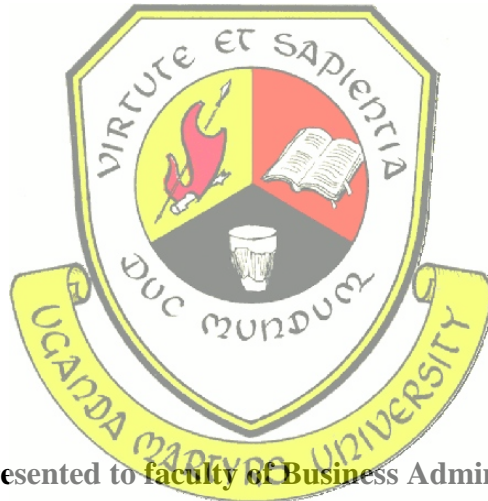


# **THE EFFECT OF JOB DESIGN ON EMPLOYEE PRODUCTIVITY**

**Case study: Housing Finance Bank**

**NKUBA ALLAN MUTEBI**

**REG NO: 2014-B022-20047**



**A research dissertation presented to faculty of Business Administration and Management  
in partial fulfillment of the requirements for the award of a bachelor's degree business  
administration and management from Uganda Martyrs University**

**APRIL 2017**

## **DEDICATION**

This research work is dedicated to my family members especially my dad (Mr. Kibuuka Joseph), my mother (Mrs. Kibuuka Jane) and my friends for the tangible and intangible support they greatly offered to me in form of financial, time, advise, encouragement, reading materials, and other support of any form in this course of attaining my bachelor's degree at Uganda Martyrs University which has not been a parallel path since I started the journey. Thank you so much and I love you so much, I promise to see you always as pillars in my life and my sincere prayer is that God grants answers to all your prayers as asked. God bless you abundantly.

## ACKNOWLEDGEMENT

I would love to extend my sincere gratitude to my supervisor, Mr. Mubiru Aloysius for the great guidance, support and assistance that he extend to me during the course of writing my research work. I would like to kindly thank the entire Uganda martyrs staff especially my lecturers that took a lead in assisting me I any way as I was undertaking my research work so as to see to it that I have it made.

Special thanks to my classmates of BAM 2014 for the love, corporation, coordination, support and care especially Tusuubira Alvin Moshey, Omiyo Hannngton, Namboyi Rebecca, Murubya Bruno, Nagawa Brenda, Nakamanya Angellah, Lumu Robert, Allenyi Francisca and Viola Beatrice.

Am also grateful to the management and staff of Housing finance Bank limited for granting me permission and access to conduct my research in their institution. To my sample size of the bank who were the employees, am so blessed to have had you and above all thanks for sparing time and answer my questionnaires

I would love to extend my appreciation to my dad for the overole financial support given to me without any hesitation, my sisters (Henriator and Roritor), my brother (Raymond)and my sweetheart (Nankwasa Cathy)for their unconditional support and love thought my academic journey which has seen me achieve a milestone in my life. Without forgetting I would love to honor the statistical and research tips extended me by Mutachoka Francis especially at points were I mostly need assistance of a fellow to see to it that I appreciate the works of research and as well to have my research done efficiently.

Finally I thank the almighty for the gift of life and guidance throughout the time of my studies. Thank you lord for the care and support extended to me through the various dimensions especially my dad and lecturers so as I accomplish my academic qualifications as desired. Lord God you such an awesome God and I love you so much.

## TABLE OF CONTENTS

APPROVAL.....	i
DECLARATION .....	ii
DEDICATION .....	iii
ACKNOWLEDGEMENT .....	iv
LIST OF TABLES .....	ix
LIST OF FIGURES.....	x
ABSTRACT .....	viii
<b>CHAPTER ONE.....</b>	<b>1</b>
<b>GENERAL INTRODUCTION .....</b>	<b>1</b>
1.0 Introduction.....	1
1.1 Background to the study.....	3
1.1.1 Background to the case study.....	5
1.2 Statement of the problem .....	5
1.3 Objectives of the study.....	6
1.3.1 General objective.....	6
1.3.2 Specific objectives.....	6
1.4 Research questions .....	7
1.5 Scope of the Study.....	7
1.5.1 Geographical scope .....	7
1.5.2 Content scope .....	7
1.5.3 Time scope .....	7
1.6 Significance of the Study .....	8
1.7 Justification of the study .....	8
1.8 Definition of key terms .....	9
1.9 Conceptual Framework .....	9
1.10 Summary .....	10

<b>CHAPTER TWO</b> .....	12
<b>LITERATURE REVIEW</b> .....	12
2.0 Introduction.....	12
2.1 Job design and employee productivity.....	12
2.1.1 Job design.....	13
2.1.2 Employee productivity.....	15
2.2 Job rotation and employee productivity.....	16
2.3 Job enlargement and employee productivity.....	20
2.4 Job enrichment and employee productivity.....	24
2.5 Organization culture, job design and employee productivity.....	29
2.6 Employment policies, job design and employee productivity.....	32
2.7 Summary of Existing Literature.....	34
<b>CHAPTER THREE</b> .....	36
<b>RESEARCH METHODOLOGY</b> .....	36
3.0 Introduction.....	36
3.1 Research design.....	36
3.2 Area of study.....	37
3.3 Study population.....	37
3.4 Sampling procedures.....	37
3.4.1 Sample size.....	37
3.5 Data source.....	37
3.5.1 Primary Data.....	37
3.5.2 Secondary Data.....	38
3.6 Data collection methods and instruments.....	38
3.6.1 Questionnaire.....	38
3.6.2 Interview guide.....	38
3.7.1 Validity.....	39
3.7.2 Reliability.....	39
3.8 Measurement of variables.....	39
3.9 Data management and Analysis.....	40

3.9.1 Quantitative data .....	40
3.9.2 Qualitative data .....	40
3.10 Ethical issues.....	41
3.11 Limitations of the study.....	41
3.12 Conclusion.....	42
<b>CHAPTER FOUR.....</b>	<b>43</b>
<b>PRESENTATION OF FINDINGS AND DISCUSSION OF FINDINGS.....</b>	<b>43</b>
4.0 Introduction .....	43
4.1 Background information .....	43
4.1.1 Gender of respondents.....	43
4.1.2 Education level of respondents .....	44
4.1.3 Duration in the organization.....	45
4.2 Job design.....	46
4.3 Employee productivity .....	49
4.3 Job design and employee productivity .....	52
4.4 Job Rotation and employee productivity.....	56
4.5 Job Enlargement and employee productivity .....	60
4.6 Job Enrichment and employee productivity.....	65
4.7 Organization culture, job design and employee productivity .....	68
4.8 Employment policies, job design and employee productivity .....	71
4.9 Conclusion.....	73
<b>CHAPTER FIVE.....</b>	<b>75</b>
<b>SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATION.....</b>	<b>75</b>
5.0 Introduction .....	75
5.1 Summary of major findings .....	75
5.1.1 Job rotation and employee productivity.....	75
5.1.2 Job enlargement and employee productivity.....	75
5.1.3 Job enrichment and employee productivity .....	76
5.2 Conclusions .....	76

5. 3 Implications of the study ..... 77

5.4 Recommendations ..... 78

5.5 Suggestions for further research..... 79

REFERENCES ..... 80

APPENDICES: QUESTIONNAIRE ..... 85

APPENDIX 2: KREJCIE AND MORGAN TABLE..... 94

## LIST OF TABLES

table 1: Respondents opinion on job design .....	48
table 2: Respondents opinions on employee productivity .....	51
table 3: Respondents opinion on job design and employee productivity.....	54
table 4: Correlation analysis between job design and employee productivity.....	56
table 5: Shows descriptive statistics of respondents on job rotation and employee productivity.	58
table 6: Correlation analysis between job rotation and employee productivity.....	60
table 7: Respondents on job enlargement and employee productivity .....	62
table 8: Correlation analysis between job enlargement and employee productivity .....	64
table 9: Respondent's opinion on job enrichment and employee productivity.....	66
table 10: Correlation analysis between job enrichment and employee productivity .....	68
table 11: Respondent's opinion on organization culture, job design and employee productivity	69
table 12: Shows descriptive statistics of respondents on employment policies, job design and employee productivity .....	72



## LIST OF FIGURES

Figure 1: Conceptual framework .....	10
Figure 2: Showing sex of respondents .....	44
Figure 3: Showing education level of respondents .....	45
Figure 4: showing duration in the organization .....	46
Figure 5: Respondent's opinion on job design in the organization .....	47
Figure 6: Respondent's opinion on employee productivity in the organization .....	50
Figure 7: Respondents opinions on Job design Affects employee productivity .....	53
Figure 8: Respondents opinion on job rotation and employee productivity .....	57
Figure 9: Respondents opinion on Job enlargement and employee productivity .....	61
Figure 10: Job enrichment improve employee productivity .....	65

## ABSTRACT

The study covered the effect of job design on employee productivity. The study established how job rotation affects employee productivity, how job enlargement affects employee productivity and how job enrichment affects employee productivity. The study was due to a fact that employees face boredom and job dissatisfaction which has resulted into workers' low productivity, delay in administrative performance, work stress, psychological breakdown, absenteeism and lateness as a result of poor job design. The study used a case study design and focused on Housing Finance Bank Limited. The population of the study was 80 respondents and the sample size was 66. The study used both qualitative and quantitative research approaches for data collection specifically a questionnaire for data collection. The findings revealed a positive low relationship between job design and employee productivity, a positive moderate relationship between job rotation and employee productivity, a positive moderate low relationship between job enlargement and employee productivity and a positive moderate relationship between job enrichment and employee productivity. The study concluded that that job rotation affects employee productivity levels in Private Housing Finance Bank, Job enlargement ensures that an employee's skills are utilized effectively because when an employee is given more duties at work, it allows employees to use their innate skills fully, providing them with greater satisfaction and Job enrichment increases responsibilities and autonomy in work and the feeling of employees towards job insecurity turns to security and employees feel that they are being valued. The study implied that there is need to encourage bank management to improve rotation policies since shifting employees from a job to another may decrease motivation and performance, job enlargement implied that there is need to enlarge jobs since job enlargement enhances employee's scope and workload as well as employees being given opportunity to take part in planning and the control and job enrichment implied that there is need to enrich jobs since job enrichment enhances employee autonomy and increase operational efficiency. On that note, the study recommends that the bank management should consider using the job enlargement technique for the administrative staff so as to utilize employee's skills effectively, job rotation should be done as a routine at the bank as employees view it as an opportunity to grow and develop their skills and come up with new ways of doing things and Management should introduce more of job enrichment programmes such as vertical loading and quality management into the task structure of the staff in the tertiary institutions.

# **CHAPTER ONE**

## **GENERAL INTRODUCTION**

### **1.0 Introduction**

The nature and characteristics of employees' work had a great impact on worker motivation and the way they perform at work (Sageer, 2012). Well-designed job had a positive influence on employee motivation leading to improved individual and group productivity outcomes such as membership joining/leaving an organization, reliable role behavior in line with how well the worker did their job, and innovative/spontaneous action (Oghojafor, 2012). Job design focused on creating or changing the nature of employee's job to improve their psychological state and therefore increase their productivity outcomes. Parvin (2011) noted that job design is a very important issue in human relations since employee are given a feeling regarding the understanding of work, identification of task and provided with skills variety to perform job related tasks.

Employee productivity covered the evaluation of the main tasks completed and the accomplishments of the employee in a given time period in comparison with the goals set at the beginning of the period (Rudman, 2013). According to Abid (2013) measuring also encompassed the quality of the accomplishments, operational effectiveness, compliance with the desired standards, the costs involved and the time taken in achieving the findings. Fletcher and Bailey (2010) contend that measuring employee productivity was the basis of job design policy and performance management. Accurate and efficient productivity measurement not only forms the basis of an accurate productivity review but also gave way to judging and measuring employee potential. Measuring employee productivity, different input forms could be used for taking the

feedback from the various sources like the supervisor, peers and the employee (Jackson, 2004). Rudman (2013) stated that productivity perspectives had to be coordinated in an appropriate manner and get a complete view of the employees' productivity levels.

Job design characteristics accentuate the fact that the nature of work had a significant impact on employee productivity levels, however, practical challenges remains in actual implementation of work-design changes (Soane et al, 2013). An organization's perspective on reliable role behavior had been dependent upon maximizing work efficiency versus satisfaction, a conflicting dichotomy of work design mindsets and principles (Durai, 2010). The complexity of organizations with different needs and varying productivity outcomes underscores the difficulty in generalizing behaviors across organizations (Ali and Aroosiya, 2012). Bei (2009) stressed that in organizations where focus was on lean production (quality, efficiency and responsiveness). Employees actually thrive better in the absence of task identity, autonomy, and task significance-factors that suggested that workers can produce more according to how well their personal values and personality traits align with organizational values (Campion, et al, 2005).

Job design through employee training and job redesigning improved job performance of employee in terms of productivity (Kahya, 2007). Job design improved workers motivation and dedication to work however at closer examination job design could only contribute to better efficiency within an organization eliminate which lead to improved productivity but will not impact employees' morals and enthusiasm at work (Al-Ahmadi, 2009). Garg and Rastogi (2006) stated that well designed jobs had a positive impact on both employee satisfaction and quality of output. The perceived work demands need job control and social support through job design in order to achieve high levels productivity (Love & Edwards, 2005). Likewise Campion et al (2005) suggested that Nature of work had a substantial impact on an employee's productivity

levels and attitude. Ivancevich (2010) suggested that, approaches to job design place different emphasized on productivity and satisfaction as desired outcomes.

### **1.1 Background to the study**

Job design was the process of putting together a range of tasks, duties and responsibilities to create a composite for individuals to undertake in their work and to regard as their own (Sinha and Ven, 2005). It was crucial: not only was it the basis of individual satisfaction and achievement at work, it was necessary to get the job done efficiently, economically, reliably and safely (Torrington et al, 2011). Job design aimed at enhancing job satisfaction and productivity through methods which include; job rotation, job enlargement and job enrichment (Bratton, 2011). Jobs that are rich in positive behavioral elements such as autonomy, task identity, task significance and feedback contributed to improved employee productivity. Job design aimed at satisfying the requirements of the organization for productivity, operational efficiency and quality of product or service, satisfy the needs of the individual interest, challenge and accomplishment thus commitment for carrying out the job well (Armstrong, 2010).

The reason for job design as outlined in the study was to create a job specification which will elicit a form of motivation in employees and also bring out their best performance (Kamal et, al., 2008). According to Rush, (2011) the main purpose of job design (or re-design) was to increase both employee motivation and productivity. Job design had a significant effect on motivation. Increased productivity would have manifest itself in various forms (Frazer, 2013). For example, the focus would be that of improving quality and quantity of goods and services, reduce operation costs, and/or reduced turnover and training costs (Mone and London, 2010). Job design took a broader perspective, with various dimensions such as job enrichment (JE), job engineering

(JEng), quality of work life (QWL), socio-technical designs, the social information processing approach (SIPA) and the job characteristics approach to job design (Gupta and Upadhyay, 2012).

Shantz et al, (2013) defined employee productivity as an assessment of the number of units of acceptable quality produced by an employee in a manufacturing environment, within a specific time period. The success of any business depended on how jobs are structured and designed to affect the levels of productivity in terms of output levels and quality of output (Nnadi, 2007). Some of the factors to increase employee productivity included; the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (Truss, 2012). Productivity improvement was not only a result of well-functioning system but also depended on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce (Parvin, 2011).

Al-Ahmadi (2009) indicated that the nature of a job and its design positively correlated with productivity, which indicated that satisfaction with amount of variety and challenge in one's job actually influenced productivity. The sense of job design in essence of job significance, feeling important in eyes of others, realizing ones' competence, and freedom to make decisions were positively related to productivity (Ali, 2014). Job design helped to change the content and processes of a job to increase employee's satisfaction, motivation and productivity (Knapp and Mujtaba, 2010). An implication here was that more attention had to be given to improving task identity, feedback and autonomy so as to improve quality level of job design that would improve employee productivity in achieving quality findings (Abid, 2013).

### **1.1.1 Background to the case study**

Housing Finance Bank limited first incorporated as a private company in 1967 as Housing Financial Company as a non-banking credit institution. The focus of Housing Finance Company was to provide mortgage finance for construction of residential houses and also accepting saving deposits from the public.

Housing Finance Company was licensed and regulated by Bank of Uganda as a commercial Bank in 2007 to carry on the business of banking under the financial institutions Act No2 of 2004. Thus changing status to become a public limited liability company and also changing a name to Housing Finance Bank Limited.

### **1.2 Statement of the problem**

The success of business depended on job performance of employees in terms of productivity and one of the most effective ways to increase employee productivity and profit to a company was to increase the performance of employees, from the lowest levels of the organization to senior management (Shantz et al, 2013). The problems of boredom and job dissatisfaction which consequently resulted in workers' low productivity, delay in administrative performance, work stress, psychological breakdown, absenteeism and lateness were as a result of poor job design (Truss, 2012).

Productivity had been improving not only as a result of well-functioning job design system but also effective human resource strategies that succeeded in recruiting and maintaining a committed and motivated workforce (Al-Ahmadi, 2009). The top management of an organization needed to establish how committed the workforce was to the organization and if

workers were really contented with the way of things for gauging their likelihood to produce more (Sageer, 2012). Institutions like Housing Finance Bank Limited had to make sure that their jobs were well designed which would lead to satisfaction a precondition for increasing productivity, responsiveness, quality and customer service since productivity had reduced due to poor job design (Hukpati, 2009).

However, there were some jobs which were designed inappropriately and that could negatively affect productivity of employees in because they typically lacked motivation, perform poorly and possessed negative attitudes. These symptoms could directly affect a company's bottom line concerned with productivity (McFarlin, 2015). This was despite the management offering salaries that were at par with the market rate, all types of leaves and opportunities for staff to further their education, a good medical cover for the staff and their dependents. Thus, the purpose of this study was to establish whether job design could have had any effect on employee productivity.

### **1.3 Objectives of the study**

#### **1.3.1 General objective**

The general purpose of the study was to examine the effect of job design on employee productivity.

#### **1.3.2 Specific objectives**

- I. To assess the relationship between job rotation and employee productivity.
- II. To determine the relationship between job enlargement and employee productivity.
- III. To establish the relationship between job enrichment and employee productivity.



## **1.4 Research questions**

1. What was the relationship between job rotation and employee productivity?
2. What was the relationship between job enlargement and employee productivity?
3. What was the relationship between job enrichment and employee productivity?

## **1.5 Scope of the Study**

### **1.5.1 Geographical scope**

The study was limited to Housing Finance Bank branch located at Kololo in Kampala central business district. The choice of this area was due to the fact that the bank was strategically located in an environment where there were many customers with much capital base.

### **1.5.2 Content scope**

The study was interested in understanding the techniques of job design used, gaps that job design did not fulfill and attitudes of employees towards job design in relation to productivity and the challenges faced by companies due to poor job design.

### **1.5.3 Time scope**

The study considered information relating to the period of three years that is 2013-2016 in order to capture reliable and valid information for the findings. The information in three years period was sufficient to give a complete picture of employee productivity in the organization.

## **1.6 Significance of the Study**

The findings would also be beneficial to other upcoming researchers to investigate further about the role of job design on employee productivity of other firms other than Housing finance Bank.

The study findings would be used as basis for further research and investigations in form of literature for students doing research in the same area of study.

The findings would provide information to managers in various institutions especially commercial banks to appreciate job design and employee productivity.

For students of a related course, it could form a basis of knowledge on how sales promotional activities practices like job rotation, job enlargement and job enrichment influenced employees to be more productive.

Finally the result of the findings would be of benefit to both the administration and management of Housing finance Bank on how to improve their productivity through having a well-planned job design.

## **1.7 Justification of the study**

The aim of this research was also to identify the key issues of job design and practice, particularly in relation to higher-level jobs. The researcher sought to explain more about the approaches to job design with emphasis on the job rotation, job enlargement and job enrichment.

The study set out to find out how employees viewed and enjoyed the work they did, how best their jobs were designed so as to bring out the best in the employees whilst they stayed motivated and also stayed aligned with the objectives of the company.

Research on employee productivity meant innovation, accomplishments and creativity. This research study examined methods of job design and also discussed management ideas that could be utilized to innovate employee to produce to their maximum.

### **1.8 Definition of key terms**

**Job design:** is the process of putting together a range of tasks, duties and responsibilities to create a composite for individuals to undertake in their work and to regard as their own. It is crucial: not only is it the basis of individual satisfaction and achievement at work, it is necessary to get the job done efficiently, economically, reliably and safely (Torrington et al, 2011).

**The study will consider:** Job design is a spectrum of job factors, ranging from internal and external organizational factors to the way tasks are organized, that affect what people do at work and how effectively they can do it.

**Employee productivity:** an assessment of the number of units of acceptable quality produced by an employee in a manufacturing environment, within a specific time period (Shantz et al,2013).

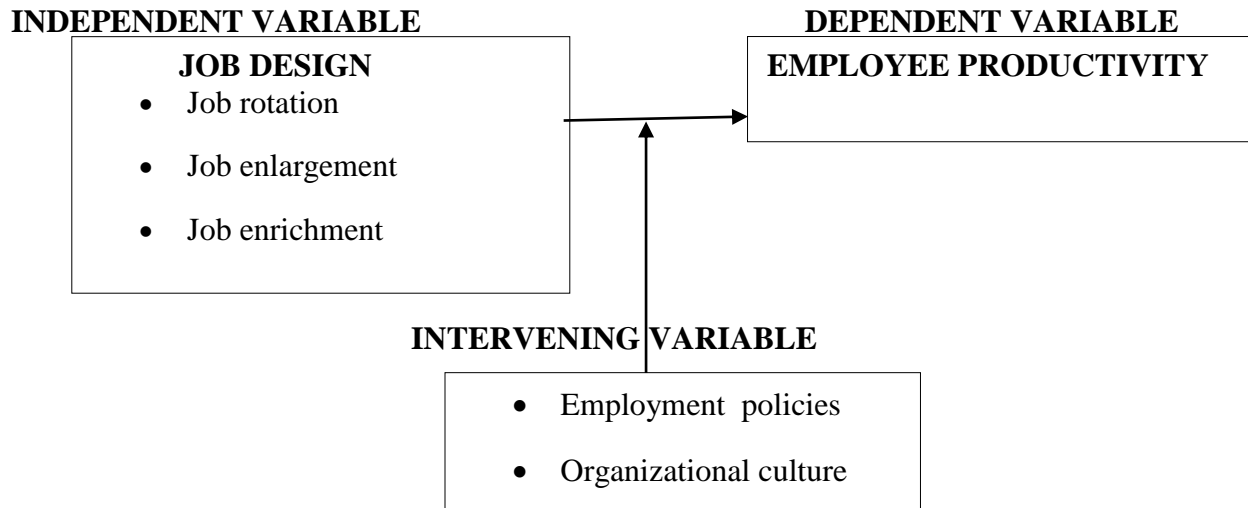
**The study will consider:** Employee productivity is the measurement of the quality and quantity of output basing on the available resources in an efficient and effective manner.

### **1.9 Conceptual Framework**

Mugenda, (2008) defined a conceptual framework as a concise description of the phenomenon under the study accompanied by a graphical or visual depiction of the major variables of the study. The study postulated that employee productivity (dependent variable) was a result of three determinants namely; job rotation, job enlargement and job enrichment (independent variables)

though employment policies and organizational culture influence the relationship as moderating factors as presented in figure below.

**Figure 1: Conceptual framework**



*Source: adopted from Tsuma (2015) and modified by the researcher (2016).*

The conceptualization in figure 1 above reflected how the job design (Independent variable) with dimensions; job rotation which helped employees serve their tasks in different organizational levels; different posts and responsibilities and ability increased to evaluate capabilities, job enlargement Job involves assigning work activities and increasing the number of activities employee perform and job enrichment involved inclusion of greater variety of work content, requiring a higher level of knowledge and skill, giving workers, autonomy and responsibility, if used appropriately could lead to good employee productivity (Dependent variable). Therefore the relationship was affected by employment policies set by the organization and organizational culture in which employee operated in which were the intervening variable.

**1.10 Summary**

Chapter one which was the general introduction to the study, discussed the concept of job design

in terms of its value through a background information to the study, the problem statement, objectives, research questions, significance, scope and conceptual framework. Chapter two reviews related literature on relevant works done in this area of study through a theoretical framework and empirical analyses while chapter three explains how the study will be carried out through the various methodological techniques employed to tackle the research questions raised. In this regard, this section discussed the following the research design, the data collection strategies, data specifications among others. Chapter four discussed the findings of the study while chapter five summarized, offered recommendations and conclusion for the study.

## **CHAPTER TWO**

### **LITERATURE REVIEW**

#### **2.0 Introduction**

Bell and Opie (2002) postulated that literature review required sifting, selecting and ordering of material, including only important items and rejecting irrelevant or less significant items. This section would give an insight into the effect of job design on employee productivity. A number of authors and scholars in the organization management fraternity were to be used in providing an insight into the concept of job design. The chapter dwelled much on in-depth literature from scholars in shaping out the field of job design and employee productivity.

#### **2.1 JOB DESIGN AND EMPLOYEE PRODUCTIVITY**

Durai, (2010) affirmed that job design was a very important issue in human relations as well. Job design gave employees the feeling of understanding work, identification of task and its significance and provided with skills variety, independence and feedback stimulated motivation and by extension, job satisfaction. Good job design improved productivity of the employee which was the key step to sustain the organization and keep employees loyal to the organization. Parvin (2011) stated that the purpose of job design was to increase the level of employee productivity which would ultimately cause the good performance of the organization. Job design was relevant to productivity and performance since inconsideration of job design was hazardous to the good name and long term survival of any organization because absenteeism, high turnover of labor and low performance would each take its toll on the organization (Abid, 2013).

Garg and Rastogi, (2006) explained that a well-designed jobs in terms of nature and contents made employees perform differently and could have a positive impact on both employee

productivity and quality of performance. Improved Employee productivity described how content an individual was with his or her job. There were a variety of factors that would influence a person's level of productivity and some of these factors included the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (Locke, 2006). The happier people are within the job design, the more productive they were said to be (Parvin, 2011). Employee productivity indicated that employees were motivated; although it was clear that Motivation was what was believed to be behind the behavior of employees towards productivity. For Employees to more productive, organization as to change the content, processed of a job in order to increase employee satisfaction, motivation and productivity (Nnadi, 2007).

### **2.1.1 JOB DESIGN**

Job design could also be defined as changing the content and processes of a job to increase employee's satisfaction, motivation and productivity (Knapp and Mujtaba, 2010). Aswathappa, (2006) explained that there were various approaches to job design namely; Job Rotation, Job Re-engineering, Job Enlargement, and Job Enrichment. The term job satisfaction referred to an individual's general attitude towards his or her job. A person with a high level of job satisfaction held a positive attitude towards the job, while an unsatisfied employee held negative attitude about work (Ginige, 2007). Job design aimed at enhancing job satisfaction and performance methods included job rotation, job enlargement and job enrichment (Sageer, 2012). Job satisfaction was impacted by job design. Jobs that are rich in positive behavioral elements- such as autonomy, task identity, task significance and feedback contributed to employee's satisfaction.

According to Hodgetts and Hegar, (2005), job design was a very important issue in human relations as well because job design leads to customer satisfaction. The main goal of job design technique was to enhance the status and the self-fulfillment needs of the employees, while gave the employees the opportunity to take part in the organization, the planning and the control of tasks. Riyasa (2008) stressed that satisfaction of the employee was the key step to sustain the employee and kept him/her loyal to the organization through job design. Parvin (2011) stated that the purpose of job design was to rotate employees and increase the level of job satisfaction which would ultimately cause the good performance of the employee in terms of productivity. The overall goal of job design is to reduce the level of specialization and boredom of work, to reduce the number of difficult tasks, and finally to lead towards the development of new employee skills (Jorgensen, 2005).

Al-Ahmadi (2009) established the factors of job design highly influenced employee productivity in the organizations. Al-Ahmadi (2009) therefore indicated that the nature of job itself was found positively correlated with productivity, which indicate that job design made work tasks to easily be understood by employees. The sense of job significance, feeling important in eyes of others, realizing ones' competence, and freedom made decisions were positively related to performance (Abid, 2013). A possible implication here was that more attention had to be given to improving task identity, feedback and autonomy so as to improve quality level of job design that can improve employee productivity in achieving quality findings. Jobs that were rich in positive behavioral elements- such as autonomy, task identity, task significance and feedback contribute to employee's satisfaction (Oghojafor, 2012). Job design aimed to satisfy the requirements of productivity, operational efficiency and quality of product or service, satisfy the needs of the



individual for interest, challenge and accomplishment thus commitment for carrying out the job well. People are keen to learn and grow (Bei, 2009).

### **2.1.2 EMPLOYEE PRODUCTIVITY**

Putterill and Rohrer (2005) stated that employee productivity focused on assessing the number of units of acceptable quality produced by an employee in a manufacturing environment, within a specific time period. The researcher developed the working definition for employee productivity was that, achievement of targets of the tasks assigned to employees within particular period of time. Mathis and Jackson (2003) noted that the success of business depended on employees' performance in terms of their productivity levels. One of the most effective ways to increase productivity was to increase the performance of employees, from the lowest levels of the organization to senior management through job design (Vemic, 2007). Performance improvement was not only a result of well-functioning system but also depended on effective human resource strategies that succeed in recruiting and maintaining a committed and motivated workforce (Al-Ahmadi, 2009).

The dimensions of productivity on which an employee was evaluated were called the criteria of evaluation (Ivancevich, 2008). Opatha, (2002) suggested that several criteria became needed in order to evaluate job performance of an employee accurately. Mathis and Jackson (2003) stated that the information that managers receive on how well employees were performing their jobs based on employee traits, behavior and result. Opatha (2002) indicated that trait-based information identified a subjective character of the employee such as attitude, initiative or creativity. Behavior-based evaluations of job performance focus on what is included in the job itself (Mathis and Jackson, 2003). Findings were outcomes produced by the employee. Result

based information considered employee accomplishment. For jobs in which measurement was easy and obvious, a findings-based approach works well (Opatha, 2002).

There were various evident for relationship between job design and employee productivity. Al-Ahmadi (2009) indicated that the nature of job itself was found positively correlated with productivity, which indicated that satisfaction with amount of variety and challenge in one's job actually influenced productivity. Ivancevich (1998) suggested that, approaches to job design placed different emphasize on productivity desired outcomes. In other words, certain methods of job design were primarily interested in improving productivity; others were more concerned with satisfaction. Employee training and job redesigning, the focus was almost always on improving job performance in line with productivity (Kahya, 2007). Some argued that job design improved workers motivation and dedication to work however at closer examination job design could only contribute to better efficiency within an organization eliminated some health problems.

## **2.2 JOB ROTATION AND EMPLOYEE PRODUCTIVITY**

Job rotation is a process by which employees laterally mobilize and serve their tasks in different organizational levels; when an individual experienced different posts and responsibilities in an organization, ability increases to evaluate his capabilities in the organization (Bennet, 2009). Job rotation was able to enhance motivation, increase productivity, satisfaction levels and improve the organization's performance (Jorgensen, 2005). Thus, an employee working in a unit can train different job skills in a certain time period. Job rotation was considered a functional method for enrichment and development of jobs (Judge et al., 2001). The researcher believed that rotation in

jobs findings in increased individual knowledge and experience and decreased burnout and exhaustion; this lead to intellectual development and innovation.

A possible main objective of job rotation was regularly shifting employees from a job to another in order to increase their motivation and enthusiasm (Deplasand, 2010). Job rotation was a very effective training method since worker serves in different jobs and can earn more job skills. Thus shifting employees to new jobs allowed more flexibility. Velnampy (2008) stressed that job rotation improved management and supervision in an organization easy and this lead to improvement in employee productivity. Job rotation could help form an interactive control mechanism in the organization; moreover, members of these special networks could rely on and support each other under certain circumstances to boost productivity (Robbins and Judge, 2011). A regular rotation system could help validate decisions and decreased unnecessary operational errors thus decisions were made based on rich information with minimum error. Furthermore, performing regular job rotation could create a mutual trust between the staff and help them to improve their productivity (Bei, 2009).

Parvin (2011) noted that for the job rotation procedure to be effective, employees needed to be rotated in an appropriate job position. Four factors should be taken into account: a) the gender of the employee, b) the physical demands of the job position, c) the knowledge, skills and capacities of the employee and d) the demands and the time needed for performing other tasks (Spector, 2012). Job rotation had many advantages, such as improvement of productivity, provision of training possibilities, increase of employees' retention, enhancement of employees' career while at the same time the employee gains a better insight on the organization's operations and become more productive (Ali and Aroosiya, 2012). Furthermore, job rotation seems to foster employee learning, increase employee motivation and human capital accumulation, while at the same time

it lead to reduced employee boredom reduced employee absenteeism, and increased employee's problem solving skills hence productivity (Asensio-Cuesta, 2012). Additionally, two more factors that may drive the decision for job rotation were the restructuring of the organization and the periodic reshuffling of employee-job assignments.

Job rotation was regarded as a method for controlling the work-related musculoskeletal disorders to reduce the exposure to work-related injuries and hazardous noise levels as well as to reduce exposure to strenuous materials handling (Jorgensen, 2005). The premise of job rotation was that workers rotated from job to job in a given time period, with the objective of minimizing the accumulated biomechanical loading on a particular body part for all workers (Jorgensen, 2005). Moreover, Hsieh and Chao (2004) indicated that job rotation reduced job burnout, reduce employees' monotony, boredom and fatigue derived either from the mechanical and repetitious job characteristics or the job specialization and the mass production. However, there were some obstacles in implementing an effective job rotation procedure, such as the negotiation power of labor unions, the job rotation to another job position with similar risks, and lack of knowledge and skills on behalf of the employees for a specific job (Morse, 2007). The other factor that hindered job rotation was the gender stereotypes in the working environment (Jorgensen, 2005).

Job rotation enabled employees to make a career in a work place and stand the chance of climbing the leadership ladder to the top (Lu and Lin 2012). That was, gaining promotion from one level to another based on his competency, efficiency, productivity, and effectiveness in the performance of a given task (Durai, 2010). Adequate, comprehensive, up-to-date and the right training, therefore, became panacea to a smooth operation in an organization which enhanced and aided management in executing policies, and programs in order to attain maximum productivity. Adage and Brief (2011) stressed that the importance of job rotation as a training

device helped employees to move through various positions, managing and planning careers, and personal growth

Baridam (2012), job rotation practice builded motivation factors into job content. Despite the merits of job rotation, there are anticipated drawbacks associated with the design and methods. Job rotation entailed increasing of job variety, task and responsibility of course, the lesson too much of task assignment could be detrimental to the individual and the organization (Dessler, 2005). Baridam (2012) outlined some pitfalls or short-coming when he said that it is important not to give a work assignment that is either too easy or too difficult as would be expected. Job enrichment could only succeed with a worker who had higher regard for achievement, growth, and recognition (Rothbard, 2011). The researcher believed that Job Rotation worked better for people who value autonomy, growth and responsibility. Basically job rotation intended to reduce a worker's dissatisfaction since there would be an increase of task each worker performs (Buckingham and Coffman, 2005). Griffin (2009) argued that job rotation gave each worker more activities to perform by stretching the process.

Monday (2008) explained that Job rotation enabled a worker to know and be equipped with the rudiments of the entire job process thereby making him versatile and competent to handle any task given to him under little or no supervision. The outcome of the movement from one job to another had two symbolic effects on the life of the workers and those effects were: the workers would familiarize himself with the various aspects of the operation of the firm (Durai, 2010). In this case, versatility came into play making a worker to be abreast with the entire process of work and operation and the worker would unconsciously acquire variety of skills, technical-know-how and knowledge of various units and department of the firm (Bei, 2009). A worker having undergone the process would have undertaken responsibilities, gotten a wider scope and

met several challenges (Koontz and Mills, 2010). An enterprising worker needed a job that will provide the greatest scope for his abilities, talents, and the best opportunity for growth and superior performances.

Rotation in jobs findings in increased individual knowledge and experience and decreased burnout and exhaustion; this lead to intellectual development and innovation in line with productivity (Mirkamaly, 2010). Job rotation was a very effective training method since worker served in different jobs and could earn more job skills (Griffin, 2011). Job rotation improved management and supervision in an organization; it could effectively avoid organizational corruption (Baridam, 2012). Job rotation could help form an interactive control mechanism in the organization; moreover, members of these special networks could rely on and support each other under certain circumstances (Bei, 2009). Improving employees' professional levels, this approach enabled them to reach scientific skills in different situations and get familiar to their job, all of which helped improve general quality (Bhorat and Hinks, 2006). A regular rotation system could help validate decisions and decrease unnecessary operational errors; therefore decisions were made based on rich information with minimum error (Kaymaz, 2010). Furthermore, performing regular job rotation could create a mutual trust between the staff and help them to improve their job.

### **2.3 JOB ENLARGEMENT AND EMPLOYEE PRODUCTIVITY**

Job enlargement was defined as assigning workers additional same level activities, thus increasing the number of activities they performed (Dessler, 2005). To accommodate a business need, job enlargement was used to enhance employee's scope and workload (Hall, 2002). The need could be to increase skills of handling new customer or it could be an industry requirement,

or to offset lack of resources due to lack of hiring or high turnover (Hellgren and Sverke, 2011). Employees may perceive role enhancement as positive enforcement in start but if this added workload was not accompanied with any reward then the employee mere gain more responsibility and work and consider the work as fatigue and workload (Dessler, 2005). Job enlargement transforms the jobs to include more and/or different tasks (Durai, 2010). This could imply that employees could use job enlargement to add more tasks on its employee in order to be more productive.

There were two approaches of job enlargement and the first was the horizontal enlargement, which 'referred to the degree to which a job contained many tasks (Durai, 2010). Horizontal enlargement was achieved through adding more tasks to the existing tasks performed by an employee at the same skill level (Armstrong, 2010). The overall goal of horizontal enlargement was to reduce the level of specialization and boredom of work, to reduce the number of difficult tasks, and finally to lead towards the development of new employee skills. The second was vertical enlargement, which referred to the degree to which the employees decide how the task was to be done (Durai, 2010). The main goal of this technique was to enhance the status and the self-fulfillment needs of the employees, while it gave the employees the opportunity to take part in the organization, the planning and the control of tasks (Durai, 2010). The potential of employee could benefit from job enlargement were; reduction in the level of boredom, utilization of skills, increased efficiency by employees and job enjoyment.

The basic aim of job enlargement was to stimulate the interest of employee in the job, namely increasing job attraction, through the differentiated and various tasks that the employee performed in his/her job (Sole, 2009). Consequently, the objective of job enlargement was to design jobs where the needs of employees met the interests of the organization (Durai, 2010).

When an employee felt that the job he or she was currently performing was less challenging, oversimplified, lacks diversity and was less meaningful, job enlargement was usually done (Morrison, 2011). Hellgren and Sverke (2010) identifies that due to increase in competition among every kind of organization, the employees' tendency to work in one organization for a long time period decreased and due to that reasons the management had to face some extra responsibilities as well as the organizations had to suffer extra costs. This possibly implied that employee could be more productive if they competed in production with other organizations.

Derek and Laura (2010) emphasized that due to increase in the work pressure in the work place, it was now very common to transform the work activities of the employees on the work place and make them able to work at every level. That job enlargement had increased the productivity of the employees and decreased the overall cost of the companies (Brown and Leigh, 2010). Job enlargement affected both individual and the companies' productivity and it increases the employee productivity and employee commitment in the short term period as well as in the long term period (Hellgren and Sverke, 2011). The routine task without change would also make the job not so effective and that result in making the employees to have a feeling of boredom at workplace. The level of productivity is directly proportional with the level of activation on the job being enlarged (Scott, 2011). This probably implied that employee could be more committed if they were assigned to right jobs being enlarged.

Through Job enlargement workers were rotated on different positions and assigned some extra duties to be performed during his normal routine (Dessler, 2005). Job enlargement also affected the motivational level, satisfaction level and the employee commitment level in Housing finance Bank limited. On the other side job enlargement created a very lower level of the social interaction of the employees on the work place which negatively on employee productivity



(Armstrong, 2010). That was why it mainly decreased the motivational level of the employees (Donaldson, 2010). A job will become interesting only when the worker was always able to make it completed within prescribed time (Kahn, 2009). The employees were always willing to accomplish their assigned tasks if they were composed according to their performance goals (Cunningham and Eberle, 2010).

The job tasks should be defined according to their tendency of accomplishment (Atkinson, 2011). Bratton (2007) explained that the employee motivation of the workers could also be influenced by the work environment, task compositions, and employee satisfaction. The job enlargement was much easier as compared to job enrichment and any other change in the organization but sometimes it costs more to be implemented it in a true sense (Amacom. 2010). Job enlargement creates many opportunities as well as challenges for the multinational and local firms (Robbins and Judge, 2011). The cost of production increased due to many prices and resource limitation which can be reduced when employees were productive in terms of cost efficiency and operational effectiveness (Kamal, et al, 2008). Due to increase in the work pressure in the work place, it was now very common to transform the work activities of the employees on the work place and make them able to work at every level.

In order to remain competitive this increase in cost of production is forcing organizations to control their cost (Behson et al, 2000). Suggested ways include restrict new hiring, but due to organizational growth work demand is increasing continuously. Organizations are shifting this increased work burden on their existing employees by enlarging their jobs (Feder, 2010). Some arguments are in the favor of job enlargement that it reduces boredom. It is suggested in the literature that job enlargement can lead to motivation, job satisfaction and organizational commitment (Kotila, 2011). Immense competition and continuous increase in cost of production

is leading organizations toward downsizing, layoffs and restructuring as a result employees have to do a lot of work as compare to before as additional workload is added to their responsibilities (Hellgren and Sverke, 2011). The job enlargement also an increase the motivation level and the productivity of the employees on the work place and their tendency to achieve the goals is also becomes more possible.

Rentsch and Steel (2008) noted that Job enlargement plans should be managed to make sure that the employee participation was must in the operational decisions. Pfeffer (2011) noted that the employees should be empowered to make them able to achieve the organizational goals within due time. The employees should be enabled in such a ways so that they can evaluate their own performance by themselves without involvement of the others and the higher level authorities of the company (Williams, 2009). Also the employees were to be made able to evaluate and then manage their performance accordingly according to their own way and their own standard (Arthur, 2010). That job enlargement would then ultimately enhance their productivity because they better about themselves rather than anyone else evaluating them.

## **2.4 JOB ENRICHMENT AND EMPLOYEE PRODUCTIVITY**

Job enrichment was the technique which referred to the inclusion of greater variety of work content, requiring a higher level of knowledge and skill, autonomy and responsibility in terms of planning, directing, and controlling and providing the opportunity for personal growth at work (Ali and Aroosiya, 2012). Job enrichment increased employee's autonomy over the planning and execution of their own work. Job enrichment had the same motivational advantages of job enlargement; however it had the added benefit of granting workers autonomy. Gardner and Pierce (2008) viewed job enrichment as vertical job loading because it also included tasks

formerly performed by someone at a higher level where planning and control are involved. Job enrichment referred to the development of work practices that challenge and motivate employees to perform better (Durai, 2010). This probably implied that firms can benefit for enriching their job offers through increased work content.

According to Mohr and Zoghi, (2006), the main characteristics that played a crucial role in job enrichment were variety, the belief that the task is important, the use of abilities, and feedback. Job enrichment includes a number of different workplace practices, such as quality circles, self-directed teams, job rotation, and information sharing which lead to improvement in employee productivity (Lynton and Pareek, 2010). The goal of job enrichment is to provide an enhanced autonomy for the employees of an organization and increased operational efficiency for the organization itself (Durai, 2010). The concept of Job enrichment has become a fundamental tool for management in improving employees' motivation and growth. Mone and London (2010) elaborated that employer through development and intensification, placed extra amount of work on employees with the aim of making it more interesting, meaningful and increasing job challenge and responsibility.

Jobs were enriched to motivate employees by adding to their responsibilities with a greater need for skill varieties in their jobs (Bratton, 2007). Due to dynamics in business environment and increasing level of competitive rivalry, organizations were now beginning to shift from seeing money a motivating factor to a situation where workers had more control in scheduling their work and deciding how best the work could be done (Hower, 2008). In job enrichment, workers derived pleasure and fulfillment in their position with a greater variety of skills and tasks that required self-systematic technique of harnessing work processes and procedures for stimulating employees' performance and satisfaction (Robbins and Judge, 2011). This possibly implied that

workers could sense job dissatisfaction when they realized their jobs lacked necessary challenge(s). Stone (2002) stressed that lack of adequate recognition, respect, creativity and other motivators, high bureaucratic and over-controlled authority structure reduces employee motivation leading to low productivity

Neo (2010) explained that Job enrichment was useful in providing autonomy and encouraging employees' initiative towards high quality performance and job excellence. Mione (2010) emphasized that job enrichment as a managerial activity intended to provide employees with the necessary resourcing strategies to facilitate skill development opportunities and improve productivity. Ralph (2014) concluded that enriching job brings about internal work motivation and not just more work for them to do. Hence, job enrichment served as a roadmap to job fulfillment by improving the level of employees' responsibility, acknowledgement, creativity, autonomy and control of the job to be performed in the organization (Davoudi, 2013). This probably meant that an enriched job should provide a range of tasks to be done with adequate Feedback mechanism, encouragement and communication (Armstrong, 2010).

Leach and Wall (2002) posited that job enrichment was a vertical expansion of tasks with increase in employee control and responsibility. Brown, (2004) pointed out that the objectives of every organization became a dream and unrealistic if the workers' needs and requirements were not satisfied. The ability to attain and accomplish the goal of an organization was associated with the composition of tasks of an individual worker through a co-ordinate job design that would encourage employee productivity using various motivational methods and training programs (Kotila, 2011). The principle of job enrichment in the practice of human resource management had tremendously been seen as a dynamic process of increasing the work structures and processes with an environment that gave room for autonomy, flexibility, personal growth and

satisfaction to the workplace (Aguinis, 2009). This possibly meant when tasks were routine, monotonous, repetitive and unrewarding with an over controlled authority structure, workers tend to be highly dissatisfied, bored and demotivated leading to low productivity.

Job enrichment in organizational development contributed to reducing de-motivating factors by giving employees the right of decision making and control over their task in order to promote healthier performance to the workplace (Garman et al, 2013). The principle of individual differences indicated that some people tended to assume more responsibilities which later lead to skill varieties, self-sufficiency, personal growth and satisfaction while others resist (Hower, 2008). However, it could be reiterated that job enrichment becomes effective, meaningful and interesting to employees provided the tasks will increase job satisfaction and productivity. Job enrichment is important for motivating workers to perform their tasks enthusiastically and relieve boredom and adopt strategic techniques that will help employees to focus more on job depth in order to gain more control over their duties (Lee, 2005).

Job enrichment was seen as a process where management gave increasing responsibilities which were often assigned to the superiors to the employees. This essence of Job enrichment was to help employees to build the sense of self management and self-sufficiency (Kokemuller, 2008). Williams (2009) also posited that job enrichment was a fundamental aspect of stimulating the effort of employees by expanding job responsibilities and giving increased autonomy over the task processes and completion. Job enrichment was a systematic way of inspiring employees of Housing finance Bank limited by giving them the opportunity to use a number of different types of skills and capabilities in performing a task. Kotila (2001) added that job enrichment lead to job satisfaction by increasing the level of responsibility and giving the sense of freedom,

autonomy and opportunity for employees to decide what and how the job was to be performed and accomplished in order to improve productivity levels.

Job enrichment necessitated the practices that apportion greater responsibility for arranging, organizing, and designing work to the employees who actually produce product (Roberson and Stewart, 2006). Job enrichment developed jobs vertically and increased the variety of tasks in a job (Robbins and Judge, 2011). This possibly meant that job enrichment gave room for the employees to have greater control over their work (Branham, 2005). The variety of tasks in an enriched job made an employee to accomplish a given activity with increased sense of autonomy, individuality and responsibility and feedback would be given to allow employees to assess and evaluate the level of completion which was the end result of the task itself (Armstrong, 2010). Where jobs had been enriched, employee satisfaction tended to increase with a decrease in labor turnover and absenteeism leading to high productivity of employees (Vemic, 2007).

Cherati et al (2013) added that the level of job enrichment went a long way in determining how effective and committed a worker would contribute to organizational goal and objectives. An organization which sought for greater productivity and distinctive advantage must give better chances for employees' freedom, autonomy, control, skill varieties and responsibility which invariably helped to reduce rigidity, managerial monotony, lack of creativity and employees dissatisfaction (Davoudi, 2013). Employees' autonomy and control had often been seen as a strategic driving force to facilitate peaceful co-existence, affection, recognition, friendliness, freedom that were crucial for efficient performance capable of enhancing organizational effectiveness (Lawal, 2005). Jobs that were enriched to motivate employees for greater

productivity hence ensure organizational retention of employees in Housing finance Bank limited.

Finally, job enrichment was a requisite to enhancing workers' efficiencies, innovations, capability, reasoning faculty and competence which will improve organizational performance and as well help in gaining competitive edge (Armstrong, 2006). It was important to note that management must be able to attempt to motivate employees by providing them enough opportunities to use all their abilities in their job and also identify the factors that contribute to increasing the level of organizational performance (Ubong, 2007). By implications, the effectiveness of capacity development depended on the pattern of the job related knowledge, skills, capability, competencies and behavior that were important for greater performance which invariably be capable of influencing organizational success (Cherati et al, 2013).

## **2.5 ORGANIZATION CULTURE, JOB DESIGN AND EMPLOYEE PRODUCTIVITY**

According to Owens and Valesky (2007) Culture in an organization was developed over a period of time and this took on particular norms, assumptions, and beliefs. This implied that the behavior of organizational members was influenced by individuals' interaction with the intangible characteristic of the organization's environment. Persons in an organization would approach internal and external problems with a consistent set of solutions that had continually worked for the group (Lawal, 2005). New members are taught the inner workings of the solutions as the right way to perceive and think about problems and this lead to improved employee productivity as a result of job design (Davoudi, 2013). The basic assumptions and beliefs were shared by members of the organization, and direct the way in which problems are approached and decisions were made (Owens and Valesky, 2007). In addition, the effectiveness

of an organization was influenced by culture, which affects the way managerial functions of planning, organizing, staffing, leading, and controlling are carried out (Ikyanyon and Gundu, 2009).

Organization should promote a supportive culture which was internally oriented and reinforced culture where core beliefs of the organization were entrusted to employee through commitment (Sok et al, 2014). Management through supportive culture had to ensure there was a balance between work-home relationship and an organization would be mindful of the extent to which organizational culture impacts on employees' home lives, as well as work lives and take an action to shape it immediately in order to achieve better performance (Sok et al, 2014). Ritchie (2000) pointed out that motivational instrument which promotes the employees to perform smoothly and ensures better productivity should be availed. For example, Tharp, (2009) emphasized the stages of culture across the organization whereas organizational psychology focuses on how culture makes an impact on employees' psychology and commitment.

According to Haberberg and Rieple (2008), organizational culture encompasses the shares, articulates, or not articulates values, beliefs, and behaviors which contribute to employee commitment to achieve business goals. An organizational cultures is viewed as a factor that guides behavior and shapes organizational decision-making (Haberberg and Rieple, 2008). This is backed up by efforts to measure behavior and corrective actions when employees become unacceptable to the organization (Heskett, 2011). Organizational culture is often explained as the way things are done (Bower, 1966) Dickson et al, (2004) noted that factors that affect the creation and evolution of organizational culture, include presence or absence of competitors, economic conditions, nature of the business, and nature of the employee. This probably implies



that the way of life in an organization is determines how an organization is structures and how the structure help management to achieve their goals.

Kaplan and Norton (2004) stressed that shaping a culture in an organization is a priority in balancing scorecards of employees since it increases confidence about a job and productivity of employees. The culture is viewed as the humanizing element of corporate business which helps to establish expectations between employees and the organization in line with sales volume (Haberberg and Rieple, 2008).The organizational culture foster trust, facilitates communications, and builds organizational commitment. Hofstede and Peterson (2000) argue that societal cultures are differentiated by values whereas organizational cultures are differentiated by practices. Dickson et al, (2004) presume that cultural dimensions operate at both the society as well as the organizational level and that the same concept can be used for both societal and organizational levels.

Herseovitch et al (2002) noted that organizational culture is linked to employees' commitment to organization. Employee commitment is the degree to which an employee identifies with the organization and wants to continue actively participating in productivity (Nystrom, 1993). Lau and Idris (2001) affirmed that organizational culture through communication increases commitment because it reflects the relative strength of employee's attachment or involvement with the organization. Ooi and Arumugan (2006) also found out that significant relationship exist between corporate culture and the commitment of employees of semiconductor organizations in Malaysia. Drenth et al, (1988) found that there is a positive relationship exists between a high level of organizational commitment and organizational culture. Nystron (1993) noted that a positive significant correlation exists between organizational culture and organizational commitment. Muthuvelo and Rose (2005) concluded that both organizational culture and

organizational commitment when implemented successfully bring about change initiatives in an organization in terms of good performance.

## **2.6 EMPLOYMENT POLICIES, JOB DESIGN AND EMPLOYEE PRODUCTIVITY**

The impact of employment policies on labour utilization is well-documented (OECD, 2006). However, some had argued that certain employment reforms that increased labour utilization would at the same time reduce productivity growth and had a negative long-run impact on living standards (Heckman et al, 2006). Pearson (2007) noted that Pro-employment policy reforms, however, can also directly affect productivity through a number of channels. Policies that influence incentives for workers or firms to invest in training or education can affect productivity by altering the stock of human capital (Kraiger, 2002). Policies that encourage a good job design can enhance productivity by helping firms respond quickly to changes in technology or product demand (Sloan 2011). This possibly implies that employees are more productive when their jobs are much in line with employment policies.

The policies that improved the quality of job matches or maintain high-quality job matches for longer could increase the effectiveness of labour resource allocation, increasing the level of productivity and this was possible through providing training (Allan et al, 2010). Employment-enhancing policies could also had an indirect impact on aggregate productivity by reducing spending on social support and making room for more public or private spending on education, research and development or other productivity-enhancing activities (Peetz and Preston, 2009). From a policy perspective, it is important to be able to estimate the independent impact of employment policies on productivity and, whenever productivity changes due to changes in job design (Armstrong, 2006).

Organizations set regulations governing the hiring and firing of workers which could affect production efficiency and productivity growth through several channels (Ridout, 2011). Strict employment policies would increase productivity by acting as a signaling device to workers about commitment, increasing worker effort and implementation of productivity-enhancing work practices to spur improved productivity in terms of quality (Koeniger, 2005). Increasing the cost of firing workers, strict employment policies could make firms reluctant to hire new workers and reduce labour resources from involuntary leaving the organization (Hewett 2011). Stringent Employment policies also discouraged firms from experimenting with new technologies, characterized by potentially higher returns but also greater risk and potentially reduced effort (thus productivity) because there was a lower threat of layoff in response to poor work performance or absenteeism (Kotila, 2001).

Employment policies, such as parental leave, helped improve parents' morale and work commitment, having a positive impact on productivity by making it easier for parents to balance paid work with family responsibilities (Freeman, 2005). In the absence of family-friendly working arrangements, working parents, particularly women, might leave the workforce completely for extended periods of time, reducing their total work experience and accumulated job-specific human capital (Kaufman, 2005). Firms and workers who were assured of an ongoing employment relationship could also be more likely to invest in training. Alternatively, parental leave could impede productivity by reducing employee access to training and leading to human capital depreciation. Policies that increase the cost to employers of employing parents could lead to discriminatory and inefficient hiring outcomes, whereby highly-skilled women are concentrated in low-skilled jobs (Charlwood 2007). In addition, if new workers lacking in job-

specific skills are hired to replace employees taking parental leave, productivity could fall, at least temporarily.

Gray (2012) stressed that the provision of paid parental leave had no significant impact on manager-reported measures of labour productivity, financial performance, turnover or absenteeism. Time spent out of the workforce after childbirth would have a negative impact on subsequent wages for women due to human capital depreciation or loss of opportunities to accumulate human capital while away from work (Datta Gupta and Smith, 2002). However, a number of studies had shown that the availability and use of parental leave mitigates the negative effects of children on women's wages by increasing the speed at which women return to work following childbirth and increasing the likelihood that women return to their pre-birth job, allowing them to capitalize on the benefits of accumulated tenure with their existing employer, such as seniority, training and access to internal labour markets (Burgess et al, 2008). However, the positive impact of employment policies on productivity would occur only for relatively less strict policies, whereas stringent employment policies lead to substantial depreciation of human capital, even if employees are paid highly.

## **2.7 Summary of Existing Literature**

From the existing literature, it's very evident that the characteristics of a job affect the performance hence satisfaction levels of an employee. From the research done, Most of the researchers had focused on Job design as a whole and it was not clear which aspect of job design had the most impact on satisfaction levels. Certain methods of job design were primarily interested in improving productivity while others were more concerned with satisfaction, the

researcher should have indicated which methods of job design improve employee productivity and which methods improve satisfaction levels.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.0 Introduction**

In this chapter, the researcher discussed the methodology of the study including the source of data, sample and sampling technique, data instrument, pilot testing of instrument, data distribution and collection as well as data management and analysis are described in this section. To be able to accomplish the task at hand, there was a need to gather adequate and comprehensive data. This chapter explained the research instruments used in collecting data, the population of the research, sampling procedure, the type of data collected and the difficulties encountered during the research.

#### **3.1 Research design**

Orodho (2008) defined a research design as the scheme, outlines or plan that was used to generate answers to research problems. It was the conceptual structure within which research was conducted. It constituted the blueprint for the collection, measurement and analysis of data. (Kothari, 2008) The study used a case study. Robinson (2002) defined a case study as a strategy for doing research which involved an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence. The study used both qualitative and quantitative approaches. The quantitative approach yielded graphs and tables and qualitative data was explained in expiatory form.

### **3.2 Area of study**

The study is conducted at Housing Finance Bank Kololo Branch. The area of study is sufficient for the research since it has been in operation and it has grown in terms of size.

### **3.3 Study population**

Population refers to the entire group of people or things of interest that the researcher wished to investigate (Sekaran, 2010). The target population of this study was 80 respondents from which information would be obtained. This population was according to Human Resource Report of 2016.

### **3.4 Sampling procedures.**

A sampling procedure was a list, directory or index of cases from which a sample could be selected (Mugenda and Mugenda, 2008). The researcher used both simple random and purposive sampling to determine the sample for this study.

#### **3.4.1 Sample size**

The clear sample size of the study population was 80 employees and sample size was 66 this was based on the statistical model of Krejcie and Morgan (1970) table to establish the sample size and this would be attached as an appendix.

### **3.5 Data source**

#### **3.5.1 Primary Data**

Greener (2008), explained that primary sources were those which came into existence in the period under research for example questionnaires completed for the study. Primary data would

be collected through a self-administered questionnaire; interview guide and observation presented to respondents and their responses would be based on for analysis.

### **3.5.2 Secondary Data**

Greener (2008), further explained that secondary data sources were interpretations of events of that period based on primary sources. This information would be obtained from published materials, which included text books, journals, magazines, internal reports, minutes and newspapers, unpublished reports and articles.

## **3.6 Data collection methods and instruments**

The researcher would use three methods of data collection namely; questionnaire and interview guide and observation for this study.

### **3.6.1 Questionnaire**

The primary data would be collected through use of questionnaires as the major instrument for collecting data which would be constructed and administered in form of self-administered questionnaires with both open and close ended questions. The respondents were to answer on how they agree or disagree with the statements in the questionnaire.

### **3.6.2 Interview guide**

These were in forms of face to face meeting, where the researcher interacts with the respondents by asking them questions and recording their feedback (Bryman and Bell 2011). The researcher used face to face interviews because they would be cheap to conduct and the researcher could observe the conducts of respondents to note their reactions.



### **3.7.1 Validity**

Validity refers to truthfulness of findings or extent to which the instruments were relevant in measuring what it was supposed to be measured (Amin, 2003). Before the actual study, the instrument would be discussed with the supervisor and research experts. The feedback and recommendations from the supervisor and research experts would help in modifying the instruments such that correct valid data was captured for analysis.

### **3.7.2 Reliability**

According to Bryman and Bell (2011), reliability in business research refers to the question of whether the findings of the study were repeatable in other words, reliability was concerned about whether the findings of the specific research could be repeated to some extent by other researchers. The researcher would conduct a test and re-test method from the same respondents to ensure a degree of consistency and precision in case the same instrument was employed the second time to the same respondents. This will be performed through presenting the formulated questionnaires to the respondents the first time of collecting data and then presented the same questionnaires to the same respondents after a period of two weeks to enable the researcher establish whether the findings acquired the first time were close or exact as those acquired the second time data would be collected.

### **3.8 Measurement of variables**

The independent variable was information technology and the dependent variable was profitability. A structured standard questionnaire would be used. The tool would help to solicit responses on a five point like scale with the following verbal anchors: would be: 1) Strongly

disagree, 2) Disagree, 3) Not sure, 4) Agree, 5) strongly agree which will be used to measure the variables.

### **3.9 Data management and Analysis**

The field data would be managed, analyzed and presented using both qualitative and quantitative method.

#### **3.9.1 Quantitative data**

Data from questionnaires will be summarized, coded, tabulated and analyzed. Editing will be done to improve the quality of data for coding. Coded data will then fed into the statistical package for social sciences (SPSS) version 16. This version of SPSS will be selected for analysis since it offers a more user friendly interface and can easily be linked with Microsoft office utility programs. Descriptive statistics will be employed to analyze the data since it helps to generate mean scores, standard deviation, correlation analysis and regression analysis in form of tables and graphs.

#### **3.9.2 Qualitative data**

The researcher will use the interview guide and observation to gain an understanding of underlying reasons, opinions, and motivations. It provides insights into the current phenomenon. The data was analyzed using content analysis and theme analysis whereby responses would be grouped into themes, interpreted and presented together with descriptive statistics of quantitative data.

### **3.10 Ethical issues.**

The researcher will request permission from the Administration to carry out this research hence presented a letter to the management where the research was conducted prior to the date when the data collection was carried out.

The researcher will also ensure that responses from recipient especially personal or sensitive matters are kept confidential and well protected by making sure that information on respondent's attitude, feelings or personal life will not be disclosed.

The researcher will cite all the sources used in the study either in the literature or appendices and also accessed data through official channels

### **3.11 Limitations of the study.**

The researcher anticipated a challenge with the cross-sectional time dimension used for collecting data since it was a short period to get information and this was minimized by use of case study design.

Again the outcomes were based on the information solicited from the respondents and therefore subject to human errors, omissions and possible misstatements. However, in spite of the above, the researchers ensured that the research meets all the relevant requirements for a scientific research and thereby reducing errors to the barest minimum if not to eradicate it completely.

The study was also limited by scope due to the fact that it was carried out in a single saving group and this was not permitted a comparison of information with two or more saving groups.

### **3.12 Conclusion**

This chapter gave a researcher an understanding on how data would be collected and analyzed during the study. This includes understanding the population and the sample size which will be sampled during the research. Therefore through these methods, the researcher believes the information presented will be of a required result that is valid and reliable.

## **CHAPTER FOUR**

### **PRESENTATION OF FINDINGS AND DISCUSSION OF FINDINGS**

#### **4.0 Introduction**

The chapter presents analysis findings and discussion on job design and employee productivity. Data was collected using questionnaires and analyzed with SPSS, where raw data were analyzed in form of frequencies and data was presented in tables and graphs to measure the variations. The study was composed of 66 respondents who were expected to participate in this study and 66 respondents' participated representing 100% response rate. The findings presented in this chapter were in line with the study objectives. The information obtained through interviews were used to explain respondents' opinions about job design and employee productivity.

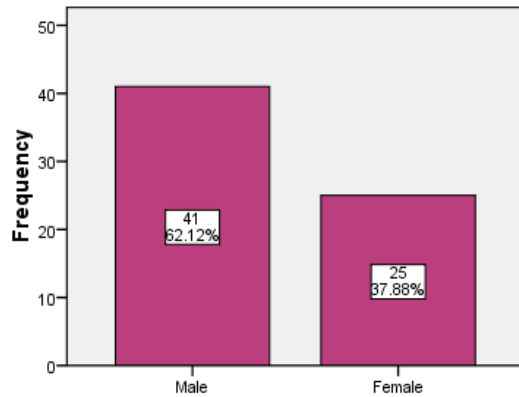
#### **4.1 Background information**

The background was analyzed basing on gender; education qualification and duration in the organization and the result were presented in graphs.

##### **4.1.1 Gender of respondents**

The gender of respondents was analyzed and details are presented in graph 1 below.

**Figure 2: Showing sex of respondents**



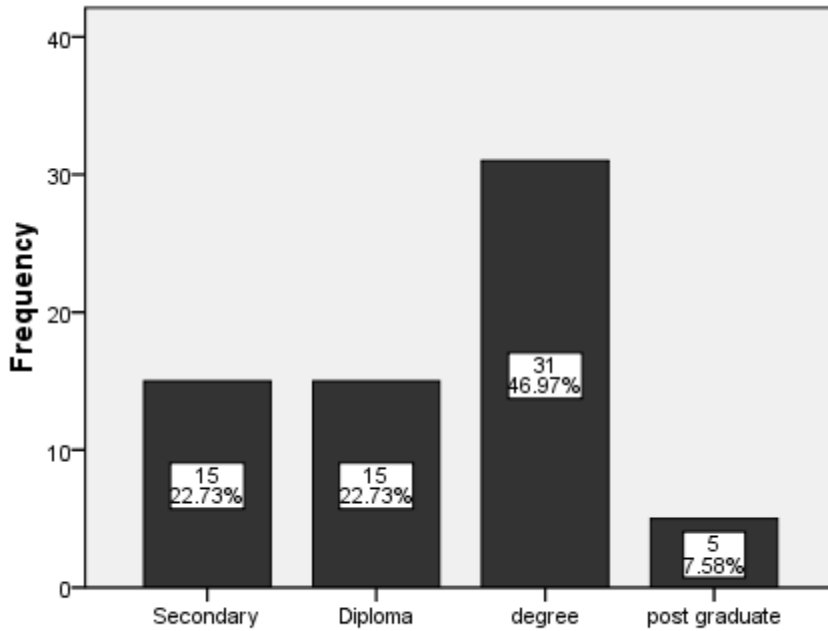
**Source: Primary data, (2017)**

The findings presented shows that 41(62.2%) of respondents were males and 25(37.8%) were females. This means that during the research most of the employees were males since men were the easiest to approach during the data collection. This can possibly implies that the selected men would understand the questions and answer as expected because their level of education allows them to have the basic knowledge in reading and writing apart from those who never attained any education level whose understanding was difficult.

#### **4.1.2 Education level of respondents**

The researcher established the academic qualification level of employees in order to find out whether they have acquired formal education.

**Figure 3: Showing education level of respondents**



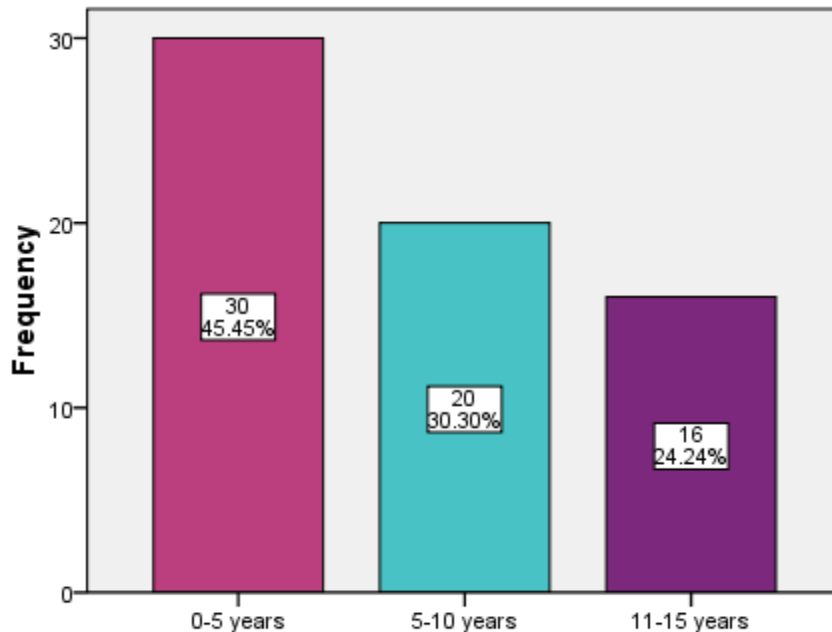
**Source: Primary data, (2017)**

Findings from graph above indicate that 31(46.9%) had attained degree, 15(22.7%) had attained diploma, 15(22.7%) had only attained secondary level and 5(7.7%) were in secondary level. This possibly proved that respondents had attained University level of education and fully understood the concept of job design and productivity. This implies that most respondents could read and understand the statements hence their opinions based on an informed decision about job design and employee productivity.

#### **4.1.3 Duration in the organization**

The researcher sought to determine the numbers of year's employees have worked with the organization and therefore findings are presented in the graph below.

**Figure 4: showing duration in the organization**



**Source: Primary data, (2017)**

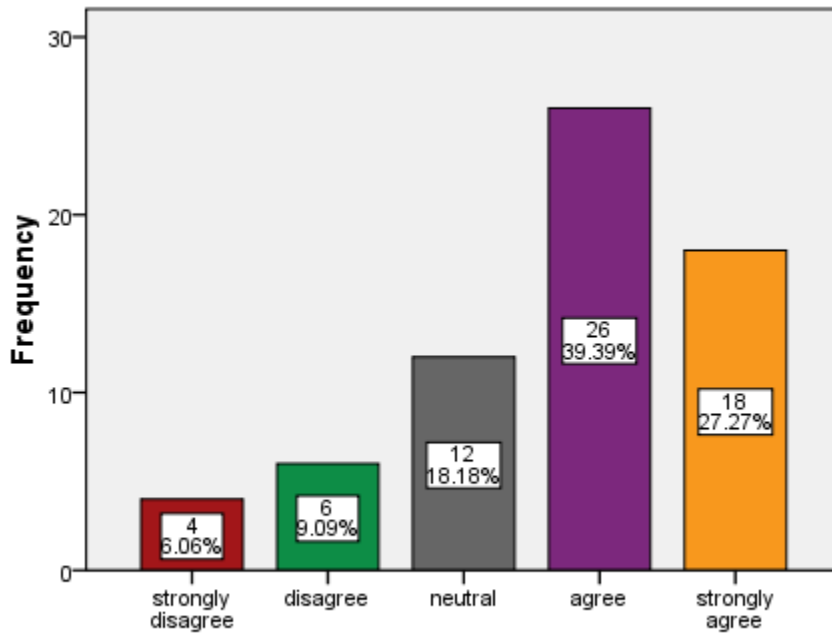
Findings from graph 3 above indicate that majority of the respondents 30(45.5 %) had worked for (0-5) years, 20 (30.3%) had worked for (6-10) years and then 16(24.2%) had worked for more than (10-15) years. This illustrated that most of the respondents had worked for some period time in the bank and therefore their knowledge about job design led to provision of valid data for the research. This implied that most employees had worked with the institution for a long time therefore with experience and had enough information about the operations of the institution. But most employees leave as time goes by, as we see a small percentage reaching 6years and above thus the organization doesn't do enough to retain its employees

## **4.2 JOB DESIGN**

The findings wanted to determine respondent's opinion on job design in the organization. The Graph 4 below shows the findings.



**Figure 5: Respondent's opinion on job design in the organization**



**Source: Primary Data (2017)**

The findings indicated that 44(66.7%) of the respondents agreed with the statement that they have knowledge about job design, 10(14.2%) disagreed though 12(18.2%) of the respondents were neutral. This is in agreement with Parvin (2011) who stated that the purpose of job design is to increase the level of employee productivity which shall ultimately cause the good performance of the organization. This agreement can probably mean that use of job design is an important aspect in an organization and therefore management has to focus on ensuring they have well designed jobs.

The study further emphasized that respondents determine if opinion stated in Graph 4 was valued and the findings about their views are presented in Table 1 below.

**Table 1: RESPONDENTS OPINION ON JOB DESIGN**

Details	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
The organization rotates employees	3	4	8	29	22
	4.5%	6.1%	12.1%	43.9%	33.3%
Job design aims to enhance job satisfaction	2	8	10	24	22
	3.0%	12.1%	15.2%	36.4%	33.3%
Job design make work tasks to easily be understood by employees	2	7	7	23	27
	3.0%	10.6%	10.6%	34.8%	40.9%
A good Job design improves employee productivity	2	6	10	30	18
	3.0%	9.1%	15.2%	45.5%	27.3%

**Source: primary data (2017)**

The findings determined that 51(77.2%) respondents agreed that the organization rotates employees, 7(10.6%) a disagreement with the above statement existed and though, 8(12.1%) were indecisive in their opinions. This agreement is in line with Parvin (2011) stated that the purpose of job design is to rotate employees and increase the level of job satisfaction which shall ultimately cause the good performance of the employee. This agreement possibly means that when organization has reasons and motives as to why they rotate their employees and these could be to increase their productivity.

The findings estimated that 46(69.7%) respondents agreed that job design aims to enhance job satisfaction, 10(15.1%) disagreed with the statement and however 10(15.2%) did not understand the statement since they were not sure in their responses. This agrees with Hodgetts and Hegar, (2005) who explained that job design is a very important issue in human relations as well because job design leads to customer satisfaction. This meant that through job design, employees are satisfied with their job tasks

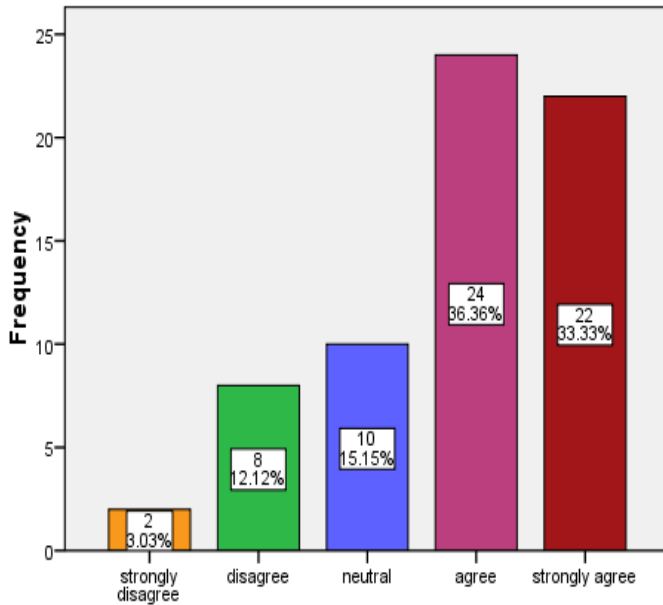
The study indicated that 50(75.7%) respondents agreed that job design make work tasks to easily be understood by employees, 9(13.6%) disagreed to the above statement and though 7(10.6%) respondents were not sure about the statement. This relates with Al-Ahmadi (2009) therefore indicated that the nature of job itself was found positively correlated with productivity, which indicate that job design make work tasks to easily be understood by employees. This can probably mean that through job design, employees know their roles and tasks to be performed in order to improve productivity.

The findings estimated that 48(72.8%) respondents agreed that a good Job design improves employee productivity, 8(12.1%) were in disagreement with the statement and 10(15.2%) accounted for those who were not sure about the statement. This is supported by Al-Ahmadi (2009) established the factors of job design highly influence employee productivity in the organizations. This can possibly mean that productivity van improve if the organization has well designed their jobs.

#### **4.3 EMPLOYEE PRODUCTIVITY**

The study sought to determine respondent's opinion on employee productivity in the organization. The Graph 5 below shows the findings.

**Figure 6: Respondent’s opinion on employee productivity in the organization**



**Source: Primary Data (2017)**

The findings indicated that 46(69.7%) of the respondents agreed with the statement that they have knowledge about productivity, 10(15.2%) disagreed though 10(15.2%) of the respondents were neutral. This is in agreement with Mathis and Jackson (2003) noted that the success of business depends on employees’ performance in terms of their productivity levels. This can probably mean that employee productivity is the essence for organization success in terms of meeting customer expectations

The study further emphasized that respondents determine if opinion stated in Graph 5 was valued and the findings about their views are presented in Table 2 below.

**Table 2: RESPONDENTS OPINIONS ON EMPLOYEE PRODUCTIVITY**

Details	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Employees are highly productive due to good job design	2	3	7	29	25
	3.0%	4.5%	10.6%	43.9%	37.9%
Success of business depends on employees' performance in terms of productivity	2	6	8	25	25
	3.0%	9.1%	12.1%	37.9%	37.9%
Productivity levels help the organization to evaluate functionality of job design	2	7	7	20	30
	3.0%	10.6%	10.6%	30.3%	45.5%
Job task influence the level of productivity	2	6	8	30	20
	3.0%	9.1%	12.1%	45.5%	30.3%

**Source: primary data (2017)**

The findings determined that 54(81.8%) respondents agreed that employees are highly productive due to good job design, 5(7.5%) a disagreement with the above statement existed and though, 8(12.1%) were indecisive in their opinions. This agreement is in line with Vemic, (2007) who noted that one of the most effective ways to increase productivity is to increase the performance of employees, from the lowest levels of the organization to senior management through job design. This agreement means that organization can boost productivity of employees if they have well designed jobs.

The findings established that 50(75.8%) respondents agreed Success of business depends on employees' performance in terms of productivity, 8(12.1%) disagreed with the statement and however 8(12.1%) did not understand the statement since they were not sure in their responses. This agrees with Mathis and Jackson (2003) noted that the success of business depends on

employees' performance in terms of their productivity levels. This can probably mean that a business can become successful if employee productivity is high.

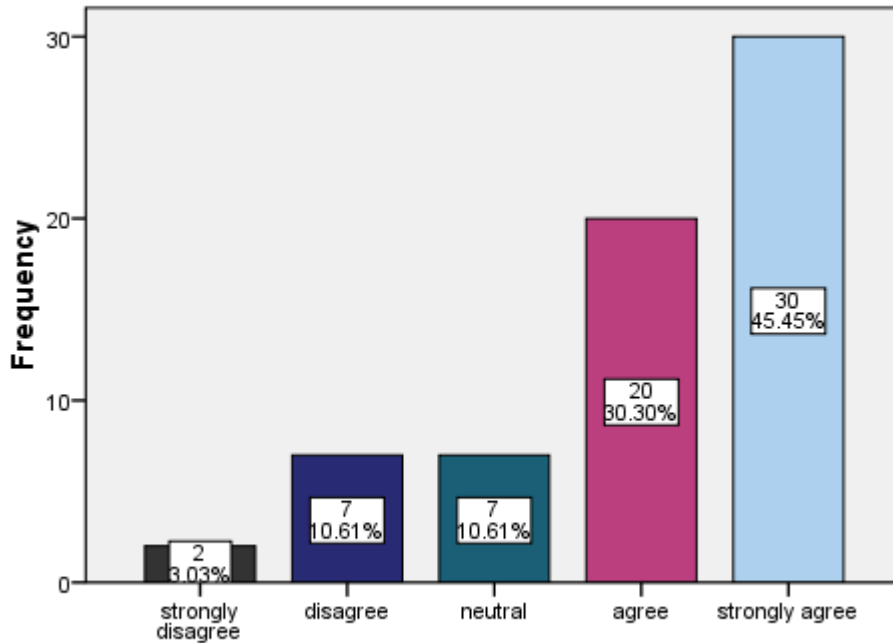
The study indicated that 50(75.7%) respondents agreed that Productivity levels help the organization to evaluate functionality of job design, 9(13.6%) disagreed to the above statement and though 7(10.6%) respondents were not sure about the statement. This agrees with Alvancevich (1998) who suggested that, approaches to job design place different emphasis on productivity desired outcomes. This can probably mean that through productivity is improved when organization has well designed jobs

The findings estimated that 50(75.7%) respondents agreed that Job task influence the level of productivity, 8(12.1%) were in disagreement with the statement and 8(12.1%) accounted for those who were not sure about the statement. This is supported by Ahmadi (2009) who indicated that the nature of job itself was found positively correlated with productivity, which indicates that satisfaction with amount of variety and challenge in one's job actually influence productivity. This can possibly mean that productivity level depends on the task of work meaning some jobs lead to high productivity and others led to low productivity.

#### **4.3 JOB DESIGN AND EMPLOYEE PRODUCTIVITY**

The findings wanted to determine whether job design affect employee productivity of an organization. The Graph 6 below shows the findings.

**Figure 7: Respondents opinions on Job design Affects employee productivity**



**Source: Primary Data (2017)**

The findings indicated that 50(75.7%) of the respondents agreed with the statement that job design affect employee productivity of an organization, 9(13.6%) disagreed though 7(10.6%) of the respondents were neutral. The findings agree with Parvin (2011) stated that the purpose of job design is to increase the level of employee productivity which shall ultimately cause the good performance of the organization. The findings mean that good job design is essential in ensuring employee productivity improvement

The study further sought to compare various employee dimensions that respondents determine whether job design affect employee productivity of an organization. The findings of the various opinions are presented in Table 3 below.

**Table 3: RESPONDENTS OPINION ON JOB DESIGN AND EMPLOYEE PRODUCTIVITY**

Details	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Rotating employees from one job to another increases their work output	2	2	6	31	25
	3.0%	3.0%	9.1%	47.0%	37.9%
The nature and contents of a job make employees perform differently	6	5	6	24	25
	9.1%	7.6%	9.1%	36.4%	37.9%
changing the content, processes of a job increases employee satisfaction, motivation and productivity	2	6	6	22	30
	3.0%	9.1%	9.1%	33.3%	45.5%
job design increases the level of job satisfaction which causes good performance of the employee	2	5	6	32	21
	3.0%	7.6%	9.1%	48.5%	31.8%

**Source: primary data (2017)**

The findings determined that 56(84.9%) respondents agreed that Rotating employees from one job to another increases their work output, 4(6.0%) a disagreement with the above statement existed and though, 6(9.1%) were indecisive in their opinions. This agreement is in line with Parvin (2011) stated that the purpose of job design is to rotate employees and increase the level of job satisfaction which shall ultimately cause the good performance of the employee in terms of productivity. This agreement can possibly mean that when employees are rotated, employees become more productive and this leads to increased productivity

The findings estimated that 49(74.3%) respondents agreed the nature and contents of a job make employees perform differently, 11(16.7%) disagreed with the statement and however 6(9.1%) did not understand the statement since they were not sure in their responses. The findings agree



with Garg and Rastogi, (2006) explained that a well-designed jobs in terms of nature and contents make employees perform differently and can have a positive impact on both employee productivity and quality of performance. This can probably mean that job design through nature and content of a job facilitate improved productivity if employees know their work tasks.

The findings indicated that 52(78.8%) respondents agreed that changing the content, processes of a job increases employee satisfaction, motivation and productivity, 8(12.1%) disagreed to the above statement and though 6(9.1%) respondents were not sure about the statement. The findings agree with Nnadi, (2007) who noted that for Employees to more productive, organization as to change the content, processes of a job in order to increases employee satisfaction, motivation and productivity. This can probably mean that through change of work content can make employee more productive

The findings estimated that 53(80.3%) respondents agreed that job design increases the level of job satisfaction which causes good performance of the employee, 7(10.6%) were in disagreement with the statement and 6(9.1%) accounted for those who were not sure about the statement. The findings are supported by Riyasa (2008) who stressed that satisfaction of the employee is the key step to sustain the employee and keep him/her loyal to the organization through job design. This can possibly mean that satisfaction employees can be boosted through well design job structure

**Table 4: CORRELATION ANALYSIS BETWEEN JOB DESIGN AND EMPLOYEE PRODUCTIVITY**

		Job design	Employee productivity
Job design	Pearson Correlation	1	.451**
	Sig. (2-tailed)		.005
	N	66	
Employee productivity	Pearson Correlation	.451**	1
	Sig. (2-tailed)	.005	
	N	66	66

\*\* . Correlation is significant at the 0.01 level (2-tailed).

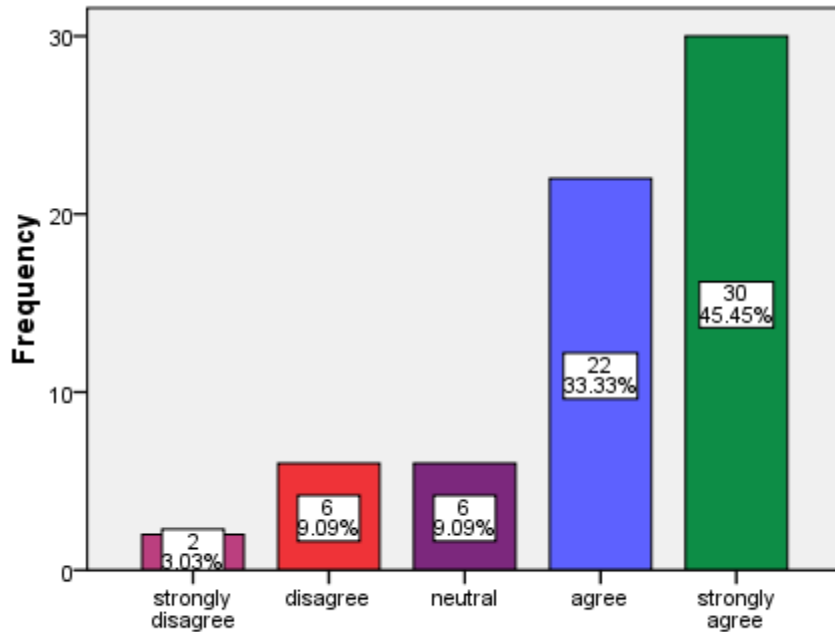
**Source: Primary data (2017)**

The study again determined the relationship between job design and employee productivity. Pearson correlation value  $r = 0.451^{**}$   $p < 0.005$  indicated that there is a positive weak relationship between job design and employee productivity. This implies job design improves employee productivity by 0.451. This is explained by Parvin (2011) who stated that the purpose of job design is to increase the level of employee productivity which shall ultimately cause the good performance of the organization. Job design is relevant to productivity and performance since inconsideration of job design is hazardous to the good name and long term survival of any organization because absenteeism, high turnover of labor and low performance will each take its toll on the organization.

#### **4.4 JOB ROTATION AND EMPLOYEE PRODUCTIVITY**

The findings wanted to determine whether job rotation improves employee productivity. The Graph 7 below indicates the findings in regards subject.

**Figure 8: Respondents opinion on job rotation and employee productivity**



**Source: Primary Data (2016)**

The study indicated that 52(78.8%) respondents agreed that job rotation improves employee productivity, 8(12.1%) disagreed to the above statement and though 6(9.1%) respondents were not sure about the statement. This is in line with Robbins and Judge, (2011) who noted that Job rotation can help form an interactive control mechanism in the organization; moreover, members of these special networks can rely on and support each other under certain circumstances to boost productivity. This can possibly mean that when employees are rotated, they get knowledge and skills which improves their productivity levels

The study further emphasized that respondents determine whether job rotation improves employee productivity stated in Graph 7 was valued and the findings about their views are illustrated in Table 5 below.

**Table 5: SHOWS DESCRIPTIVE STATISTICS OF RESPONDENTS ON JOB ROTATION AND EMPLOYEE PRODUCTIVITY**

Details	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Shifting employees from a job to another increase motivation and performance	3	2	7	29	25
	4.5%	3.0%	10.1%	43.9%	37.9%
Job rotation makes management and supervision of employees easy	3	5	7	26	25
	4.5%	7.6%	10.6%	39.4%	37.9%
Through Job rotation employee get training opportunities	3	6	7	20	30
	4.5%	9.1%	10.6%	30.3%	45.5%
Job rotation reduces job burnout, reduce employees' monotony and boredom	3	5	7	30	21
	4.5%	7.6%	10.6%	45.5%	31.8%

**Source: Primary data (2017)**

The findings determined that 54(81.8%) respondents agreed that shifting employees from a job to another increase motivation and performance, 5(7.5%) disagreed and 7(10.1%) were not sure about the statement. This is supported by Deplasand, (2010) who noted that a possible main objective of job rotation is regularly shifting employees from a job to another in order to increase their motivation and enthusiasm. These findings mean that performance and motivation can be increased through shifting employees from job to another.

The findings collected indicate that 51(77.3%) respondents agreed that job rotation makes management and supervision of employees easy, 8(12.1%) were in disagreement with the statement and 7(10.6%) undifferentiated about the statement. This is line with Velnampy (2008) who stressed that job rotation improves management and supervision in an organization easy and

this leads to improvement in employee productivity. This can probably mean that management and supervision of employees is made easy through job rotation.

The findings indicated that 50(75.8%) respondents agreed that through Job rotation employee get training opportunities, 9(13.6%) was a disagreement with the statement and 7(10.6%) were not contented with statement since they were indecisive in their views. This is supported by Ali and Aroosiya, (2012) who explained that job rotation has many advantages, such as improvement of productivity, provision of training possibilities, increase of employees' retention, enhancement of employees' career while at the same time the employee gains a better insight on the organization's operations and become more productive. This can possibly mean that training can be obtained through rotating employees

The findings further indicated that 51(77.3%) respondents agreed that job rotation reduces job burnout, reduce employees' monotony and boredom, 8(12.1%) disagreed with the above statement and 7(10.6%) were indecisive about the subject. This agrees with Hsieh and Chao (2004) who stated that job rotation reduces job burnout, reduce employees' monotony, boredom and fatigue derived either from the mechanical and repetitious job characteristics or the job specialization and the mass production. This can possibly mean that boredom, monotony and employee burnout can be reduced through employee rotation system.

**Table 6: Correlation analysis between job rotation and employee productivity**

		Job rotation	Employee productivity
Job rotation	Pearson Correlation	1	.534**
	Sig. (2-tailed)		.005
	N	66	
Employee productivity	Pearson Correlation	.534**	1
	Sig. (2-tailed)	.005	
	N	66	66

\*\* . Correlation is significant at the 0.01 level (2-tailed).

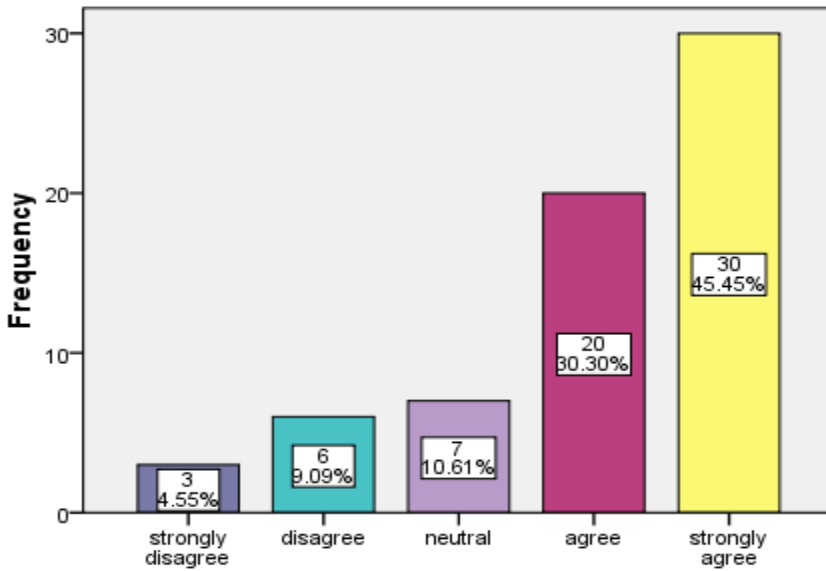
**Source: Primary data (2017)**

The study again determined the relationship between job rotation and employee productivity. Pearson correlation value  $r = 0.534^{**}$   $p < 0.005$  indicated that there is a positive moderate relationship between job rotation and employee productivity. This implies job rotation improves employee productivity by 0.534. This is relevant since Jorgensen, (2005) explained that job rotation is able to enhance motivation, increase productivity, satisfaction levels and improve the organization's performance. Job rotation is regarded as a method for controlling the work-related musculoskeletal disorders to reduce the exposure to work-related injuries and hazardous noise levels as well as to reduce exposure to strenuous materials handling (Jorgensen, 2005). The premise of job rotation is that workers rotate from job to job in a given time period, with the objective of minimizing the accumulated biomechanical loading on a particular body part for all workers.

#### **4.5 JOB ENLARGEMENT AND EMPLOYEE PRODUCTIVITY**

The study sought to determine whether Job enlargement improves employee productivity. The Graph 8 below indicates the findings in regards subject.

**Figure 9: Respondents opinion on Job enlargement and employee productivity**



**Source: Primary Data (2017)**

The findings indicated that 50(75.8%) respondents agreed that through Job rotation employee get training opportunities, 9(13.6%) was a disagreement with the statement and 7(10.6%) were not contented with statement since they were indecisive in their views. This is in line with Hellgren and Sverke, (2011) who noted that job enlargement affects both individual and the companies' productivity and it increases the employee productivity and employee commitment in the short term period as well as in the long term period. This can possibly mean that employee can be improved when organization enlarges the jobs to add more tasks on the ones employees previously had.

The study further emphasized that respondents determine whether job enlargement improves employee productivity stated in Graph 8 was valued and the findings about their views are illustrated in Table 7 below.

**Table 7: RESPONDENTS ON JOB ENLARGEMENT AND EMPLOYEE PRODUCTIVITY**

Details	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
job enlargement enhances employee's scope and workload	4	2	8	27	25
	6.1%	3.0%	12.1%	40.9%	37.9%
More tasks are added to the existing tasks performed by an employee	4	5	8	25	24
	6.1%	7.6%	12.1%	37.9%	36.4%
Employees are given opportunity to take part in planning and the control of tasks	4	6	8	19	29
	6.1%	9.1%	12.1%	28.8%	43.9%
Job enlargement stimulate the interest of employee in the job and increase job interaction	4	5	8	29	20
	6.1%	7.6%	12.1%	43.9%	30.3%

**Source: Primary data (2017)**

The findings determined that 52(78.8%) respondents agreed that job enlargement enhances employee's scope and workload, 6(9.1%) disagreed and 8(12.1%) were not sure about the statement. This is supported by Hall, (2002) who stated that to accommodate a business need, job enlargement is used to enhance employee's scope and workload. This can possibly mean that the work scope and workload increases as organization carries out job enlargement.

The field data collected indicated that 49(74.3%) respondents agreed that More tasks are added to the existing tasks performed by an employee, 9(13.7%) were in disagreement with the statement and 8(12.1%) undifferentiated about the statement. This is line with Armstrong, (2010) who elaborated that horizontal enlargement is achieved through adding more tasks to the existing tasks performed by an employee at the same skill level. This can probably mean that through job



enlargement, more work tasks are added on top of the tasks an employee has been performing before.

The findings indicated that 48(72.7%) respondents agreed that employees are given opportunity to take part in planning and the control of tasks, 10(15.2%) was a disagreement with the statement and 8(12.1%) were not contented with statement since they were indecisive in their views. This is supported by Durai, (2010) who stressed that the main goal of this technique is to enhance the status and the self-fulfillment needs of the employees, while it gives the employees the opportunity to take part in the organization, the planning and the control of tasks. The can possibly mean that employees plan and controls tasks in the organization as a result of job enlargement.

The findings further indicated that 49(74.3%) respondents agreed that Job enlargement stimulate the interest of employee in the job and increase job interaction, 9(13.7%) disagreed with the above statement and 8(12.1%) were indecisive about the subject. The findings agrees with Sole, (2009) who stressed that the basic aim of job enlargement is to stimulate the interest of employee in the job, namely increasing job attraction, through the differentiated and various tasks that the employee performs in his/her job. The findings imply that job interaction and interest can be stimulated through job enlargement in order to boost employee performance.

**Table 8: CORRELATION ANALYSIS BETWEEN JOB ENLARGEMENT AND EMPLOYEE PRODUCTIVITY**

		Job enlargement	Employee productivity
Job enlargement	Pearson Correlation	1	.319**
	Sig. (2-tailed)		.005
	N	66	
Employee productivity	Pearson Correlation	.319**	1
	Sig. (2-tailed)	.005	
	N	66	66

\*\* . Correlation is significant at the 0.01 level (2-tailed).

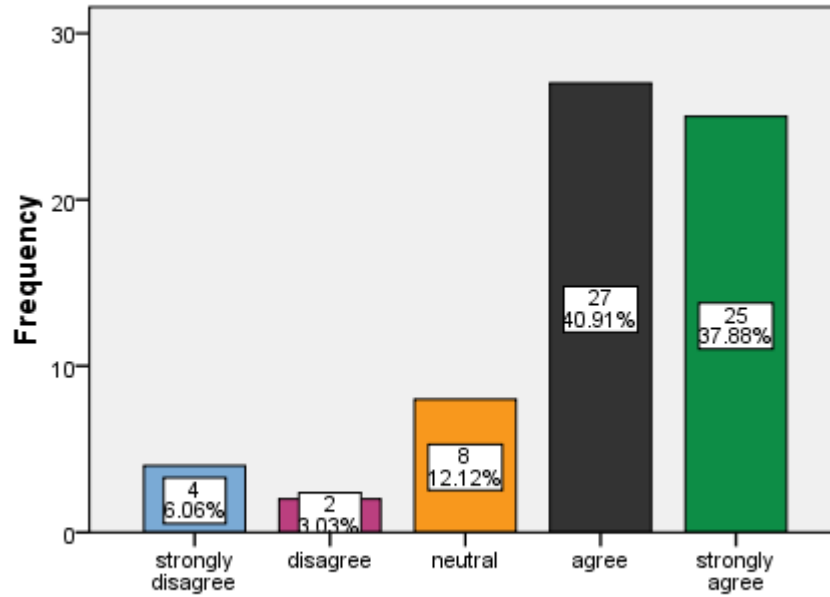
**Source: Primary data (2017)**

The study again determined the relationship between job enlargement and employee productivity. Pearson correlation value  $r = 0.319^{**}$   $p < 0.005$  indicated that there is a positive moderate low relationship between job enlargement and employee productivity. This implies job enlargement improves employee productivity by 0.319. This is relevant since Job enlargement transforms the jobs to include more and/or different tasks (Durai, 2010). The overall goal of horizontal enlargement is to reduce the level of specialization and boredom of work, to reduce the number of difficult tasks, and finally to lead towards the development of new employee skills. Management should offer further training to employees especially when it comes to hard tasks so as to make them easier for employees. The second is vertical enlargement, which refers to the degree to which the employees decide how the task is to be done (Durai, 2010). The main goal of this technique is to enhance the status and the self-fulfillment needs of the employees, while it gives the employees the opportunity to take part in the organization, the planning and the control of tasks.

#### 4.6 JOB ENRICHMENT AND EMPLOYEE PRODUCTIVITY

The findings wanted to determine whether Job enrichment improve employee productivity. The Graph 9 below indicates the findings in regards subject

**Figure 10: Job enrichment improve employee productivity**



**Source: Primary Data (2017)**

The findings determined that 52(78.8%) respondents agreed that job enrichment enhances employee's scope and workload, 6(9.1%) disagreed and 8(12.1%) were not contented with statement since they were indecisive in their views. This is in line with Lynton and Pareek, 2010) who stressed that job enrichment includes a number of different workplace practices, such as quality circles, self-directed teams, job rotation, and information sharing which lead to improvement in employee productivity. This can possibly mean that when a job is enriched, employees can improve on their performance and be more productive/

The study further emphasized that respondents determine whether job enrichment improves employee productivity stated in Graph 9 was valued and the findings about their views are illustrated in Table 9 below.

**Table 9: RESPONDENT’S OPINION ON JOB ENRICHMENT AND EMPLOYEE PRODUCTIVITY**

Details	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Job enrichment enhances employee autonomy and increase operational efficiency	3	5	7	26	25
	4.5%	7.6%	10.6%	39.4%	37.9%
Jobs enriched involves the inclusion of greater variety of work content that increase employee work load	3	6	7	20	30
	4.5%	9.1%	10.6%	30.3%	45.5%
Jobs are enriched to motivate employees by adding more responsibilities to perform better	2	6	6	22	30
	3.0%	9.1%	9.1%	33.3%	45.5%
Job enrichment leads to quality performance and job excellence	2	5	6	32	21
	3.0%	7.6%	9.1%	48.5%	31.8%

**Source: Primary data (2017)**

The field data collected indicated that 51(77.3%) respondents agreed that Job enrichment enhances employee autonomy and increase operational efficiency, 8(12.1%) were in disagreement with the statement and 7(10.6%) undifferentiated about the statement. This is line with Durai, (2010) who noted that the goal of job enrichment is to provide an enhanced autonomy for the employees of an organization and increased operational efficiency for the organization itself. This can probably mean that efficiency in operation can be enhanced when employees have autonomy through job enrichment in order to improve productivity.

The findings indicated that 50(75.8%) respondents agreed that through Jobs enriched involves the inclusion of greater variety of work content that increase employee work load, 9(13.6%) was a disagreement with the statement and 7(10.6%) were not contented with statement since they

were indecisive in their views. This is supported by Robbins and Judge, (2011) who explained that job enrichment develops jobs vertically and increases the variety of tasks in a job. This can possibly mean that work tasks are added when organization enriches employee tasks.

The study indicated that 52(78.8%) respondents agreed that Jobs are enriched to motivate employees by adding more responsibilities to perform better, 8(12.1%) disagreed to the above statement and though 6(9.1%) respondents were not sure about the statement. This agrees with Bratton, (2007) who stressed that jobs are enriched to motivate employees by adding to their responsibilities with a greater need for skill varieties in their jobs. This can probably mean that through job enrichment, organization can motivate employees to be more productive

The findings estimated that 53(80.3%) respondents agreed that Job enrichment leads to quality performance and job excellence, 7(10.6%) were in disagreement with the statement and 6(9.1%) accounted for those who were not sure about the statement. This is supported by Neo (2010) who explained that Job enrichment is useful in providing autonomy and encouraging employees' initiative towards high quality performance and job excellence. This can possibly mean that job excellence and performance can be achieved through job enrichment.

**Table 10: CORRELATION ANALYSIS BETWEEN JOB ENRICHMENT AND EMPLOYEE PRODUCTIVITY**

		Job enrichment	Employee productivity
Job enrichment	Pearson Correlation	1	.651**
	Sig. (2-tailed)		.005
	N	66	
Employee productivity	Pearson Correlation	.651**	1
	Sig. (2-tailed)	.005	
	N	66	66

\*\* . Correlation is significant at the 0.01 level (2-tailed).

**Source: Primary data (2017)**

The study again determined the relationship between job enrichment and employee productivity. Pearson correlation value  $r = 0.651^{**}$   $p < 0.005$  indicated that there is a positive moderate relationship between job enrichment and employee productivity. This implies job enrichment improves employee productivity by 0.651. This is relevant since Neo (2010) explained that Job enrichment is useful in providing autonomy and encouraging employees' initiative towards high quality performance and job excellence. Mione (20010) emphasize that job enrichment as a managerial activity intended to provide employees with the necessary resourcing strategies to facilitate skill development opportunities and improve productivity. Ralph (2014) concluded that enriching job brings about internal work motivation and not just more work for them to do. This can possibly mean that employees can be more productive if their jobs are enriched.

#### **4.7 ORGANIZATION CULTURE, JOB DESIGN AND EMPLOYEE PRODUCTIVITY**

The study wanted to determine the level at which organizational culture affect job design and employee productivity.

The findings determined that 54(81.8%) respondents agreed that organizational culture affect highly job design and employee productivity, 5(7.5%) a disagreement with the above statement existed and though, 8(12.1%) were indecisive in their opinions. This agreement is in line with Kasirye, (2017) through an interview who noted that for job design to yield maximum result in terms of employee productivity, organization has to have a good organizational culture. This agreement can possibly mean that organizational culture is important as far as job design and productivity is concerned.

The study further emphasized that respondents determined the of level at which organizational culture affect job design and employee productivity was valued and the findings about their views are illustrated in Table 11 below.

**Table 11: RESPONDENT’S OPINION ON ORGANIZATION CULTURE, JOB DESIGN AND EMPLOYEE PRODUCTIVITY**

Details	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Organization culture improves job design and employee productivity	3	4	8	29	22
	4.5%	6.1%	12.1%	43.9%	33.3%
There is commitment to achieve business goals	2	8	10	24	22
	3.0%	12.1%	15.2%	36.4%	33.3%
Organisation culture increases confidence on job and productivity	2	7	7	20	30
	3.0%	10.6%	10.6%	30.3%	45.5%
Efficient communication increases commitment of employees	4	6	8	28	20
	6.1%	9.1%	12.1%	42.4%	30.3%

**Source: primary data (2017)**

The findings determined that 48(72.7%) respondents agreed that Organization culture improves job design and employee productivity, 7(10.6%) a disagreement with the above statement existed and though, 10(15.2%) were indecisive in their opinions. This agreement is in line with Davoudi, (2013) who noted that new members are taught the inner workings of the solutions as the right way to perceive and think about problems and this leads to improves employee productivity as a result of job design. This agreement can possibly mean that organizational culture is important in influencing employee productivity.

The findings estimated that 46(69.7%) respondents agreed that there is commitment to achieve business goals, 10(15.1%) disagreed with the statement and however 10(15.2%) did not understand the statement since they were not sure in their responses. This agrees with Haberberg and Rieple (2008), who explained organizational culture encompasses the shares, articulates, or not articulates values, beliefs, and behaviors which contribute to employee commitment to achieve business goals. This can probably mean that through organizational culture, organization employee can be more productive and achieve business goals through job design.

The study indicated that 50(75.7%) respondents agreed that Organisation culture increases confidence on job and productivity, 9(13.6%) disagreed to the above statement and though 7(10.6%) respondents were not sure about the statement. This agrees with Kaplan and Norton (2004) who stressed that shaping a culture in an organization is a priority in balancing scorecards of employees since it increases confidence about a job and productivity of employees. This can probably mean that confidence in employees can be boosted through organizational culture.

The findings estimated that 50(75.7%) respondents agreed that efficient communication increases commitment of employees, 8(12.1%) were in disagreement with the statement and 8(12.1%) accounted for those who were not sure about the statement. This is supported by Idris (2001) who affirmed that organizational culture through communication increases commitment because it reflects the relative strength of employee's attachment or involvement with the organization. This can possibly mean that commitment leads to improved productivity by employees.



#### **4.8 EMPLOYMENT POLICIES, JOB DESIGN AND EMPLOYEE PRODUCTIVITY**

The findings wanted to determine the level at which employment policies affect job design and employee productivity.

The findings indicated that 50(75.8%) respondents agreed that employment policies affect job design and employee productivity, 9(13.6%) was a disagreement with the statement and 7(10.6%) were not contented with statement since they were indecisive in their views. This is in line with Nakazi (2017) through an interview who noted that employment policies boost employee productivity if they are not stringent and allow employees to do their work task freely and this will only be achieved if the organization has good job design. This can possibly mean that organization has to have employment policies in relation to job design in order to boost employee productivity.

The study further emphasized that respondents determined the level at which employment policies affect job design and employee productivity was valued and the findings about their views are illustrated in Table 12 below.

**Table 12: SHOWS DESCRIPTIVE STATISTICS OF RESPONDENTS ON EMPLOYMENT POLICIES, JOB DESIGN AND EMPLOYEE PRODUCTIVITY**

Details	Strongly disagree	Disagree	Not sure	Agree	Strongly agree
Employment policies improves job design and employee productivity	4	2	8	27	25
	6.1%	3.0%	12.1%	40.9%	37.9%
There are Policies that influence incentives for workers to perform better on job	4	5	8	25	24
	6.1%	7.6%	12.1%	37.9%	36.4%
Organisation offers training to employees as one of the policies to enhance performance at work	3	6	7	20	30
	4.5%	9.1%	10.6%	30.3%	45.5%
There are policies that improve the quality of job leading to increase effectiveness and productivity	2	6	6	22	30
	3.0%	9.1%	9.1%	33.3%	45.5%

**Source: primary data (2017)**

The findings determined that 52(78.8%) respondents agreed that Employment policies improves job design and employee productivity, 6(9.1%) disagreed and 8(12.1%) were not sure about the statement. This is supported by Sloan (2011) who explained policies that encourage a good job design can enhance productivity by helping firms respond quickly to changes in technology or product demand. This can possibly mean that organization has policies that encourage job design in order to boost employee productivity.

The field data collected indicated that 49(74.3%) respondents agreed there are Policies that influence incentives for workers to perform better on job 9(13.7%) were in disagreement with the statement and 8(12.1%) undifferentiated about the statement. This is line with Kraiger, (2002) who noted that policies that influence incentives for workers or firms to invest in training

or education can affect productivity by altering the stock of human capital. This can probably mean that through organization has a policy to influence incentives for work in order to boost employee productivity.

The findings indicated that 50(75.8%) respondents agreed that Organisation offers training to employees as one of the policies to enhance performance at work, 9(13.6%) was a disagreement with the statement and 7(10.6%) were not contented with statement since they were indecisive in their views. This is supported Allan et al, (2010) who stressed that the policies that improve the quality of job matches or maintain high-quality job matches for longer can increase the effectiveness of labour resource allocation, increasing the level of productivity and this is possible through providing training. This can possibly mean that training is provided to employees in order to boost their performance.

The study indicated that 52(78.8%) respondents agreed that there are policies that improve the quality of job leading to increase effectiveness and productivity, 8(12.1%) disagreed to the above statement and though 6(9.1%) respondents were not sure about the statement. This agrees with Koeniger, (2005) who noted that strict employment policies may increase productivity by acting as a signalling device to workers about commitment, increasing worker effort and implementation of productivity-enhancing work practices to spur improved productivity in terms of quality. This can probably mean that quality in productivity can be enhanced through having policies in place

#### **4.9 Conclusion**

The analysis of the primary data indicates that variables; job rotation, job enlargement and job enrichment as indicators of job design all have a positive effect on employee productivity since it

has been revealed in the findings that majority responses were positive in nature. This implies that those minor disagreements of still exist. Further explanation and summary of findings is presented in chapter five.

## **CHAPTER FIVE**

### **SUMMARY OF THE FINDINGS, CONCLUSION AND RECOMMENDATION**

#### **5.0 Introduction**

The chapter presents the summary of the major findings, conclusions and the recommendations which are based on the study findings. The major objective of the study was to examine the effect of job design on employee productivity in line with Housing Finance Bank

#### **5.1 Summary of major findings**

The discussion and findings above established that there is a positive relationship between job design practice of job rotation, job enlargement and job enrichment and employee productivity. However, job rotation had a high level of agreement but the relationship was a positive strong relationship. Therefore job design is an important function that can be used by Housing Finance Bank to ensure employee productivity.

##### **5.1.1 Job rotation and employee productivity**

Findings revealed that there is a positive strong relationship between job rotation and employee productivity with a Pearson correlation determinant of 0.912. This implies that through job rotation organization is able to enhance motivation, increase productivity, satisfaction levels and improve the organization's performance. Job rotation is regarded as a method for controlling the work-related musculoskeletal disorders to reduce the exposure to work-related injuries and hazardous noise levels as well as to reduce exposure to strenuous materials handling. The premise of job rotation is that workers rotate from job to job in a given time period, with the objective of minimizing the accumulated biomechanical loading on a particular body part for all workers.

##### **5.1.2 Job enlargement and employee productivity**

Findings proved that there is a positive high relationship between Job enlargement and employee productivity with a Pearson correlation determinant of 0.716. This implies that through Job

enlargement organization can transform the jobs to include more and/or different tasks. The overall goal of horizontal enlargement is to reduce the level of specialization and boredom of work, to reduce the number of difficult tasks, and finally to lead towards the development of new employee skills. The second is vertical enlargement, which refers to the degree to which the employees decide how the task is to be done. The main goal of this technique is to enhance the status and the self-fulfillment needs of the employees, while it gives the employees the opportunity to take part in the organization, the planning and the control of tasks.

### **5.1.3 Job enrichment and employee productivity**

The findings revealed that there is a positive relationship between Job enrichment and employee productivity as shown by Pearson correlation product of 0.651. This implies that through Job enrichment organization can provide autonomy and encouraging employees' initiative towards high quality performance and job excellence. Job enrichment as a managerial activity intended to provide employees with the necessary resourcing strategies to facilitate skill development opportunities and improve productivity. Enriching job brings about internal work motivation and not just more work for them to do. This can possibly mean that employees can be more productive if their jobs are enriched.

## **5.2 Conclusions**

Based on the findings, job design has an effect on the productivity levels of employees in Housing Finance Bank. This study is in line with the study done by Abid and Sarwar et al (2013), which found out that there is a strong positive relation between job design and employee productivity. Both variables move in the same direction, good job design brings more increased productivity and bad job design brings low employee productivity for the employee. The management of organizations should therefore make sure that jobs are well structured to keep employees more productive apart from giving them monetary and non-monetary rewards.

The study further concludes that job rotation affects employee productivity levels in Private Housing Finance Bank. Employees are not stressed when shifting to a new workstation and they view job rotation as an opportunity for them to broaden their knowledge, understand how the different business units operate, develop new skills and they also view it as a learning

opportunity. Majority of the employees at Housing Finance Bank were of the opinion that job rotation encourages innovation and gives an individual an opportunity to come up with new ways of doing things.

From the presentations of chapter four and the summary done, the study concludes that there is a significant positive relationship between job enlargement and productivity levels of employees in private Housing Finance Bank. The study concludes that Job enlargement ensures that an employee's skills are utilized effectively because when an employee is given more duties at work, it allows employees to use their innate skills fully, providing them with greater satisfaction, job enlargement can improve the employees' abilities and skills and provide them with the chance to communicate and learn from others. It makes employees feeling that the organization is actually owning them and that boosts their satisfaction levels.

Finally, the study concludes that job enrichment affects employee productivity levels in Housing Finance Bank to a large extent. Job enrichment increases responsibilities and autonomy in work. The feeling of employees towards job insecurity turns to security and employees feel that they are being valued. The competency of employees is improved which helps in their career development, career growth and ultimately job satisfaction. Autonomy in work helps them to be stress free as they have not to work under undue pressure of their seniors rather have freedom in work and decision making. So by satisfying their higher order needs they can make equilibrium in personal and professional life

### **5. 3 Implications of the study**

The study findings in the area of job rotation imply that there is need to encourage bank management to improve rotation policies since shifting employees from a job to another may decrease motivation and performance, Job rotation makes management and supervision of employees easy though it depends on area where an employee is shifted. This implies that the bank must ensure efficient use of job rotation ensures increased productivity. Organization should ensure that there is reduced job burnout, reduced employees' monotony and boredom to improve productivity.

These study findings in the area of job enlargement imply that there is need to enlarge jobs since job enlargement enhances employee's scope and workload as well as employees being given opportunity to take part in planning and the control which stimulate the interest of employee in the job and increase job interaction.

These study findings in the area of job enrichment imply that there is need to enrich jobs since job enrichment enhances employee autonomy and increase operational efficiency. Organization can include of greater variety of work content that increase employee work load which leads to motivation of employees by adding more responsibilities to perform better

From the discussion and findings above it was established that there is a strong relationship between job design and productivity. Job design is therefore an important function that can be used to ensure that there is improvement in productivity levels because productivity determines the survival of a firm.

#### **5.4 Recommendations**

Based on the findings made in the course of this study, the following recommendations are hereby suggested:

The bank management should consider using the job enlargement technique for the administrative staff so as to utilize employee's skills effectively. Job enlargement in this case includes giving employees jobs that are challenging hence not too simple, jobs that are diverse and meaningful. The job enlargement may be done through the horizontal technique or the vertical technique.

Job rotation should be done as a routine at the bank as employees view it as an opportunity to grow and develop their skills and come up with new ways of doing things. Many of the administrative staff sampled felt that they had worked for too long in the same office, doing the same duties leading to boredom and lack of creativity and innovation. Some of them also felt that they had stagnated career wise.

Employees should be given an opportunity to make their own decisions and exercise autonomy in their work as it makes them feel valued in an organization. It will also benefit an organization



by having employees who are productive in the workplace, it improves employee morale, the organization saves money by utilizing the talent of its employees other than sourcing for talent externally and it also fosters teamwork and cooperation among employees which is vital in any organization.

When designing jobs, the career progression and development of an individual should be considered so that there is no disconnect between the personal goals of an employee and the goals of an organization. If the job is well designed and it has high chances of career development, employees feel satisfied hence perform better at work leading to achievement of the goals of an organization. The job an employee is given should have perceivable findings to the end product.

Organizations should therefore formulate and implement policies that will make co-workers to be commending their efforts for executing tasks successfully as this may be a motivation and challenge to those who perform below expectations.

The salary of workers should also commensurate their efforts so as to increase their morale and commitment. As it is popularly known that happy workers are most times the most productive workers.

Management should introduce more of job enrichment programmes such as vertical loading and quality management into the task structure of the staff in the tertiary institutions.

### **5.5 Suggestions for further research**

Research can also be done on how jobs influence work life balance as some jobs are demanding and may lead to stressed employees which has an influence on employee productivity at the workplace. The researcher also noticed that not much research has been done in the field of Job re-engineering. This can also be an area for further research.

## REFERENCES

- Abvid, (2013). Effect of Job Design on Employee Satisfaction (A Study of Fertilizer Companies Listed in Lahore Stock Exchange) *European Journal of Business and Management* Vol.5, No.19, 2013
- Al-Ahmadi, H. (2009). Factors Affecting Performance of Hospital Nurses in Riyadh Region, Saudi Arabia. *International Journal of Health Care Quality Assurance*, 22, 40-54.
- Alam Sageer, (2012). Identification of Variables affecting employee satisfaction and their impact on the organization. *IOSR Journal of Business and Management*, Volume 5 Issue 1 page 32-39.
- Ali, (2014). Impact of Job Design on Employee Performance, Mediating Role of Job Satisfaction: A Study of FMCG's Sector in Pakistan. *International Journal of Business and Management*; Vol. 9, No. 2; 2014 Canadian Center of Science and Education.
- Ali, H., & Aroosiya, M. (2012). Impact of job design on employees' performance.
- Allwood, J.M., & Lee, W.L. (2004). The impact of job rotation on problem solving skills. *International Journal of Production Research*, 42:5, 865-881
- Asensio-Cuesta, S., Diego-Mas, J.A., Cremades-Oliver, L.V., & Gonzalez-Cruz, M.C. (2012). A method to design job rotation schedules to prevent work-related musculoskeletal disorders in repetitive work. *International Journal of Production Research*, 50:24, 7467-7478.
- Aswathappa, K. (2006). *Job Analysis and Job Design: Human Resource and Personal Management*. 4th Edition, pp.93 - 125, India: Tata McGraw - Hill Publishing Company Limited.
- Bei, Z. (2009). Some Thoughts on the Practice of Job Rotation in Accounting in Colleges and Universities. *Management Science and Engineering*.

- Bennett, B. (2003.) Job Rotation: It's Role in Promoting Learning in Organizations. *Development and Learning in Organizations*, 17, (2003)
- Borman, W. C. (2004). The concept of organizational citizenship. *Current Directions in Psychological Science*, 13, 238–241.
- Campion, M., & Thayer, P. (1987). Job design: Approaches, outcomes, and trade-offs. *Organizational Dynamics*, 15, 66-79.
- considering skill variation and job satisfaction of bank employees. *ISSN Journal*
- Delpasand, M., Raiisi, P., Begdely, F., & Shahabi, M. (2010). The impact of job rotation on nurse burnout of Kashani hospital in Tehran, Iran. *Occupational Health Journal*.
- Durai P. (2010). *Human Resource Management*, Pearson Education, 2010.
- Eguchi, K. (2005). Job transfer and influence activities. *Journal of Economic Behavior & Organization*, 56, 2.
- Frazer-Jans, J. (2004). Career Development, Job Rotation, and Professional Performance. *Armed Forces & Society*, 30, 2.
- Garg, P. & Rastogi, R. (2006). New Model of Job Design: Motivating Employees' Performances. *Journal of Management Development*, 25, 572-587.
- Government of Kenya (2010). Commission of University Education. [Retrieved from <http://www.cue.or.ke/downloads/category/1-general>]
- Hackman, J. R. and Olderman, G. R. (1965). A new strategy for job enrichment. *California Management Review* 17(4), 59-76
- Hackman, J. R., & Oldham, G. R. (1976). Motivation through the design of work: Test of a theory. *Organizational Behavior and Human Performance*, 16, 250-279.
- Herzberg, F. (1974). Motivation-hygiene profiles: Pinpointing what ails the organization. *Organizational Dynamics*, 3(2), 18-29.

- Hirschfield, R. R. (2000). Does revising the intrinsic and extrinsic subscales of the Minnesota Satisfaction. Questionnaire short form make a difference? Educational & Psychological Kalleberg, A.L. 1977
- Hodgetts, R.M., & Hegar, K.W. (2005). Modern Human Relations at work. 9th ed, Thomson. South-Western, USA
- Hsieh, A.T., & Chao, H.Y. (2004). A reassessment of the relationship between job specialization, job rotation and job burnout: example of Taiwan's high-technology industry. The International Journal of Human Resource Management, 15:6, 1108-1123
- Hukpati, C. (2009). Transformational Leadership and Teacher Job Satisfaction: A Comparative Study of Private and Public Tertiary Institutions in Ghana. University of Twente
- Ivancevich, J. M. (1998). Job analysis and job design: Human Resource Management. 7th edition, Irwin: McGraw-Hill., pp.168-195.
- Jaturanonda, C., Nanthavanij, S., & Chongphaisal, P. (2006). A survey study on weights of decision criteria for job rotation in Thailand: comparison between public and private sectors. The International Journal of Human Resource Management, 17:10, 1834-1851.
- Jorgensen, M., Davis, K., Kotowski, S., Aedla, P., & Dunning, K. (2005) Characteristics of Job Rotation in the Midwest US Manufacturing Sector. Ergonomics, 48.
- Judge et al, (2001) Job Satisfaction; A cross cultural review. Handbook of Industrial work and organizational psychology Vol 2
- Kayamaz (2010) The effects of job rotation practices on motivation: A research on managers in the Automotive Organizations. Business and Economics research journal Vol.1 No. 3
- Kombo, D. K., & Tromp, D.L. (2006). Proposal and thesis writing: An introduction. Nairobi: Pauline's Publications Africa.
- Kothari, C.R. (2008). Research Methodology, Methods and Techniques. New Delhi: Wishwa Prakshan.

- Locke, E. A. (2006). Direct and indirect effects of three corecharismatic leadership components on performance and Attitudes. *Journal of Applied Psychology*,81(1), 36-51
- Love, P. E. D. & Edwards, D. J. (2005). Taking the pulse of UK construction project managers' health: influence of job demands, job control and social support on psychological well-being. *Engineering, Construction, and Architectural Management*, 12(1).
- Mahmoud, (2014) Impact of job enlargement on employees motivation and job satisfaction, an empirical study on UNRWA Gaza field office.
- McFarlin, K. (2015). *The Effects of Low Job Satisfaction*, Copyright 2015 Hearst Newspapers
- Mohr & Zoghi (2008) High involvement work design and job design. *Industrial and labour relations review*. Vol 61 No. 3
- Mount Kenya University strategic plan, 2014 – 2019
- Mugenda, O. M., & Mugenda, A. G. (2008). *Research Methods: Quantitative and Qualitative Approaches*. Nairobi ACTS Press.
- Nnadi, P.O. (2007). *Job Satisfaction and Motivation*. Lagos, Nigeria: Macmillian Nigerian Publishers Ltd.
- Nyaigotti, C. (2010) *Reforming higher education in Kenya: challenges, lessons and opportunities*. The Inter-University Council for East Africa.
- Oghojafor, M. A. (2012). Assessment of job design and job satisfaction among doctors and nurses in Lagos, Nigeria hospitals. *African Journal of Business Management*, Vol. 6(48), pp. 11702-11706.
- Orodho, A. J. (2003) *Essentials of Educational and Social Sciences Research Methods*. Nairobi: Masola Publishers.
- Parvin, M. M. (2011). Factors Affecting Employee Job Satisfaction of Pharmaceutical Sector. *Australian Journal of Business and Management Research*, 113-123.

- Rainer Hampp Verlag, (2011). Job Design and Job Satisfaction —Empirical Evidence for Germany. Management Revue, Vol. 22, No. 1,
- Sageer, D. S. (2012). Identification of Variables Affecting Employee Satisfaction and their impact on the organization. IOSR Journal of Business and Management, Volume 5 (Issue 1), 32-39.
- Saleem S et al. (2012). The impact of job enrichment and job enlargement on employee satisfaction keeping employee performance as an intervening variable: A correlational study from Pakistan. Kuwait chapter of Arabian Journal of Business and Management Review Vol. 1 No.9.
- Saravani & Abbasi. (2013) Investigating the influence of Job Rotation on performance by
- Schermerhorn, J. R., Hunt, J. G. & Osborn, R. N. (2005). Organizational Behavior (9th edition.). New York, NY: John Wiley & Sons, Inc.
- Serekan, U. (2010). Research Methods for Business: A Skill Building Approach (5th Edition) USA: John Wiley & Sons Publisher.
- Socio technical theory- [is.theorizeit.org/wiki/Socio-technical theory](http://is.theorizeit.org/wiki/Socio-technical_theory)
- Tetty, W. J. (2006). Staff retention in African universities: Elements of sustainable strategy. Commissioned by The World Bank: Washington DC. Retrieved from <http://siteresources.worldbank.org/>
- Ugboro, I.O. (2006). Organizational Commitment, Job Redesign, Employee Empowerment and Intent to Quit Among Survivors of Restructuring and Downsizing. Journal of Behavioral and Applied Management, 7, 232--254.0i9i

**APPENDICES**  
**QUESTIONNAIRE**

Dear respondent,

I am a third year student of Uganda Martyrs University, pursuing a bachelor's degree of Business Administration and Management. As one of the partial requirements for the Award of Bachelor's Degree in Business Administration and Management of Uganda Martyrs University, am conducting a study entitled 'the effect of job design on employee productivity? Therefore, I wish to request you kindly to spare some time and answer the questions below as honestly as possible by ticking in the spaces provided. The information given will be purely for academic purposes and will be treated confidentially. Thank you for your cooperation.

**SECTION A: BACK GROUND INFORMATION ON THE RESPONDENT (Please tick in the appropriate Box)**

Please answer the following questions about the general business climate in your organization in terms of how it operates, not how you would prefer it to be.

1. Sex:        Male                Female       

2. Level of Education:

Primary     Secondary     Diploma     Post –graduate

3. Years worked in the organization

a) 0-5 years     b) 6-10 years     c) 11-15 years     d) 16-20years     e) 21-25years

Please indicate the extent to which you agree with each of the following statements about your organization by indicating with a tick in the box of your choice. Use the key below answering the following questions: Apply a tick where applicable using the following key. If “1” is minimum and “5” is maximum.

**SECTION B: JOB DESIGN**

Job design is changing the content and processes of a job to increase employee’s satisfaction, motivation and productivity

<b>Particulars</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
What is your opinion on job design in your organization?					
The organization rotates employees					
Job design aims to enhance job satisfaction					
Job design make work tasks to easily be understood by employees					
A good Job design improves employee productivity					

Reason:.....  
 .....



**SECTION C: EMPLOYEE PRODUCTIVITY**

Employee productivity is the assessing the number of units of acceptable quality produced by an employee in a manufacturing environment, within a specific time period.

<b>Particulars</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
What is your opinion on employee productivity in your organization?					
Employees are highly productive due to good job design					
Success of business depends on employees' performance in terms of productivity					
Productivity levels help the organization to evaluate functionality of job design					
Job task influence the level of productivity					

Reason.....  
 .....

**SECTION D: JOB DESIGN AND EMPLOYEE PRODUCTIVITY**

<b>Particulars</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Does job design affect employee productivity of an organization?					
Rotating employees from one job to another increases their work output					
The nature and contents of a job make employees perform differently					
changing the content, processes of a job increases employee satisfaction, motivation and productivity					
job design increases the level of job satisfaction which causes good performance of the employee					

Reason:.....  
 .....

**SECTION E: JOB ROTATION AND EMPLOYEE PRODUCTIVITY**

Job rotation is a process by which employees laterally mobilize and serve their tasks in different organizational levels.

<b>Particulars</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Does Job rotation improves employee productivity?					
Shifting employees from a job to another increase motivation and performance					
Job rotation makes management and supervision of employees easy					
Through Job rotation employee get training opportunities					
Job rotation reduces job burnout, reduce employees' monotony and boredom					

What benefit has your organization got through use of job rotation?

-----

-----

**SECTION F: JOB ENLARGEMENT AND EMPLOYEE PRODUCTIVITY**

Job enlargement is defined as assigning workers additional same level activities, thus increasing the number of activities they perform.

<b>Particulars</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Does Job enlargement improves employee productivity?					
job enlargement enhances employee's scope and workload					
More tasks are added to the existing tasks performed by an employee					
Employees are given opportunity to take part in planning and the control of tasks					
Job enlargement stimulate the interest of employee in the job and increase job interaction					

How has your organization benefited from Job enlargement strategy?

.....

.....

**SECTION G: JOB ENRICHMENT AND EMPLOYEE PRODUCTIVITY**

Job enrichment is the technique which refers to the inclusion of greater variety of work content, requiring a higher level of knowledge and skill, autonomy and responsibility in terms of planning, directing, and controlling and providing the opportunity for personal growth at work.

<b>Particulars</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Does Job enrichment improve employee productivity?.					
Job enrichment enhances employee autonomy and increase operational efficiency					
Jobs enriched involves the inclusion of greater variety of work content that increase employee work load					
Jobs are enriched to motivate employees by adding more responsibilities to perform better					
Job enrichment leads to quality performance and job excellence					

How does Job enrichment impact on employee productivity?

-----

**SECTION H: ORGANIZATION CULTURE, JOB DESIGN AND EMPLOYEE PRODUCTIVITY**

Organizational culture is away an organization does its activities uniquely through it particular norms, assumptions, and beliefs.

To what level does organizational culture affect job design and employee productivity?

.....

<b>Particulars</b>	<b>1</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Organization culture improves job design and employee productivity					
There is commitment to achieve business goals					
Organisation culture increases confidence on job and productivity					
Efficient communication increases commitment of employees					

**SECTION I: EMPLOYMENT POLICIES, JOB DESIGN AND EMPLOYEE PRODUCTIVITY**

To what level do employment policies affect job design and employee productivity?

.....

<b>Particulars</b>	<b>1(</b>	<b>2</b>	<b>3</b>	<b>4</b>	<b>5</b>
Employment policies improves job design and employee productivity					
There are Policies that influence incentives for workers to perform better on job					
Organisation offers training to employees as one of the policies to enhance performance at work					
There are policies that improve the quality of job leading to increase effectiveness and productivity					

**THANK YOU FOR PARTICIPATING IN THIS RESEARCH.**

## APPENDIX 2

### KREJCIE AND MORGAN TABLE

Table 3.1									
<i>Table for Determining Sample Size of a Known Population</i>									
N	S	N	S	N	S	N	S	N	S
10	10	100	80	280	162	800	260	2800	338
15	14	110	86	290	165	850	265	3000	341
20	19	120	92	300	169	900	269	3500	346
25	24	130	97	320	175	950	274	4000	351
30	28	140	103	340	181	1000	278	4500	354
35	32	150	108	360	186	1100	285	5000	357
40	36	160	113	380	191	1200	291	6000	361
45	40	170	118	400	196	1300	297	7000	364
50	44	180	123	420	201	1400	302	8000	367
55	48	190	127	440	205	1500	306	9000	368
60	52	200	132	460	210	1600	310	10000	370
65	56	210	136	480	214	1700	313	15000	375
70	59	220	140	500	217	1800	317	20000	377
75	63	230	144	550	226	1900	320	30000	379
80	66	240	148	600	234	2000	322	40000	380
85	70	250	152	650	242	2200	327	50000	381
90	73	260	155	700	248	2400	331	75000	382
95	76	270	159	750	254	2600	335	1000000	384

*Note: N is Population Size; S is Sample Size* *Source: Krejcie & Morgan, 1970*