

## INFLUENCE OF JOB DESCRIPTION AND CAPACITY BUILDING ON JOB RETENTION: EVIDENCE FROM THE STAFF MEMBERS OF THE IJEBU-ODE LOCAL GOVERNMENT AREA OF OGUN STATE

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### Abstract

*The study examined the influence of job description and capacity building on employee retention of staff of Ijebu-Ode local government area of Ogun State, Nigeria. The study was guided by four research questions and two null hypotheses. A descriptive survey design was used to actualize the aim of the study. The population comprised of the staff members of the Ijebu-Ode local government area of Ogun State, Nigeria. A total of 50 staff of selected organization were selected as sample size through the use of stratified sampling technique. The author developed a questionnaire tagged: 'Job Description, Capacity Building and Employee Retention Questionnaire (JDCBERQ)' which was used for data collection with 0.85 as reliability coefficient. Regression analysis was used for answering the research questions. PPMC was used for testing hypotheses. The findings revealed that job description and capacity building positively related to staff retention. There was a significant relationship between the independent variables on dependent variable and that about 82% of the variance in staff retention was accounted for by the independent variables. The author recommended, among others, that local government authority should endeavour to develop and implement retention policies that contemplate responsibility and reputation as these were the most valued attributes.*

*Keywords: Capacity Building, Employee Retention, Job Description, Local Government Area.*

### Introduction

Every organization are seeking for ways to retained employee with greater productivities. Employee retention is described as the phenomenon where the workers deliberately decide to remain with their current employment without actively seeking for other employment opportunities. Employee retention is also seen as the conscious process through which employers ensures that its workers don't quit their jobs. Again, employee retention is seen as the ability of an employer to retain or keep its employees for a long period of time. Employee retention therefore means employees willingness to continually remain in the workplace. Employee retention is distilled with employees' self-efficacy workplace flexibility and job satisfaction. Specifically, these proxies are briefly described thus; self- efficacy is seen as the conviction or belief of the ability of an employee to effectively perform a particular task without any hindrance (Nzewi & Audu, 2023). Amos (2021) argued that skilled employees are the major differentiating factor for most organizations in today's competitive business environment. Retention of skilled employees is important for sustaining competition and ensuring effective and efficient service delivery in organizations. On the other hand,

employee retention helps to improve job and/or organizational performance. Hence, employee retention is regarded as crucial for organizational performance as well as competitiveness in today's world of competition in business.

Today, organizations are therefore more dependent on the intellectual creative abilities and commitment of their workers than most other attributes. This therefore makes it critically important that such workers are highly sophisticated and committed towards the achievement of overall organizational objectives be retained and motivated. Many skilled and qualified workers have resigned from Nigerian organizations and secured better paying jobs abroad. Brain drain among workers is real in Nigeria and this effect of highly skilled workers from one organization to another or to other sectors in the economy (Musa, Ahmed & Hamza, 2016). The highly volatile digitally undergoing transformed business organizations are frequently facing distress by disengaged employees and also ever going challenges of skilled and talent employee retention. To keep path with the knowledge-based economy, organizations are now giving more emphasis on retaining their talents and the sustainable development of their existing employees. But employee retention is interrelated with employee's job satisfaction with extrinsic, intrinsic rewards, mitigating of their values and make them feel privileged (Zuma, 2020). Despite of employees could not keep pace with the fierce competition on behalf of company until they feel engaged, valuable and happy with their job. As a result, such employees are not intended to stay at the work for long and one of the effective ways through which the employees can get engaged themselves with job description and capacity building.

Job description or crafting can be defined as taking proactive actions such as changing tasks, relationships, and cognitive perceptions to redesign the work (Zuma, 2020). It has direct link with the high performance and even with employee engagement. Likewise, it is linked with both employees and management where proactive personalized employees can give their best efforts to make the job more meaningful and management can boost the productivity level through them. Moreover, it enables the employees to shape their own working environment in more convenient manner with job fit (In addition to job description is synonymous to proactive behaviour which employees use when they realize that changes are necessary for their job. More specifically, an individual can use three types of job description according to their working paradigm such as changing the meaning of their work or adjusting to the work, building a collaborative working relation with co-workers and changing the perception of work with more cognitive behaviours ((Zuma, 2020). Due to the technological advancement in business environment, employers require the proactive employees who can contribute to the organizational success with creative, adaptable and innovative thought to compete to the challenging market (Zuma, 2020).

Job descriptions are written statements that define the tasks, duties, responsibilities, required qualification, working hours, and reporting relationships of a particular job (Yeboah, 2019). Job descriptions are based on objective information acquired from job analysis, an understanding of the competences and skills needed to complete assigned tasks, and the need for an organization to improve productivity and performance at the workplace (Mollel, Mulongo, & Razia, 2017). Crafting an effective job description offers an opportunity to communicate clearly the direction of the institution and informs an employee where he or she fits within the big picture of the organization. An effective job description helps to align the direction of employee with the organizational goals, vision and mission in order to achieve clarity of purpose and higher performance.

Job descriptions are very beneficial in the fields of human resource management (HRM) like job grading and classification, career paths, career developments, handling grievances relating to the duties and responsibilities at the work place, work measurement and working improvements. The job description of employees further defines the limits to authority, training and development,

development of performance standards, the establishment of good working relationships and conducive environments at the work place, and a healthy communication between employees and employers on one hand, and employees and customers on the other (Farahbod, Salimi, & Dorostkar, 2020). Ishaq (2015) further argued that, the information on a job description will be useful for job evaluation, job redesign, performance management and organizational change. In order for organizations to avoid repetition of work and overlapping of duties, the job description of employees should be designed and structured to help achieve organizational goals and objectives.

Capacity building is building abilities, relationships and values that will enable organizations, groups and individuals to improve their performance and achieve their developmental objectives. It often refers to strengthening the skills, competences and abilities of people and communities in developing societies so they can overcome the causes of their exclusion and suffering. It includes human resource development which is the process of equipping individuals with the understanding, skills and access to information, knowledge and training that enables them to perform effectively. Philbin (2016) defines it (the concept of capacity building) as a process of developing and strengthening the skills, instincts, abilities, processes and resources that individuals, organizations and communities need to survive, adapt and thrive in the fast-changing world. It focuses on understanding the obstacles that inhibit people, institutions, governments, international organizations and non-governmental organizations from realizing their developmental goals while enhancing the abilities that will allow them to achieve measurable and sustainable results. The United Nations Committee of Experts on Public Administration (2006) points out that capacity building takes place on an individual level, institutional level and societal level. On an individual level, it requires the development of conditions that allow individual participants to build and enhance existing knowledge and skills. It also calls for the establishment of conditions that will allow individuals to engage in the process of learning and adapting to change. On an institutional level, it involves aiding pre-existing institutions and supporting them in forming sound policies, organizational structures and effective method of management. At the societal level, it supports the establishment of a more interactive public administration that learns equally from its actions and from feedback it receives from the population at large. It is more than a training programme. It is based on the need analysis and audits capability and potential. It requires the design of strategic interventions that employ and challenge the enhancement of strengths, exploit opportunities, confront constraints and supplement gaps and limitations.

### **Statement of the Problem**

Nigerian employees change jobs often, sales and customer base decrease and the company's public image fade gradually. The incidents of employee retention in current Nigeria economy has been a worry to organization both the public and private. However, it is dishearten to know that the way and manner some organization treated their employees might have resulted to loss such staff. Even, the mode of job tasks is not spelt out before engaging the employees and some employees have used more years with being trained by the organization. Capacity building in third world countries including Nigeria receives lesser attention in recent years. Deliberating on how far the rest of the world has gone, immerse efforts and resources is needed to meet up and measure up good capacity building. This is not unachievable as Nigeria is blessed with more than enough human resources with great potentials if trained, retrained and are channeled effectively. Thus, this study is an attempt to examine the impact of job description and capacity building on employee retention.

### **Purpose of the Study**

The purpose of the study was to examine the influence of job description and capacity building on the retention of the staff members of Ijebu-Ode local government area of Ogun State, Nigeria. Specifically, the study examined the:

1. Influence of job description on employee retention.
2. Influence of capacity building on employee retention.
3. Composite contribution of job description and capacity building on staff retention.
4. Relative influence of job description and capacity building on staff retention.

### **Research Questions**

The following research questions guided this study.

*Research Question 1:* What is the influence of job description on employee retention?

*Research Question 2:* What is the influence of capacity building on staff retention?

*Research Question 3:* What is the composite contribution of independent variables (job description and capacity building) on dependent variable (employee retention)?

*Research Question 4:* What is the relative influence of job description and capacity building on staff retention)?

### **Research Hypotheses**

The following research hypothesis were formed.

*Research Hypothesis 1:* There is no significant relationship between job description and staff retention.

*Research Hypothesis 2:* There is no significant relationship between capacity building and staff retention.

### **Theoretical Framework**

Human capital theory was propounded by Schultz in 1967 which states that the stock of competences, knowledge and personality attributes embodied in the ability to perform labour so as to produce economic value. It is the attributes gained by a worker through education and experience. The work of human capital theory rests on the assumption that capacity building is highly instrumental and even necessary to improve the production capacity of the institution/organization. Human capital theory emphasizes on how education increases the productivity and efficiency of workers by increasing the level of cognitive stock of economically productive human capability, which is a product of innate abilities and investment in human beings (Oluwuo & Nwabueze, 2016). The provision of formal education is seen as a productive investment in human capital, which the proponents of the theory have considered as equally or even more equally worthwhile than that of physical capital. According to Fagerlind and Saha (1997), human capital theory provides a basic justification for large public expenditure on education both in developing and developed nations. The theory was consistent with the ideologies of democracy and liberal progression found in most Western societies. Its appeal was based upon the presumed economic return of investment in education both at the macro and micro levels. Efforts to promote investment in human capital were seen to result in rapid economic growth for society. For individuals, such investment was seen to provide returns in the form of individual economic success and achievement. Most educationists agree that it is human resources of nation, not its capital nor its material resources that ultimately determine the character and pace of its economic and social development. Psacharopoulos and Woodhall (1997) asserted that: human resources constitute the ultimate basis of wealth of nations.

Capital and natural resources are passive factors of production, human beings are the active agencies who accumulate capital, exploit natural resources, build social, economic and political organization, and carry forward national development. Human capital theory believes that for organization to improve performance as well as retention of its employees, the issues of staff development in terms of training and further education must be taking serious and constantly look into.

## **Method**

### ***Research Design***

The study used descriptive survey design to achieve the goal of the study. The justification for using this research design is that the opinions of the respondents were needed towards achieving objectives of the study.

### ***Population and Sampling Procedure***

The population of the study comprised staff of Ijebu-Ode local government area of Ogun State, Nigeria. A total of 50 staff of Ijebu-Ode local government was selected as sample size of the study. Stratified random sampling technique was adopted in selecting the sample size. This technique was used to ensure gender balance in the sample size.

### ***Data Collection Instrument***

The study used researcher developed questionnaire tagged: ‘Job Description, Capacity Building and Employee Retention Questionnaire (JDCBERQ)’. The questionnaire requested responses on a four (4) – point scale format which was a modification of 5-point Likert scale. The questionnaire has two sections of A and B. Section A focused on demographic characteristics of the respondents, and section B determine items on the job description, capacity building and employee retention.

### ***Data Collection Instrument Validity and Reliability***

The initial draft of the questionnaire was subjected to face and contents validity by the researcher supervisor from the Department of Business Education. All the issues raised were duly attended to, in order to ensure its content, construct, and criterion validity. In order to ensure the reliability of the instrument, a test-retest study was carried out among 10 staff of Ijebu-North East local government area of Ogun State. The data collected were subjected to Pearson Product Moment Correlation (PPMC) formula with the aim to find out the reliability coefficient level of the instrument. A reliability coefficient of 0.85 was reported.

### ***Data Collection Procedure***

The instrument for the data collection was questionnaire; meanwhile, the instrument was validated before subsection to data collection. The questionnaire was administered by the researcher and 2 trained research assistants.

### ***Data Analysis***

Regression analysis was used for answering the research questions and PPMC was used for testing hypotheses at a 0.05 level of significance.

**Results**

*Research Question 1:* What is the influence of job description on employee retention?

**Table 1: Linear regression on the influence of job description on employee retention**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	SE	Beta			
1	(Constant)	5.715	4.630		11.170	.000
	Job description	.085	.037	.126	2.287	.023

a. Dependent Variable: Staff retention

The first important thing to note in Table 1 is that the sign of the coefficient of job description is positive. This implies that a good job description increases with staff retention. Furthermore, the probability (p = 0.23) as reported in Table 1 for job description implies that the Beta ( $\beta = .126$ ) is statistically significant. Hence, the researcher concluded that job description influences staff retention and that about 12.6% increases in staff retention could be attributed towards job description.

*Research Question 2:* What is the influence of capacity building on staff retention?

**Table 2: Linear regression on the influence of capacity building on staff retention**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	
	B	SE	Beta			
1	(Constant)	6.703	2.098		27.030	.000
	Capacity building	.228	.047	.270	4.823	.000

a. Dependent Variable: Staff retention

The first important thing to note in Table 2 is that the sign of the coefficient of capacity building is positive. This implies that the capacity building positively impact staff retention. Furthermore, the probability (p = 0.00) as reported in Table 2 for capacity building implies that the Beta ( $\beta = 0.270$ ) is statistically significant. Hence, the researcher concluded that capacity building positively impact staff retention.

*Research Question 3:* What is the composite contribution of independent variables (job description and capacity building) on dependent variable (employee retention)?

**Table 3: Linear regression on the composite contribution of independent variables (job description and capacity building) on dependent variable (employee retention)**

R = .908 R <sup>2</sup> = .824 Adj R <sup>2</sup> = .822  Std. Error = 1.71729					
ANOVA					
Source of Variation	SS	df	MS	F-ratio	p
Regression	2590.820	2	1295.410	439.260	0.000
Residual	554.426	46	2.949		
Total	3145.246	48			

Dependent Variable: Employee retention

Independent Variables: Job description and capacity building

Table 3 revealed that there was significant jointly influence of independent variables on dependent variable; R = 0.908, P< .05. The table further revealed {82.2% (Adj. R<sup>2</sup> = 0.822)} that about 82% of the variance in staff retention was accounted for by the linear combination of the independent variables. The ANOVA results from the regression analysis indicated that there was significant of the independent variables on the dependent variables; F (2, 46) = 439.260, P<.05.

*Research Question 4:* What is the relative influence of job description and capacity building on staff retention)?

**Table 4: Relative influence of independent variables (job description and capacity building) on dependent variable (staff retention).**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	SE	Beta		
1 (Constant)	63.691	5.899		10.796	.000
1 Job description	.235	.120	.098	1.962	.040
1 Capacity building	.361	.042	.389	8.681	.000

a. Dependent Variable: Staff retention

Table 4 showed that the sign of the coefficient of job description and capacity building were positive which implies that that an increase or improvement in any of these will increase staff retention. The variables examined were found to be significant and strongly determine staff retention with their P-value less than 0.05 in this order; capacity building ( $\beta = .389$ ,  $t = 8.68$ ,  $P<.05$ ) and job description ( $\beta = .098$ ,  $t = 1.96$ ,  $P<.05$ ).

### Testing of Hypotheses

*Research Hypothesis 1:* There is no significant relationship between job description and staff retention.

**Table 5: Pearson’s correlation between job description and staff retention**

Variables	<i>M</i>	<i>SD</i>	<i>r-value</i>	<i>df</i>	<i>p-value</i>	Remark
Employee retention	25.4503	2.62105	.845	46	.000	Sig.
Job description	25.4241	3.36909				

From Table 5, it was observed that there was significant relationship between the independent variable and the dependent variable in the order of ( $r = 0.845$ ,  $P < .05$ ). Null hypothesis was rejected and the researcher concluded that there was significant relationship between job description and staff retention.

*Research Hypothesis 2:* There is no significant relationship between capacity building and staff retention.

**Table 6: Pearson’s correlation between capacity building and staff retention**

Variables	<i>M</i>	<i>SD</i>	<i>r-value</i>	<i>df</i>	<i>p-value</i>	Remark
Employee retention	29.9267	2.86997	.871	46	.000	Sig.
Capacity building	25.4241	3.36909				

Table 6 revealed that there was significant relationship between the independent variable and the dependent variable in the order of ( $r = 0.871$ ,  $P < .05$ ). On this premise, null hypothesis was rejected and the researcher concluded that there was significant relationship between capacity building and staff retention.

## Discussion

The findings of the study revealed that job description directly influence staff retention and that about 12.6% increases in employee retention could be attributed towards job description. Capacity building positively influence staff retention. There was significant jointly and relative influence of independent variables on dependent variable and that about 82% of the variance in staff retention was accounted for by the linear combination of the independent variables. Job description and capacity building are found to directly relate to staff retention. These findings corroborate with Nzewi and Audu (2023) who revealed that there is a significant positive relationship between fit, link, sacrifice and job satisfaction, self-efficacy and workplace flexibility. Arubayi (2022) reported that the meritocracy strategy is the most ranked factor influencing employee retention; this implies that employees in the organization are rewarded on the basis of their contributions and value to the firm, which in turn influences their decision to stay with the organization. Amos (2021) found that work environment significantly influenced employee retention. Zuma (2020) found that task, relational crafting and proactive personality has significant influence on employee retention. Conversely, cognitive job crafting reveals negative relation to employee retention. Moreover, creating meaningful scope of work and relational environment with others at workplace are the mostly preferred factors came out from this survey than the cognitive work behaviour. Mazin (2021) found that there is positive and significant relationship between autonomy, task significance, and feedback, and employee performance. In addition, it found that autonomy is the highest predictor of



employee performance. The findings of the study also correlate with Yeboah (2019) who found positive with the work performance of workers at the NHIA. Management of the Authority is advised to improve upon the job description of the employees in terms of role identification and responsibilities, and as well motivate the employees with attractive rewards and employee support systems. Kirima (2007) reported that job description directly impacts employee performance. Ehinola and Akomolafe (2022) found a significant relationship between in-service programmes and teaching staff job performance; and a significant relationship existed between mentoring strategy and teaching job performance. Based on the finding, it was concluded that both in-service and mentoring strategies contribute positively to teaching staff job performance in public institutions.

### Conclusion

Having examined the influence of job description and capacity building on staff retention, the following conclusions were drawn based on the findings of the study that job description directly impact employee retention; capacity building positively impact employee retention and there was significant jointly influence of independent variables on dependent variable.

### Recommendations

Based on the findings of the study, the following recommendations are made:

Local government authority should endeavour to should develop and implement retention policies that contemplate responsibility and reputation as these were the most valued attributes.

1. The local government authority also need to pay attention to the right retention policies in order to improve retention of employees.
2. Government should encourage staff to access capacity training within and outside the organization by giving monetary assistance and due recognition to participants.
3. Change of attitude on part of senior staff towards mentoring their junior colleagues with the view to ensure their retention rate.
4. Government should provide adequate money for local government staff capacity building as a way of motivating them to stay with the job for sustainability.

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