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*Original Article*

# The Effect of Employee Job Design on Employee Performance in the Banking Sector in Kenya

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***Abstract:*** *The study investigates the influence of job design on employee performance within Kenya's banking sector. Further, it employs a descriptive research design to analyze the workforce of selected commercial banks in Nairobi County. Additionally, the study administers a structured questionnaire to a sample of 100 employees selected through stratified random sampling. The study explores the influence of job design elements like task identity, skill variety, autonomy, and feedback on employee performance. Moreover, the study employs descriptive statistics and regression analysis to evaluate the strength and nature of the relationships. The findings established a significant positive correlation between all four job design elements and employee performance. It also found a strong correlation between autonomy feedback levels and performance levels. The study indicates that clear responsibilities, diverse skill utilization, decision-making freedom, and consistent feedback significantly enhance employee motivation and output. This denotes that well-structured job designs significantly improve employee outcomes in the banking sector. The insights offer valuable direction for HR professionals to optimize job roles for enhanced organizational efficiency. This research will eventually contribute to the broader human resource development and organizational behavior field.*

***Keywords****: Autonomy, Employee Performance, Feedback, Job Design, Skill Variety, Task Identity.*

## I. INTRODUCTION

Employee performance is a crucial factor in determining an organization's overall success. Enhancing employee productivity is becoming increasingly crucial in Kenya's rapidly evolving banking sector. Strategic job design is a proven method for enhancing performance. Job design is arranging tasks, responsibilities, and roles to improve efficiency and job satisfaction. The study investigates the correlation between job design elements like task identity, skill variety, autonomy, and feedback and employee performance in the Kenyan banking sector. The research aims to enhance banks' human resource strategies by examining the impact of various elements on staff motivation and output.

## II. LITERATURE REVIEW

Studies have shown that job design positively impacts employee performance across various industries. Hackman and Oldham's Job Characteristics Model (1976) suggests that job design enhances motivation by incorporating skill variety, task identity, task significance, autonomy, and feedback. The theory suggests that core job characteristics influence critical psychological states, affecting work outcomes like motivation, satisfaction, and performance. Herzberg's Two-Factor Theory (1959) also offers a theoretical framework, distinguishing between hygiene factors and motivators. The theory suggests that job design elements like achievement, recognition, and responsibility are the primary drivers of job satisfaction and performance.

A study by Ali and Zia-ur-Rehman (2014) in Pakistan's banking sector found that employees with autonomy and task variety reported higher job satisfaction and performance. Equally, Oswald et al. (2015) discovered that job roles with enhanced qualifications significantly enhance productivity in the South African financial sector. The study of Onyango and Wanyoike (2014) on Kenyan commercial banks found that well-structured job designs enhance employee morale and improve performance. Moreover, Njoroge and Gathungu (2013) found that job enrichment strategies enhance individual and organizational outcomes in Kenyan service organizations. The study's findings support the Job Characteristics Model (1976) and Two-Factor Theory (1959) as they comprehensively understand how intrinsic job elements influence employee behavior and output. The Job Characteristics Model highlights the psychological influence of job characteristics on motivation and satisfaction, while the Two-Factor Theory asserts intrinsic motivators significantly impact performance.

## III. RESULTS AND DISCUSSION

### *A) Descriptive Statistics*

The demographic data showed a balanced gender distribution, with 58% male respondents and 42% female, indicating a balanced representation of both genders in the sample. The study's majority of respondents were aged 30-40, indicating that the workforce was predominantly in their prime career-building years, potentially bringing a blend of experience and energy to the banking sector. Most respondents held undergraduate degrees, suggesting a well-educated workforce with potentially higher skill levels. Additionally, the study's findings are enhanced by the fact that respondents with 5-10 years of banking sector experience have a comprehensive understanding of industry practices.

### *B) Regression Analysis*

The study revealed that job design dimensions like task identity, skill variety, autonomy, and feedback significantly and positively impact employee performance. Enhancing certain elements within job roles has been linked to improved employee performance. Task identity, which refers to employees' understanding of their roles and contributions to the organization, is linked to improved performance, job satisfaction, and purpose. Skill variety, which includes diverse tasks, enhances performance by making work more engaging and less monotonous. However, the study found a strong correlation between autonomy and feedback and performance. Autonomy and feedback are key factors in enhancing performance. Autonomy allows employees to complete tasks independently, fostering a sense of ownership and motivation. Feedback guides efforts and supports continuous improvement, further enhancing performance. Thus, empowering employees with more control and clear, constructive feedback is highly effective in enhancing their performance.

**Table 1: Regression Coefficients**

| **Job Design Dimension** | **Coefficient** | **p-Value** |
|---|---|---|
| Task Identity | 0.312 | 0.001 |
| Skill Variety | 0.284 | 0.004 |
| Autonomy | 0.351 | 0.000 |
| Feedback | 0.366 | 0.000 |

## IV. CONCLUSION

The study reveals that effective job design in the Kenyan banking sector significantly improves employee performance, with autonomy and feedback playing a crucial role in motivating employees. Additionally, it observed that job design dimensions, including task identity, skill variety, autonomy, and feedback, significantly impact performance, with autonomy and feedback showing the strongest correlations. The findings recommend that banks in Kenya's dynamic financial landscape can strategically benefit from investing in well-structured job roles.

By aligning job roles with employees' strengths and providing opportunities for autonomy and constructive feedback, banks can boost productivity, job satisfaction, and customer service outcomes. This study underscores the necessity for Kenyan banking sector HR departments and top management to integrate job design principles into performance management frameworks. Redesigning roles to enhance task variety, clarity of responsibilities, and decision-making empowerment can improve individual performance, contribute to organizational resilience, and enhance long-term competitiveness in the financial services industry.

**Appendix 1** Survey Questionnaire Sample

On a scale of 1 - 5, Please rate how much you agree or disagree with the following statement about the impact of employee job design on performance in the Kenyan banking sector, where 1 = Not Sure, 2 = Strongly Disagree, 3 = Disagree, 4 = Agree, 5 = Strongly Agree.

| **Statement** | | **1** | **2** | **3** | **4** | **5** |
|---|---|---|---|---|---|---|
| 6. | Jobs are customized to meet the evolving needs of the organization. | | | | | |
| 7. | The bank experienced increased employee satisfaction due to expanding its job offerings. | | | | | |
| 8. | Employees are provided with opportunities for self-development through job enrichment. | | | | | |
| 9. | Banks offer optimal working conditions that enhance employee performance. | | | | | |
| 10. | The work done on the job significantly impacts internal and external individuals within and outside the organization. | | | | | |

How has job design influenced your performance in your workplace
…………………………………………………………………………………………………………

Is the procedure for delivering tasks assigned well?
……………………………………………………………………………………………………

**Interest Conflicts**
I assert that there is no conflict of interest in the publication of this paper.

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