is directly responsible for deciding whether the provided service is excellent or lackluster.

4.2.2 Measure of Service Culture in Federal Airports Authority of Nigeria (FAAN) 2005-2014

Table 4.15: My Conduct is Capable of Engendering Public Trust

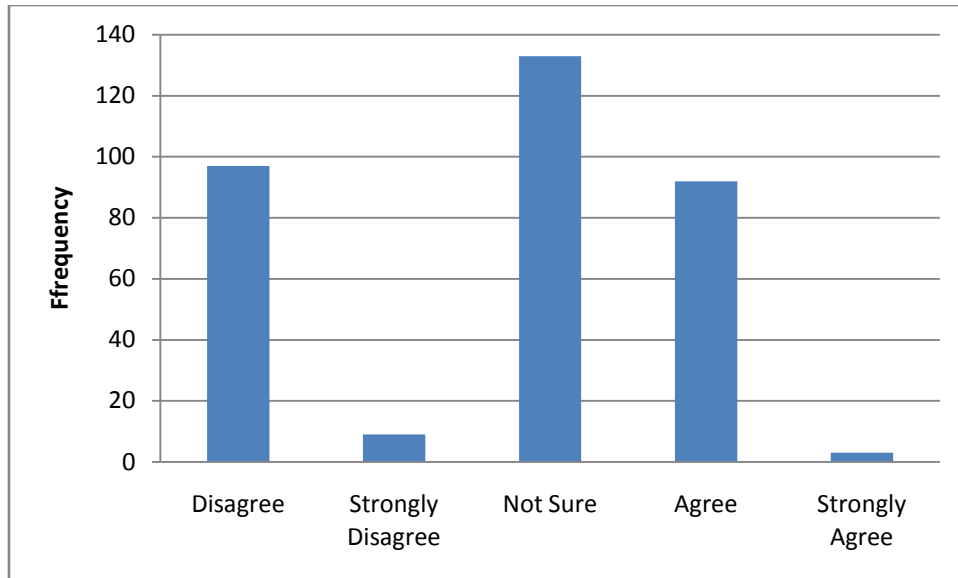|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	97	29.0	29.0	29.0
	Strongly Disagree	9	2.7	2.7	31.7
	Not Sure	133	39.8	39.8	71.6
	Agree	92	27.5	27.5	99.1
	Strongly Agree	3	.9	.9	100.0
		334	100.0	100.0	

Source: Field Survey, 2016

Fig. 4:15 Bar Chart on Conduct is Capable of Engendering Public Trust

In a follow up question, the researcher seeks to know if public servants conduct their affairs in a manner capable of engendering public trust and confidence. A cursory look at table 4:15 figures 4.15 above shows that 95 or 28.4percent of the respondents agreed while 106 or 31.7percent shared a contrary view 'disagreed' with another 133 or 39.8percent who were undecided. Thus, we can conclude that most public servants do not conduct their affairs in a way and manner capable of engendering public trust and confidence. This result is in support by Ake (1993) findings that public sector workers in Nigeria do not believe they are serving anybody else but themselves and exploit their position for personal gains. Also Chukwuemeka (2013) contend that Nigeria public servants do not know what they are expected to do as result of the absence of proper and standard job analysis. Some do not even know the target of their department and as such do not know where to start, end or go. The implication of this finding is poor service delivery. For example, during the participant observation survey, the study discovered

that some employees of FAAN do not really have a job schedule. These kinds of workers are likely not to engender public trust and confidence, a sentiment earlier shared by Akhakpe (2014).

Table 4.16: Corrupt Practices & Abuse of Administrative Processes have reduced

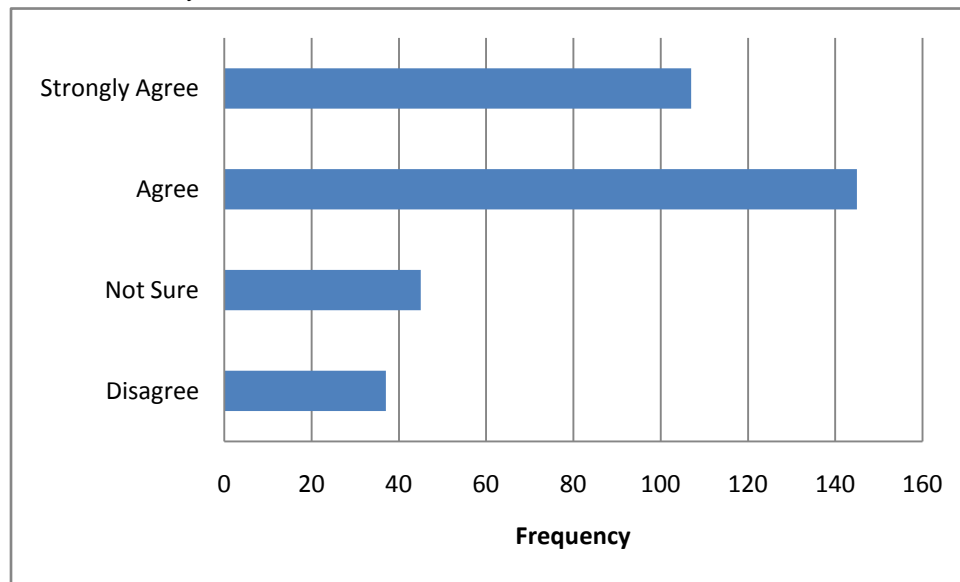|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	37	11.1	11.1	11.1
	Not Sure	45	13.5	13.5	24.6
	Agree	145	43.4	43.4	68.0
	Strongly Agree	107	32.0	32.0	100.0
	Total	334	100.0	100.0	

Source: Field Survey, 2016

Fig. 4.16 Bar Chart on Corrupt Practices and Abuse of Administration

The study sought to know whether corrupt practices and abuse of administrative processes inherent in the Nigerian public sector have reduced in FAAN. The researcher posed this question in recognition of the problem of employee idleness, exploitation of position for personal gains, unexplained absence, corridor congregation and its

implication on service delivery. Table 4.16 figures 4.16 depict opinions of respondents on whether corrupt practices and abuse of administrative processes have reduced in the Federal Airports Authority of Nigerian. The result demonstrates that overwhelming majority 145 or 43.4percent and 107 or 32,0percent respectively agreed and strongly agreed with the proposition that corrupt practices and abuse of administrative process have reduced in FAAN while 37 or 11.1percent of the respondents disagreed with another 45 or 13.5percent who were undecided. Thus, with the preponderance of 75.4percent who agreed, we therefore conclude that corrupt practices and abuse of administrative process have reduced in the Nigerian public sector organization. Perhaps, this may be related to current anti-corruption fight of the present government. This result is against the position earlier canvassed by Ake (1993) that the Nigerian public administrators accept bribe for performance of duties that are contractually part of their responsibilities.

They respondents also agreed that proper job analysis can reduce employee idleness inherent in Nigerian public sector organizations and enhance public service delivery. This is supported by Erasmus et. al. (2010), who argues that among other things, job analysis involves forecasting organizations HR needs. Chukwuemeka (2013) and Ukaegbu (1995) shared the same sentiments with their submission that most Nigerian public sector employees do not know what to do while in office and do not even know their departmental or division objectives.

In spite of the claim by respondents that corrupt practices and abuse of administrative processes have reduced as well as the application of job description and job specification

in its HRM, however, in the course of participant observation survey, the study observed

a number of workers not doing any work but were rather busy gossiping and discussing

personal affairs, a situation which Ukaegbu (1995) called corridor congregation. Also,

during the interview session, the study seek to know the reasons behind negative work

behavior, the response of those interviewed ranges from "no much work to do, to that is

the culture of the Nigerian public service". This has a negative implication on public

service delivery

Table 4.17: Am Consistent at duty Post till closing Hour

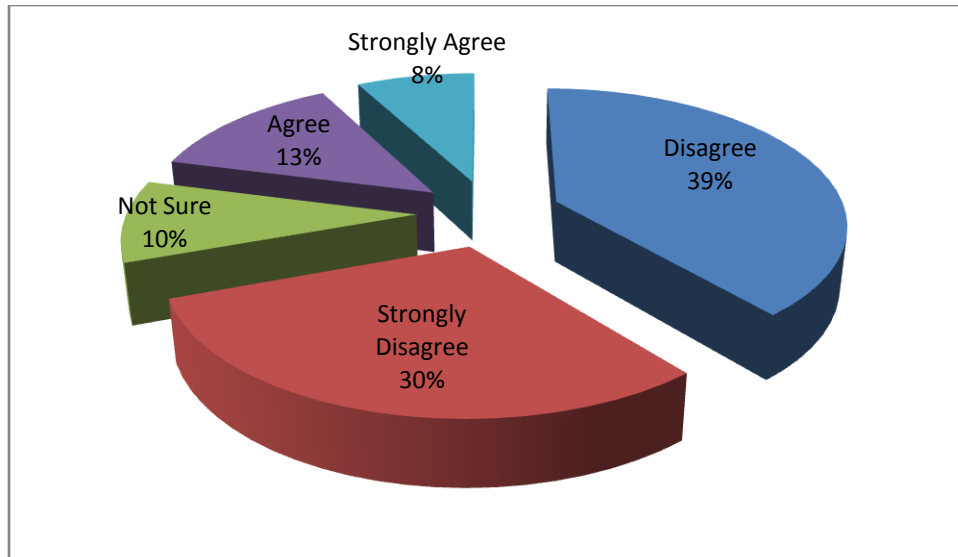|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	130	38.9	38.9	38.9
	Strongly Disagree	102	30.5	30.5	69.5
	Not Sure	32	9.6	9.6	79.0
	Agree	44	13.2	13.2	92.2
	Strongly Agree	26	7.8	7.8	100.0
		334	100.0	100.0	

Source: Field Survey, 2016

Fig. 4.17 Pie Chart on Consistency at Duty Post

The study posed this question to ascertain whether Nigerian public sector workers stay at their duty post until closing hours as a sign of service culture and determination of service delivery. A cursory look at the above table 4:17 figure 4.17 indicate that 130 or 38.9percent and 102 or 30.5percent of the respondents disagreed and strongly disagreed respectively while 70 or 21.0percent agreed that workers are consistent at their duty post with another 32 or 13.2percent not being certain. Thus, with the majority 69.4percent who disagreed with the proposition, we can therefore conclude that public servants are not consistent at their duty post, a sentiment shared by Ake (1993) that public servants in Nigeria generally arrive to work late and leave early. They take extra-long lunch recesses. When they work, they work very slowly.

Table 4.18: Workers Exhibit Courtesy in Delivering Services

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.3	.3	.3

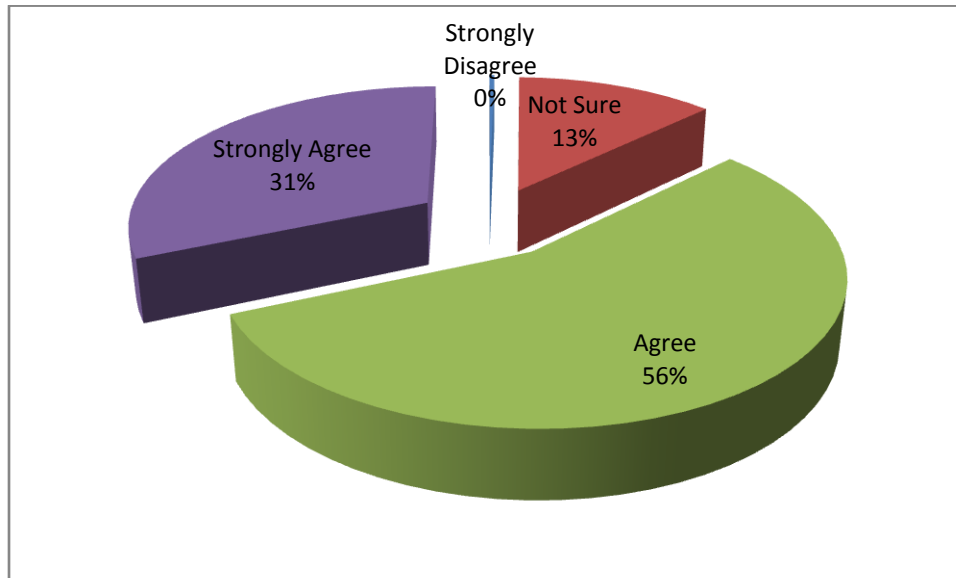|				
Not Sure	42	12.6	12.6	12.9
Agree	186	55.7	55.7	68.6
Strongly Agree	105	31.4	31.4	100.0
	334	100.0	100.0	

Source: Field Survey, 2016

Fig. 4.18 Pie Chart on Exhibition of Courtesy in Service Delivery

On whether FAAN workers exhibit courtesy in delivering services, a glance on the above table 4.18 figures 4.18 indicates that majority 186 or 55.7percent and 105 or 31.4percent of respondents agreed and strongly agreed respectively with the proposition that FAAN workers exhibit courtesy in delivering services, while 1 or 0.3percent disagreed with another 42 or 12.6percent who were uncertain. Thus, with the preponderance of 87.1percent who agreed, it therefore concludes that FAAN workers exhibit courtesy in delivering services. This sentiment is shared by Jain & Saakshi (2010) who posits that employee courtesy in service delivery is a by-product of training and retraining identified through job analysis. This is also supported by Mapira et al. (2013) and Cross (2004) who

argues that once organizations engages in job analysis, such organizations will use the information in determining skills gap which facilitates training and development.

Table 4.19: I Report to Work on Time

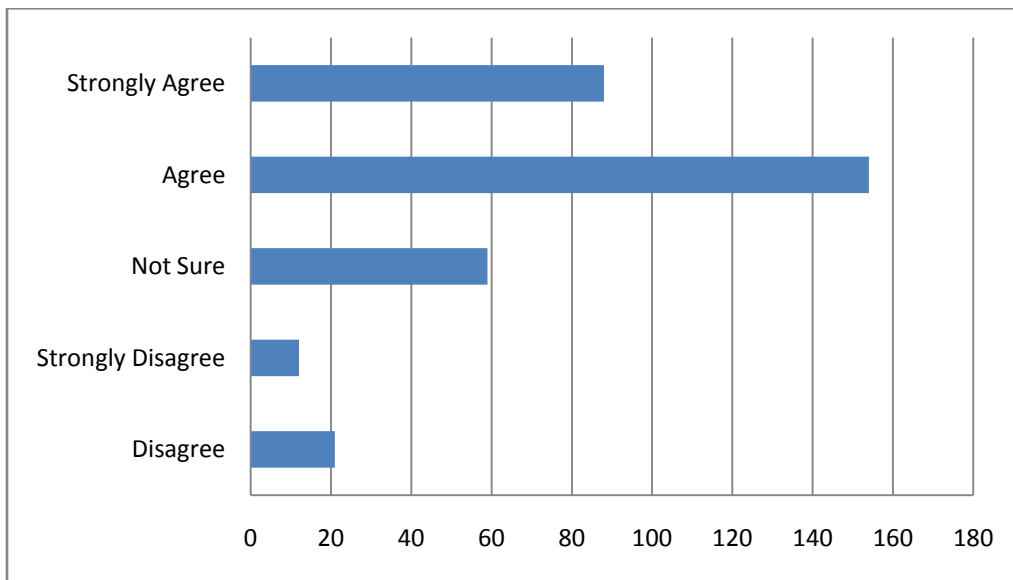|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	21	6.3	6.3	6.3
	Strongly Disagree	12	3.6	3.6	9.9
	Not Sure	59	17.7	17.7	27.5
	Agree	154	46.1	46.1	73.7
	Strongly Agree	88	26.3	26.3	100.0
		334	100.0	100.0	

Source: Field Survey, 2016

Fig. 19 Bar Chart on Reporting to Work on Time

This proposition was to examined respondents on whether the report to work on time. Indeed, the above analysis indicates that 242 or 72.4percent of the respondents agreed with the proposition that they report to work on time while 33 or 9.9percent disagreed, with another 59 or 17.7percent who were not certain. The foregoing analysis indicates

that FAAN workers report to work on time. This is has a positive implication on organizational service culture.

However, during the course of our participant observation, we discovered that worker do not report to work on time. The implication is that, work order will not be followed thus affecting service delivery. Cross (2004) also share the same sentiments when he admonishes that, the output of reporting to work on time enhances employees' service delivery.

Table 4.20: I See Career Path in My Job

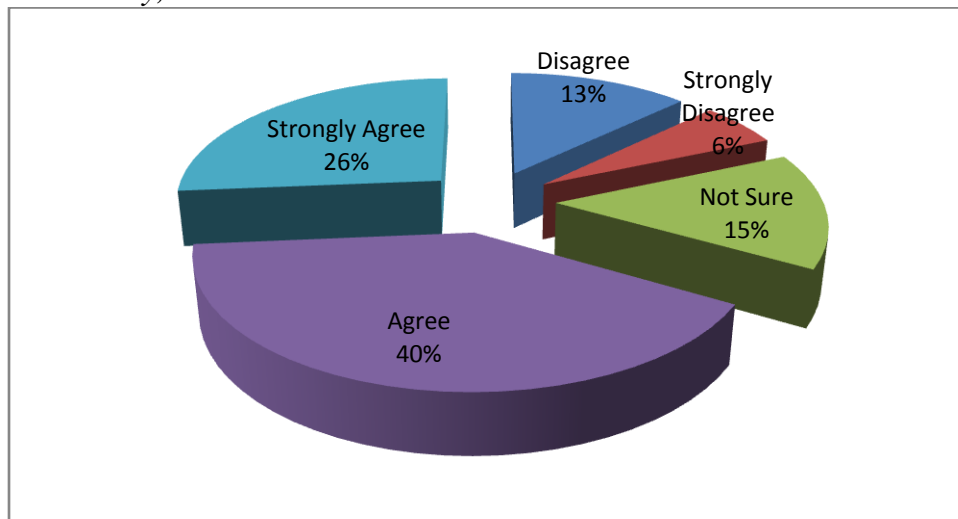|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	43	12.9	12.9	12.9
	Strongly Disagree	19	5.7	5.7	18.6
	Not Sure	49	14.7	14.7	33.2
	Agree	135	40.4	40.4	73.7
	Strongly Agree	88	26.3	26.3	100.0
		334	100.0	100.0	

Source: Field Survey, 2016

Fig. 4.20 Pie Chart on Career Path in FAAN

We asked this question regarding career path in the public service bearing in mind that it is through job analysis that career path is established whose prospects could be among motivational factors that activate employee performance and service delivery in any organization. In fact, they are among the reasons for labour turnover in organizations. Table 4:20 figure 4.20 above indicates that 135 or 40.4percent agreed and 88 or 26.3percent strongly agreed with the proposition that there is career path in their current job while 62 or 18.6percent of the respondents disagreed with another 49 or 14.7percent who were not sure. With a convincing majority 66.7percent who agreed with the statement, we therefore, conclude that there is career path in the surveyed organization.

This is supported by Kolawole (2008) submission that public servants by law and professional orientation required to be apolitical and be loyal to the government of the day. The apolitical character he said; gave the civil servant an advantage of service till retirement age without the fear of vagaries and incessant turn-over in government. Also, Basu (2004) shared the same view when he argues that public service is a system of service, with recruitment based on merit, security of tenure and due recognition of service and merit through timely promotion Basu, 2004).

The implication of this result is that the employees' will be striving to get promoted to the next level or grade which could enhance performance and service delivery. The importance of promotion and career prospect becomes apparent when we note that Herzberg classified it as a "motivator". Career path is an indication that some time someday an employee will be promoted to the next rank and promotion is an indication

of achievement which Abraham Maslow viewed as a higher-order need. Achievement/ promotion can also make a worker more secured and confident in his post thereby satisfying another need for safety and security which are lower-order needs (Maslow, 1943). Yet, the importance of promotion in the Nigerian context is that, it usually comes with an increase in pay packet. This result is supported by Anikpo in (Akhakpe et. al., 2012) who observed that: money actually dominates the needs of Nigerian worker because in the capitalist system in which Nigeria operates, money is the soul of the system in symbolic and concrete terms; it represents property, power and status.

4.2.3 Measure of Quality of Service delivery in Federal Airports Authority of Nigeria (FAAN) 2005-2014

Table 4.21: I am Dedicated to Work and Emphasize Quality of Service

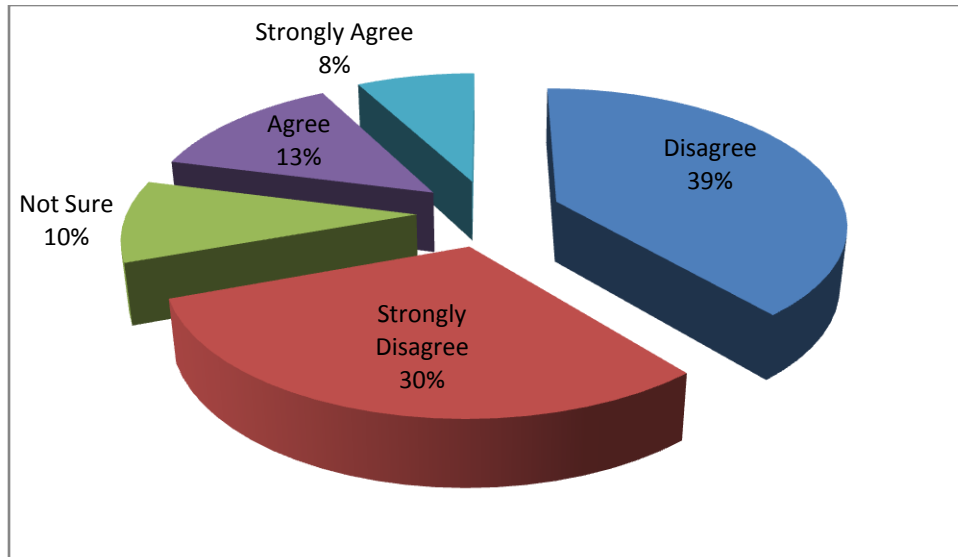|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	130	38.9	38.9	38.9
	Strongly Disagree	102	30.5	30.5	69.5
	Not Sure	32	9.6	9.6	79.0
	Agree	44	13.2	13.2	92.2
	Strongly Agree	26	7.8	7.8	100.0
		334	100.0	100.0	

Source: Field Survey, 2016

Fig. 4.21 Pie Chart on Dedication to Work on Emphasis on Quality Services

The study posed this question to ascertain whether the Nigerian public sector workers are dedicated to their job and emphasize quality of service delivery. A cursory look at the above table 4:21 figure 4.21 indicates that 130 or 38.9percent and 102 or 30.5percent of the respondents disagreed and strongly disagreed respectively that public servants were dedicated to their jobs and emphasize quality of service delivery while 70 or 21.0percent agreed that public servants provide quality services with another 32 or 13.2percent not being certain. Thus, with the majority 69.4percent who disagreed with the proposition, we can therefore conclude that FAAN is not efficient and effective in service delivery, a sentiment shared by a number of Nigerian scholars (see Akhakpe, 2014; Anazodo et al., 2012, Briggs, 2007; Ake, 1993). For instance, Ake (1993) submitted that when Nigerian public workers work, they work very slowly. They stymie public by losing files through excessive review of the issue at hand, or by simply pretending that they have not heard of

the matter before. For all these, they acknowledge no wrong doing for they do not believe that what they are doing is wrong.

Table 4.22: Nigerian Airports are Safe for Customers

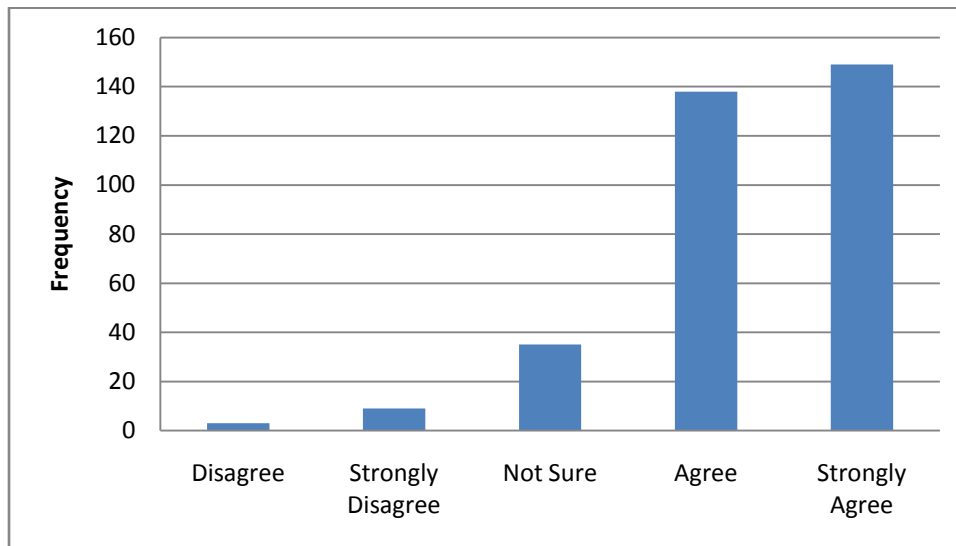|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	3	.9	.9	.9
	Strongly Disagree	9	2.7	2.7	3.6
	Not Sure	35	10.5	10.5	14.1
	Agree	138	41.3	41.3	55.4
	Strongly Agree	149	44.6	44.6	100.0
		334	100.0	100.0	

Source: Field Survey 2016

Fig. 4.22 Bar Chart on Safety of Nigerian Airports to Customers

Recognizing the importance of airports safety to customer satisfaction, the study seeks to know if quality of services offered by FAAN is according to the international best practices. A look at the above table 4:22 figure 4.22 reveals that majority of the respondents 138 or 41.3percent and 149 or 44.6percent respectively were of the opinion that the quality of services offered by Federal Airports Authority of Nigeria is of the global best practices and customers satisfaction. 12 or 3.6percent disagreed while another

35 or 10.5percent were not sure. With the preponderance of 85.9percent who agreed with the proposition, thus, we can therefore conclude that the quality of services offered by Federal Airports Authority of Nigeria is of the global best practices and customers satisfaction. This result is supported by Akhakpe (2014); Fagbemi (2006) who argue that service delivery is the hall mark of public service.

According to Hatry (2005) safety and customer satisfaction surveys, if properly done, provide reasonably representative feedback. This is unlike other sources of customers' feedback, such as open meetings, group discussions, and tabulations of complaints received by an agency. A principal use of surveys of customers' satisfaction is to obtain regular feedback in order to track trends and to assess the extent of improvement after the government has changed its service delivery approach. Can FAAN and Nigeria as developing country afford to undertake such surveys, especially on a regular (for example, annual) basis? Surveys conducted on a regular basis to ascertain customers' satisfaction may not be feasible for a developing country like Nigeria without external support (see Hatry, 2005; World Bank, 2005). Large-scale independent surveys using professional survey firms to determine customers' satisfaction usually are not cheap.

Table 4.23: Approaches of Attending to the Public is People-Oriented

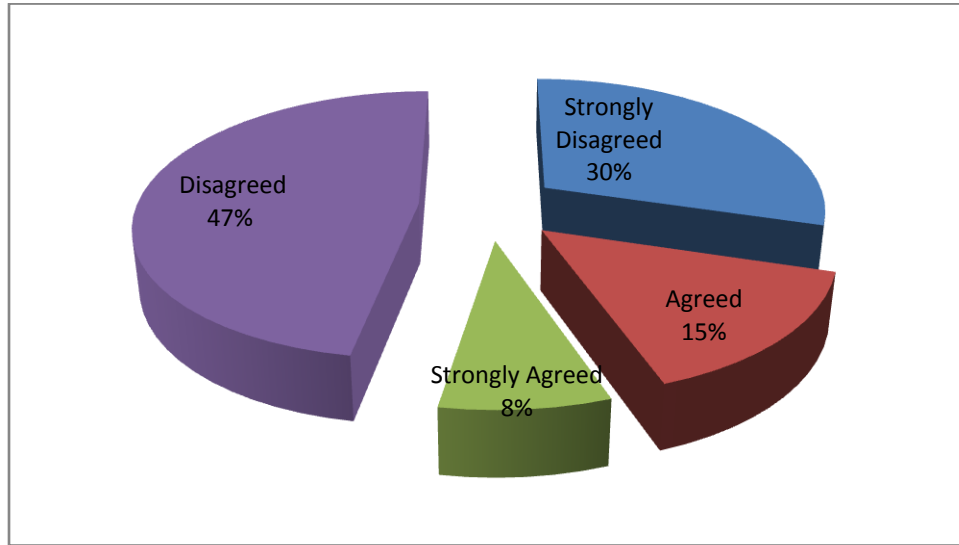|		Frequency	Percent	Valid Percent	Cumulative Percent
	Strongly Agree	27	8.1	8.1	8.1.
	Agree	50	15.0	15.0	40.4
Valid	Strongly Disagree	99	29.6	29.6	51.5
	Disagree	158	47.3	47.3	100.0
		334	100.0	100.0	

Fig. 4:23 Pie Chart on Approaches of Attending to the Public is People-Oriented

The survey participants were requested to state whether approaches for attending to the public suggest that the public service is inclined towards offering people-oriented services. Of the 334 valid responses, 27 or 8.1percent strongly agreed, agreed recorded 50 or 15.0percent while 99 respondents or 29.6percent strongly disagreed with majority 158 or 47.3percent who disagreed. Although, majority of the respondents favoured disagreed, the respondents' characteristics and classifications shows that the 77 or 23.1percent of the respondents who agreed that attending to the public in FAAN is people-oriented falls within the managerial cadre. According to a study conducted by Ake (1993) as regard offering people-oriented services in the Nigerian federal civil service indicates that the civil is do not believe they are serving anybody else but themselves and exploit their position for personal gains. They generally arrive to work late and leave early. They take extra-lunch recesses. They steal public property and take bribe for performance of duties that they are contractually part of their responsibilities.

143

They stymie the public by losing their files through excessive review of the issue at hand, or by simply pretending that they have not heard of the matter before. No part of the public sector is left out of this social malaise (Akhakpe, 2014).

Table 4:24 Work orders are Completed on Time.

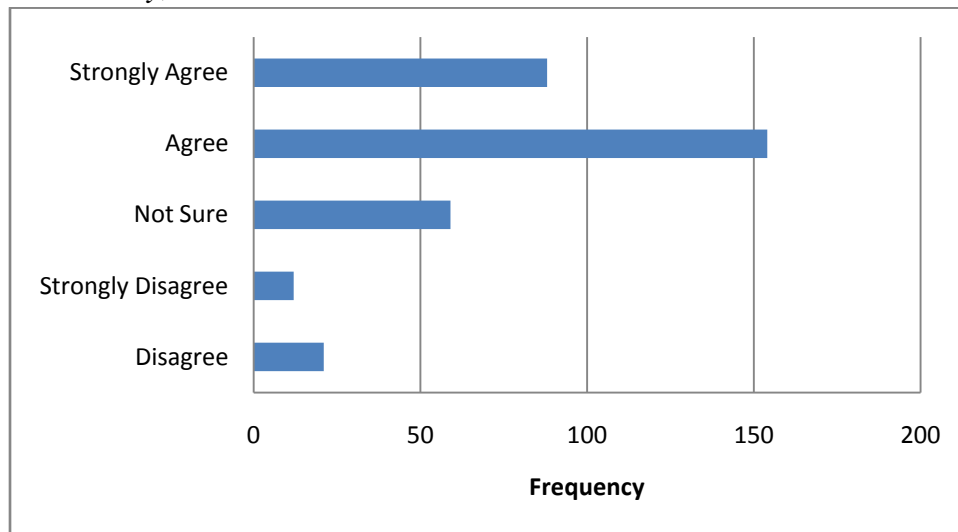|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	21	6.3	6.3	6.3
	Strongly Disagree	12	3.6	3.6	9.9
	Not Sure	59	17.7	17.7	27.5
	Agree	154	46.1	46.1	73.7
	Strongly Agree	88	26.3	26.3	100.0
		334	100.0	100.0	

Source: Field Survey, 2016

Fig.4.24 Bar Chart on Completion of Work Orders in Time

This proposition was to examine whether the FAAN workers complete work orders in time. Indeed, the above analysis indicates that 242 or 72.4percent of the respondents agreed with the proposition that work orders are completed in time while 33 or 9.9percent disagreed with another 59 or 17.7percent who were not certain. The foregoing analysis indicates that work orders are completed in time in FAAN. However, during the period of

personal observation in the organization, the opposite was the case as experience shows that work orders are not completed in time.

This is supported by the empirical findings of Igbokwe-Ibeto & Egbon (2012) who discussed poor time management in the Nigerian public sector organizations. The improvement in service delivery is one of the most direct benefits of managing ones time effectively. If a worker knows how to manage his or her time well, such worker will be able to accomplish more tasks in a given day. This is possible if an individual keeps an organized schedule and to-do list that outlines ones tasks and priorities in order to accomplish more in less time (Igbokwe-Ibeto & Egbon, 2012). However, if a worker fails to manage time, it often results in a poorly planned, rushed and ineffective way of working. With proper management of time, an individual has more time to set and review personal and career goals and to plan for certain tasks. Planning typically gives one the opportunity to establish goals and develop strategies to accomplish set goals.

According to Igbokwe-Ibeto & Egbon (2012), as employees of an organization, ones official/business time at work i.e. the time at your disposal on a day to day basis (8.00am to 5.00pm) less break time is not your private time. To this extent, the time is not a controllable object at employee's disposal but must be used according to the dictates of the organization whose ownership and contractual term of employment dictates. Yet, mere staying in the office or duty post throughout business time without applying oneself to one's assignment does not produce performance.

Table 4.25: Services are Rendered According Specifications

145

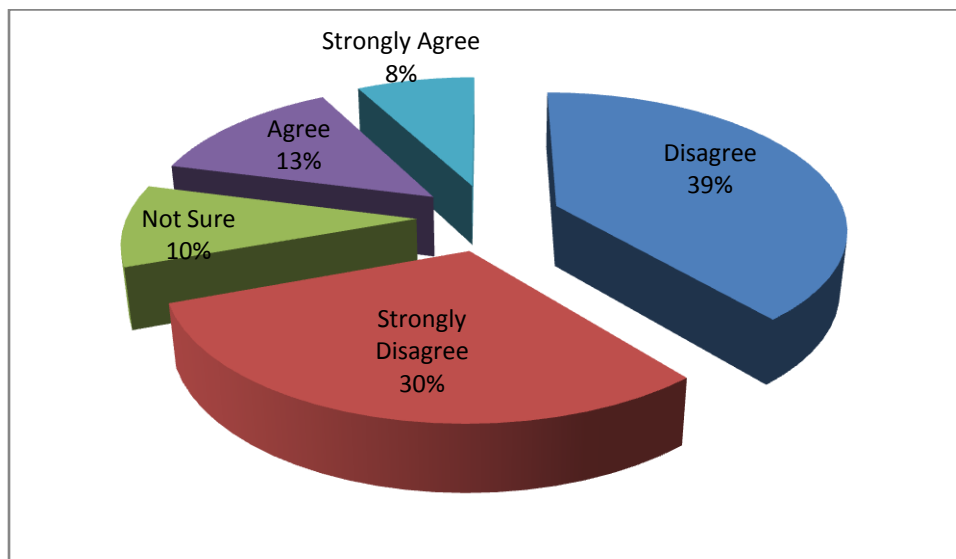|	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	130	38.9	38.9	38.9
Strongly Disagree	102	30.5	30.5	69.5
Valid Not Sure	32	9.6	9.6	79.0
Agree	44	13.2	13.2	92.2
Strongly Agree	26	7.8	7.8	100.0
	334	100.0	100.0	

Source: Field Survey, 2016

Fig. 4.25 Pie Chart on Service is Performed According Specifications

The study used this question to ascertain whether the Nigerian public sector workers perform their job according specifications as a sign of determination of service delivery. A cursory look at the above table 4:25 figure 4.25 indicate that 130 or 38.9percent and 102 or 30.5percent of the respondents disagreed and strongly disagreed respectively while 70 or 21.0percent agreed that workers agreed that public sector workers perform their job according to specifications with another 32 or 13.2percent not being certain. Thus, with the majority 69.4percent who disagreed with the proposition, we can therefore conclude that public servants in Nigeria do not perform their job according to

specifications, a sentiment shared by Ake (1993) that public servants in Nigeria generally arrive to work late and leave early. They take extra-long lunch recesses.

4.2.4 Measure of Employee Commitment in Federal Airports Authority of Nigeria (FAAN) 2005-2014

Table 4.26: I Find Personal Meaning and Fulfillment in my Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Sure	40	12.0	12.0	12.0
	Agree	158	47.3	47.3	59.3
	Strongly Agree	136	40.7	40.7	100.0
		334	100.0	100.0	

Source: Field Survey, 2016

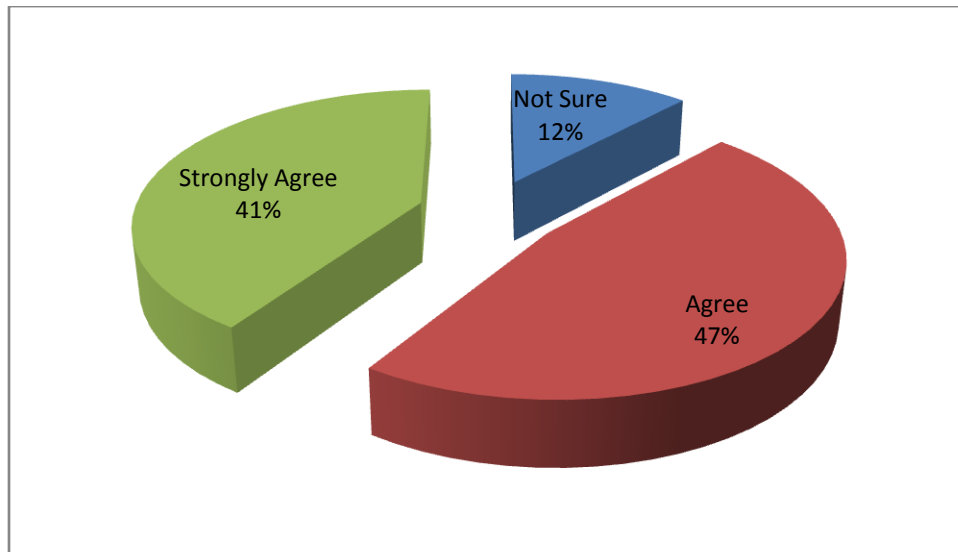*Fig. 4:26 Pie Chart on Personal meaning and Fulfillment in Work*

Recognizing the role of personal meaning and fulfillment in employee's work could play in employee commitment, the study sought to know whether the respondents find meaning and fulfillment in their work. A careful analysis of table 4.26 figure 4.26 above shows that, 294 or 88percent agreed that they find personal meaning and fulfillment in

147

their work in FAAN while 40 or 12.0percent of the respondents were undecided. Thus, we can conclude that majority of the respondents agreed that they find personal meaning and fulfillment in their work. Every worker comes into an organization with his personal goals or needs, and service delivery to a large extent depends on the proper integration of the needs of the worker with that of the organization. This appears to be available in FAAN.

This result is in line with the findings of Taylor (1947) and his associates in the scientific management movement who believed that workers would produce more if they find meaning and fulfillment in their work. This position was also shared by Margaret Attwood in (Mali, 2009), in her opinion, whether or not employees live up to the expectation of those who employ them depends on management success in motivating them at work effectively. The findings is also supported by Vroom's Expectancy theory on performance which stipulates that human behaviour is a joint function of the degree to which that behaviour is perceived as having relative value to achievement of one's goals or instrumental to the attainment of an output and the probability that the outcome will be forthcoming. Secondly, individuals select that behaviour which they perceived as most directly leading to things they want.

However, the findings here run counter to Herzberg's theory that incentives which he categorized into "Hygiene" or "Maintenance" factors do not motivate. It could be recalled that Herzberg is of the opinion that only intrinsic (Satisfiers) factors in a job actually activate worker to higher performance and productivity (Herzberg, 1966).

Table 4.27: Willingness to Work extra hours to Complete a Task

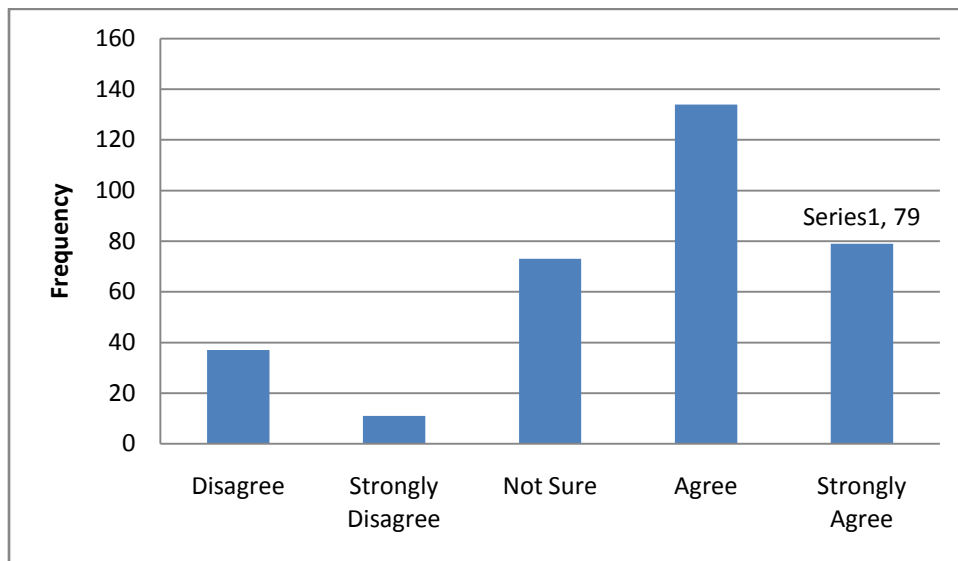|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	37	11.1	11.1	11.1
	Strongly Disagree	11	3.3	3.3	14.4
	Not Sure	73	21.9	21.9	36.2
	Agree	134	40.1	40.1	76.3
	Strongly Agree	79	23.7	23.7	100.0
		334	100.0	100.0	

Source: Field Survey, 2016

Fig. 4.27 Bar Chart on **Willingness to Work extra hours to Complete a Task**

Yet, as a sign of employee commitment, the study quarried the respondents whether they will be willing to work extra hours to complete a task. Indeed, the above analysis on table 4:27 figure 4.27 indicates that 134 or 40.1percent of the respondent strongly agreed while 79 or 23.7percent agreed that they were willing to work extra hours to complete a task. 37 or 11.1percent and 11 or 3.3percent strongly disagreed and disagreed respectively with another 73 respondents or 21.9percent not certain. We therefore, conclude that FAAN workers can work extra hours to complete a task.

Table 4.28: It is Difficult to Detach myself from my Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	119	35.6	35.6	35.6
	Strongly Disagree	90	26.9	26.9	62.6
	Not Sure	20	6.0	6.0	68.6
	Agree	56	16.8	16.8	85.3
	Strongly Agree	49	14.7	14.7	100.0
		334	100.0	100.0	

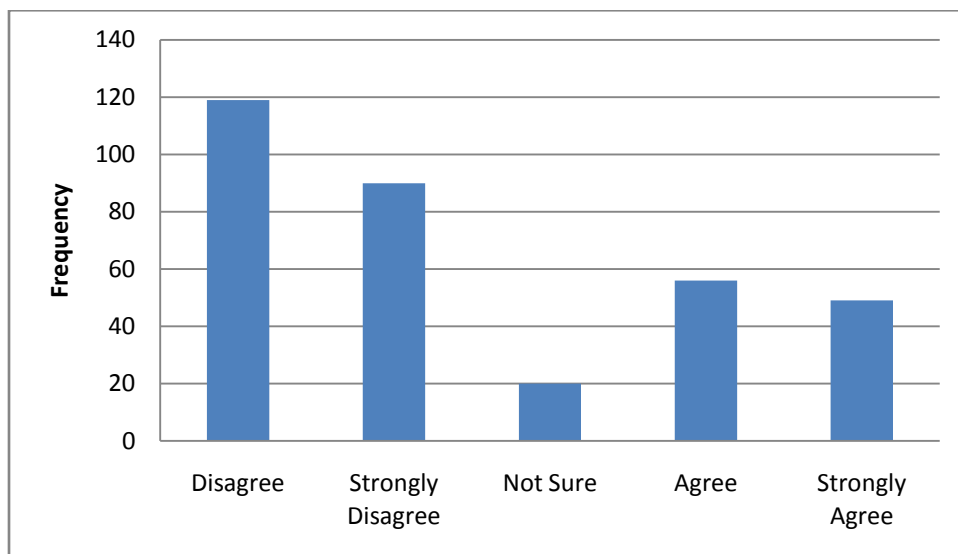*Source: Field Survey, 2016*

Fig. 4.28 Bar Chart on Difficult to Detach myself from my Work

Recognizing the difficulty in detaching oneself from his or her work as a sign of employee commitment, the study asked respondents if they were satisfied with their job that it could be difficult to detach them from their work. Table 4.28 figures 4.28 illustrates opinions of respondents on whether it is difficult to detach them from their work. 56 or 16.8percent and 49 or 14.7percent of respondents agreed and strongly agreed respectively that it's difficult to detach them from their work, while 119 or 35.6percent and 90 or 26.9percent disagreed and strongly disagreed respectively. Although, the result suggests that the majority of the respondents' 62.5percent disagreed that it could be

difficult to detach them from their work, an examination of the respondents' characteristics and classifications shows that the 68.5percent of the respondents who disagreed it's difficult to detach them from their work were mainly junior cadre staff of FAAN while those who agreed were senior staff. It is worthy of note that this is a reflection of the Nigerian public sector organizations where the senior staff members are often satisfied with their job and are ready to do anything to keep the job. Also, the senior staff members have much job to do while the junior staff members have little or no job to occupy them (see Briggs, 2007).

It was revealed during our interview session that most Nigerian civil servants see the civil service as a spring board to getting a better job elsewhere. As one respondent stated, "the civil service is my starting point to get experience, since other organizations always request for years of experience". The respondent interpretation of 'good organization' is nothing short of the remuneration in the private sector. This perception could adversely affect employee morale and productivity.

Table 4:29 Willingness to stay even if offered much better Job elsewhere

	Frequency	Percent	Valid Percent	Cumulative Percent
Agree	70	21.0	21.0	21.0
Strongly Agree	18	5.4	5.4	64.1
Not Sure	32	9.6	9.6	69.5
Disagree	112	33.5	33.5	90.4
Strongly Disagree	102	30.5	30.5	100.0
Total	334	100.0	100.0	

Source: Field Survey, 2016
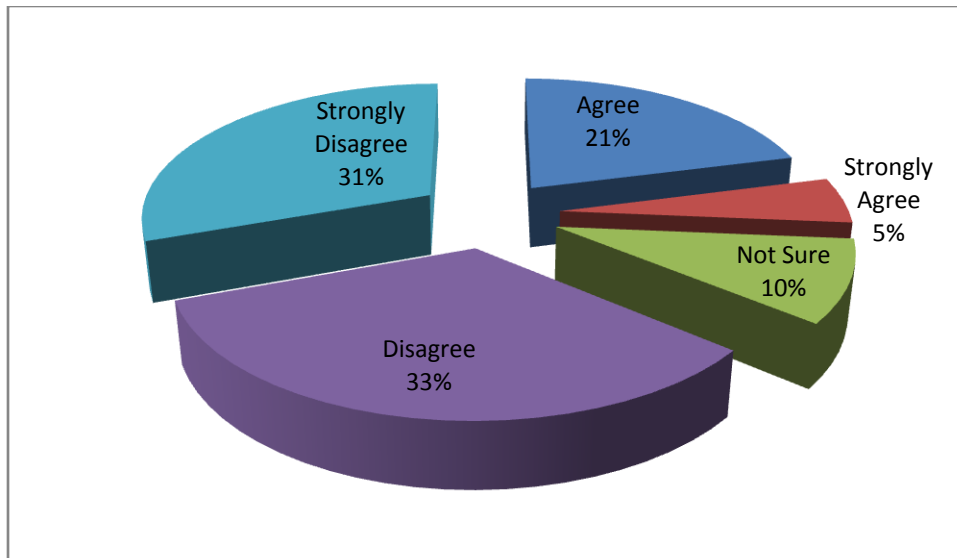
Fig. 4.29 Pie Chart on Willingness to stay even if offered much better Job

The study queried the respondents on their willingness to stay with FAAN even if offered much better job elsewhere. From the computation on the above table 4.29 figures 4.29, it shows that the 112 or 33.5percent and 102 or 30.5percent of the respondents disagreed and strongly disagreed respectively on their willingness to stay with FAAN even if offered much better Job elsewhere while a total of 88 or 26.4percent of the respondents agreed with the proposition with another 32 or 9.6percent who were not sure. With the preponderance of 66percent who disagreed with the proposition, we can conclude that

FAAN workers were not to willing to stay if offered much better Job elsewhere. This result has a negative implication for service delivery in FAAN because any organization that workers are ever willing to leave if offered much better Job elsewhere is likely to experience high rate of labour turnover.

Table 4.30: My Job Inspires me to put in my best at Work

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Not Sure	90	26.9	26.9	26.9
	Agree	165	49.4	49.4	76.3
	Strongly Agree	79	23.7	23.7	100.0
		334	100.0	100.0	

Source: Field Survey, 2016

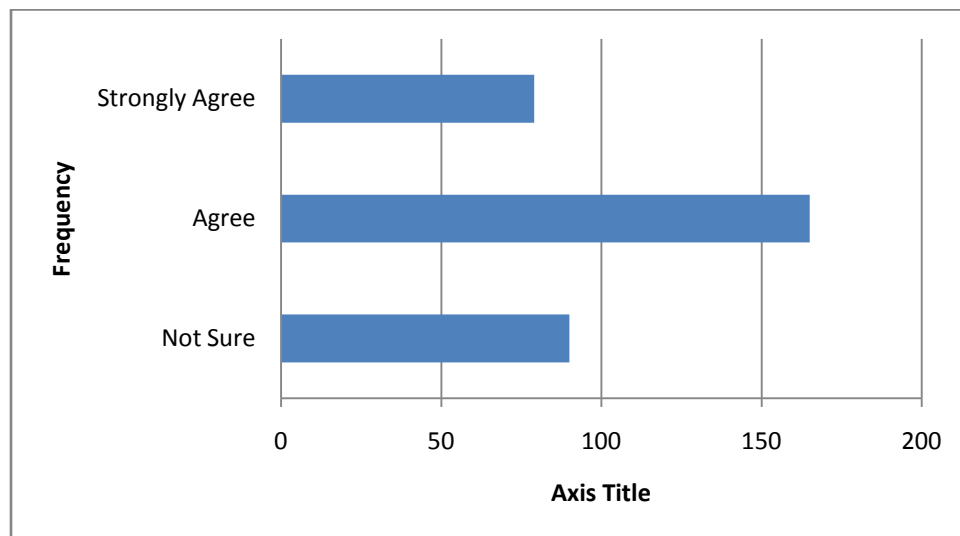***Fig. 4.30 Bar Chart on my Job inspires me to put in my best at Work***

The study sought to know whether respondents' job inspires them to put in their best at work. Table 4.30 figures 4.30 above indicates that 165 or 49.4percent and 79 or 23.7percent of respondents agreed and strongly agreed that their job inspires them to put in their best at work, while 79 or 23.7percent were not certain. Thus, we can therefore,

153

conclude that respondents' job inspires them to put in their best at work. This finding is supported by Amah (2008), findings that the effective personnel utilization relates to overseeing employee job performance. It is an interlocking set of policies and practices which have their focus on enhancing achievement of organizational objectives through a concentration on individual performance and commitment.

Table 4.31: Enthusiastic about achieving my Personal best

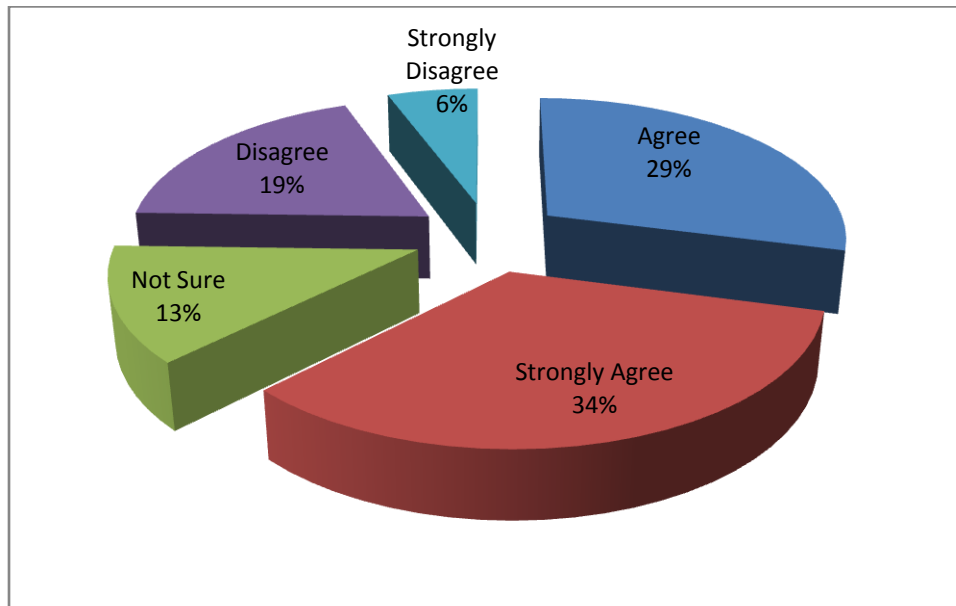|		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	97	29.0	29.0	29.0
	Strongly Agree	112	33.5	33.5	62.6
	Not Sure	43	12.9	12.9	75.4
	Disagree	63	18.9	18.9	94.3
	Strongly Disagree	19	5.7	5.7	100.0
		334	100.0	100.0	

Source: Field Survey, 2016

Fig. 4.31 Pie Chart on Enthusiastic about achieving my Personal best

Table 4.31 figures 4.31 represent the frequency with which employees of FAAN were enthusiastic about achieving their personal best by at attending to visitors/airport users.

154

The respondents rated the frequency with a convincing 112 or 34.0percent and 97 or 29.0percent of respondents indicating strongly agreed and agreed respectively while 82 or 24.6percent disagreed. 43 or 12.9percent were not certain. Therefore, we can conclude that employees of FAAN are enthusiastic about achieving their personal best by at attending to visitors/airport users.

This result is supported by the findings of Fayol in (Pugh, 2006) who argues that perfect order could be attainable where the place was suitable for the employee and the employee for the place. Social order presupposes the successful execution of the two most difficult managerial activities, namely good organization and good job analysis. The successful execution of managerial duties also involves achieving employee commitment to the organization and the customers alike. In addition, social order demands precise knowledge of the human requirements and resources of the concern and a constant balance between these requirements and resources.

4.2.5 Measure of Customer Experience in Federal Airports Authority of Nigeria (FAAN) 2005-2014

Table 4:32 Services are Tailored to my Specific Needs

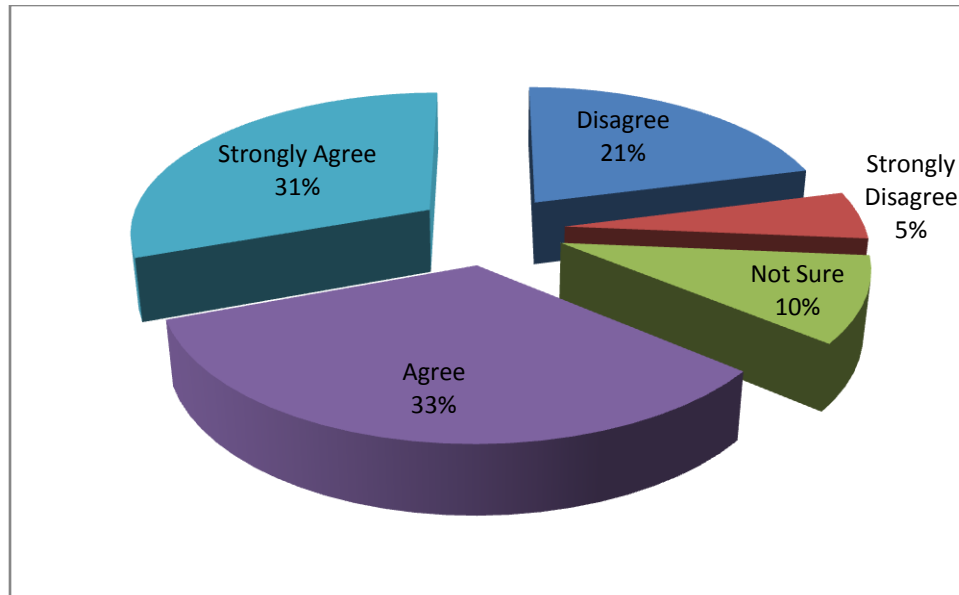|	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	70	21.0	21.0	21.0
Strongly Disagree	18	5.4	5.4	64.1
Not Sure	32	9.6	9.6	69.5
Agree	112	33.5	33.5	90.4
Strongly Agree	102	30.5	30.5	100.0
Total	334	100.0	100.0	

Source: Field Survey, 2016

Fig. 4.32 Pie Chart on Services are Tailored to my Specific Needs

The study queried the respondents on whether FAAN offers services that can be tailored to customers' specific needs. From the computation on the above table 4.32 figures 4.32, it shows that the 112 or 33.5percent and 102 or 30.5percent of the respondents agreed and strongly agreed respectively that FAAN offers services that are tailored to customers' needs while a total of 88 or 26.4percent of the respondents disagreed with the proposition with another 32 or 9.6percent who were not sure. With the preponderance of 66percent who agreed with the proposition, we can conclude that FAAN offers services that are tailored towards customers' needs. This result is supported by Du Preez (2009) who argues that the importance of job analysis cannot be overemphasized as it matches the right for the right job with its positive customer experience.

It is also in line with the findings of Dibie et al. (2015) who argue that part of the job of job analysis is to develop a realistic job preview. The realistic job preview provides the workers with an accurate and objective understanding of the job. They went further to

argue that an important part of human resources planning is job analysis because it service as a basis for developing, and retaining employees for enhanced service delivery.

Table 4.33: Availability of Services Round the Clock

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Strongly Disagree	1	.3	.3	.3
	Not Sure	64	19.2	19.2	19.5
	Agree	164	49.1	49.1	68.6
	Strongly Agree	105	31.4	31.4	100.0
		334	100.0	100.0	

Source: Field Survey, 2016

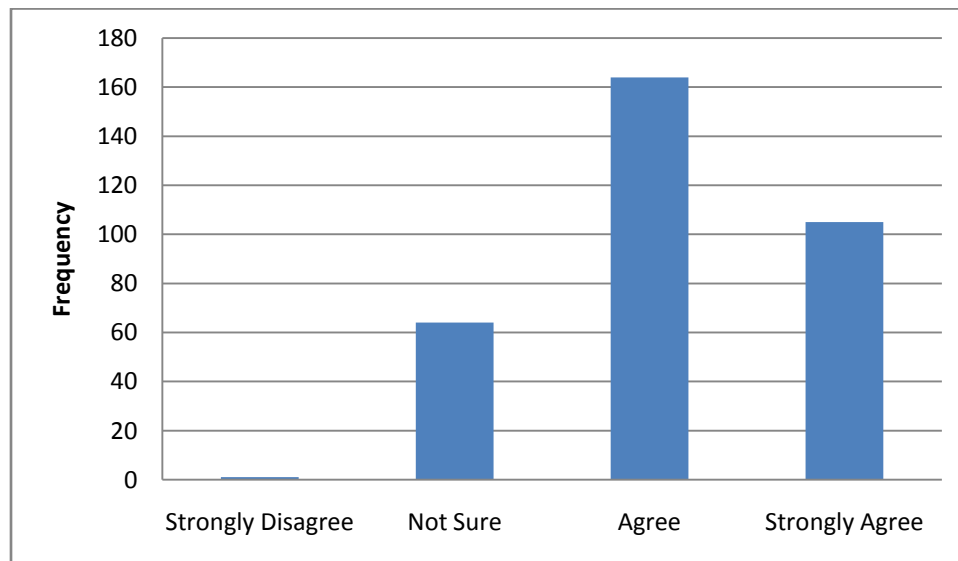***Fig. 4:33 Bar Chart on Availability of Services Round the Clock***

Table 4:33 figure 4.33 depicts opinions of respondents on whether there is availability of services round the clock in FAAN. The above table demonstrates that 269 or 80.5percent of the respondents were of the view that FAAN provides services 24hours while 1 or 3percent disagreed. This result is in line with Onwuchekwa (1995) study that job analysis

157

attempts to consider and measure the inputs required of employees' (skills, effort, responsibility etc) for minimum job performance The implication of Onwuchekwa's (1995) submission is that job analysis enables an organization to have consistency in its service delivery. Studies by Rotundo & Sackatt (2004); Morgeson et al. (2004); Arnault et al. (2001); Olson, Schwab & Rau (2000); Welbourne & Treivor (2000); Chen et. al. (1999); Rutt & Doverspikke (1999); Collans & Muchinsky (1993) also tested and confirmed the validity, reliability and outcome of the job analysis in service delivery.

Table 4.34: Ease of Getting Issues Resolved in FAAN

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	102	30.5	30.5	30.5
	Strongly Disagree	112	33.5	33.5	64.1
	Not Sure	18	5.4	5.4	69.5
	Agree	70	21.0	21.0	90.4
	Strongly Agree	32	9.6	9.6	100.0
		334	100.0	100.0	

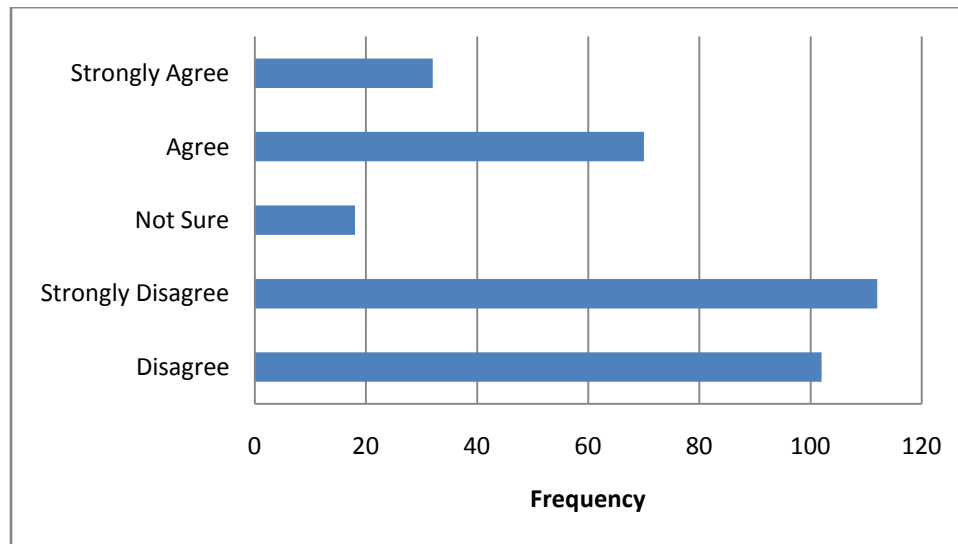*Source: Field Survey, 2016*

Fig. 4.34 Bar Chart on Ease of Getting Issues Resolved

158

Bearing in mind the imperatives of ease of having issues or complains resolved within a reasonable time, the study posed this question having in mind that there can't be service delivery where customers have difficulty in having issues or complains resolved within a reasonable time. Table 4:34 figure 4.34 above indicates that 102 or 30.5percent disagreed and 112 or 33.5percent strongly disagreed respectively with the proposition that issues/complains are easily attended to in FAAN while 70 or 21.0percent and 32 or 9.6percent of the respondents agreed and strongly agreed respectively that issues/complains are easily attended to in FAAN with another 18 or 5.4percent who were not sure. Thus, we can therefore conclude issues/complains are not easily attended to in FAAN.

This is rightly supported by Anikpo in (Akhakpe, Fatile & Igbokwe-Ibeto, 2012) who argue that issues or complains hardly resolved in the Nigerian public sector agencies without sorting the officer in charge. In the Nigerian context, money actually dominates the needs of Nigerian worker because in the capitalist system in which Nigeria operates, money is the soul of the system … in symbolic and concrete terms; it represents property, power and status".

Table 4.35: **FAAN Staffs have Positive Attitude to Work and Knowledgeable**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Agree	139	41.6	41.6	41.6
	Strongly Agree	90	26.9	26.9	62.6
	Not Sure	20	6.0	6.0	68.6
	Disagree	46	13.8	13.8	85.3
	Strongly Disagree	39	11.7	11.7	100.0
		334	100.0	100.0	

Source: Field Survey, 2016
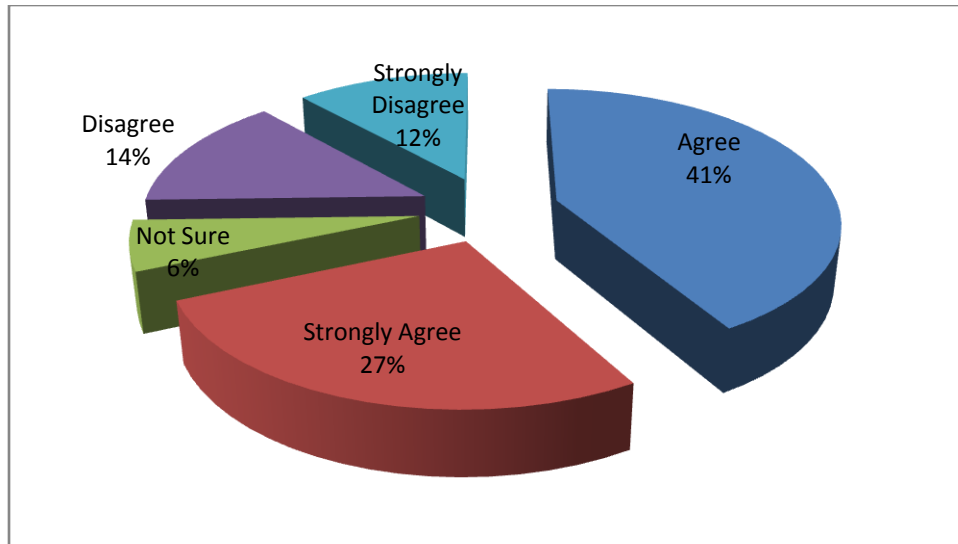
Fig: 4:35 Pie Chart on Positive Attitude to Work and Knowledgeable

Recognizing the importance of positive staff attitude in customers' experience or satisfaction, the study sought to know whether FAAN staff have positive attitude towards customers or airport users as well as knowledgeable in their jobs. Table 4.35 figures 4.35 above indicates that 139 or 41.6percent and 90 or 26.9percent of the respondents agreed and strongly agreed that FAAN staff have positive attitude towards customers or airport users as well as knowledgeable in their jobs while 85 or 25.5percent of the respondents disagreed. Another 20 or 6.0percent of the respondents were undecided. With an overwhelming majority 68.5percent of the respondents who favored agreed, we therefore conclude that FAAN staff have positive attitude towards customers or airport users as well as knowledgeable in their jobs.

Table 4.36: Integration of Customer and Corporate Objectives

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Disagree	2	.6	.6	.6
	Strongly Disagree	1	.3	.3	.9
	Not Sure	51	15.3	15.3	16.2
	Agree	154	46.1	46.1	62.3
	Strongly Agree	126	37.7	37.7	100.0
		334	100.0	100.0	

Source: Field Survey, 2016
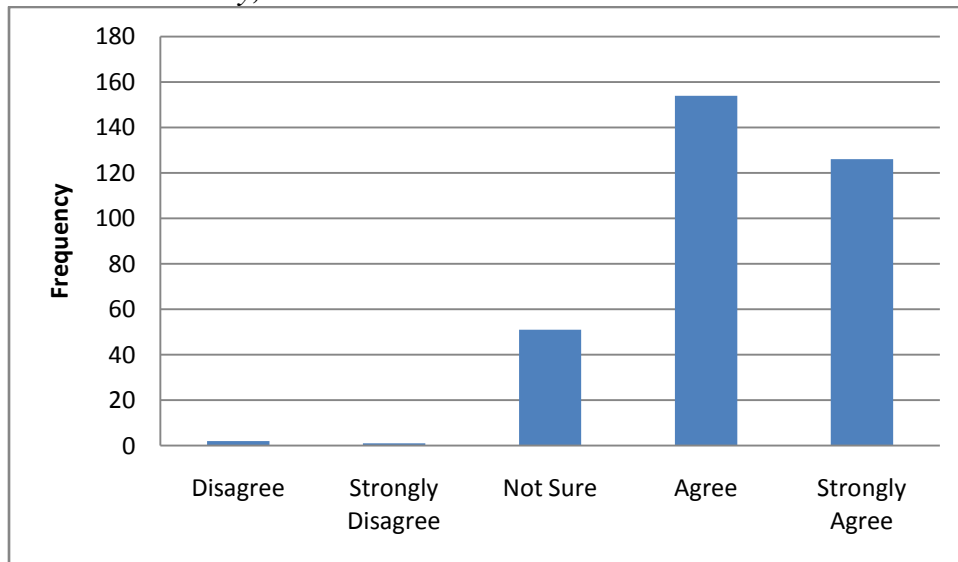
Fig. 4.36 Bar Chart on Integration of Customer and Corporate Objectives

The study posed this question to ascertain whether customer and corporate objectives can be integrated to achieve a better service delivery in FAAN. From table 4.36 figures 4.36 above, 154 or 46.1percent and another 126 or 37.7percent of respondents agreed and strongly believed respectively that there is a significant relationship between customer and corporate objectives while 3 or 0.9percent respondents disagreed with the proposition. Another 52 or 15.3percent were undecided. This is rightly supported by Clifford (1994) claim that organizations that integrate customer and cooperate objectives get a better awareness of their employees' skills, knowledge and abilities, strengths and

weaknesses, to initiate timely and accurate decisions to improve the deficiencies in their skills and job behaviour. Integration of individual and corporate objectives can also be used to recognize factors that form customers' motivation and satisfaction.

This is also supported by Johnson, Chang & Yang (2010), who discovers that customer's satisfaction was more likely when employee's and customer's have collective positive interaction. This was said to be as a result of their consciousness of the various social norms, values, goals especially those espoused by the organization. This notion of identification was also cited by O'Reilly and Chatman (1986) as a satisfying factor in itself. Every customer comes to an organization with the aim of experiencing quality service delivery and good organizational service culture. Thus, for any organization to achieve high service delivery, customer and corporate objectives should be integrated. Every customer comes to an organization with his personal goals or needs, and good customer experience depends on the proper integration of the needs of the customer with that of the organization. A look at the package of services provided by FAAN reveals that they are geared towards the fulfillment and satisfaction of customers.

Table 4:37 FAAN is an Organization that put Customer First

	Frequency	Percent	Valid Percent	Cumulative Percent
Disagree	70	21.0	21.0	21.0
Strongly Disagree	18	5.4	5.4	64.1
Not Sure	32	9.6	9.6	69.5
Agree	112	33.5	33.5	90.4
Strongly Agree	102	30.5	30.5	100.0
Total	334	100.0	100.0	

Source: Field Survey, 2016

162
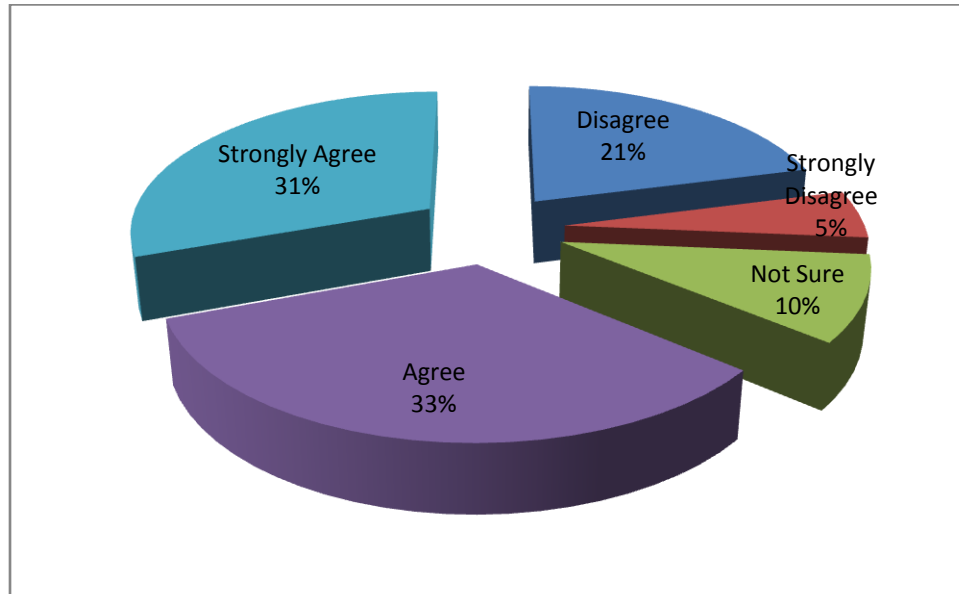
Fig. 4.37 Pie Chart on FAAN is an Organization that put Customer First

The study queried the respondents on whether FAAN is an organization that put customer first. From the computation on the above table 4.37 figures 4.37, it shows that the 112 or 33.5percent and 102 or 30.5percent of the respondents agreed and strongly agreed respectively that FAAN is an organization that put customer first while a total of 88 or 26.4percent of the respondents disagreed, with the proposition with another 32 or 9.6percent who were not sure. With the preponderance of 66percent who agreed with the proposition, we can conclude that FAAN is an organization that put its customers first.

This result has a positive implication for service delivery in FAAN because any organization that is customer focused often strives hard to maintain standard in quality of its service delivery. This is supported by Obasanjo in (Akhakpe, 2014) who admonished that public officers are the shopping floors of government business.

4.3   Presentation and Analysis of Data According to Test of Hypotheses

It will be recalled that in chapter one, we identified a number of hypotheses. We will at this juncture test them one after the other using Pearson Product Moment Correlation Coefficient (PPMC) and Regression Analysis techniques. Correlation is a measure of the relationship or association between two continuous numeric variables. It indicates both the direction and degree to which they vary with one another from case to case without implying that one is causing the other. Correlation analysis results give a correlation coefficient which measures the linear association between two variables.

To test whether the Correlation Coefficient (R) is statistically significant or not, the sig. value also known as p-value of the result is compared with the level of significance used for the study. A low p-value (<0.05) indicates that the relationship between the variables is statistically significant, there by rejecting the null hypothesis (H_0) while the alternative hypothesis (H_1) is accepted. Conversely, a larger p-value (>0.05) indicates that the relationship between the variables is not statistically significant, there by accepting the null hypothesis (H_0) while the alternative hypothesis (H_1) is rejected. Alternatively, values of the correlation coefficient range between -1 and +1; a correlation coefficient of +1 indicates that the two variables are perfectly related in a positive linear, while a correlation of -1 indicates that the two variables are negatively linearly related and a correlation efficient of 0 indicates that there is no linear relationship between the two variables.

Hypothesis I

H_0:   Job analysis does not have any significant effect on service culture in the Federal
Airports Authority of Nigeria.

H_1:   Job analysis has a significant effect on service culture in the Federal Airports
Authority of Nigeria.

Regression Analysis was used to test this hypothesis.

Table 4.38   Regression Estimates

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	0.053	.041		0.481	.226
Job analysis	0.988	.025	.793	39.522	.000
R	=	.901			
R^2	=	.811			
Adj R^2	=	.785			
F ratio	=	20.402(Sig. @ 0.000)			

a. Dependent Variable: Service Culture

The table above shows that the coefficient of determination (R^2) is 0.811which indicates

that 81.1 percent of the variation recorded in service culture is accounted for by

variations recorded in job analysis. Furthermore, the calculated F ratio value of 20.402

and t-statistics of 33.5 are both significant at the conventional level of 0.05. The

implication of the above result is that job analysis has significant influence on service

culture at the Federal Airports Authority of Nigeria.

Decision: From the computation above, the p-values for t-statistic and F ratio (0.000) are

less than the level of significant used for the study (0.05). Thus, the level of significant

used for the study (0.05) is greater than the p-values of the estimates (0.000). On the basis of these, we can therefore reject the null hypothesis and accept the alternative hypothesis and conclude that job analysis has significant effect on service culture in the Federal Airports Authority of Nigeria. In a similar study, Newman (2011) did a study on effects of job analysis on service culture in Nigerian Ports Authority (NPA) and discovers significant effect (Electronic copy available at: http://ssrn.com/abstract=2178902).

Implication: The implication of the result of hypothesis two which states that job analysis has a significant effect on service culture in the Federal Airports Authority of Nigeria is that, employee satisfaction which could enhance public service delivery and national development will for long remain a mirage without proper and sound service culture that will integrate employees and organizational objectives in the Nigerian public sector organizations. This study provides evidence that positive service culture produces better results. Employees' high commitment and productivity, developing desired knowledge base skills, attitudes and other behaviours does result in higher job satisfaction and service delivery. Thus, the need for public sector agencies to identify and develop a positive service culture for effective integration of both individual and corporate objectives through all embracing job analysis system in the public service leading to enhanced service delivery cannot be overemphasized.

Hypothesis II

H_0:   There is no significant relationship between job analysis and quality of service delivery in the Federal Airports Authority of Nigeria.

H₁: There is a significant relationship between job analysis and quality of service delivery in the Federal Airports Authority of Nigeria.

Table 4.39 Correlations Estimate

		Job Analysis	Service Delivery
Job Analysis	Pearson Correlation	1	.824
	Sig. (2-tailed)		.003
	N	334	334
Quality of Service Delivery	Pearson Correlation	.824	1
	Sig. (2-tailed)	.003	
	N	334	334

Correlation is significant at the 0.05 level (2-tailed

The symmetric matrix with Pearson correlations given above shows that the Pearson Product Moment correlation coefficient is 0.824, it demonstrates that job analysis has a very high positive correlation with quality of services. The relationship is statistically significant because the p-value of the result (0.003) is less than the level of significant used for the study (0.05).

Decision: From the computation above, the p-value of the result (0.003) is less than the level of significant used for the study (0.05). Thus, the level of significant used for the study (0.05) is greater than the p-value of the result (0.003). On the basis of this, we can therefore reject the null hypothesis and accept the alternative hypothesis and conclude that there is a significant relationship between job analysis and quality of service delivery in the Federal Airports Authority of Nigeria. In a similar study, Ajayi (2012) did a study on the effect of records management on public service delivery in Federal Airports

Authority of Nigeria and discovers a significant relationship between records management and public service delivery.

Implication: The implication of the result of hypothesis one which states that there is a significant relationship between job analysis and quality of service delivery in the Federal Airports Authority of Nigeria is that, lack of proper conduct of job analysis by public sector organizations' create room for lack of fit between job and job holders in the public service thereby making the system unproductive and at the same time inhibiting service quality and national development. Empirical evidence appears to support the view that HRM practices like job analysis can influence the quality of services and organizational growth. Organizations interested in the growth and high quality of services should involve their employees in decision making process for creating high level of employees' job satisfaction and enhancing their productivity, reducing turnover and increasing job security. Those organizations, which make effective use of HRM practices on a wider scale, can generate higher returns. Sometimes, it happens when managements don't know something what employees know. Therefore, the immediate priority for policy makers and public sector managers in Nigeria is to re-examine the reliability and validity of traditional public administration theories still in use with the aim of adopting the New Public Management model that emphasis goals and targets should be defined and measurable as indicators of quality of services and service delivery. The main thrust of the new public management theory is not with what to do but how to do it better.

Hypothesis III

$H_{0:}$ Job analysis has no significant effect on employee commitment in the Federal

Airports Authority of Nigeria.

$H_{1:}$ Job analysis has a significant effect on employee commitment in the Federal

Airports Authority of Nigeria.

Table 4.40   Regression Estimates Coefficients

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	-0.127	.052		-2.444	.016
Job analysis	1.018	.022	.970	45.654	.000
R	=	.971			
R^2	=	.942			
Adj R^2	=	.941			
F ratio	=	15.01 (Sig. @ 0.001)			

a. Dependent Variable: Employee Commitment

The coefficient of determination (0.942) in the model summary above shows that 94.2%

of the variations recorded in employee commitment in the Federal Airports Authority of

Nigeria is accounted for by the variations recorded in job analysis. Also, the calculated F

ratio value of 15.01 and t-statistic of 45.654 for the job analysis variable are both

significant at the conventional 0.05 level of significance. These then imply that job

analysis has significant effect on employee commitment in the Federal Airports Authority

of Nigeria.

Decision: From the computation above, the p-value of the coefficient of job analysis (0.000) and that of the F ratio are both less than the level of significant used for the study (0.05). On the basis of these, we reject the null hypothesis and accept the alternative hypothesis and conclude that job analysis has a significant effect on employee commitment in the Federal Airports Authority of Nigeria. In similar vein, Alegbeleye (2014) did a study on the Impact of Monetization on Employees performance in the Federal Airports Authority of Nigeria and discover a significant between monetization and employees performance; Igbokwe-Ibeto & Aremo (2013) did a study on reward and reward management: an antidote for productivity enhancement in the Nigerian public sector organizations and confirm a significant relationship between reward and employees productivity.

Implication: The implication of the result of hypothesis three which states that job analysis has a significant effect on employee commitment in the Federal Airports is that so long the Nigerian public sector organizations continue to down play the conduct of job analysis, cases of misuse of labour where employees' are not assigned work in accordance with their grades, wages and educational level differentials will remain unresolved and thereby hindering service delivery. The research provides proofs for FAAN in particular and public sector agencies in general that whenever the employee and cooperate objectives are not properly integrated, employees are not satisfied with their job, thus, service deliver is always low and could lead to labour turnover. When an employee quit the organization, there are numerous sound effects. The first is the loss of

that employee's competence, skills, knowledge and abilities; second is low productivity of the organization, third is the financial impact of replacing that individual and fourth is the impact on employee's morale, depending on the reasons why the employee quit the organization.

Hypothesis IV

H₀: There is no significant relationship between job analysis and customer experience in the Federal Airports Authority of Nigeria

H₁: There is a significant relationship between job analysis and customer experience in the Federal Airports Authority of Nigeria

Table 4.41 Correlation Estimates

		Job Analysis	Customer Experience
Job Analysis	Pearson Correlation	1	.766*
	Sig. (2-tailed)		.016
	N	334	334
Customer Experience	Pearson Correlation	.766*	1
	Sig. (2-tailed)	.016	
	N	334	334

*Correlation coefficient is significant at the 0.05 level (2-tailed

The table above shows the relationship between job analysis and customer experience in the Federal Airports Authority of Nigeria. The Pearson Product Moment Correlation Coefficient of 0.766 demonstrates that there is a significant relationship between job analysis and customer experience in the Federal Airports Authority of Nigeria. The

171

relationship is statistically significant because the p-value of the result (0.016) is less than the level of significant used for the study (0.05).

Decision: From the computation above, the p-value of the result (0.016) is less than the level of significant used for the study (0.05). Thus, the level of significant used for the study (0.05) is greater than the p-value of the result (0.016). On the basis of this, we can therefore reject the null hypothesis and accept the alternative hypothesis and conclude that there is a significant relationship between job analysis and customer experience in the Federal Airports Authority of Nigeria. In a similar study, Briggs (2007) probed the problems of customers experience in Nigerian federal civil service to determine the extent of the utilization of job description and job specification in job placement and discovers that there is a significant relationship between job description and specification and customer experience.

Implication: The implication of the result of hypothesis four which states that there is a significant relationship between job analysis and customer experience in the Federal Airports Authority of Nigeria is that, the negative service culture in vogue in the Nigerian public sector agencies have not galvanize positive customer experience and higher performance, and therefore needs to be re-examined in line with the New Public Management theory. The positive significant relationship between job analysis and customer experience demonstrates that there is a clear relationship between the tasks performed on the job and the competencies, or knowledge, skills, and abilities (KSAs), required to perform the tasks. The primary aim of conducting job analysis is to appoint

the best through a more objective procedure. In an increasingly competitive and turbulent

market, organizations are largely dependent on their employees for success.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

The previous chapter concentrated on data presentation and analysis as well as discussion of the empirical survey results. This chapter summarizes the research findings, draw conclusions and make appropriate recommendations on the best practices of ensuring proper job analysis that could enhance service delivery in the Nigerian public sector organizations as well as contribution to knowledge and suggesting areas of further research.

5.1   Summary of Findings

The study examined the effect of job analysis on service delivery in Federal Airports Authority of Nigeria (FAAN). For this purpose, the research originated from primary level, describing demographic representation of the respondents. Several statistical analyses were undertaken to ensure the validity and reliability of the data. Descriptive statistics have been calculated for the sample, the predictors and criteria were reported. This study found the following:

1. That job analysis has a significant effect on service culture in Federal Airports Authority of Nigeria (FAAN). This result   invalidated the first null hypothesis of the study which states that job analysis has no significant effect on service culture in the Federal Airports Authority of Nigeria. The p-values for t-statistic and F ratio (0.000) are less than the level of significant used for the study (0.05). Thus, the level of significant used for the study (0.05) is greater than the p-values of the

estimates (0.000). On the basis of these, we can therefore reject the null hypothesis and accept the alternative hypothesis and conclude that job analysis has significant effect on service culture in the Federal Airports Authority of Nigeria.

2. That there is a significant relationship between job analysis and quality of service delivery in Federal Airports Authority of Nigeria (FAAN). This finding invalidated the second null hypothesis which states that there is no significant relationship between job analysis and quality of service delivery in the Federal Airports Authority of Nigeria. The p-value of the result (0.003) is less than the level of significant used for the study (0.05). Thus, the level of significant used for the study (0.05) is greater than the p-value of the result (0.003). On the basis of this, we therefore reject the null hypothesis and accept the alternative hypothesis and conclude that there is a significant relationship between job analysis and quality of service delivery in the Federal Airports Authority of Nigeria.

3. That job analysis has a significant effect on employee commitment in the Federal Airports Authority of Nigeria. This result invalidates the third null hypothesis of the study which states that job analysis has no significant effect on employee commitment in Federal Airports Authority of Nigeria. The p-value of the coefficient of job analysis (0.000) and that of the F ratio are both less than the level of significant used for the study (0.05). On the basis of these, we therefore reject the null hypothesis and accept the alternative hypothesis and conclude that

job analysis has a significant effect on employee commitment in the Federal Airports Authority of Nigeria.

4. That there is a significant relationship between job analysis and customer experience in FAAN. It also invalidates the fourth null hypothesis of the study which states that there is no significant relationship between job analysis and customer experience in Federal Airports Authority of Nigeria. The p-value of the result (0.016) is less than the level of significant used for the study (0.05). Thus, the level of significant used for the study (0.05) is greater than the p-value of the result (0.016). On the basis of this, we reject the null hypothesis and accept the alternative hypothesis and conclude that there is a significant relationship between job analysis and customer experience in the Federal Airports Authority of Nigeria.

5.2   Conclusion

The main aim of the study is to examine the effect of job analysis on service delivery, with specific reference to Federal Airports Authority of Nigeria (FAAN). The research was guided by four research questions and hypotheses. From the research findings, this study reveals a diverse aspect of a practical operation of job analysis in human resource management. It argues that well established job analysis has positive implications on service delivery in Federal Airports Authority of Nigeria. However, the study observed that job analysis as an important aspect of human resource management was being ignored in public sector jobs. Job analysis paves way for unassailable human resource management process, instead of using traditional methods; the public sector agencies has

to consider the possibility of employing job analysis as the primary HRM tool with its positive implications on public service delivery.

In review of relevant empirical literature and the subsequent testing of the four stated hypotheses, we came to the conclusion that job analysis has a significant effect on service culture in the Federal Airports Authority of Nigeria. Secondly, that there is a significant relationship between job analysis and quality of services in the Federal Airports Authority of Nigeria. Thirdly, that job analysis has a significant effect on employee commitment in the Federal Airports Authority of Nigeria. The fourth hypothesis also discovered that there is a significant relationship between job analyses on employee commitment in the Federal Airports Authority of Nigeria.

This study argues that the Nigerian public sector agencies have to grow beyond that level of traditional and primordial sentiments in HRM if she really wants to achieve success in governance and administration. With the New Public Management theory underlying the foundation for this study, it posits that for governments to operate the most efficient and effective public sector that would be beneficial to all, her HRM should be unfettered. It should also be capable of adopting the global best practices in its human resource management scheme that would in turn help government to achieve the goals of governance and administration (service delivery) because the system theory contends that every system, including political system, has sub-systems which make up the entire system.

Effects of job analysis on service delivery reflects that job analysis is in reality the foundation of HR practices and an important management practice to develop competitive advantage. The implications of the distinctive consequence of the job analysis and other human resource practices on job service delivery measures were found remarkable.

Generally, the findings of this study were found reliable with the studies conducted in Western countries on the contribution of job analysis to service delivery. Consequently, the worth of the present study lies in the reality that it offers a requisite rationale of theoretical models built on the basis of studies conducted in the Western organizations. The present study illustrates the efforts of establishing a Human Resource-Performance linkage by developing a specific conceptual framework to demonstrate the progression by which the practice of job analysis and service delivery might be correlated and by testing it with empirical data from a non-western country. It should be emphasized that the likelihood of job analysis- service delivery relationship has not been explored in the Nigerian public sector context.

Service delivery is the objectives of all public organization. What we do know is that a number of factors are involved in service delivery enhancement. Many of these factors are interdependent. It responds to many factors as x-rayed in our literature review; how public sector organizations use these variables will determine its level of success. Altogether, this research makes an effort signifying a substantial positive contribution of job analysis to service delivery.

5.3   Recommendations

In view of the findings of this study, it is obvious and imperative that for government to resolve the issues of conflict of duties, inadequate compensation and irrational job titles, misuse of labour which has hindered public service delivery in the country, the conduct of job analysis should be taken serious by public sector managers. Based on the findings, we recommend that:

1. The importance of job analysis in the achievement of positive service culture cannot be over emphasized. Therefore, public sector agencies should as a matter of policy, develop a positive service culture and enterprising zeal for effective job analysis techniques in their HRM so that strategic advantage could be attained. Empirical evidence support the view that HRM practices like job analysis can influence organizational service culture. Therefore, organizations interested in growth and high performance should embrace proper conduct of job analysis thereby galvanizing high levels of employees' job satisfaction and service delivery, reducing turnover and increasing job security. Nigerian public sector managers should be self-advice that the world is now a global village and the world cannot wait for Nigeria. The earlier public sector managers embrace global best practices in the field of human resources management, the better for the country.

2. Federal Airports Authority of Nigeria in particular and public sector organizations in general should avail themselves the windows of opportunities that job analysis

provides in their drive to enhance quality of service delivery. They should adopt the conduct of job analysis as a basic human resource management tool for proper personnel utilization and improved quality of service delivery. The study provides a proof that through proper conduct of job analysis, public sector organizations can ascertain the fit between job and job holders because whenever an employee is not properly matched with his or her job, quality service delivery can hardly be guaranteed. This could lead to high rate of labor turnover, and when an employee quit the organization, there could be several effects which include: the loss of that employee's competence and skills, knowledge and abilities; secondly, the organization may experience poor service delivery; thirdly, the financial impact of replacing such employee cannot be overemphasized. To achieve a match between job and job holders in the Nigerian public sector organizations, this study recommends that, as a matter of necessity, personnel job audit should be conducted quarterly to check the growing incidence of employee idleness and corridor congregation among public servants.

3. Also, for improved service delivery, the Nigerian public sector agencies should through job analysis, identify and develop proper employee commitment scheme such , training and retraining, and performance review standards that could enhance service delivery. These will motivate and keep employees' abreast with current developments in their fields of endeavor. The heads of ministries and extra-ministerial departments should examine and redesign personnel

requirements to match position classifications. FAANs public personnel managers in particular and public sector agencies in general are advised to imbibe the prescripts of New Public Management (NPM) that goals and targets should be defined and measurable as indicators of service delivery.

4. Based on the findings and conclusions, we recommend that HR planning should lay a solid foundation for strategies of achieving employee commitment leading to positive customer experience. It is therefore imperative for public sector organizations to make expertise available to conduct job analysis. It would assist FAAN in particular and public sector agencies in general to ensure that all critical aspects such as skills, knowledge and competencies are taken into consideration during placement of workers. This will eliminate the concept of garbage in, garbage out.

5.4   Contribution to Knowledge

The research opens a new horizon in the field of Human Resource Management (HRM) particularly in a developing country like Nigeria by opening a discussion on the effect of job analysis on public service delivery. The study investigated and statistically established a significant relationship between job analysis and public service delivery. This study has added to the efforts of researchers' world over to understand the association between job analysis and public service delivery.

5.5   Suggestions for Further Studies

Sound job analysis must be recognized as being one of the critical and vital human resources (HR) functions that contribute towards service delivery. The Nigerian public sector is faced with the challenges of poor service delivery. It is instructive to note that though researchers in the western countries have carried out researches in these areas, however, it was observed in the course of our literature review that little or no research has been carried out in these areas in a non-western country like Nigeria. The present study may serve as a drive and template for human resource professionals, upcoming researchers and scholars alike to undertake further research to validate or invalidate the claims of the western scholars as regards the effect of job analysis on employee job satisfaction.

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APPENDIX A

QUESTIONNAIRE SURVEY ON THE EFFECT OF JOB ANALYSIS ON SERVICE DELIVERY IN FEDERAL AIRPORTS AUTHORITY OF NIGERIA 2005-2014

School of Postgraduate Studies

Faculty of Management Sciences

Department of Public Administration

Nnamdi Azikiwe University, Awka

4th August, 2015

Dear Respondent,

I am a research (PhD) student of the Department of Public Administration Nnamdi Azikiwe University Awka, currently conducting a research on the above topic to elicit information on e effects of job analysis on public service delivery in Federal Airports Authority of Nigeria. The essence of the survey is to ascertain the extent to which public sector organizations employ job analysis in its personnel utilization and its effect on service delivery.

You have been selected for this study. I therefore, count on your kind cooperation and would be most grateful if you could please complete the questions below. To assure you of the intended confidentiality and anonymity of your response to the questions, your name is not required anywhere in the questionnaire please.

Thanks for your anticipated cooperation.

Yours Sincerely,

Sign: _____

Igbokwe, C. Justine

Research fellow

APPENDIX B

SECTION A: Demographic Characteristics' of Respondents

For each question, please tick **(√)** the box you consider most appropriate or that which represent your situation. Please read through all the questions before attempting to complete the questionnaire. Kindly complete the questionnaire without discussing it with other members of your organization. All information supplied will be treated as strictly confidential. Information will be used only in aggregated form. Once again, I thank you for your kind consideration and cooperation.

1. Sex/Gender:

(a) Male ☐

(b) Female ☐

2. Designation:

(a) 01-06 Junior Staff ☐

(b) 07-17 Senior Junior ☐

3. Length of Service:

(a)   5 years & below ☐

(b)   6 – 10 years ☐

(c)   11 – 15 years ☐

(d)   16 – 20 years ☐

(e)   21 years & above ☐

4. Education Qualification:

(a) Postgraduate ☐

(b) First Degree/HND ☐

(c) NCE/ND ☐

(d) WASC/SSEC/NECO ☐

5. Job Category:

(a) Managerial/Admin ☐

(b) Technical ☐

(c) Others ☐

SECTION B: Questions on the Subject of Research

There is no wrong or right answer to any of the question below. Pls. place a tick **(√)** on the answer that represents your feelings or situation about each question using five rating scale: Do you (5) Strongly Agree; (4) Agree; (3) Not Sure (2) Disagree (1) Strongly Disagree.

	Measure of Job Analysis (JA)	Strongly Agree	Agree 4	Not Sure 3	Strongly Disagree	Disagree 1
6	I am placed in the right job, job title and core functions					
7	My job demands, level of eligibility and my knowledge, skills and ability match					
8	My knowledge, skills and abilities (KSAs) match a higher grade job.					
9	Job analysis specifies the inherent requirements of my promotion					
10	My job description aids performance review and identify training needs					
11	I have knowledge, skills and abilities (KSAs) for the job am currently doing					
12	I realize that job portfolios without corresponding tasks and functions could hinder employee service delivery.					
13	Considering time spent, I realise my functions match my job portfolio/position					
14	Job analysis assist in determining my salaries, compensation and wages					

	Measure of Service Culture (SC)					
15	I conduct my affairs in a manner capable of engendering public trust.					
16	Corrupt practices and abuse of administrative processes have reduced in the service.					
17	Am consistent at my duty post until close of work.					
18	Workers exhibit courtesy in delivering services.					
19	I report to work on time					
20	I see a career path in my present job					
	Measure of Quality of Service (QS)					
21	I am dedicated to work and emphasize quality services.					
22	Nigerian airports are safe to customers					
23	My approaches in attending to the public suggest that am inclined towards offering people-oriented service.					
24	My work orders are completed on time.					
25	Services are performed according to specifications.					
	Measure of Employee Commitment (EC)					
26	I find personal meaning and fulfillment in my work					
27	I am willing to work extra hours to complete a task					

28	It is difficult to detach myself from my work					
29	I will stay with FAAN even if I am offered a comparable position with greater pay and benefits elsewhere.					
30	My job inspires me to put in my best at work					
31	Am enthusiastic about achieving my personal best at attending to visitors and users of FAAN services					
	Measure of Customer Experience (CE)					
32	FAAN offers services that can be tailored to my specific needs.					
33	I have availability of services round the clock at FAAN.					
34	I have ease of getting issues/complaints resolved.					
35	FAAN staffs have positive attitude and are knowledgeable in their job.					
36	Customer and corporate objectives can be integrated to achieve better service delivery					
37	FAAN is an organization that puts the consumer first.					

Thank you for participating in this survey

APPENDIX C

Interview Guide

1. How important is job analysis in HRM (JA)

2. How often do FAAN conduct job analysis (JA)

3. FAAN incorporates job analysis report in its HR management (JA)

4. Is there a nexus between job analysis and quality of service delivery (SD)

5. Is FAAN meeting up with its statutory functions   (SD)

6. Does job analysis have any effect on organizational service culture (SC)

7. Is there any relationship between job analysis and customer experience (CE)

8. Dose your job allows you to be creative (EC)

9. What challenges are confronting the conduct of job analysis in FAAN (EC)

10. Is there any interface between job analysis and employee commitment (EC)

11. Could job analysis be a panacea to low work content in the Nigerian public sector agencies (SC)

APPENDIX D

Table 3.2   Item-Total Statistics

	Scale Mean if Item Deleted	Scale Variance if Item Deleted	Corrected Item-Total Correlation	Cronbach's Alpha if Item Deleted
Q7	98.7600	21.696	. 859	.945
Q8	98.4200	30.575	.890	.801
Q9	99.4400	32.864	.549	.920
Q10	97.3800	27.832	.747	.983
Q11	97.4000	26.082	.712	.743
Q12	98.2200	26.747	.893	.876
Q13	97.4000	26.939	.778	.675
Q14	97.8600	27.143	.635	.987
Q15	97.5200	28.377	.615	.822
Q16	97.6200	29.261	.907	.845
Q17	97.7400	28.564	.879	.807
Q18	99.1800	28.232	.832	.854
Q19	97.5200	27.602	.904	.733
Q20	97.6200	25.342	.779	.933
Q21	97.1800	24.926	.713	.932
Q22	97.9600	29.019	.694	.876
Q23	99.3600	24.684	.821	.803
Q24	98.8400	25.158	.657	.966
Q25	98.9800	25.816	.632	.743
Q26	97.7800	27.604	.928	.732
Q27	98.3800	26.567	.839	.875
Q28	97.8600	27.021	.674	.899
Q29	97.1800	25.008	.727	.976
Q30	98.4600	23.927	.885	.643
Q31	97.8000	27.510	.700	.773
Q32A	99.8000	30.449	.605	.762
Q32B	99.6600	28.147	.978	.801
Q32C	98.2000	26.612	.467	.786
Q32D	98.0800	27.340	.959	.871

Case Processing Summary

		N	%
	Valid	50	100.0
Cases	Excluded	0	.0
	Total	50	100.0

Reliability Statistics

Cronbach's Alpha[a]	N of Items
.802	29

APPENDIX E

Model Summary for Regression Analysis of Hypotheses 1 and 3

Regression analysis was presented using regression model summary tables, Analysis of Variance table and beta coefficient tables.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.901	.811	.785	.00584

a. **Predictors: (Constant), Job Analysis**

The table above shows that the coefficient of determination R square is 0.811which indicates that 81.1percent of the variation recorded in personnel utilization is accounted for by job analysis.

Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.970[a]	.942	.941	.20040

a. **Predictors: (Constant), Job Analysis**

The coefficient of determination ($r^2 = 0.942$) in the model summary above shows that 94.2percent of the variance recorded in employee compensation in the Federal Airports Authority of Nigeria is accounted for by job analysis