

**THE RELATIONSHIP BETWEEN JOB DESCRIPTION AND
EMPLOYEE PERFORMANCE; A CASE STUDY OF POSTAL
CORPORATION OF KENYA**

BY

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DECLARATION:

I, Murithi Kirima declare that this research report is my original work and has never been submitted to any university for any award. Where the works of others have been cited acknowledgment has been made.

Signature.....

Date.....

MURITHI KIRIMA

APPROVAL

I certify that the work of this candidate has been under my supervision and is now ready for submission, to be evaluated for the award of a Bachelor of human resource management of Kampala International University.

Supervisor.....

Date.....22/06/07.....

MR. EDSON KAMAGARA

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I would like to thank kinyua's family for the support they have given to me.

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ACRONYMS

1. **PCK** - postal corporation of Kenya.
2. **ADA** - American with disabilities act.
3. **SKAS** - skills, knowledge and abilities.

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ABSTRACT

Human resources are the most dynamic of all the organization's resources. They need considerable attention from the organization's management if they have to realize their full potential in their work.

Job description is a management function that cannot be overlooked in any organizations. The success of any organization depends on various factors like tasks and responsibilities that are to be undertaken in order to achieve the objectives and goals of the organization. The organization therefore has to identify the tasks and responsibilities under each given job and this leads to the establishment of a job description. Job descriptions are taken to be statements of the tasks, duties, objectives, standards and the environment of the job.

In recent years, however some managers have avoided using job descriptions in their organizations, believing that the practice encourages employees to behave as if the jobs were their personal property, thus limiting management ability to deploy workers flexibility in different work roles according to needs.

Although management has embarked on the services to the employees, performance within the organization has not improved significantly because there has been duplication of activities and responsibilities thus leading to confusion, delays, errors and overlap of roles.

It is for this reason therefore that the organization must carry out accurate job description in order to assist in selection, recruitment and placement of the right employees. Job description helps the organization managers to recognize weakness in the organization structure for instance where overlapping areas of authority for example where two or more manager are responsible for the same area.

This project sought to identify job description practices in organizations and it focused on Postal services in Kenya. It aimed at determining employees' attitude towards their responsibilities, challenges employees are facing while executing their responsibilities and the effect of job description on performance. In order to conduct the study, the postal corporation of Kenya along Kenyatta Avenue in Nairobi, Kenya was identified to be used as benchmark to the other corresponding postal institution.

The study was conducted in Nairobi through May to June 2007 where the research was based on a survey design that was carried throughout the organization targeting employees on the effects of job description on employee performance. This enabled the researcher obtain a better understanding of the performance of pck and its job description practices allowing comprehensive and intensive data collection, providing an in-depth study on relationship between job description and performances

Appropriate measures were identified that could be adopted by managers while formulating job description for their organizations and hence efficiency and effectiveness of employees in there organization.

CHAPTER ONE

1.0 INTRODUCTION

1.1 BACKGROUND TO THE STUDY

The practice of using job description traces its roots to the scientific management approach that *Fredric Taylor* developed in the early part of the twentieth century. Taylor believed that jobs should be measured very precisely so that employees could be taught the “one best way” to do their jobs.

Job descriptions were adopted by followers of scientific management to document the most important elements of employees’ jobs making it possible to hold employees accountable for doing exactly the duties and responsibilities that are listed in the descriptions.

According to *Ivancevich* job description is one of the primary outputs provided by systematic job analysis. Simply stated, **job description** is a written statement of what the job entails. Many changes occurring in recent years have increased the need for such job descriptions

Performance is the accomplishment of work assignments or responsibilities and contributions to the organizational goals including behaviour and professional demeanor (actions, attitude and manner of performance) as demonstrated by the employees approach to completing work assignments.

Armstrong, states that “.... performance can simply be regarded as the records of outcomes achieved...”, but hastens to add that a more comprehensive view of performance is achieved if it is defined as embracing both behavior and outcome.

Employee performance can be defined as a record of employee accomplishment within a given period of time.

Postal Corporation of Kenya is a wholly state owned enterprise created by an act of parliament in 1999 to provide postal, financial and distribution services as a public postal licensee, the key departments of PCK are operations, sales and marketing strategy and financial, legal, human resource development and information technology. Its headquarters are situated along Kenyatta Avenue in Nairobi, Kenya where the study was conducted

1.2 PROBLEM STATEMENT

In recent years, some managers have avoided using job descriptions in their organizations, believing that the practice encourages employees to behave as if the jobs were their personal property, thus limiting management ability to deploy workers flexibly in different work roles according to needs. Although management has embarked on the services to the employees, performance within the organization has not improved significantly because there has been duplication of activities and responsibilities thus leading to confusion, delays, errors and overlap of roles.

A preliminary survey indicates that most staff are dissatisfied with their job descriptions drawn at various levels which the researcher considers to be inadequate in motivating staff towards improved performance. It is only unfortunate however, that there is no detailed study that has been carried out to examine the effect of job description on performance; a contention that forces the researcher into the study with particular interest on post office Kenya.

1.3 OBJECTIVE OF THE STUDY

1.3.1 GENERAL OBJECTIVE

The main objective of the research was to establish the relationship between job description and employee performance.

1.3.2 SPECIFIC OBJECTIVES

- To identify job description practices in Kenya postal services,
- To examine employees attitude towards their responsibilities.

- To identify the challenges employees are experiencing when executing their responsibilities.
- To examine the effect of job description on employee performance.

1.4 RESEARCH QUESTIONS

1. What are the job description practices used in Kenya Post Office?
2. What are the employees' attitudes towards their responsibilities?
3. Which challenges employees experience when executing their responsibilities?
4. What are the effects of job description on employee performance?

1.5 JUSTIFICATION OF THE STUDY

The management at pck has tried to improve the organization performance through introduction of computers, training, seminars and motivation of employees yet the performance of the organization is still wanting occasioned by errors, delays and duplication of activities.

1.6 SIGNIFICANCE OF THE STUDY

The findings of the study are expected to benefit the following;

The researcher

The findings will be used as reference for future research work.

To organization

The result of the study shall be a source of insurmountable information when drawing clear job description which will in return lead to more commitment, The study gives recommendations on improving performance and effective services to its customers.

To potential managers

The study is a source of reference on how to revise, adopt and tailor the existing job description framework

1.7 SCOPE OF THE STUDY

The research was carried out at the postal corporation of Kenya, Nairobi province. The study was carried out only at the headquarter office which was targeted for the empirical exercise.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 INTRODUCTION

The chapter reviews the available literature by different scholars and researchers. The Literature reviewed covers the major areas covered in the objectives of the study.

2.2 JOB DESCRIPTION

Job description is a management function that cannot be overlooked in any organizations .The success of any organization depends on various factors like tasks and responsibilities that are to be undertaken in order to achieve the objectives and goals of the organization. The organization therefore has to identify the tasks and responsibilities under each given job and this leads to the establishment of a job description. Job descriptions are taken to be statements of the tasks, duties, objectives, standards and the environment of the job.

According to *Ivancevich* job description is one of the primary outputs provided by systematic job analysis. Simply stated, a job description is a written statement of what the job entails. Many changes occurring in recent years have increased the need for such job descriptions; they include

- The incredible number of organizations restructuring that has occurred. (E.g. downsizing)
- The need to implement new and creative ways to motivate and reward employees
- The accelerated rate at which technology is changing work environment and
- New, more stringent federal regulation of employment practices through legislation like the Americans with Disabilities Act [ADA] and the civil rights Act of 1991.

Avancevich further tells us that there is no standard format for a job description almost all well written useful job description will includes information on :-

- Job title
- Summary
- Equipment
- Environment
- Activities

According to **Schwartz** job description has been defined as a written statement explaining the specific tasks to be performed, the reporting relationship of the job holder and the result expected. A job description is helpful to the person accepting a management position because it classifies what, why and how of the assignment.

Schwartz further states that in practice, formal job description are often not prepared, thus leading to unnecessary manager frustrations. In absence of formal job descriptions, managers may be in doubt about the answer to such questions as “what are the limits of their authority” “to whom should they report on specific problems” and how does their work related to that of other mangers in the organization.

Schwartz further tells us that job description should reflect;

- Job title
- Purpose
- Accountabilities
- Scope of the job
- Production requirements
- General activities

Edwin. B. Flipppo tells us that the first and immediate product of the job analysis is the job description. Flipppo states that job description is basically descriptive in nature and constitutes a record of existing and pertinent job facts. These facts should be organized in some order suggested as follows;

- Job identification

- Job summary
- Duties performed
- Supervision given and received
- Relations to other jobs
- Machines, tools and materials
- Working conditions
- Definition of usual terms
- Comments that add and clarify the above.

According to Armstrong, job description should be based on detailed job analysis and should be brief and factual as possible. The leadings under which job description should be made are;

- Job title. It should indicate as clearly as possible the function which the job is carrying out and the level of the job within that function.
- Reporting to – The job title of the manager or supervisor to whom the job holder is directly responsible should be given under the leading.
- Reporting to the job holder. The job title of all posts directly reporting to the job holder should be given under the leading.
- Over all responsibilities: This section describes as concisely as possible the overall purpose of the job.

According to *Chatter jeer*, job description will generally describe the work performance, the responsibilities involved, the skill or training required conditions under which the job is done, relationship with other jobs and personal requirements on the job.

It should be regarded as an outline of the minimum requirements of the job, thus preserving flexibility of operations.

It is also used to give a measure for setting job standards which would give an indication of the productivity of each employee performing the job.

According to *Aldag and Kuzuhara* job description summarizes the basic tasks making up a job. A job description usually includes;

- The title of the job
- The supervisor of whom the employees reports
- All major categories of work activities involved in the job
- Working conditions

According to *Rue and Byars*, job description identifies the tasks, activities and performance results required in a particular job.

The job description should be used to develop fair and comprehensive compensation and reward system; in addition the accuracy of the job description can help or hinder recruiters in the efforts to attract qualified applicants for positions within the company.

2.3 JOB DESCRIPTION PRACTICES

Michael and Frank although there is no universal format for job description, most have certain common elements.

They include;

Job identification: The first part of a job description, the identification section, usually includes the title of the job, the location of the job, the location of the job (for example plant, department, or division), the title of the immediate supervisor, the job status (exempt or non-exempt), and pay grade or pay range. This information is needed for general administrative and record-keeping for general administrative and record-keeping functions. Job titles can be used to identify a particular job within an organization, but generally they can not legally be used to compare jobs for pay purposes. The content of the job is described in the duties and responsibilities section. Content must be evaluated for pay considerations because job titles can be misleading an administrative assistant in one organization may be quite different from one in another organization. A statement of location is required by the 1978 “Uniform Guidelines” when the job description is used to provide evidence of legality in an organization’s selection procedures.

Other useful elements sometimes include in the identification section are: the name of the job analysts who approved the description, the name of the employee who provided the basic information, the date the description was approved the standard code number published in the dictionary of occupational titles (DOT), the equal employment and affirmative action EEO – 1/AAP reporting category, and the point total in a point system of job evaluation.

Job summary: A job summary is one to three lines that give the essence of the job. Job summaries usually start with an action phrase, such as “supervises,” “coordinates,” or “directs”. Job summaries should either emphasize the most common function, the primary output, or the objective of the job.

Job duties and responsibilities: Job duties and responsibilities are the heart of the job description. There are two common formats for the duties section. One is a paragraph describing the job. The problem with this format is that a reader may find it difficult to recognize immediately which functions are important. A more popular format is grouping the tasks of a job and listing them separately, The tasks might be grouped by functional categories, such as “supervision given,” “organization of work”, “physical demands” and “financial accountability”. As is the case with job summaries, each duty or responsibility should begin with an action verb, such as “supervisors” or “performers”. The intention of the duties section is to give the reader a complete and concise account of what is being performed on the job – though it is not intended to be a training instrument to teach a novice how to perform the job. The estimated time spent on each duty often appears in parentheses after each duty is explained.

Job specification: Job specification, or minimum qualifications, states the qualifications job applicants must possess to be considered for the job. These qualifications are often grouped into three categories: skills, knowledge and abilities (SKAs). Knowledge constitutes the body of information in a particular subject area which is required by a new employee to perform the job satisfactorily. Skill factors include observable capabilities performed on the job. Ability refers to any mental or physical activities required of a new employee. For example, a section supervisor might be required to have knowledge of the

safety regulations that affect the plant, the skill to operate a quality – control laser machine and the ability to write daily work assignments. SKAs are most useful in personnel decision making situations, such as selection, training, performance evaluation.

Job specification may also include required education, experience and training, as well as any specific certification required for the job. As a job specification, “effort” might encompass specific physical tasks the job holder must be able to perform or some necessary experience in a supervisory position. “Responsibility” might encompass reporting responsibility, supervisory responsibility for inventory maintenance, or financial responsibility such as making up shortages in a cash drawer. Job specifications might also

Include working conditions, such as the “hours” the employee must be available, as well as other unusual conditions, such as high levels of noise or fumes.

2.4 IMPORTANCE OF JOB DESCRIPTION

First, they clarify organizational structure by specifying who to perform each task. This also minimizes job overlapping (in which people are assigned the same task).

Second, job description can be used to introduce new employees to their jobs. In the way they are given a good idea of what to expect on the job before actually start working.

They are also important in developing performance standards and criteria for job evaluation. Performance standards define the goals to be achieved by a worker over a specified period of time. The purpose of a job evaluation is to determine the relative worth of a job in the firm. The more important the job the higher the level of pay. The result of the job evaluation process is a rank ordering or rating of job importance which is useful in setting wages and salary scales.

Job description are important documents for guiding the selection process used to develop fair and comprehensive compensation and reward system, in addition the accuracy of the job description can hinder or help recruiters in their efforts to attract qualified applicants for positions within the company.

Job descriptions are crucial in designing pay structure for they help to identify important job characteristics.

They also help determine depth and weigh compensable factors (factors for which an organization is willing to pay skill, experiences, effort and working environment).

Another importance of job description is that they are used to describe the job potential candidates suitable for a particular task.

2.5 EMPLOYEES ATTITUDES ON THEIR JOB RESPONSIBILITIES

According to **Robin** in his book; organization behaviour, attitudes are evaluative statement either favourable or unfavourable concerning object people or events. They reflect how one feel about something. When one says “he loves his job” he is expressing his or her attitude about his or her work

Steven and Mary ann. in their book Organizational behaviour describes Attitude as representing the caster of beliefs, assessed feelings and behavioral intentions towards an object. Attitudes are judgment, what we think. Beliefs are your perceptions about the attitude object feelings are the positive or negative evaluation of the attitude object. Behavioural intentions represent your inspiration to engage in a particular behaviour with respect to the attitude object.

Job satisfaction is a general attitude toward an individual's current job and organization that encompasses the *feelings, beliefs, and thoughts* about that job. Job satisfaction is likely the most studied attitude in organizational behavior most people believe that job satisfaction is closely associated with performance and numerous other important work behaviors, including *absenteeism, turnover, and organizational citizenship behavior*. Employees' job satisfaction is both a goal in itself and a proxy for an organization's capacity to retain and motivate its employees

Theories on job satisfaction are numerous, including theories of motivation and organizational behavior that have been interpreted as theories of job satisfaction in various empirical studies. In the practice of human resource management, the theory of motivation and job satisfaction put forth by Herzberg, widely known as **Herzberg's theory**, has been very influential and underlies many current management guidelines.

Herzberg found that, indeed, there are two clusters of factors involved in motivation and job satisfaction. He identified five factors as strong determinants of job satisfaction:

- Achievement,
- Recognition,
- Work itself,
- Responsibility, and
- Advancement.

These factors appeared only infrequently when employees describe events that are dissatisfying. They describe an individual's relationship to what he or she does, the content of the job, these are labeled as motivators. Another cluster of factors describes the

- situation,
- the context,
- Or the environment in which the job is done.

These factors can prevent or cause dissatisfaction, but not cause satisfaction. Herzberg, labeled these factors as hygiene factors, dissatisfiers, or maintenance factors (Herzberg). Significant hygiene factors included company policy and administration, supervision-technical, salary, interpersonal relations-supervision, and working conditions.

Role conflict is another attitude which occurs when people face competing demands. Inter-role conflict exists when employees have two roles that conflict with each other. Role conflict also occurs when an employee receives contradictory messages from different people about how to perform a task (called intra role conflict) or work with

organizational values and work obligations that are incompatible with his or her personal values (called person – role conflict).

Role ambiguity exists when employees are uncertain about their duties, performance expectations, level of authority and other job conditions. The ambiguity tends to occur when people enter new situations as joining the organization or taking a foreign assignment because they are uncertain about task and social expectations.

Role culture. This is one in which work is controlled by procedures and rules and the job description is more important than the person who fills it. Power is usually associated with position and not people. Work is done through procedure. Therefore, this affects employees' attitudes towards their responsibility because they feel they are not important in an organization.

Employee self-management. Organization culture can induce employees to behave in a particular way without close supervision. Where organization develops rational means to coordinate and control employees they define jobs and right job description for the employees. Thus creating sense of shared identity, commitment whereby one becomes self managed hence a positive attitude towards his responsibility.

2.6 CHALLENGES EMPLOYEES ARE EXPERIENCING IN EXECUTING THEIR RESPONSIBILITIES

According to *Mejia and David* De-jobbing is ultimately a product of the rapid changes taking place in business today. As firms try to speed decision making by taking steps like re-engineering, individual jobs are becoming broader and much less specialized. Increasingly firms don't want employees to feel limited by a specific set of responsibilities like those listed in a job description. As a result more employees are de-emphasizing detailed job descriptions often substituting brief job summaries perhaps combined with summaries of the skills required for the position.

The future of job description. Most firms today continue to utilize job description and to relay on job as traditionally defined. However, it is clear that more and more firms are moving towards new organizational configurations, one built around jobs that are broad and that may change every day. As one writer has said “in such a situation people no longer take the cues from job description or supervisors instructions. Signals come from the changing demands of the project. Workers learn to focus their individual efforts and collective resources on work that need doing, changing as that change.

Workplace contradictions so many of our workplaces are full of contradictions. What is often said and what is actually done, at times, are opposite. Although we can probably justify why contradictions occur, what's most important is that we become aware they exist in the first place. Confusing your staff is not only frustrating; it's counterproductive, draining and insulting to their intelligence. Some of the work place contradictions are;

Balance can be good for the employee as long as it doesn't throw their boss too off balance .Many managers speak about the importance of having balance between work and home. Then again, many of the same managers speak to their employees about pitching in and working overtime too. Companies almost always preach the importance of creativity. Yet few understand how to foster a creative environment

Repetitious task is another challenge employee’s encounter in their job responsibility. These hinder them to perform effectively as required.

Unity in the organization to attain the corporate goal is lost; employees only want to meet individual targets.

Another challenge facing employees while executing their duties is lack of detailed job description. Most job description lacks or misses some of the most important information thus becoming a challenge to the employees because they are not aware of their right jobs.

Job description mostly emphasize on qualification and title and in real sense it tends to be unfair because you can own a big title but you put no efforts or contribution towards the achievement of the goals thus becoming a challenge.

2.7 EMPLOYEE PERFORMANCE

Human resources are the most dynamic of all the organization's resources. They need considerable attention from the organization's management if they have to realize their full potential in their work.

It is for this reason therefore that the organization must carry out accurate job description in order to assist in selection, recruitment and placement of the right employees. Job description helps the organization managers to recognize weakness in the organization structure for instance where overlapping areas of authority for example where two or more manager are responsible for the same area.

To facilitate efficiency in employee performance clear job description must be drawn to avoid overlapping of duties, job differentiated and pay levels defined. Performance can therefore be defined as a record of accomplishment of a person's within a given period of time. To define performance one showed determine whether the measurement objective is to assess performance outcomes or behaviour.

The oxford dictionary defines performance as the accomplishment, fulfillment, execution, carryout working of anything or undertaken.

Campbell believes that performance in behaviour should be distinguished from the outcomes because they can be contaminated by the systems factors.

Armstrong states that performance can simply be regarded as the records of outcomes achieved, but hastens to add that a more comprehensive view of performance is achieved if it is defined as embracing both behaviors and outcomes.

Raynolds defines performance as the accomplishment of a task to a present standard of completeness and accuracy.

2.8 EFFECT OF JOB DESCRIPTION ON EMPLOYEE PERFORMANCE

Job description is a written statement of those factors which are important regarding the duties, responsibilities and their organizational and operational relationships while employee performance can be defined as a record of employee accomplishment within a given period of time.

An accurate job description will facilitate job evaluation. Job evaluation is a systematic method of arriving at a wage or salary structure. That the pay for a job is fair in comparison with other jobs in the organization. Where employees are remunerated in a manner which commiserates the duties performed, their morale is boosted hence improved performance.

Accurate job description will also assist in recruitment of staff. Job descriptions help interviewers to select individuals to fill job vacancies, because they give an indication of the skills and other requirements to do the job. Matching employees' skills with the job will enable them work independently, building of confidence and hence boosting their morale which will lead to improved performance.

Accurate job description helps the organization in identifying the training needs for the job holder. In organizations where training is carried out, it develops greater commitment of staff loyalty and improved skills. Training empowers employees and increases their motivation. A motivated work force will eventually lead to improved performance.

An accurate job description helps new employees to understand the scope and functions of their jobs. Where duties and individual functions are clearly defined and differentiated, employees will encounter less job stress thus leading to improved performance.

Accurate job description will help reduce confusion of tasks where there is no duplication of duties and overlapping areas of authority which leads to effectiveness in organization's functions and operations thus improved performance.

Performance appraisal and job description may specify the basis on which an employee will be judged during performance appraisal if employees are informed of areas and duties they are responsible for, they are forewarned about what will eventually be their bases of evaluation and this result to effectiveness in their performance.

Job description can be a great help to an organization as it attempts to comply with a number of important federal laws; *Equal pay act of 1963*. This act requires that organizations give "equal pay for substantially equal work requiring equal skill, effort responsibility and working conditions". Job descriptions may be an organization defense against charges of description filed under the equal pay act. Description can be used to show the jobs are not substantially equal in terms of skill, effort, responsibility or working conditions and therefore can be paid at different rates hence satisfaction of employees and as a result improved performance.

Title vii of the 1964 civil rights act prohibits discrimination in employment based on race, sex, age, creed, religion and national origin. Job description provide documentation that employees are hired and paid according to necessary job requirement thus increases on their morale which eventually leads to increased performance.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 OVERVIEW

This chapter describes the research methodology of the study and is divided into the following sections; research design, population of interest, sample and sampling procedure, data collection and data analysis.

3.2 RESEARCH DESIGN

The research was based on a survey design that was carried throughout the organization on the effects of job description on employee performance. This enabled the researcher obtain a better understanding of the performance of pck and its job description practices allowing comprehensive and intensive data collection, providing an in-depth study on relationship between job description and performances

3.3 POPULATION

The population of the staff at the postal corporation of Kenya numbers to 400 at headquarters office. The respondents were selected from the population using random sampling technique.

3.4 SAMPLING

A sample was drawn from population where a stratified random sampling technique was adopted to select a sample of 40 employees listed.

3.5 DATA COLLECTION TOOLS AND METHODS

Primary source of data was used which included in depth interview, which was used for its flexibility and ability to probe. The interviews were conducted at the respondents' convenience using unstructured questions in order to capture relevant options. Key information interviews were also conducted using interview guides. These was supplemented with the use of self – administered questionnaires, which were administered to all respondents. Information was also gathered from secondary sources such as record, books, journals and news papers.

3.6 DATA ANALYSIS TECHNIQUES

Various statistical methods to present data were used These included;

Tabulation table

Tabulation tables were used in order to systematically arrange the data collected in rows and columns for efficiency and effectiveness during presentation and analyzation of data

Multiple bar graphs

Multiple bar graphs were used for analyzing the data. This made it easy to compare and interpret the findings.

Pie charts

Pie charts also made it easier to interpret the data in the research.

CHAPTER FOUR

4.0 DATA ANALYSIS AND PRESENTATION

4.1. INTRODUCTION

In this chapter an attempt is made to interpret and explain the findings. Also key information enables to relate to the specific objectives and give a clear picture of the results.

4.1.1 BACK GROUND INFORMATION

After successfully administering the questionnaires, to the planned 40 respondents only 25 of them responded while 15 of them did not respond. However this was an adequate proportion of the sample size.

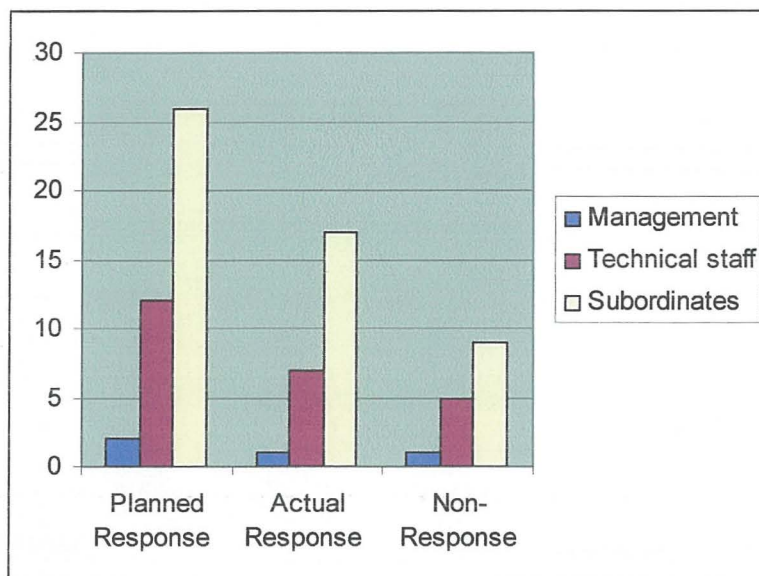
TABLE 1: Response rate

Cadre of staff	Planned Response	Actual Response	Non- Response
Management	2	1	1
Technical staff	12	7	5
Subordinates	26	17	9
Total	40	25	15

{Source: field work}

FIGURE 1

An illustration of the above table inform of a bar graph



{Source: field work}

The shortfall was due to some problems like unwillingness of some respondents to produce information regarded as confidential in floor of victimization another major problem was restriction at the gate in entry to PCK which made it difficult to get the required information from the relevant respondent. However 62.5% is and adequate proportion of the sample size.

4.1.2 Staff experience

From the research findings we can establish that 8% of the employees have stayed in the organization for less than 2 years 8% of the employees have served the organization from 3-5 years also 16% again have worked in the organization from 6-10 years.20% Have been in the corporation from 11-15 years. And 48% have served PCK above 16 years. This shows that the organization retain highly experienced employees since highly experienced employee like those who have served the organization for over 15 Years being majority can boost the morale in the organization to a greater extent because they work through experience. This clearly depicts that most of the respondent examined were highly experienced in their relevant fields. Hence the information obtained was highly credible.

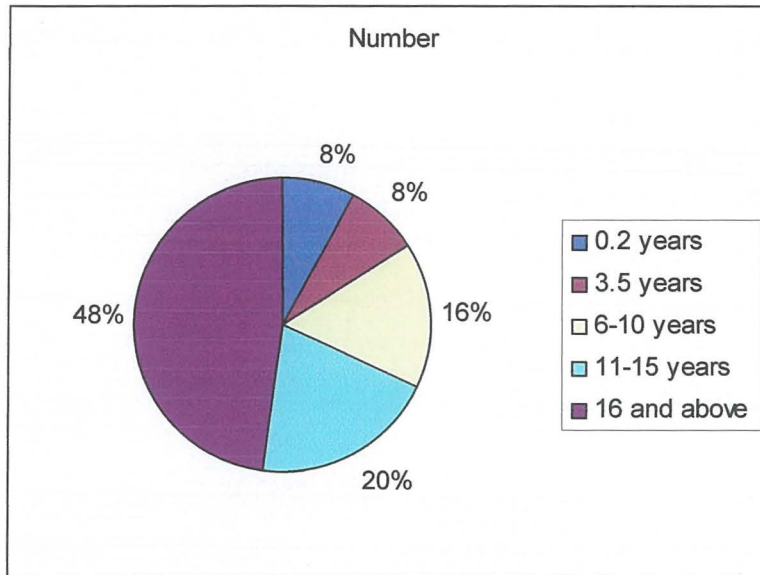
TABLE 2: length of staff experience

Categories	Number	Percentage
0.2 years	2	8%
3.5 years	2	8%
6-10 years	4	16%
11-15 years	5	20%
16 and above	12	48%
Total	25	100%

{Source: field work}

FIGURE 2

An illustration of the above table inform of Pie chart



{Source: field work}

4.1.3 Age distribution of the staff

According to study, 12% of the employees who responded are below 30 years of age . This implies that they form the minority within the organization staff. 24% of the respondents are between 31-35 years of age. 32% of the respondents are between 36-45 years. 32% also of the respondents are above 46 years. This shows that the organization has few young employees below 30 years and majority of the employees are almost or past retirement age

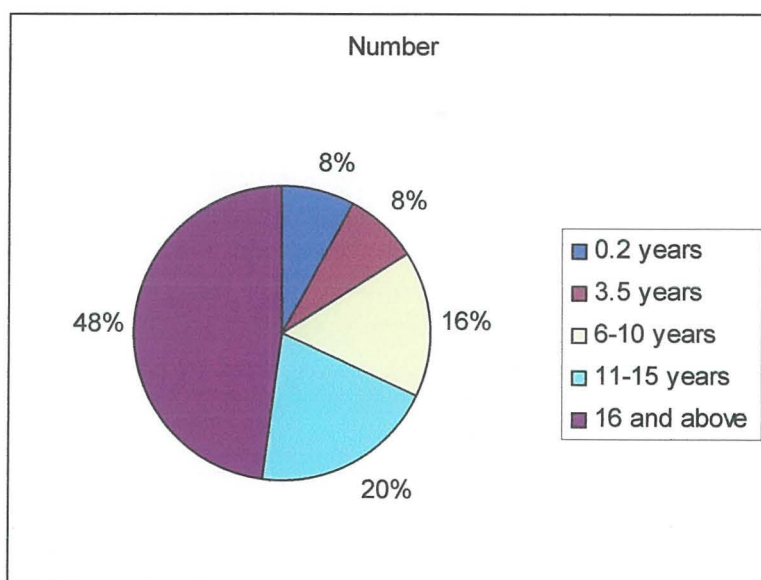
TABLE 3**Distributions of staff by age**

Categories	Number	Percentage
Below 30 years	3	12%
Between 31-35 years	6	24%
Between 36-45 years	8	32%
Above 46 years	8	32%
Total	25	100%

{Source: field work}

FIGURE 3

An illustration of the above table inform of a pie chart



{Source: field work}

4.1.4 Distribution of staff by gender

Majority of respondents represented by males with 56% this shows more than half of the employee are men while female were 44% having a difference of 12%, this showed that there was gender inequality in favour of males in the organization.

TABLE 4

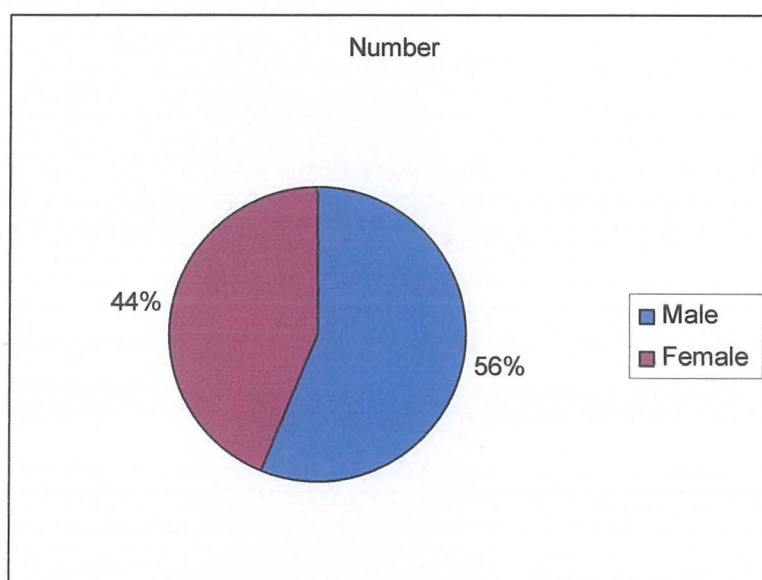
DISTRIBUTIONS OF STAFF BY GENDER

Categories	Number	Percentage
Male	14	56%
Female	11	44%
Total	25	100%

{Source: field work}

FIGURE 4

An illustration of the above table inform of a pie chart



{Source: field work}

4.2 Responses to whether the company has a job description

The stamp of management begins with the company's mission and what it communicates to employees. The most essential tools which lead employees in the right direction, help

create a positive work environment, employee motivation, and final work performance are the tools used for human resources management. Out of 25 respondents 60 percent said they have a job description in the organization while, 40 percent said they don't have a job description. These indicate that the company describes jobs for its staff it's only that job descriptions is usually treated as "*dead wood*" in the organization hence hindering some of the employees to know about it.

TABLE 5

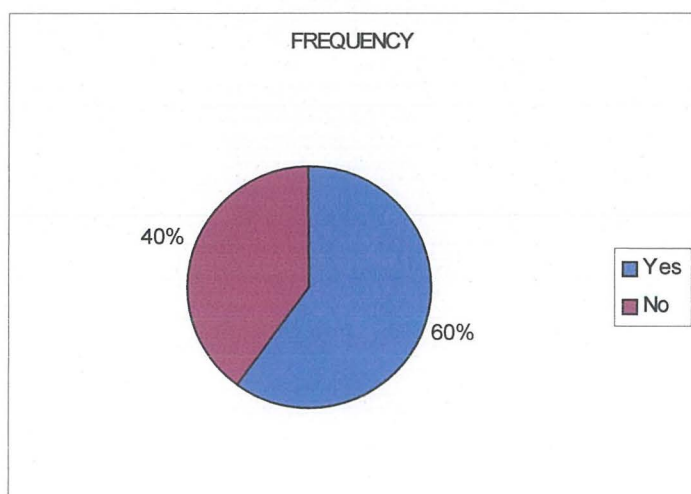
Responses to whether the company has a job description

8 RESPONSE	FREQUENCY	PERCENTAGE
Yes	15	60
No	10	40
Total	25	100

{Source: field work}

FIGURE 5

An illustration of the above table inform of a pie chart



{Source: field work}

4.3 Response on relevant and adequacy of job description

Job descriptions are of crucial importance for the understanding of the company, its setup, values and thrust; a comprehension of the different functions and job responsibilities, which make it, work; and, of course, the role each employee plays to bring all this to realization. This is seen in the organization when majority of response represented by 60 percent indicated that job description was relevant to their work while 40 percent indicated that job description was not relevant and adequate or it was either relevant but not adequate

TABLE 6

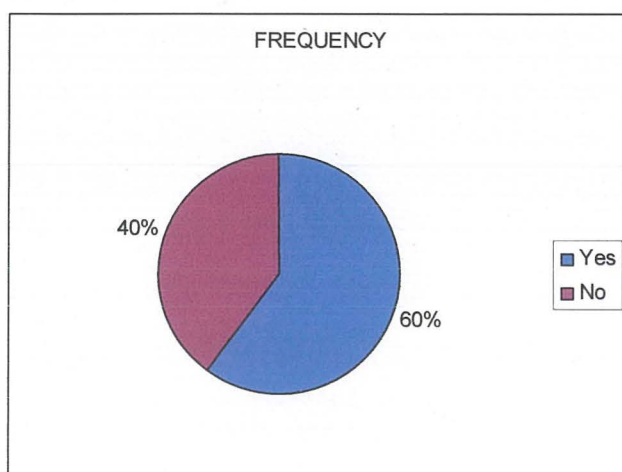
Response on relevant and adequacy of job description

RESPONSE	FREQUENCY	PERCENTAGE
Yes	15	60
No	10	40
Total	25	100

{Source: field work}

FIGURE 6

An illustration of the above table inform of a pie chart



{Source: field work}

4.4 Job description practices

In many cases it is not clear whether employers give an employee his job description in hand or at the very least shows it to him, explain it and discuss it with him (or her). Many regard job descriptions as necessary printed sheets they must collect in a binder kept in the Manager's office and the Human Resources Department. In other words, Job Descriptions are usually treated as "dead wood". They are neither read nor used. They just "exist". This is seen in the organization when employees are asked about their job description practices, 8 percent said the organization use job identification, 0 percent said organization has no job summary, 20 percent said the organization uses duties and responsibility, 12 percent uses job specification while the rest 60 percent did not know of any job description practices they said they usually, learn bit by bit what is expected of them - only upon being reprimanded since the "usual" job description, whether it is given or not to the employee, does not clearly reflect the expected employee behavior performance

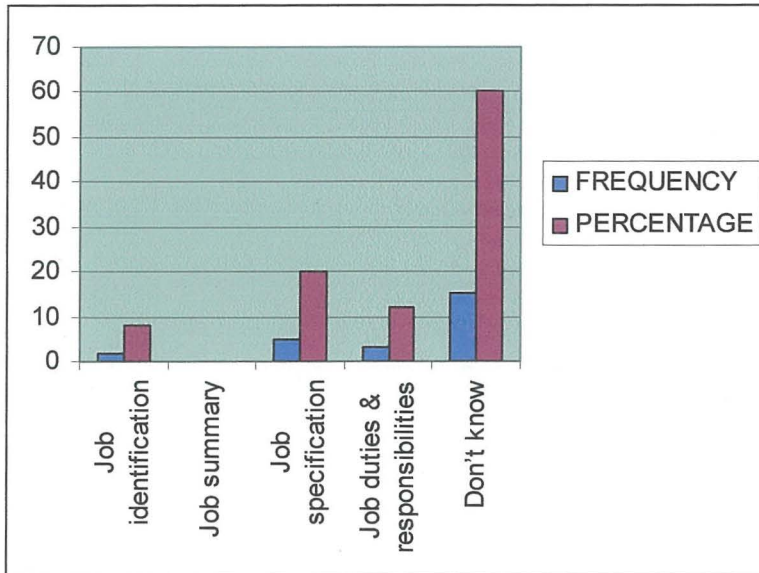
TABLE 7: Job description practices

RESPONSE	FREQUENCY	PERCENTAGE
Job identification	2	8
Job summary	0	0
Job specification	5	20
Job duties & responsibilities	3	12
Don't know	15	60
Total	25	100

{Source: field work}

FIGURE 7

An illustration of the above table inform of a bar graph



{Source: field work}

4.5 Response of employee attitude towards their responsibilities

Organization culture can induce employees to behave in a particular way without close supervision. Where organization develops rational means to coordinate and control employees. They define jobs and right job description for the employees. Thus creating Sense of shared identity, commitment whereby one becomes self managed hence a positive attitude towards his responsibility. From the result obtained it shows that, 36 percent of the Employees have a positive attitude towards their responsibilities because of organization culture, employees have a negative attitude towards their responsibilities is because of job dissatisfaction, role conflict, role ambiguity, employee attitude towards occupational health and safety. This is indicated by 64 percent of the respondents

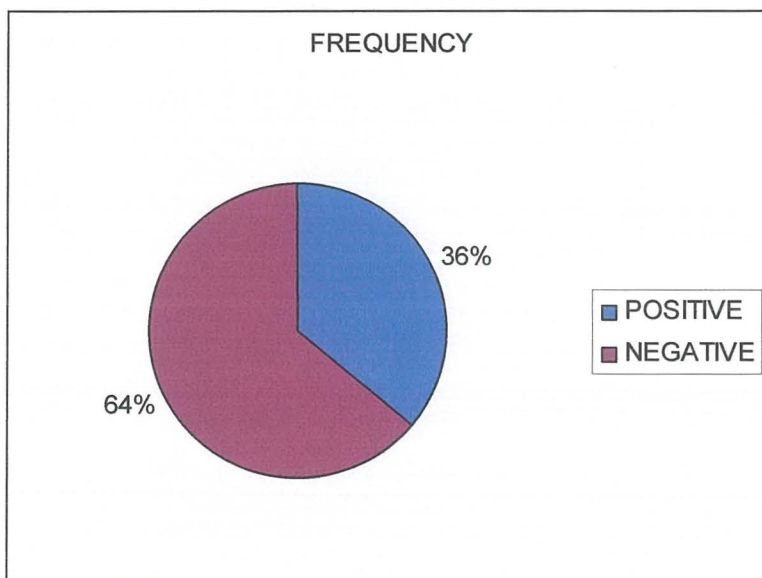
TABLE 8: Response of employee attitude towards responsibilities

RESPONSE	FREQUENCY	PERCENTAGE
POSITIVE	9	36
NEGATIVE	16	64
Total	25	100

{Source: field work}

FIGURE 8

An illustration of the above table inform of a pie chart



{Source: field work}

4.6 Do employees have any challenge in the organization?

The findings imply that employees at pck do experience many challenges when executing their responsibilities, representing 84 percent, , while 16 percent shows that they do not have any challenge or have few in the organization this is because of the older employees have vastly more experience, which also counts..

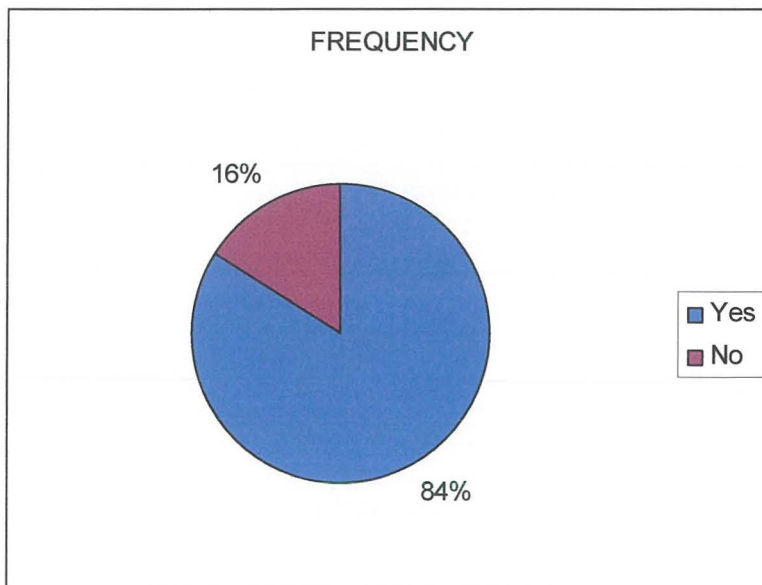
TABLE 9 Response on whether employees have any challenge in the organization?

RESPONSE	FREQUENCY	PERCENTAGE
YES	21	84
NO	4	16
Total	25	100

{Source: field work}

FIGURE 9

An illustration of the above table inform of a pie chart



{Source: field work}

4.7 Challenges

From the findings employees at PCK have very many challenges when executing their responsibilities. employees commented on some of these challenges which include; *de-jobbing, lack of detailed job description, repetitious task, work place contradictions, work place diversity, personal task stealing employees' time, , Dissatisfaction, Technological changes, , lack of clear policies and procedures, poor motivation, and poor communication among the employees.*

4.8 Effect of these challenges on employee performance

Although the organization has embarked on introduction of computers, training employees and seminars the performance of the employees has been wanting. This is because these challenges employees have been facing have resulted in *multiplication of errors, delays and duplication of activities, low motivation, absenteeism, high labour turnover, poor interpersonal relation, pilferages and low commitment among employees* leading to low productivity of the organization

4.9 Effects of job description on performance

The role of job description is to employees realize company objectives and performance objectives. If we deprive employees of such clear direction, who are we to expect flawless performance? This is why from the findings, 16 percent of the respondents said job description improves performance greatly, 24 percent said it just improves performance, 40 percent said it relatively improves performance, 12 percent said it does not improve performance and 8 percent said it does not improve performance at all.

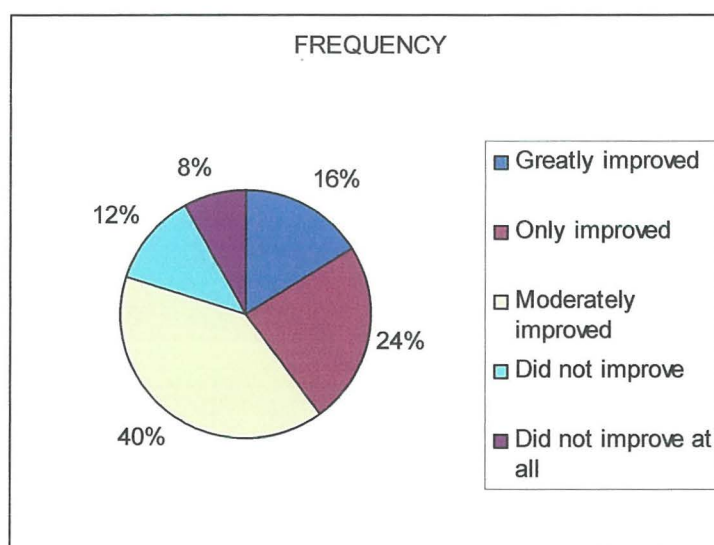
TABLE 10**Effects of job description on performance**

RESPONSE	FREQUENCY	PERCENTAGE
Greatly improved	4	16
Only improved	6	24
Moderately improved	10	40
Did not improve	3	12
Did not improve at all	2	8
Total	25	100

{Source: field work}

FIGURE 10

An illustration of the above table inform of a pie chart



{Source: field work}

4.10 Other factors apart from job description that improve on performance

- Feed back
- Performance appraisal
- Job analysis
- Motivation
- Good interpersonal relationship
- incentives

4.11 Relationships between job description and employee performance

.The most essential tool which lead employees in the right direction, help create a positive work environment, employee motivation, and final work performance is the Job

Descriptions which is of crucial importance for the understanding of the company, its

Setup, values and thrust; a comprehension of the different functions and job responsibilities which make it work; and, of course, the role each employee plays to bring all this to realization hence performance objective of the organization is achieved. From the findings of the study majority of the employees said there is relationship between job description and employee performance with the work performed this was represented by 76 percent of the respondents. While the rest did not see any relationship between job description and employee performance represented by 24 percent of the respondents.

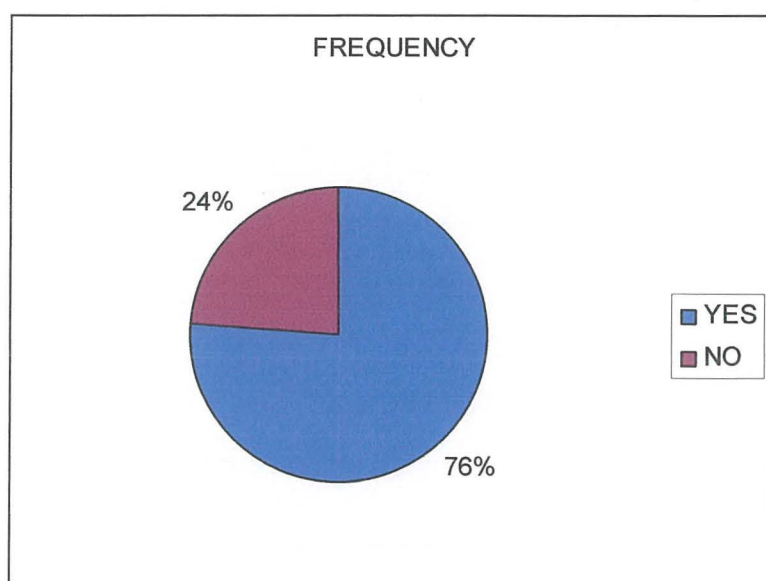
TABLE 11: Respondents opinion on whether there is a relationship between job description and employee performance

RESPONSE	FREQUENCY	PERCENTAGE
YES	19	76
NO	6	24
	25	100

{Source: field work}

FIGURE 11

An illustration of the above table inform of a pie chart



{Source: field work}

4.12 Does the decision to use job description improve on organization performance?

From the findings Employees at pck reveled that the decision to use job description improves on employee performance because job description is used as a measure of standards of performance. The biggest problem is that managers do not communicate the importance of job description to its employees and that job description are treated as “dead wood” in the organization.

4.13 Employee perceptions on job description

Of the total respondents who were tested had a positive perception on job description because job description help them to know what is expected of them represented by 40 percent. While the rest of the respondents had a negative perception towards job description because they perceive it as bureaucratic, ligid and cumbersome representing 60 percent of the respondents

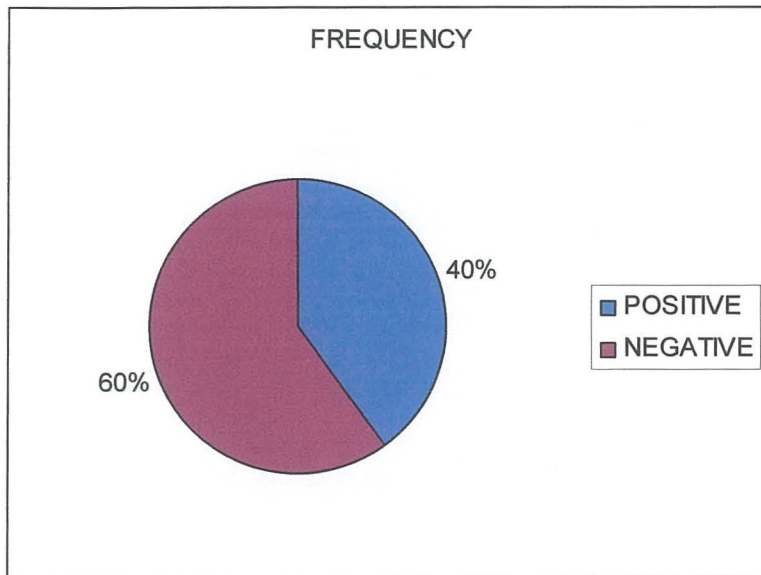
TABLE 12: Employee perceptions on job description

RESPONSE	FREQUENCY	PERCENTAGE
POSITIVE	10	40
NEGATIVE	15	60
Total	25	100

{Source: field work}

FIGURE 12

An illustration of the above table inform of a pie chart



{Source: field work}

4.14 Do the organization revise job description?

Some organizations revise the tools every few years (it would be sad here to quote an average frequency since many do not do so for 20-25 years despite the dynamic changes the business and working world went through in the last three decades). Those who do revise them usually do it on old standards and previous formats, without making provision for today's fast-moving pace, constantly changing environment, economies, work and labors realities. From the results obtained it shows that employees job description has never been revised at pck at all this is because majority of the employees said their job description have never changed since they joined the organization and the challenges they are facing.

CHAPTER FIVE

5.0 DISCUSSION, CONCLUSION AND RECOMMENDATION

5.1. DISCUSSION OF THE FINDINGS

From the whole project, the researcher has analyzed that the general concept is that the company must have tools such as policy and procedures manuals, job descriptions, appraisal forms and employee handbooks as a "painful obligation", a "pretense at being organized". As these tools have been revealed by many researchers and authors as being paramount to the success of any organization this tools leads to employee motivation thus increasing efficiency within the organization, hence improved productivity of the organization as a whole

5.1.1 Job description practices

The study revealed that, most employees are not aware of job description practices within their organization despite their organizations having well crafted job description practices. It has been clear that management doesn't give an employee his job description in hand or at the very least shows it to him, explain it and discuss it with him (or her). Management regard job descriptions as necessary printed sheets they must collect in a binder kept in the manager's office and the human resources department. In other words, job descriptions are usually treated as "dead wood" at pck they are neither revised nor used. others said they have learn bit by bit what is expected of them - only upon being reprimanded where some of the employee have learnt of practices such as *job specification*, *job duties* and *responsibilities*, and *job identification* as being used in the organization. This shows that

Job description practices at pck are not well written even though they exist in their job description. This is because it only favours some of the employees who are aware of such practice in the organization. These findings relate to **Michael and Frank** that although there is no universal format for job description, most have certain common elements. A list of job duties is one element found in all job descriptions most will contain. Some identifications and a brief job summary. They often contain job specifications though it is also common practice to list specifications on separate form.

5.1.2 Employees attitude towards their responsibility

Attitudes are evaluative statement either favourable or unfavourable concerning object people or events. They reflect how one feel about something. For instance when I say “I like my job” **Job** satisfaction is a general attitude toward an individual's current job and organization that encompasses the *feelings, beliefs, and thoughts* about that job. Job satisfaction is likely the most studied attitude in organizational behavior most people believe that job satisfaction is closely associated with performance and numerous other important work behaviors, including *absenteeism, turnover, and organizational citizenship behavior*. Employees' job satisfaction is both a goal in itself and a proxy for an organization's capacity to retain and motivate its employees

Theories on job satisfaction are numerous, including theories of motivation and organizational behavior that have been interpreted as theories of job satisfaction in various empirical studies In the practice of human resource management, the theory of motivation and job satisfaction put forth by Hertzberg, widely know as **Hertzberg's theory**, has been very influential and underlies many current management guidelines

Hertzberg found that, indeed, there are two clusters of factors involved in motivation and job satisfaction. He identified five factors as strong determinants of job satisfaction:

- ❖ Achievement,
- ❖ Recognition,
- ❖ Work itself,
- ❖ Responsibility, and
- ❖ Advancement.

These factors appeared only infrequently when employees describe events that are dissatisfying. They describe an individual's relationship to what he or she does, the content of the job, this are labeled as motivators. Another cluster of factors describes the

- situation,
- the context,
- Or the environment in which the job is done.

These factors can prevent or cause dissatisfaction, but not cause satisfaction. Hertzberg, labeled these factors as hygiene factors, dissatisfiers, or maintenance factors (Hertzberg). Significant hygiene factors included company policy and administration, supervision-technical, salary, interpersonal relations-supervision, and working conditions

Therefore, the researcher revealed out that employees have a negative attitude towards their responsibilities. This is because they perceive job description to dissatisfy, ligid, cumbersome, bureaucratic, repetition of tasks thus bringing about role of conflict, role ambiguity, role culture, employee self management, among the employees which lead to negative perception on their responsibilities in the organization and as a result affect their performance. This relate to **Steven and Mary Ann**, attitude represent the caster of beliefs, assessed feelings and behavioral intensions towards an object. Attitudes are judgment on what we think.

5.1.3 Challenges employees face when executing their responsibilities

From the research findings it has been revealed that employees experience many challenges in relation to their responsibilities which have hindered their performance. In most cases work challenges arise as due to;

- *job description being poorly written*
- *providing little guidance to the job holder*
- *not updating job description as job duties and specification change*
- *job duties written in vague rather than specific terms*
- *Job description limiting the scope of activities of the job holder.*

Employees' experience many challenges in the organization among them include; do-jobbing, lack of clear job description, repetitious task, multiplication of errors, lack of team spirit. Other challenges include;

Workplace contradictions

Organization Workplaces are full of contradictions. What is often said and what is actually done, at times, are opposite. Some workplace contradictions that have aggravated a few are "balance". Where many managers speak about the importance of having balance between work and home. Then again, many of the same managers speak to their employees about pitching in and working overtime too. Companies almost always preach the importance of creativity. Yet few understand how to foster a creative environment

Personal tasks steal employee time

There are only so many hours in the day to meet job requirements and personal obligations, and employers are aware that not all of the work day is spent on business,

In the survey of workers at pck, differences by gender and age emerged: Women said they take an average of 29 minutes daily to attend to personal tasks during office hours, while

Men admitted to spending 44 minutes each day on non-work related activities. Younger employees also were more to take personal time during business hours. Survey respondents between the ages of 18 and 34 estimated spending an average of 45 minutes each day on personal pursuits at work, compared to 32 minutes for those between the ages of 35 and 64, and 17 minutes for workers age 65 years or older

Organizational change

Many workplaces have experienced widespread organizational change. In the past decade employees were required to adjust rapidly to new jobs, technologies, and cultures, and subsequently, to employ a variety of new skills. Work-related stress among employees has increased and organizations are now experiencing higher incidences of workplace

- Unfair distribution of rewards towards exerted efforts
- Unnecessary interference from top management
- Technological changes
- Lack of fresh blood in the organization.

All this have been challenges employees have been facing when executing their responsibilities and as a result they lead to confusion, delays, error and overlap of roles in the organization. The findings do not relate to **Gomez and David**, most firms today continue to utilize job descriptions and to relay on job as traditionary defined. However, it's clear that more and more firms are moving towards new organizational configurations one built around jobs that one broad and that may change everyday. As one writer has said "in such a situation people no longer take the cues from job description or supervisor instructions. Signals come from the changing demands of the project. Workers learn to focus their individual efforts and collective resources on work that need doing, changing as those changes.

5.1.4 Effect of job description on employee performance

Findings reveal that, job description moderately improves performance of the majority in the organization, improves performance for some and it does not improve performance of others. This is because it does not dictate what employees should do in the organization and others are not able to rank their performance to what is expected of them hence performing

poorly. This don't relate to **Chatter** jeer findings that, job description is used to give a measure for setting job standards, which would give an indication of the productivity of each employee performing the job.

5.2 CONCLUSION

5.2.1 Job description practices

At PCK, there is a job description although it does not contain all job description practices. This shows that the organization does not revise its job description that is why it is poorly written thus lacking most of important practices. This is why the organization should think of Job Descriptions as "*active, living, dynamic tools*" to be continuously used and revised for updates and refinement.

The organization does not communicate to the employees about the importance of job description that is why very few employees know what it contains. Job description help in understanding of the company, its setup, values and thrust; a comprehension of the different functions and job responsibilities which make it work; and, of course, the role each employee plays to bring all this to realization

5.2.2 Employees' attitude towards their responsibility

Attitudes are judgment or what we think. Job satisfaction is a general attitude toward an individual's current job and organization that encompasses the feelings, beliefs, and thoughts about that job. Job satisfaction is likely the most studied attitude in organizational

behavior most people believe that job satisfaction is closely associated with performance and numerous other important work behaviors, including absenteeism, turnover, and organizational citizenship behavior. Employees' job satisfaction is both a goal in itself and a proxy for an organization's capacity to retain and motivate its employees. From the

findings employees have a negative attitude towards their responsibility because their jobs are not satisfying as a result of, multiplying errors, duplication of tasks, overlapping of roles, which is brought about by role ambiguity, role culture and role conflict..

Those with positive attitude is due employee self management and the experiences they have gained in their specific areas of specialization.

5.2.3 Challenges employees face when executing their responsibilities

There is a great deal of restructuring, downsizing, and merging of companies right now for the purpose of streamlining costs and revenue. These greatly depend on how management directs the organization from the inside. The organization's expression and direction is driven from inside out.

Workplace diversity refers to the variety of differences between people in an organization. Diversity encompasses race, gender, ethnic group, age, personality, cognitive style, tenure, organizational function, education and background.

Diversity not only involves how people perceive themselves, but how they perceive others. Those perceptions affect their interactions. For a wide assortment of employees to function effectively as an organization, human resource professionals need to deal effectively with issues such as communication, adaptability and change. For an organization to be Successful there is need to recognize the importance for immediate action and be ready and willing to spend resources on managing diversity in the workplace. When diversity is not

Managed well the result will be: lack of consistency, low employee morale, lack of trust and teamwork, and a suspicion of favouritism this will lead to low performance

From the findings it has been revealed that employees have very many challenges due to re-engineering of jobs and the rapid changes taking place in business today and lack of detailed job description in the organization although critics of job descriptions claim that is almost impossible to provide an accurate job description, since many jobs are in a state of continuous flux as technologies and market conditions change

5.2.4 Effect of job description on employee performance

Performance at PCK has improved significantly even though the organization has not embarked on job description. The findings of the research shows that job description moderately improves performance of employees and others said that they work from experience this is because there are no set standards of performance. Employees claimed that there are other factors apart from job description that contribute to their performance even though job description does. These factors are *motivation, job satisfaction, working environment, remuneration, feedback, performance appraisal and rewards*. Employee said that mostly job description makes employees to be rigid, have conflict of interest, thus lacking team spirit and as a result have low performance. A happy worker is the productive worker

5.3 RECOMMENDATIONS

Job descriptions generally should contain a complete identification of the job and its location within the organization. The section on duties and responsibilities should group all tasks into major functional categories and each entry should begin with action verbs. Job specifications should include all SKAs needed to perform the job, as well as other minimum qualifications.

Below is a checklist to help managers determine whether their company's Job Descriptions are effectively written and gainfully used:

- When did you last read your company's Job Descriptions?
- What is their purpose?
- What do you aim to achieve through them?
- Do they bring about measurable and observable results?
- If not, what do they achieve?
- Who uses them on a regular basis? For which purpose?
- What do they communicate to employees?
- Do they only list task responsibilities?
- Does each responsibility mentioned clearly explain its purpose? Do they guide employees on HOW they are expected to perform?

- Who refers to them regularly?
- Are they being used as Training Tools?
- Are they also being used as Evaluation Tools?
- Do they communicate performance criteria for evaluation purposes?
- How do employees know with which criteria they are being evaluated?
- Do you encourage them to use them to determine training needs?
- Do you encourage employees to use them to evaluate themselves?
- Do you encourage input from employees to improve the content?
- Do Department Heads regularly upgrade Job Descriptions?
- Are employees' parts of the process?
- Are Job Descriptions used to plan Training activities?
- Are they being used to discuss operational matters with employees?
- Are they Customer- and-Service focused?
- Are they performance focused?
- Do they communicate the general direction of the company?
- Do they send a "team work" message?
- Do they mention company policies and procedures?
- Do they refer to house rules and regulations?
- Do they mention job-related safety and security?
- How often do you revise and update them?
- If they are not being used as described above, why do you have them?

Organization should regard job description as an outline of the minimum requirements of the job and show employees that a job description is not intended to catalogue all duties involved with the result that an employee would feel justified in declining to perform any work not included in the description, thus preserving flexibility of operations and as a result reduce the negative attitude towards responsibilities by the employees.

Organization should design job descriptions that are up-to-date and those that are flexible enough to accommodate any new change in the business environment and management should revise job description twice a year so as to reduce on the challenges employees are facing due to de-jobbing and restructuring.

Job descriptions should be fully detailed and high satisfactory. Each job description should includes a full summary of the job position, the function that position plays within the organization, specific qualifications such as education, experience, education level, mental and physical ability, and work environment details.

High-quality, well-written job description can have many uses. Not only will it be a great tool to avoid costly law suits, but it will also serve as a wonderful tool for hiring employees for that position and using it as a guide to perform job appraisals for employees. ; Recruitment, interviewing, orientation, training, job evaluation and wage compensation survey,

Main reasons why companies should invest in job descriptions:

- *Attract the most qualified job applicants.
- *Great tool for the recruiting, hiring, and interview process.
- *Tool to compare employee performance based on job description.
- *Avoid costly law suits that may occur without a job description

I recommend managers to have job description in order to provide a defense against a lost of legal challenges that more and more companies face from disgruntled employees. Job description allow companies to provide documented evidence admissible in court for disputes over contested job duties and responsibilities that entail hiring, firing, promotion or pay decisions.

I also recommend the organization to bring in fresh blood in the organization because majority of the employees are old and unproductive although the older have vastly more experience, which also counts. The young are highly productive in terms of energy/innovation/creativity. Therefore the organizations need a balance between these two groups.

4.4 AREAS OF FURTHER STUDIES

Further studies should be done on the topic, this is because technological changes are bringing about new ways of doing things and as a result job description may have no effect on employee performance.

The rate at which graduates are getting into the business market is very high with their different skills, knowledge and abilities thus making it difficult for management to describe jobs which hinder employees to perform well thus calling for further research.

Due to increasing pressure from public interest groups, the government and the courts, producing job related job description, hiring criteria and compensation systems that are fair calls for further research on this area.

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APPENDIX 1

The questionnaire to the respondents

Dear Respondent

I am a student of Kampala International University and I am carrying out a study in your company as a requirement for my degree. Your participation will be highly appreciated.

Thank you

MURITHI KIRIMA

SECTION A

Instructions: Tick where necessary

1(a) below is age categories of employees in your organization in which group do you belong

Below 30 years	<input type="checkbox"/>
Between 31 – 35 years	<input type="checkbox"/>
Between 36 – 45 years	<input type="checkbox"/>
Above 46 years	<input type="checkbox"/>

(b) Gender

Male	<input type="checkbox"/>	Female	<input type="checkbox"/>
------	--------------------------	--------	--------------------------

2. How long have you worked for the organization

0 – 2 years	<input type="checkbox"/>
3 – 5 years	<input type="checkbox"/>
6 – 10 years	<input type="checkbox"/>
11 – 15 years	<input type="checkbox"/>
16 years above years	<input type="checkbox"/>

SECTION B

1(a) Do you have a job description in your organization

Yes ☐

No ☐

(b) If yes, is it relevant and adequate to your work?

Yes ☐

No ☐

(c) If no, how do you carry out your tasks?

2. Which job description practices does your organization use?

1. Job identification ☐

2. Job summary ☐

3. Job duties and responsibilities ☐

4. Job specification ☐

5. Others.....

.....

3(a) What is the employee attitudes on their job responsibilities?

Positive ☐

negative ☐

(b) If positive comment why?

(c) If negative what factors contribute to the negative attitude?

4(a) Are there any challenges you face when executing your responsibilities?

Yes ☐

No ☐

(b) What are the challenges employee are experiencing when executing their responsibilities? State some of this challenges.....

(c) What steps has the organization taken to reduce on these challenges?

.....

(d) How does these challenges affect on the employee performance? Comment

.....

5. How does job description affect performance (Tick the correct one?)

(a) It greatly improves performance YES ☐ NO ☐

(b) It improves performance YES ☐ NO ☐

(c) It moderately improves performance YES ☐ NO ☐

(d) It does not improve performance YES ☐ NO ☐

(e) It does not improve performance at all YES ☐ NO ☐

(II) What other factors apart from job description improve on employee performance?

.....

6(i) do you find any relationship between your job description and the performance you produce?

.....

.....

(ii) If yes, why do you think they relate? Comment

(iii) If no, why do you think there is no relationship between job description and your performance?

7 (i). Does the decision to use job description improve on your organization performance? Briefly explain your response.

.....
.....
.....

(ii)How does employee perceive their job description in your organization? Comment

.....

(iii) How often is your job description revised?

- a) once per year
- b) twice per year
- c) once after two years
- d) once after five years
- e) it has never been revised

Thank you

APPENDIX II

This is an estimate of finances expected to facilitate the research study.

Item	Costs Kshs.
Stationary	2, 000, 00
Transport	5, 000, 00
Type setting, printing and binding	4, 000, 00
Miscellaneous	<u>3, 000, 00</u>
	<u><u>14, 800, 00</u></u>

APPENDIX IV

