

Job Analysis, Satisfaction and Performance in Veritas University Abuja, Nigeria

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Abstract

This study examined job analysis, satisfaction and performance in Veritas University Abuja, Nigeria as they influence employees' job. The study investigates the issues responsible for Nigerian teachers not adequately motivated, giving rise to a non-committal attitude to their job, leading to ineffectiveness, inefficiency and low productivity. The study adopted quantitative research design, using survey research method and the population of the study is based on staff of Veritas University Abuja. The sample size consisted of 100 randomly selected from the University with 20 staff from five faculties. In furtherance of the study, three research null hypotheses were also formulated. Primary data was collected through the use of questionnaire, presented and analyzed by means of simple percentages. A cut-off of T-mean of 2.5 point was the bench mark for answering the research questions, hypotheses were tested using the one sample T-means test. The research results revealed and concluded that; job analysis, satisfaction and performance have significant effects on the staff of Veritas University Abuja. It was recommended that policies should be put in place should there be neglect of job analysis by the management of Veritas University Abuja, as it would affect staff satisfaction and job performance. A good structure on the implementation of the policies be formulated.

Introduction

Job analysis is a systematic process used to classify, identify and categorize the tasks, onuses, responsibilities and the working situations that is associated with an occupation. It is also the knowledge, skills, capabilities and other features required to accomplish a job. The basic purpose of the human resource and labor management is to enhance the confidence or to improve the employee's attitude towards job in a well manner. From many decades it is an important area of research and many researchers investigate the association between job analysis, satisfaction and performance and their affecting aspects in human resource management.

Moreover, Job analysis is a process of identifying and determining in detail the particular job, duties, requirements and the importance of these duties for a given job. It helps an organization to determine which employee is best for a specific job. In other words, job analysis is used to determine placement of jobs. It allows human resource managers to identify the path of job progression for employees looking to advance their career and compensation. To be clear, job analysis targets the job, not the person. Data for job analysis is collected from the job holders through interviews or questionnaires, but the result of analysis is a description of the job and not a description of the job holder.

The significance of job satisfaction on a variety of organizational variables has been studied by various

researchers in the past. Particularly we know that dissatisfaction lead employees toward job turn-over, (Sanjay, J. 2014). That is why taking into account or consideration, job satisfaction of employee and its affecting factors have significant value for any institution or concern to stay alive and prosper. In recent years, it has received significant importance from economists because employee behavior and job satisfaction have correlation. Individual job satisfaction could eventually play a significant role for civilizing the nation, as contentment of employees in an organization is likely to contribute to the industry being healthy, which ultimately affects its contribution to the economy, (Sanjay, J. 2014).

Performance can be regarded as almost any behavior, which is directed towards task or goal accomplishment in the views, practice and evaluation of worker's/ teachers' performance at the work place or in school (Campbell and Pritchard, 1976). Good performance among teachers and non-teaching staff in school organization has many implications such as high motivation, (Hornby, 2000). Teacher performance can note the teacher's roles of teaching students in class and outside the class. The key aspects of teaching involves the use of instructional materials, regular assessment to the students, making lessons plans, assessment of pupils, conduct of field work, teachers' participation in sports, teaching methods, attending school assembly and guidance and counseling, so teachers' job performance is the teachers' ability to integrate the experience, teaching methods, instructional materials, knowledge and skills in delivering subject matter to the students in and outside the classroom.

In schools, teachers' and non-teaching staff performance can be seen in their interaction with students, with other teachers and with their superiors. Therefore, job analysis, satisfaction and performance interweave in achieving organizational goals.

If job is well analyzed, employees will be placed appropriately and they will be focused with what they know to be their specific work, each personnel according to his or her capability and competence. Then, if the employees are satisfied and fulfilled with their specific job either being satisfied with their salaries or remunerations or by their confidence and fulfilment with what they do (job). This will foster a greater fulfilment in the side of employee. And when employees are satisfied, their performance will be productive and efficient. This work is focused on the job analysis, satisfaction and performance of private universities employees using Veritas University as a case study.

Veritas University Abuja was founded by the Catholic Bishops Conference of Nigeria through a resolution given at its March 2002 meeting in Abuja. The initiative came from the Bishops' quest for a University that would provide high quality tertiary education according to the noble tradition of the Catholic Church. A provisional License to operate the University was granted by the National Universities Commission in May 2007. The permanent site of the University is located in Bwari, Area Council of the Federal Capital Territory, Abuja. The University commenced

admission of students in October 2008, for the 2008/2009 academic year at its take-off campus in Obehie Town, Abia State, Nigeria. The University emphasizes strong moral values, self-reliance and the development of the students' entrepreneurial capabilities for the social and economic benefit of the graduates and the Nigerian society. The University seeks to provide higher education and balanced training in an atmosphere of peace without discriminating against or excluding other students of our society provided that they are academically qualified and socially fit to study in the University. While promoting authentic human and cultural development modelled on the person of Christ, the University champions the cause of truth and uprightness in favour of the marginalized and encourage dialogue and collaboration in human relationships at all levels. The mission of Veritas University is to provide its students with an integral and holistic formation that combines academic and professional training with physical, moral, spiritual, social and cultural formation together with formation of Christian religious principles and the social Teachings of the Catholic Church.

Statement of the problem

At the heart of every educational system lays the desire for the students, teachers and the institutions to achieve their educational goals. And this is also application to Veritas University Abuja. Many workers in Nigeria labor market, especially, the teaching profession, do not perform well at work due to lack of stated job analysis, satisfaction which affects their performances. This may be as a result of unprofessional educational manager, lack or inadequate rewards or motivation of the teachers by their employers. For instance, the teaching profession has become all-comers job, where most people because of seeking for job carries the chalk to teach in the classroom. This has made people in the society to neglect the teachers who passed through the teacher-education and rigorous training to acquire the teaching knowledge.

Government and private sectors neglect of the teaching profession, in the sense that remuneration is poor, condition of teaching service is poor, other worker's rewards such as incentives and fringe benefits such as housing loans, car loans, leave allowances, hospital allowances and benefits that accrue to other workers in other public services in other professions are non-existence in the teaching profession. Therefore, teachers' work performance is affected negatively because when they remember that their rewards for teaching is poor, coupled with the non-recognition of their profession by the society and significant others in the community, their morale is lowered, and the resultant effect is poor job performance and productivity, which is the result of low standard of education in Nigeria today.

This research is meant to investigate the issues responsible for Nigerian teachers not adequately motivated, making the working situation to be so frustrating for the teachers in private Universities, giving rise to a non-committal attitude to programs, apathy and low morale

which leads to ineffectiveness, inefficiency and low productivity. This makes the working conditions to be so unattractive. The above problems, gave rise to the examination of the issue of job analysis, satisfaction and its effect on teachers' job performance in Veritas University Abuja, Nigeria.

Objectives of the study

The broad objective of the study is to investigate the job analysis, satisfaction and performance among the employees of Veritas University Abuja, Nigeria.

Specifically, the study seeks to investigate;

- i. The effects of job analysis on the management of Veritas University Abuja, Nigeria.
- ii. The effects of job satisfaction on the performance of the employees of Veritas University Abuja.

Research Questions

In order to achieve the objectives, the following questions are hereby posed to guide the study:

1. To what extent is job analysis prevalent among the employees of Veritas University Abuja?
2. What is the extent of job satisfaction among the employees of Veritas University Abuja?
3. What is the extent of the performance of the employees of Veritas University Abuja?

Research hypothesis

The following null hypotheses are formulated to guide the employees;

1. Job analysis will have no significant effects on the competence and performance of the employees of Veritas University Abuja.
2. Job satisfaction will have no significant effects on the performance of the employees of Veritas University Abuja.
3. There are no significant differences in the job analysis, satisfaction and performance of both teaching and non-teaching staff in Veritas University Abuja.

Literature Review

Conceptual Clarifications

The phenomena of job analysis, satisfaction and performance in educational management has gained universal attention through Morris Viteless in the year 1922. According to Campbell and Pritchard, (1976), job analysis is the process of gathering together and scrutinizing information about the content and the human requirements

of jobs, as well as, the context in which jobs are performed. This process is used to determine placement of jobs and employees. The decision-making in this area is shared by units and by the Human Resources department. Specific internal approval processes will be determined by the unit's organizational leadership. Organizational unit leaders are encouraged to consult with Human Resources for guidance at any step in the job analysis process. A job analysis is the most comprehensive way to understand specific "can do" and "will do" components of your service, sales, and support job. This shows that with the aid of job analysis, one can accurately identify applicants or even workers with the maximum potentials to become high performers. Through the use of job analysis to build a solid talent selection foundation, organizations can reap benefits that include higher customer satisfaction, higher profits per call, lower early-stage attrition (slow destruction), and an improved company culture (Campbell and Pritchard, 1976).

In order for any organization to be truly successful, it is vital to ensure that its employees are satisfied with their jobs and working environment. Certain scholars illustrated that organizations which successfully manage to satisfy their employees are likely to have high performance (Moradi, Almutairi, Idrus, & Emami, 2011; Robbins, 2003). Furthermore, satisfied employees are in most cases likely to be productive and highly committed. As the performance of any organization largely depends on its employees or workforce, therefore, it is necessary to ensure that they have the good skills to meet business needs. According to Arnold and Silvester (2005), organizations should emphasize on job satisfaction among their employees to maintain long term performance. Jolodar and Jolodar (2012) demonstrated that job satisfaction is directly linked with human resources development and employee productivity.

Job performance is the degree to which a firm anticipates employees, regarding excellence and quantity. Performance is a key to measure the success and outcome of an organization or firm (Yahaya, Yahaya, Bon, Ismail & Ing, 2011). It is argued that the success and failure of firm depends on performance of the employees. Cash and Fischer (1987) in Heidjrachman Ranupandoyo and Suad Husnan, (2000) opined that the level of performance and employees' performance can be measured by several factors, namely:

1. Quality of work refers to assessment of the employee's ability to complete the job compared to the set targets.
2. Quantity of work refers to assessment of the ability of employees to complete tasks accurately according to the quality of the job analyzed and work planned.
3. Timeliness means that the assessment of the ability of employees to complete tasks and work closely in the time according to the time been given and planned.

Framework Job analysis, performance and satisfaction in private universities

Job analysis is needed in order to prepare a job description and job evaluation. It should include information such as the nature of the job, the purpose of the job, the tasks included, the expectations and the position in the hierarchy of the organization. The characteristics of the employee should also be analyzed in the job analysis. The job analysis consists of collecting data and applying it by preparing descriptions, specification and standards for the job. Interviewing current employees and a job analysis questionnaire will be used as tools to gather information on the duties, responsibilities, abilities and performance standards on a specific job. (Bratton & Gold 2007, 381-382). According to Edwin Flippo, job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job. (Flippo, 1983, 110). Therefore, job analysis can be described as the process used to determine and describe the content of jobs. The description needs to be clear and understandable so that any job can be communicated to anyone who might require the information for management purposes. For me, if job is well outlined and analyzed, the staff will have no reason to be jack of all trade and master of none in an organization. There will be high level of productivity but the workers have to be motivated by the way they are treated and that brings us to job satisfaction.

Job satisfaction has been considered as a top priority for several organizations and it can be evaluated based on several elements. High job satisfaction can be felt through the comfort and positive experience that an employee has, in relation to his job. According to Bakotić and Babić (2013), job satisfaction encompasses several factors such as nature of job, salary, work stress, working environment, colleagues, supervisors, and working hours. On the other hand, Pitaloka and Sofia (2014) established that job satisfaction can be measured according to the following criteria: the job itself, rewards or benefits, relationship quality with the employees, and promotional opportunities. Further explanation toward the measures of job satisfaction was presented by Spector (1997) who suggested nine elements: pay, job promotion, supervision, fringe benefits, contingent rewards, working conditions, co-workers, nature of the job, and communication. Blum and Naylor (1968) in the same view with Spector (1997) maintained that job satisfaction is the result of various attitudes possessed by an employee. In a narrow sense, their attitudes are related to the job and are concerned with such specific factors as wages, supervision, steadiness of employment, conditions of work, opportunities for advancement, recognition of ability, fair evaluation of work, social relations on job, prompt settlement of grievances, and fair treatment by employer and similar other items. But on the other hand, Peretomode (1991) suggested that job satisfaction is directly associated with job status. In other words, employees with higher the job status are likely to have higher levels of job satisfaction.

Benefits of job analysis, satisfaction and performance in educational management

There is no doubt that job analysis provides a number of benefits to the organization. The benefits of a job analysis are many, once job is analyzed, employees will be focused in doing their work and perform their duty without much confusion. And by so doing the outcome will be high productivity. On the other hand, staff or employee's performance is much promoted by motivation, either through salary, positive reinforcement, environmental conduciveness etc. Therefore, the benefits of satisfaction foster high level of performance of the employees in an organization (Opatha, 2009). There is no doubt that employees are organization's number one resource. Keeping workers' happy helps strengthen a company in many ways, including:

Lower Turnover – Turnover can be one of the highest costs attributed to the human resource department. Retaining workers helps create a better environment, and makes it easier to recruit quality talent and save money. The bottom line: satisfied employees are typically much less likely to leave.

Higher Productivity – Irrespective of job title and pay grade, employees who report high job satisfaction tend to achieve higher productivity.

Increased Profits – Keeping employees safe and satisfied can lead to higher sales, lower costs and a stronger bottom line.

Loyalty – When employees feel the company has their best interests at heart, they often support its mission and work hard to help achieve its objectives. And, they may be more likely to tell their friends, which helps spread goodwill. (Vermeeren, Kuipers, Steijn, 2014).

Causes of dissatisfaction in Private Universities

As an employer, avoiding unhappy staff and employee dissatisfaction should be one of your main goals. It is just as important as reaching growth or revenue targets. Causes of job dissatisfaction can often be attributed to a blend of issues surrounding career progression, daily tasks, company culture and leadership approaches. Here are some of the job dissatisfaction factors which may have an impact on how unhappy employees are at work that can hinder productivity.

According to Ostroff, C. (1992), there are three potential causes of job dissatisfaction and unhappy staff are:

1. Poor workplace relationships

On average, UK employees spend 34 hours at work each week, total of 1,791 hours a year. When you consider this, it's not surprising that job dissatisfaction might be caused by spending most of our time in an office environment, especially if that environment isn't helping to fuel positivity.

The best way to counteract this particular cause of job dissatisfaction is to create opportunities within the office to make it a more enjoyable environment for unhappy employees, organize regular team lunches, work parties and team building activities to forge more positive relationships with one another, or perhaps introduce new office perks like a free fruit day or a casual wear day. By improving workplace positivity, it makes for a more likely environment that employees will look forward to and everyone should enjoy the place where they work and their colleagues.

2. Denial of empowerment or influence

Job satisfaction can often rest on how empowered an employee is made to feel within their role. They desire the opportunity to show their creativity or ingenuity and if they're denied this by a superior, it can often lead to job dissatisfaction.

Empowerment opportunities should cut across administrative workers, accounting professionals, teaching and non-teaching staff. To prevent unhappy staff, managers should turn attention back to their own leadership practices by asking themselves these questions; are you allowing your staff to take initiative or command influence within their role? Are you maintaining full control at all times? Over supervision of staff roles can affect their satisfaction thereby making them unhappy.

3. Lack of work-life balance.

Stress is not just a hindrance for project progression and productivity, it is also one of the major causes of employee dissatisfaction. According to Ostroff, C. (1992), in recent years, 595,000 workers admitted to suffering from work-related stress, depression or anxiety, causing an estimated 5.4 million lost working days. Without a distinct line between work and home life, employees can quickly become overwhelmed and unable to switch off. To bring work-life balance back into a healthy equilibrium, employers have begun to offer flexible working as an employee benefit. Research has found it to be one of the most highly requested benefits by employees. You can also seek to avoid unhappy workers by encouraging them to take their full holiday allocation, to take lunch breaks, to finish work on time and no out of hours' contact.

The Role of University Management to Ensure Employees Satisfaction

Most organizations strive for employee satisfaction, but not all attain this goal. That is why it is important for human resources professionals and managers to know more about the factors that can increase employee satisfaction, and how it fits into the overall success of the organization.

Keeping employees engaged and satisfied takes more than just good pay and benefits. The following lists reveal

some of the key roles of educational manager to ensure job satisfaction aspects that employees deserve, thus:

Respect – respectful treatment of all employees is the most important factor in job satisfaction. It doesn't take much extra effort to keep employees happy. They want to feel respected and trusted, while working in a safe environment, with good pay and opportunities to advance. When an organization develops ways to deliver on these important factors, it can satisfy employees – and help build a stronger, more stable and profitable future.

Trust – Perhaps because of workplace uncertainty in the years following the great Recession, trust is another highly important satisfaction factor.

Security – If you have ever had to go to work each day wondering whether your job is secure, you know it can cause a great deal of anxiety. Organizations can provide a sense of security through honest communication and transparency about the company's health and long-term viability.

Healthy Environment – Workplaces that are free from stress, moral issues, harassment and discriminatory practices can create a positive and healthy environment for everyone.

Career Path – No one wants a dead-end job. Employees are more likely to excel when they can see an established upward path, with the opportunity to earn a higher wage and take on greater responsibilities.

Pay and Benefits – Good wages are not the only reason employees find satisfaction in their jobs, but they typically rank high on the list. Competitive pay generally makes employees feel valued, and gives them less reason to look elsewhere for work.

Research Methodology

In order to ascertain job analysis, satisfaction and performance in University, quantitative research design was used with descriptive survey method. This is because it enabled the researcher to collect and describe large variety of data related to job analysis, satisfaction and performance in an organizational institution as it concerns private universities. Thus, the approach was preferred on the ground that the issues of job analysis, satisfaction and performance were better perceived from the opinion survey of the Veritas University staff themselves because private universities in Nigeria operate almost in the same manner. The population of this study is all the staff of Veritas University, Abuja. The sampling techniques is random sampling technique. Five faculties were randomly selected for the research. The sample size consisted of 100 randomly selected staff of Veritas University. The faculties include:

Faculties	Male	Female	Percent	Total
Humanities	8	12	20	100
Education	12	8	20	100
Social Sciences	20		20	100
Management Sciences	10	10	20	100
Engineering	7	13	20	100

Source Field survey, 2020

The age distribution of respondents who participated in the study were between 30 years to 45 years and above. The majority of the respondents fall within the ages of 35 to 55 years and the majority were non-teaching staff. 65% of the respondents are permanent staff. The total respondents who claimed their jobs were analyzed, they feel satisfied and efficiently performing between 30- 45 years and 46-50 years were 71% and 20% respectively, while those who claimed their jobs were analyzed, satisfied and well performed between 51-55 years represents 9%. Therefore, majority of the respondents whose job were analyzed, satisfied and performs efficiently are between 30- 45 years old.

The instrument for the study was a structured questionnaire titled job analysis, satisfaction and performance in Veritas University, Abuja questionnaire (JASAVUPQ). The JASAVUPQ was divided into sections, A and B. Section A contains information on the bio data of the respondents while section B contains 4 statements which sought the respondents' feelings on job analysis,

satisfaction and performance with the 4- Likert Scaled responses where they either Agree (A), strongly agree (SA), Disagree (D), or strongly disagree (SD) with.

Data analysis and discussion of results

The analyses below show the collation of responses from respondents to the questionnaire administered. The research questions were tested, putting each question under a table and using mean scores to determine the results. A total of 100 copies of questionnaire were distributed and all were retrieved. The tables were analyzed according to the research question and mean was used in analyzing the hypotheses.

Hypothesis 1: Job analysis will have no significant effects on the competence and performance of the employees of Veritas University, Abuja.

Table 1: Job analysis enhance competence

Variable	Responses	Cal. Mean	T- mean	Remark
Agreed	1080	3.3	2.5	Reject
Disagreed	325			

The calculated mean was 3.3 which are greater than the T-mean of 2.5; the null hypothesis is rejected and the alternate hypothesis which states that job analysis has significant effect on their job performance and competence is accepted. Therefore, analysis of job enhances competence and performance of the employees.

Hypothesis 2: Job satisfaction will have no significant effects on the performance of the employees of Veritas University, Abuja.

Table 2: Welfare management promotes satisfaction for effective performance

Variable	Responses	Cal. Mean	T- mean	Remark
Agreed	2680	3.0	2.5	Reject
Disagreed	530			

The calculated mean was 3.0 which are greater than the T-mean of 2.5, obviously, the null hypothesis is rejected and the alternate hypothesis which states that job satisfaction

has a significant effect on the performance of the employees of Veritas University, Abuja is accepted. Therefore,

satisfaction has significant effect on the performance of the staff.

Hypothesis 3: There will be no significant differences in the job analysis, satisfaction and performance of both teaching and non-teaching staff in Veritas University, Abuja

Table 3: Job analysis, satisfaction and performance is relevant for both teaching and non-teaching staff

Variable	Responses	Cal. Mean	T- mean	Remark
Agreed	955	2.6	2.5	Reject
Disagreed	370			

The calculated mean was 2.6 which are greater than the T-mean of 2.5. This shows that the null hypothesis is rejected and the alternate hypothesis which states that job analysis, satisfaction and performance of both teaching and non-teaching staff was accepted. Significantly, job analysis, satisfaction and performance have positive and relevant effect on both teaching and non-teaching staff.

Discussion of Findings

In the first hypothesis, it was found that staff whose jobs were analyzed to foster competence showed a significant mean difference in their performance. This shows that job analyses enhance performance of staff in most cases. In line with the work of Bratton & Gold, job analysis is the process of collecting information about the content of a specific task. The purpose of a job analysis is to identify the differences and similarities between different jobs and achieve knowledge and requirements on jobs in the organization. Job analysis is needed in order to prepare a job description and job evaluation. It should include information such as the nature of the job, the purpose of the job, the tasks included, the expectations and the position in the hierarchy of the company. The characteristics of the employee should also be analyzed in the job analysis. The job analysis consists of collecting data and applying it by preparing descriptions, specification and standards for the job. Interviewing current employees and a job analysis questionnaire will be used as tools to gather information on the duties, responsibilities, abilities and performance standards on a specific job. (Bratton & Gold 2007, 381-382). According to Edwin Flippo, job analysis is the process of studying and collecting information relating to the operations and responsibilities of a specific job. (Flippo, 1983, 110) Therefore, the job analysis can be described as the process to determine and describe the content of jobs. The description needs to be clear and understandable so that any jobs can be communicated to anyone who might require the information for management purposes. The study concluded that job analysis has a significant effect on the competence and performance of staff of Veritas University.

The result of the second hypothesis also showed that job satisfaction has a significant effect on the performance of the employees. In fact, after meeting and discussions with

employees, I discovered that they were happy to come to work. The satisfaction at work varies on individual basis but, it was observed that as the tasks for everybody were clear and established, all the employees became happier in their job. The improved job satisfaction was measured by observation, discussions and positive feedback. I noticed that employees are very proud of themselves when they are able to participate and give feedback. The job analysis showed the employees how the university can get better results by clarifying their tasks.

The result of the third hypothesis showed that there is a significant mean difference showing that job analysis, satisfaction and performance have positive and relevant effect on both teaching and non-teaching staff. According to Flippo (1983), the main benefits of motivation are that the organization can use the human resources in an appropriate way, for this, the employee are willing to work itself. It brings employees satisfaction and the goals can be achieved on time in organization. In this way, the efficiency increases and its cost become reduced.

Again, in line with, Richard Hackman and Greg Oldham's, (1980) views, in the process of job analysis, it is the jobs which are analyzed and not the people. The person carrying out the job analysis should not be concerned with how appropriate each part of the job is. Managers should be clear in describing the various components of the role of the employee as it also depends on the structure of the organization. For example, the job analysis will be different in administrative position as well as in other levels of employment positions. (Richard Hackman and Greg Oldham's, 1980, 143)

The above findings revealed that job analysis, satisfaction and performance is prevalent among Veritas University staff. In table one above, job analysis calculated mean was 3.3 ranking the highest in the above three tables of data analysis, this shows that many staff agreed to have their job analyzed which fosters competence in their performance respectively, which obviously promote their productivity and efficiency.

During the course of this research, I observed that most of the staff look very happy in their job. They dress very professionally and encouraging. This is in line with the work of Jolodar and Jolodar (2012) demonstrated that job satisfaction is directly linked with human resources

development and employee productivity. As a result, higher levels of job satisfaction will boost productivity and ultimately organizational elevation. Based on the literature review, it shows there are several factors that could affect job satisfaction and make employees happier with their jobs.

Finally, the result of this research findings affirmed that job analysis, satisfaction and performance have an absolute significant effect on competence and performance of staff of Veritas University Abuja.

Conclusion

It could be concluded that job analysis, satisfaction and performance of every single employee in an organizational institution like Veritas University are important to foster a positive and energetic work environment. Cultivate a positive work environment by rewarding high-performing employees with incentives and group recognition during meetings. Raises and bonuses are often performance-based. Using employee evaluations on a consistent basis helps employees see their growth so that they can feel good about making progress over time. It also helps them set new goals, keeping the energy in the office high. Rewarding high-performing employees often motivate these employees to exceed their efforts from what it was during the previous period. It's one thing to have effective employees doing a great job; it's better to cultivate that strength so that it grows into something bigger and that benefits the entire department or institution.

Finally, although performance evaluations are never fun, they help educational managers determine performance levels for each employee. Managers need employees that are able to get the job done because employee performance is critical to the overall success of the organization. Ultimately, good employees are productive, which creates great working environments and increases overall productivity. Evaluations help you establish where you can help employees grow so that they can do even better and be satisfied with their job.

Recommendations

The findings of the study have shown that job analysis and job satisfaction have effect on teachers' job performance. Based on this, the study therefore recommends that teachers should be made constantly job satisfied so as to perform at their professional best. In order to enhance the application of job analysis, satisfaction and performance among staff in Veritas University and Private Universities, the study recommends that:

- Policies should be put in place should there be neglect of job analysis by the management of Private Universities as it would affect staff satisfaction and job performance. A good structure on the implementation of the policies be formulated.
- Private University Management should ensure that the minority of the staff who think that their job

analyses were not properly done should receive immediate attention.

- Management of Private Universities should ensure a hundred percent structured job analysis for all the staff in Veritas university this is to promote job satisfaction and efficiency.

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