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Assessing Impact of Job Analysis on Fostering Industrial Harmony: A Case Study of National Institute for Educational Planning and Administration, Ondo State, Nigeria

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ABSTRACT

The research was carried on assessing job analysis on fostering industrial harmony ; A Case Study of National Institute for Educational Planning and Administration (NIEPA) in Ondo State, Nigeria. A descriptive survey research design was adopted for the study. The population of the study comprised, personnels of NIEPA in Ondo State, Nigeria. The sample size of the study was Ninety (90) respondents selected, through, a simple random sampling technique using, a ballot paper. Fifteen (15) respondents were selected from six units of the establishment (Personnel, Bursary, Maintenance, Procurement, Administration and Research). Two research questions were raised to guide the conduct of the study. A self-structured research instrument by the researcher was used to generate data titled, "Questionnaire on Assessing Impact of Job Analysis on Industrial Harmony in National Institute for Educational Planning and Administration, Ondo State, Nigeria". It was fashioned on four likert rating scale of: Strongly Agreed (SA), Agreed (A), Disagreed (D), and Strongly Disagreed" (SD) , rated on 4,3,2 and 1 points, respectively. The instruments were validated by two experts in Measurement and Evaluation, while their reliability was determined through the test-retest method with a two-week interval. 0.71coefficient reliably was obtained. Data were analyzedusing. descriptive statistics (Simple percentages, frequency counts and mean ($\bar{x}$). Based on the results of the study, conclusions were made that job analysis could result in fair play structure and effective job hierarchies in NIEPA in Ondo State, Nigeria. Recommendations were made based on the conclusions that job analysis should be a regular activity of the organization (NIEPA). Also, it should be done with fair play, and so on.

INTRODUCTION

Globally, organization are not existing without get-out goals and objectives. In the contemporary world of work, effective and productive organizations hinge on harmonious relationship that is existing within the organization between the labour force and management. In any organization where, work-relations is amicable, employees have their voices added to management process to induce harmonious industrial relations and makes optimization of corporate goals realizable (Louge, 2024;1). Further, that harmonious industrials relation connects the work place to it mission and stimulates a conducive work environment. What is germane and fundamental in this discourse is that industrial harmony where, it is allowed could be a pathway to achieve organization vision and mission statements. Many scholars have observed that an aspect that is very crucial and can brings achievability of harmony in any organization is peaceful co-existence and commitment by every members from different units, departments and sectors of any organization whether, private or public coupled, with industrial harmony and that this can be possible where ,there is no disagreement .Adetimile and Ehiemen (2019), stated that the aspect of labour relations that is more dedicate and difficult to handle is how to make industrial harmony achievable . In the contemporary organizations, reasons for this are not far-fetched. Ryder (2019) attributed this to several

factors, such as ; insecurity and uncertainty at the work environment. In other words, where management do not fail to involve employees in decision making process and lack of commitment to labours welfare and conducive work environment, among others. Industrial harmony is a positive and engaging concept with cluster of meanings used closely in reference to cordial co-existence among the personnels of organization, particularly between the workers and management. However, Danaraka (2021), stated that, it is a state of peace in organization which can be assessed in terms of the absence of strike, protest ,distrust among the labour force or working group. Peaceful relationship between the management and organization unions, and also a positive perception of employees oon their contributions as active participants and stakeholders by the management of any organization. According to Ndubisi-Okolo; Onyeizugbe and Nnekwe (2022), industrial harmony is a state of organizational stability where, management and employees work together in union and total cooperation in order to achieve their desired goals. Ndubisi-Okoro *et al.* (2022) perceived condition under which employees and management work together to achieve the company's vision and mission and create high level of satisfaction for employees in organization. Observably, Work environment in any organization has been characterized with several factors that are inimical to the system in any

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form. This identified unsavory trend from the available of existing literature in Nigeria has been a good source of carrying out studies or researchers by the scholar, and researchers having perused extensively on several studies on industrial harmony and allied issues by the researchers. The identified gap by the researcher that much study has not been done on assessing job analysis impact on fostering industrial harmony, specifically, at National Institute for Educational Planning and Administration (NIEPA) in Ondo State, Nigeria, serves as a motivational factor for carrying out this study by the researcher.

Statement of the Study

Industrial harmony is an impetus to achieve organization set-out goals and objectives as being perceived by many academics. However, the State of industrial harmony at organization in Nigeria is very worrisome in form of confrontation between the workers (subordinates) and management, and this has been a good source of conducting studies by the researchers and academics. From the myriad of available studies on industrial harmony the researchers observed that much studies have not been focused on assessing job analysis impact on fostering industrial harmony on National Institute for Educational Planning and Administration in Ondo State, Nigeria. It was against this backdrop this study was carried out by the researcher.

Objectives of the Study

The broad objectives of study as on assessing job analysis impact on fostering industrial harmony at National Institute or Educational Planning and Administrations (NIEPA) in Ondo State, Nigeria. The specific objectives were to

- determine impact of job analysis on fair play structure in NIEPA, Ondo State, Nigeria; and
- investigate influence of job analysis on job hierarchies in NIEPA, Ondo State, Nigeria

Research Questions

Two research questions were raised to guide the conduct of the study. They were

- can job analysis bring fair play structure in NIEPA, Ondo State, Nigeria?
- Will job analysis result with effective job hierarchies in NIEPA, Ondo State, Nigeria?

Significance of the Study

The findings of the study will be significant to stakeholders in organizations in the following ways

- The findings of the study will establish the benefits of job analysis to stake holders organizations whether, private or public
- The findings of the study will enable managements of organizations to know whether, job analysis can contribute or not to industrial harmony
- The study will contribute to extant literature within the confine of the study thus, becomes, a good source of reference in future for researchers, and it will be made opened and accessible to public through, Open Educational Resources (OER)

MATERIALS AND METHODS

Descriptive survey research design was adopted for the study. The population of the study comprised, staff of NIEPA, Ondo State, Nigeria. The sample size of the study was Ninety (90) respondents. They were selected through, a simple random sampling technique through, a ballot paper. Fifteen (15) staff or personnel were selected from six units or departments of the NIEPA, Ondo State, Nigeria. Two research questions were raised to guide the study. Data was collected through, a self-structured research instruments, titled “Questionnaire on Job Analysis Impact on Fostering Industrial Harmony: A Case of National Institute for Educational Planning and Administration, Ondo State, Nigeria (QJAHFIHNIEPA)”. It was fashioned on four likert rating scale; Strongly Agreed (SA), Agreed (A), Disagreed (D), and Strongly Disagreed (SD), and rated 4,3,2 and 1 point, respectively. The research instruments an were validated by two experts in Measurement and Evaluation at Obafemi Awolowo University, Ile- Ife, Osun State, Nigeria, while, it reliability was determined through, test-retest method at two weeks interval. 0.71 coefficient reliability was obtained. Data was analyzed using, descriptive statistics (Simple percentages, frequency counts and mean ($\bar{x}$))

RESULTS AND DISCUSSION

Presentation of Findings

Research Questions One: Can job analysis bring fair play structure in NIEPA, Ondo State, Nigeria?

Table 1: Showing simple percentages, frequency counts and mean ($\bar{x}$) on can job analysis bring fair play structure in NIEPA, Ondo State, Nigeria

N= 90 , C= 2.5								
S/N	Items	SA (&)	A(&)	D(&)	SD (&)	N	MEAN X	DECISION
1	Job analysis places me in my visit position in the organization thus, do not make me to clash with any employer	65 72.22	15 6.66	8 8.88	2 2.22	90	3.52	Accepted
2	Despite job analysis within the organization I will still clash with my fellow employers	8 8.88	2 2.22	18 20	62 68.88	90	1.51	Rejected

3	The fair play structure achieve through job analysis inhibits conflict within the organization	71 78.88	9 10	6 6.66	4 4.44	90	3.63	Accepted
4	Fair play structure can be guaranteed through job analysis within any organization	5 5.55	5 5.55	11 12.22	69 76.66	90	1.4	Rejected
5	Harmonious relationship can be maintained if, every employer is placed on it ranks and deserved assignment through job analysis	65 90	1 21.11	9 3.33	3 3.33	90	3.62	Accepted
6	If job analysis does not place every staff on real and deserved ranks harmonious relationship can still be maintained in any organization	6 6.66	3 3.33	7 7.77	74 82.22	90	1.34	Rejected
	Weighted Mean	220 40.74	53 9.81	53 8.81	214 39.62		2.50	Accepted

Source: Field Survey, 2026.

Keys:

N= Total Number of Respondents

C= Cut off points

$\bar{X}$ = Mean

SA= Strongly Agreed

A= Agreed

D= Disagreed

SD = Strongly Disagreed

Table 1 above, shows the findings on research question one . On item (1), responses got were 65 (72.22). 15 (66.66), 8 (8.88) and 2 (2.22) for strong agreed, agreed, disagreed and strongly disagreed, respectively. On item (2), 8 (8.88) , (2.22) , 18 (20) and 62 (68.88) for strongly agreed, agreed, disagreed and strongly disagreed. on item (3), 71 (78.88) , 9 (10) , 6 (6.66) and 4 (4.44) responses were also obtained for strongly agreed, agreed, disagreed and

strongly disagreed. on item (4), the following responses were got; 5(5.55), 5(5.55), 11(12.22) and 69 (76.66) for strongly agreed, agreed, disagreed and strongly disagreed respectively. On item (5), responses obtained indicated, 65 (90), 19 (21.11) , 3 (3.33) and 3 (3.33) for strongly agreed, agreed, disagreed and strongly disagreed. Finally, on item (5) the following responses were obtained; 6 (6.66), 3 (3.33), 7 (7.77) and 74 (82.22) for strongly agreed, agreed, disagreed and strongly disagreed. Generally speaking, the total weight revealed that the average rating scale of four ($\bar{x} = 2.5$) was not greater than the ($\bar{x} = 2.5$), thus, indicates that job analysis could bring fair structure at NIEPA in Ondo State. Nigeria.

Research Questions Two: Will job analysis result into effective job hierarchies in NIEPA, Ondo State, Nigeria.

Table 2: Showing simple percentages, frequency counts and mean ($\bar{X}$) on will job analysis result into effective job hierarchies in NIEPA, Ondo State, Nigeria.

N= 90 , C = 2.5								
S/N	Items	SA (&)	A(&)	D(&)	SD (&)	N	MEAN $\bar{X}$	DECISION
1	Job analysis within the system places me on my desired rank and job	71 78.88	9 10	4 4.44	6 6.06	90	3.61	Accepted
2	If ,I am not placed on my rank and job, I will be at loggerhead with other employees	1 1.11	12 13.13	8 8.88	69 76.66	90	1.38	Rejected
3	Placing each staff on his/her merit rank through job analysis induce harmony within the system	67 74.44	13 14.44	1 11.11	9 10	90	3.53	Accepted
4	it not through job analysis individuals may not have place on due rank thus, stir-up conflict within the organization	4 4.44	3 3.32	13 14.44	70 77.74	90	1.34	Rejected

5	Job analysis promotes hierarchy among staff thus, establishes a mutual respect and seniority among the employees	66 73.66	16 17.77	6 6.66	2 2.22	90	3.62	Accepted
6	Hierarchy and seniority cannot be maintained through job analysis thus, stirs up disunity among the staff or personnel within the organization	7 7.77	3 3.33	8 8.88	72 80	90	1.38	Rejected
	Weighted Mean	216 40	56 10.37	40 7.40	228 42.22		2.50	Accepted

Table 2 above, presents the findings on research questions two alike. On item (7), 71 (78.88), 9 (10), 4 (4.44) and 6 (6.66) were got for strongly agreed, agreed, disagreed and strongly disagreed. On item (8) 1(1.11), 12 (13.13), 8 (8.88) and 69 (76.66) for strongly agreed, agreed, disagreed and strongly disagreed were obtained as responses. On item (9), 67 (7.44), 13 (14.44), 1 (1.11) and 9 (10) for strongly agreed, agreed, disagreed and strongly disagreed were obtained as responses. On item (10), the following responses were also obtained. 4(4.44), 3(3.33), 13 (14.44) and 70 (77.77) for strongly agreed, agreed, disagreed and strongly disagreed, respectively. On item (11) responses obtained indicated, 66 (73.66), 16 (17.77), 6 (6.66) and 2 (2.22) for strongly agreed, agreed, disagreed and strongly disagreed as well. Finally, on item (12), responses obtained indicated the following; 7(7.77), 3 (3.33), 8 (8.88) and 72 (80) for strongly agreed, agreed, disagreed and strongly disagreed. The weighted mean of the result shows, that the average rating scale of four ($\bar{x} = 2.5$) was not greater than the ($\bar{x} = 2.5$). Also, the results therefore, reveal that job analysis could lead or result to effective job hierarchies in NIEPA Ondo State, Nigeria.

RESULTS AND DISCUSSION

The result on research question on indicated job analysis could bring fair play structure in NIEPA in Ondo State Nigeria. The result aligns with the view of Ele MakamaOkongo (2020) and that job analysis is a path to achieve fair play structure in organization which entail and encompass transparency, fair competition, opportunities for growth and advancement, thus, enhancing harmonious workplace and retard conflict among employees. Also, job analysis enables one's to be saddled with the appropriate tasks due for him or her in organization (Ali-El-Hajji, 2011). The result on research question two also shows that job analysis could lead to effective job hierarchies in NIEPA IN Ondo State, Nigeria. The result is in agreement with the view of Kshatriya (2016) that job analysis involves the identification of particular job duties and relevant human requirements, with an emphasis on those duties for a given job. In other words, job analysis enables employees to perform their work, and job analysis enables their experience, skills, and knowledge. The essence of the practice is to enhance affective job performance and productivity also aligns with the result that job analysis

bring about the position or work related to the task performed in that position. In a nutshell, through job analysis, conflicts within organizations like NIEPA can be controlled and sustained, productivity, transparency can be maintained, internal crises can be checked and reduced, and so on.

CONCLUSION

Based on the results, conclusions were made that job analysis could bring fair play structure and enhanced effective job hierarchies in NIEPA in Ondo State, Nigeria, thus fostering industrial harmony in the organization or establishment

Recommendations

The following recommendations were made based on the conclusions of the research or study;

- The importance of job analysis as a management strategic approach in any organization should always be emphasized.
- Job analysis should always be prioritizing as one of organizational activities.
- Job analysis should be adopted as a yardstick of employees' ranking in any organization
- Job analysis should be done with a fair play in any organization.
- Since, job analysis could foster industrial harmony the activity should be a regular activity in the organization, and so on.

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