



## Effect of Specialisation Structure on Employees' Performance in Osun State Civil Service, Osun State, Nigeria

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### ABSTRACT

The study examined the effect of specialisation structure on employees' performance in Osun State Civil Service. The study adopted a descriptive research design and administration of questionnaire to get data from the respondents. The population of the study consisted of 18,653 employees in Osun State Civil Service where Taro Yamane formula was used to determine the sample of 391 selected employees of Osun State Civil Service. Out of 391 copies of questionnaire distributed to respondents, 358 copies of questionnaire were completely filled and returned with linear regression to test the hypotheses of the study at 5% level of significant. The findings revealed that the specialization structure adopted predicted employees' performance as well as impacted much on employees' performance with positive and significant influence of specialisation structure on employees' performance in Osun State civil service. The study concluded that specialisation structures, has a positive and significant influence on employee performance in Osun State Civil Service. The study recommends that all the activities of the Osun State Civil Service should be totally handled by specialists or experts. There is need to deployed more specialised employees to the Osun State Civil Service in order to increase the performance of service and work being carried out.

**Keywords:** Effect, Specialisation, Structure, Employees' Performance, Osun State, Civil Service, Nigeria, Influence, Efficiency

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### 1. INTRODUCTION

The Nigerian Civil Service comprises employees in government ministries and agencies, excluding the military and police, and has evolved through various reforms aimed at improving its efficiency and effectiveness (Babura, 2003; Habeeb, 2019). At the state level, the civil service plays a critical role in policy formulation and implementation. In Osun State, the Civil Service is organized into ministries headed by Commissioners and supported by Permanent Secretaries, with responsibilities for executing government programmes and delivering public services effectively (Babura, 2003; Osun State Government, 2022).



As such, the performance of civil servants is central to the achievement of government objectives and overall development outcomes. Organisational structure is a vital component of any organisation, as it determines how tasks are divided, coordinated, and supervised. It provides the framework within which organisational goals are achieved and influences the level of employee empowerment through the allocation of duties and authority (Funminiyi, 2018; Karemu, Nyakora, Thoronjo & Mandere, 2021). Specifically, organisational structure defines how job tasks are formally divided, grouped, and coordinated within an organisation (Nosike, Okoye, & Afodigbueokwu, 2021). Among the key dimensions of organisational structure, specialisation structure also referred to as division of labour focuses on the extent to which tasks are broken down into smaller units and assigned to individuals based on their expertise and competence.

Specialisation structure is particularly important in public sector organisations such as the Osun State Civil Service, where employees are assigned roles according to their qualifications and professional training. This form of structure is expected to enhance efficiency, improve skill development, and promote higher levels of productivity. By allowing employees to concentrate on specific tasks, specialisation can lead to increased accuracy, speed, and consistency in job performance. However, while specialisation can improve efficiency, it may also limit flexibility and reduce employees' ability to perform multiple roles, thereby affecting overall performance if not properly managed.

Employee performance, on the other hand, is a key determinant of organisational success and is commonly measured through indicators such as productivity, efficiency, quality of service, and achievement of organisational goals. The effectiveness of employees is largely influenced by the organisational environment in which they operate, including the structure that governs their activities. Studies have shown that dimensions of organisational structure such as centralisation, formalisation, complexity, and specialisation significantly influence employee performance (Nwizika, Ojiabo & Alagah, 2017). In this regard, specialisation structure plays a crucial role in shaping how employees perform their assigned duties and contribute to organisational objectives. Furthermore, effective organisational structure facilitates coordination, enhances working relationships, and ensures optimal utilisation of human resources within an organisation (Nwizia & Okachi-Okereke, 2020; Eze, Bello & Adekola, 2017). In contrast, a poorly designed structure may lead to inefficiency, role ambiguity, and reduced employee productivity. In the Osun State Civil Service, where the demand for efficient service delivery is high, the way tasks are specialised and assigned to employees can significantly influence their level of performance.

Despite the reforms in the Nigerian civil service, challenges such as inefficiency, poor productivity, and weak service delivery persist, particularly at the state level (Nwosu, 2020). These challenges may be linked to structural issues, including the nature and extent of task specialisation within the civil service. While previous studies have examined organisational structure and employee performance across various sectors, which includes Karemu, Nyakora, Thoronjo and Mandere (2021), investigated influence of organisational structure on performance of Mobile Telephone Network Operators in Kenya. Sub-variables used for the independent variable were teamwork organizational structure, learning organisation structure and boundary-less structure. Performance of Mobile Telephone Operators in Kenya was analysed in terms of profit margins and market share.



Structural contingency theory was used to explain the relationship between organisational structures on performance. Mixed methodology was used in collecting and interpreting data. Primary data was gathered using self-guided semi-structured questionnaires and secondary data was obtained from published profit margins and percentages of market share obtained from the companies' reports. Study population was 6,167 which included all the employees in the Mobile Telephone Network Operators in Kenya and a total sample size of 361 employees was obtained but 258 questionnaires were filled and returned. Data analysis was done using descriptive statistics and inferential statistics. The results showed that organisational structure had a positive and significant influence on organizations' performance of MTNOs.

Nwizia and Okachi-Okereke (2020) investigated effect of organisational structure on employee empowerment in commercial banks, Rivers state. In the study organisational structure is a framework of the relations on job, system, operating process, people and group of people making serious effort to achieve the stated goals of the organisation. Empowerment was referred to granting power to help individuals to improve their self-confidence, overcome their inability or failure and create enthusiasm and motivation in them for mobilizing them to perform their duties. The study revealed that organisational structure affects employee empowerment positively or negatively.

Nwosu (2020) determined whether there is appropriate structure in Nigeria brewing firms and the extent it has contributed to their employees' performances. Descriptive statistics, correlation and t-statistics, was adopted for analysis of data and hypotheses testing. The result of the study revealed that nature of hierarchical layers has significant positive effect on the employee's performance of brewing firms; that internal and external boundaries have significant positive effect on the employee's performance of brewing firms; and that formalisation significantly affect employee's performance positively.

Funminiyi (2018) assessed the impact of organisational structure on employee engagement in North Central of Nigeria and adopted a survey design, the research made used of primary data, collected mainly through administering a set of questionnaire to 196 management staff, supervisors and non-management staff of the selected manufacturing firms from Plateau state. The findings revealed that: there is significant positive relationship between decentralisation system of control and employee productivity; standardisation system of control positively affects employees' efficiency. The study concluded that decentralisation system of control is crucial to employees' productivity and organisational development; also enhance rapid delivery of employee services, to both the organization and customers. Standardisation system of control ensures employee efficiency and generates quality products that give competitive edge over the competitors in the global market Incentives as key factor also contribute immensely to employee in workplace.

Despite there are various studies that have been conducted, yet limited attention has been given to the specific effect of specialisation structure on employee performance in the civil service, especially in Osun State. Therefore, this study focuses on examining the effect of specialisation structure on employees' performance in the Osun State Civil Service, with a view to understanding how task division and role allocation influence productivity, efficiency, and service delivery outcomes.



### Research Question

- i. What is the influence of specialisation structure on employee performance in Osun State civil service?

### Research Hypothesis

H<sub>01</sub>: Specialisation structure do not have significant effect on employees' performance in Osun State civil service

## 2. METHODOLOGY

The study adopted a descriptive survey research design. The population of the study consisted of 18,653 employees in Osun State Civil Service where Taro Yamane formula was used to determine the sample of 391 selected employees of Osun State Civil Service. Out of 391 copies of questionnaire distributed to respondents, 358 copies of questionnaire were completely filled. The face and content validity of the instrument was ensured. To ensure the reliability of the research instrument, 10% of the sample size (39) was used to carry out the pilot study in Oriade Local Government, Ijebu-Ijesa, Osun State which was not part of study area and thirty copies of the questionnaire were administered to civil servant. All the questionnaire responses were processed and analysed using Cronbach's Alpha analysis. Cronbach reliability was used to determine the reliability of main constructs in the questionnaire. The result of the reliability test showed that specialisation structure has 0.71 and employee performance 0.73. Descriptive statistics such as frequency, and percentage were used to answer the research questions and linear regression was used to test the hypotheses of the study at 5% level of significant.

### 2.1 Model Specification

In order to recognize the nature of relationship between organisation structure and the employee performance, it is authoritative to establish a model or paradigm for analysis, whereby the parameter approximations of employee performance can be determined.

The above equation can be put in an econometric form as;

$$Y = a + b(x) + \mu$$

Where; Y = dependent variable (Employee performance)

a = Constant

b = regression coefficient of parameter

x = independent variable (Specialisation structure)

$\mu$  = the stochastic error term or disturbance variable

## 3. RESULTS

From Three hundred and Ninety-one (391) copies of questionnaire administered to the respondents out of which 358 copies of questionnaire were filled and returned completely. This gave 91.8% completeness rate and hence, all the computations in this section comprised of 358 copied returned from respondents.



**Table 1: Analysis of Demographic Characteristics.**

Biodata of the respondents		Frequency	Percentage
Gender	Male	156	43.6
	Female	202	56.4
	<b>Total</b>	<b>358</b>	<b>100</b>
Age	20-29	20	5.6
	30-39	122	34.1
	40 - 49	134	37.4
	50 -59	55	15.4
	60 & above	27	7.5
	<b>Total</b>	<b>358</b>	<b>100</b>
Marital Status	Single	38	10.6
	Married	278	77.7
	Divorced	25	7.0
	Widow	6	1.7
	Separated	11	3.1
<b>Total</b>	<b>358</b>	<b>100</b>	
Qualification	OND / NCE	43	12.0
	HND / BSC	228	63.7
	MBA / PGD	49	13.7
	MSC	31	8.7
	PhD	7	2.0
	<b>Total</b>	<b>358</b>	<b>100</b>
Years of Experience	0 - 5 years	10	2.8
	6 - 10 years	73	20.4
	11 - 15 years	115	32.1
	16 - 20 years	82	22.9
	21 years & above	78	21.8
	<b>Total</b>	<b>358</b>	<b>100</b>

**Source: Researcher's Field Work (2024)**

From the table, 43.6% of the respondents were male, while 56.4% were female. This indicates that most of the respondents were female employees in the ministry in Osun State. Also, 5.6% of the respondents were between the age of 20 – 29, 34.1% of the respondents were between the age of 30 – 39 years, 37.4% of the respondents were between the age of 40 – 49 years, 15.4% of the respondents were between the age of 50 – 59 years and 7.5% of the respondents were 60 years and above. This implies that most aged respondents in the civil service are between 40 – 49 years of age. More so, 10.6% of the respondents were single, 77.7% of the respondents were married, 7.0% of the respondents were widowed while 3.1% of the respondents have separated from their spouse. This implies that most of the respondents in civil service of Osun State were married.



Furthermore, on the academic qualification of respondents, 12% of the respondents were OND / NCE holders, 63.7% of the respondents were HND / BSC holders, 13.7% of the respondents were MBA/PGD holders while 8.7% of the respondents were MSc holder while 2.0% of the respondents were PhD holders. This implies that most of the respondents in civil service in Osun State were first degree holders and were educated enough to carry out their responsibility. Lastly, 2.8% of the respondents have between 0 – 5 years of experience, 20.4% of the respondents have between 6- 10 years of working experience, 32.1% have between 11 -15 years of working experience, 22.9% of the respondents have between 16- 20 years of working experience and 21.8% of the respondents have 21 years and above as working experience . This indicate that majority of the respondents have being working in the civil service for more than 10 years.

**Table 2: Distribution of Respondents on the Influence Of Specialisation Structures On Employee Performance**

SN	Items	SA (%)	A (%)	UN (%)	D (%)	SD (%)	ST.D	Mean
1	The organisational structure of the ministry employed specialized workers	129 (36.0)	193 (53.9)	21 (5.9)	6 (1.7)	9 (2.5)	0.82	4.19
2	Most activities of the ministries is being handle by specialists	47 (13.1)	52 (14.5)	153 (42.7)	34 (9.5)	72 (20.1)	1.46	2.67
3	Professional experience of employees promote the quality of services in the ministry	223 (62.3)	96 (26.8)	17 (4.7)	6 (1.7)	16 (4.5)	0.99	4.41
4	Specialisation structures of the ministry increases employment of expert in various ministries of Osun State Civil Service	153 (42.7)	77 (21.5)	45 (12.6)	54 (15.1)	29 (8.1)	1.35	3.76
5	<b>Specialisation structures of the ministry promote the integrity on the employees</b>	233 (65.1)	83 (23.3)	10 (2.8)	22 (6.1)	10 (2.8)	1.00	4.42
6	Employees received training and development to be professional on the job	140 (39.1)	189 (52.8)	27 (7.5)	-	2 (0.6)	0.65	4.30
7	There is autonomy for employees on the job	210 (58.7)	96 (26.8)	43 (12.0)	3 (0.8)	6 (1.7)	0.86	4.40
8	Specialisation structures of the ministry improves employees competence	231 (64.5)	90 (25.1)	17 (4.7)	12 (3.4)	8 (2.2)	0.90	4.46
9	Specialisation structures of the ministry reduces job supervision among employees	176 (49.1)	62 (17.3)	39 (10.9)	74 (20.7)	7 (2.0)	1.26	3.91
10	Specialisation structures of the ministry result to maximum use of employees	251 (70.1)	85 (23.7)	8 (2.2)	6 (1.7)	8 (2.2)	0.81	4.58

**Source: Researcher's Field Work (2024)**

Legend: 1 = Strongly Disagree, 2= Disagree, 3 = Undecided, 4 = Agreed, 5 = Strongly Agreed.

STD = Standard Deviation



The table revealed the influence of specialisation structures on employee performance in Osun State Civil Service. 5.9% and 14.8% of the respondents strongly agreed and agreed respectively that organisational structure of the ministry employed specialised workers while 36.0%, 15.1% and 28.2% of the respondents were undecided, disagreed and strongly disagreed respectively to this statement. With STD of 0.52 and mean value of 2.49, it indicates that Civil Service in Osun State does not employ enough specialised workers in the ministries. Furthermore, 13.1% and 14.5% of the respondents strongly agreed and agreed respectively that all the activities of the ministries is being handle by specialists while 42.7%, 9.5% and 20.1% of the respondents were undecided, disagreed and strongly disagreed respectively. With STD of 1.46 and mean value of 2.67, it indicates that not all the activities of the ministries is being handle by specialists.

Moreover, 62.3% and 26.8% of the respondents strongly agreed and agreed respectively that professional experience of employees promote the quality of services in the ministry while 4.7%, 1.7 With STD of 0.99 and mean value of 4.41, it indicates that professional experience of few employees promote the quality of services in the ministry. Besides, 42.7% and 21.5% of the respondents strongly agreed and agreed respectively that specialisation structure of the ministry increases employment of expert in various ministries of Osun State Civil Service while 12.6%, 15.1% and 8.1% of the respondents were undecided disagreed and strongly disagreed respectively. With STD of 1.35 and mean value of 3.76, it indicates that specialisation structures of the ministry increase employment of expert in various ministries of Osun State Civil Service.

In addition, 65.1 and 23.3% of the respondents strongly agreed and agreed respectively that specialization structures of the ministry promote the integrity on the employees while 9.4%, 7.7% and 1.1% of the respondents were undecided, disagreed and strongly disagreed respectively. With STD of 1.00 and mean value of 4.42, it indicates that Specialidationstructures of the ministry promote the integrity on the employees. Accordingly, 58.7% and 26.8% of the respondents strongly agreed and agreed respectively that employee received training and development to be professional on the job while 7.5% and 0.6% of the respondents were undecided and strongly disagreed respectively. With STD of 0.86 and mean value of 4.40, it indicates that employee received training and development to be professional on the job.

Accordingly, 32.4% and 46.6% of the respondents strongly agreed and agreed respectively that there is autonomy for employees on the job while 12.0%, 0.8% and 1.7% of the respondents were undecided, disagreed and strongly disagreed respectively to this statement. With STD of 0.86 and mean value of 4.40, it indicates that There is autonomy for employees on the job. Additionally, 64.5% and 25.1% of the respondents strongly agreed and agreed respectively that specialisation structures of the ministry improve employee's competence while 4.7%, 3.4% and 2.2% of the respondents were undecided, disagreed and strongly disagreed respectively. With STD of 0.90 and mean value of 4.46, it indicates that specialisation structures of the ministry improve employee's competence. More so, 49.1% and 17.3% of the respondents strongly agreed and agreed respectively that specialisation structures of the ministry reduces job supervision among employees while 10.9%, 20.7% and 2.0% of the respondents were undecided, disagreed and strongly disagreed respectively to this idea. With STD of 1.26 and mean value of 3.91, it indicates that Specialisation structures of the ministry reduces job supervision among employees.



Finally, 70.1% and 23.7% of the respondents strongly agreed and agreed respectively that specialisation structures of the ministry result to maximum use of employees while 2.2%, 1.7% and 2.2% of the respondents were undecided, and disagreed respectively to this idea. With STD of 0.81 and mean value of 4.58, it indicates that not all the activities of the ministries is being handle by specialists.

### Test of Hypothesis

H<sub>01</sub>: Speciliasation structure does not has significant influence on employees' performance

**Table 3: Model Summary**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.516 <sup>a</sup>	.278	.264	.35941

a. Predictors: (Constant), Specialisation structures

**Source: Researcher's Field Work (2024)**

The regression coefficient (R) of 0.516 and coefficient of determinations (R<sup>2</sup>) of 0.278, one observes that about 27.8% of effect of specialisation structures may be attributed to a magnitude increase in employees' performance. In other word, more than 27.8% of the variability in observed specialisation structures is explained by employees' performance in Osun State Civil Service. The remaining percentage may be due to other factors that influence employees' performance which is not covered by this study. The result from table above shows the significant influence of each of the independent variables (specialization structures) on the dependent variable (employees' performance) in Osun State Civil Service.

**Table 4: ANOVA**

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	16.684	1	16.684	129.159	.000 <sup>b</sup>
	Residual	45.986	356	.129		
	Total	62.670	357			

**Source: Researcher's Field Work (2024)**

The F-value which is obtained by the Mean Square Regression (16.684) divided by the Mean Square Residual (0.129), yielding F = 129.159. In the hypothesis, the independent variable (specialisation structures) was found to have significantly predicted the dependent variable (employees' performance). Therefore, there is an effect of specialisation structures on employees' performance at F = 129.159. The table shows that the test of specialisation structures on employees' performance is significant at 0.000 p-values. The null hypothesis is thereby rejected.



**Table 5: Coefficients**

Model	Unstandardised Coefficients		Standardised Coefficients	T	Sig.
	B	Std. Error	Beta		
1 (Constant)	2.506	.156		16.031	.000
Specialisation structures	.423	.037	.516	11.365	.000

Source: Researcher's Field Work (2024)

Table shows that specialisation structures and employees' performance enjoy positive relationship meaning that specialisation structures have the potential to increase employees' performance in the Civil Service. This claim is further supported by coefficient of specialisation structures with the value of 0.423. This indicates that 1% increase in specialisation structures will lead to increase of about 42% increase in employees' performance. However, in this study table revealed that the predictor variable of specialisation structures adopted by Osun State Civil service predicts employees' performance with ( $\beta = .516$ ;  $t = 11.365$ ;  $p < 0.05$ ). The null hypothesis is therefore rejected.

#### 4. DISCUSSION OF FINDINGS

The findings of the study revealed that the adoption of specialisation structures, formalisation structure, centralisation structure and standardisation structure in Osun State Civil Service. The study showed that the civil service employed specialised, professionals employees which promote quality of service in the and this has increased the independent of employees to work as an expert in the civil service. The outcome of the study revealed that there was autonomy for employees on the job; there is room for training and development of employees which reduce the level of job supervision among employees as a result of specialisation structure which contributed to the employee performance in the service. This is in agreement with Karemu, Nyakora, Thoronjo and Mandere (2021) who investigated on influence of organisational structure on performance of Mobile Telephone Network Operators in Kenya.

#### 6. CONCLUSION AND RECOMMENDATION

The study concluded that specialisation structures, has a positive and significant influence on employee performance respectively in Osun State Civil Service. Therefore, organisational structure contributed positively and significantly on employee's performance in Osun State Civil Service. Based on the findings of this study, it can be recommended that all the activities of the Osun State Civil Service should be totally handled by specialists or experts. There is need to deployed more specialised employees to the Osun State Civil Service in order to increase the performance of service and work being carried out.



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