

**JOB DESIGN AND STAFF MORALE IN SELECTED BANKS IN EMBU COUNTY, KENYA.**

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A thesis

Presented to the School of  
Postgraduate Studies and Research  
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Kampala, Uganda.

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In Partial Fulfillment of the Requirement for the Award of  
Masters in Business Administration

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**BY:**

**STEPHEN MUTURI NJERU**

**MBA/10055/81/DF**

**OCTOBER, 2011**

## DECLARATION A

"This thesis is my original work and has not been presented for a Degree or any other academic award in any University or institution of learning".

Stephen Mutun

Signature of Candidate

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## DECLARATION B

### Declaration by the supervisor

"I confirm that the work reported in this thesis was carried out by the candidate under my supervision".

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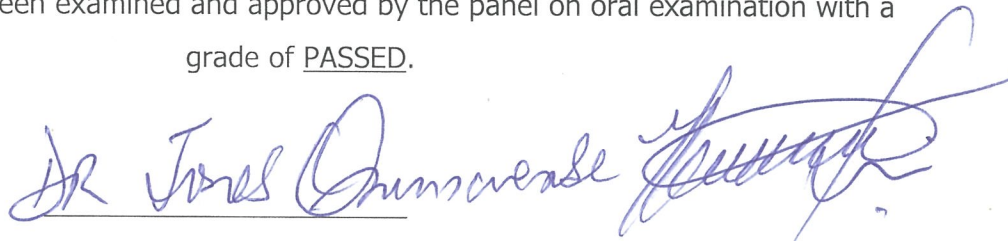
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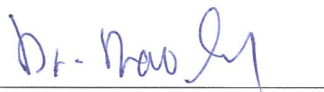
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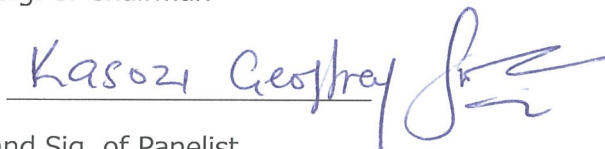
This thesis entitled "**JOB DESIGN AND STAFF MORALE IN SELECTED BANKS IN EMBU COUNTY, KENYA** " prepared and submitted by **Stephen Muturi Njeru**, in partial fulfillment of the requirement for the degree of Masters in Business Administration.( Job Design and Staff Morale has been examined and approved by the panel on oral examination with a grade of PASSED.



Name and Sig. of Chairman



Name and Sig of Supervisor



Name and Sig. of Panelist

Name and Sig. of Panelist

Name and Sig. of Panelist

Date of Comprehensive Examination: \_\_\_\_\_

Grade: \_\_\_\_\_

\_\_\_\_\_  
Name and Sig of Director, SPGSR

\_\_\_\_\_  
Name and Sig of DVC, SPGSR

## **DEDICATION**

I wish to dedicate this thesis to my family, my supervisor and the teaching staff at Kampala International University.

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**May God bless you all.**

## ABSTRACT

This study finds out influence of job design on staff morale in the banking industry of Embu County. The study has its background on the fact that the aim of job design is to satisfy the requirements of organization for productivity, operational efficiently and quality of products or services and that it also aims to satisfy the needs of individual.

The author's main purpose was to investigate the influence of job design on staff morale in the banking industry. Although the population studied is from one locality, the findings of the study will be used by banks within Embu County as they are representatives of others.

The literature review of this study was to examine past studies done in the areas of job enrichment, job enlargement, job rotation and autonomous work groups. The study adopted a descriptive research. Data was collected and analyzed for purpose of describing current situations. Simple random sampling design was used to obtain a sample. Questionnaire was used to collect the data from the selected respondents.

The target population was 840 employees within the county; accessible population was 360 employees in Banks in Embu Town and a sample size of 189 employees.

The study found that banks have different description of the jobs which had both positive and negative impact of the morale of their employees (mean = 3.3425).

The study also found that their existence a significant relationship between the job design and the employees morale in selected banks within Embu County, where  $r = 0.452$  and the significance value =  $0.000 < 0.5$ .

The study conclude that job design and employees morale in banks within Embu County are correlated with one another and that job design has more negative impact to the morale of the employees which consequently affects their productivity and satisfaction. The study recommends that Future research could replicate this study and investigate the impact of job design on staff morale in banking industry in other County. Comparisons could then be made to determine whether the differences exist regarding the impact of job design on employees' morale.

## TABLE OF CONTENTS

### CHAPTER

<b>ONE: THE PROBLEM AND ITS SCOPE .....</b>	<b>1</b>
Background of the study .....	1
Statement of the problem .....	2
Purpose of the study .....	2
General Objectives .....	3
Specific objectives .....	3
Research Questions .....	3
Hypothesis of the study .....	3
Scope of the Study .....	4
Geographical Scope .....	4
Theoretical Scope .....	4
Content Scope .....	4
Time scope .....	4
Significance of the study .....	4
Operational definitions of terms .....	5
 <b>TWO: REVIEW OF RELATED LITERATURE .....</b>	 <b>6</b>
_Concept, Ideas, Opinion for Authors/ Experts .....	6
_Theoretical Perspectives .....	15
 <b>THREE: METHODOLOGY .....</b>	 <b>20</b>
Research Design .....	20
Study Population .....	20
_Sample size .....	21
Sampling procedures .....	21
Research instruments .....	22
_Contents Validity and reliability .....	22
_Data gathering procedure .....	22
_Data analysis .....	23



_Ethical Consideration .....	23
_Limitation of the Study .....	24
<b>FOUR: _PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA .....</b>	<b>25</b>
_The demographic characteristics of respondents .....	25
_The description of the constituency of the job design.....	27
_The description of the effect of job design in selected banks.....	28
_The description of the effect of job design on the morale of employees .....	30
_The relationship between job design and the morale .....	34
<b>FIVE: _PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA .Error! Bookmark not defined.</b>	
_FINDINGS.....	38
_CONCLUSIONS .....	40
_RECOMMENDATIONS.....	41
<b>REFERENCES .....</b>	<b>i</b>
<b>APPENDIX .....</b>	<b>i</b>
TRANSIMITAL LETTER FOR THE RESPONDENTS.....	i
Clearance from Ethics Committee.....	i
Acceptance Letter .....	i
_INFORMED CONSENT .....	ii
_QUESTIONNAIRE .....	iii
_BUDGET.....	viii
_TIME SCHEDULE .....	ix
_CURRICULUM VITAE .....	x

## LIST OF TABLES

Table 2.1: Herzberg's Motivational Hygiene Model

Table 3.1: Distribution of the Target Population and Accessible Population within Embu Town

Table 4.1: Demographic Characteristics of Employees, n =189

Table 4.2: Constituency of Job Design n=189

Table 4.3: The Effect of Job Design on Employees in Selected Banks n = 189

Table 4.4: Contribution of Job Design to the Staff Morale n = 189

Table 4.5: Effect of Job Design on Employees' Morale

Table 4.6: Effect of Job Design on Morale of Customers

Table 4.7: The Relationship Between Job Design and Employees Morale

## CHAPTER ONE

### THE PROBLEM AND ITS SCOPE

#### Background of the study

Job design has been defined by Davis (1996) as the specification of the contents method, and relationship of jobs in order to satisfy technological and organizational requirements as social and personal requirements of the job holder.

Individual jobs are essentially a collection of tasks. Every job represents some sort of compromises between conflicting pressures arising from; the need to meet the customer's specification. The need to meet financial targets, the operating requirements of the machinery involved the nature of the production process, the requirement for stocking and motivational needs employees. The aim of job design is to satisfy the requirements of the organization for productivity, operational efficiency and quality of product or service.

It also aims to satisfy the needs of individual for interest, challenge and accomplishment thus providing for job engagement. consideration also has to be given to another important aim of job design : to fulfill the social responsibilities of the organization to the people who work in it by improving the quality of work life , an aim which was started in Wilsons's (1973) report on the subject ,” depends upon both efficiency of performance and satisfaction of worker. The content of job is affected by purpose of the organization or organizational unit: the particular demands that achieving the purpose makes on the people involved the structure of the organization and the technology of the organization, the process and activities carried out in the organization and environment in which the organization operates.

For job design to be effective it has to take into account the process of intrinsic motivation which is the generated factor that influences people to behave in a particular way or to move in a particular direction. These factors include responsibility, autonomy, scope to use and develop skills and abilities, interesting and challenging work and opportunities for advancement.

## **Statement of the problem**

Though very crucial to the organization, job design is often complex and without proper planning, training and management it may compromise the goals of the organization. It is important to know what employees find de-motivating about their work. Guest and colleagues (1978) found out factors that make a significant contribution to people's boredom as constraint in the job, meaningless tasks, lack of interest and challenge, repetition and never ending nature of the job.

According to Davis (1950) a reported survey of job design practiced in large industrial organization in the united states of America considerable variation in policies towards job design were noted and in the responsibility of job design. Sell (1983) suggest that there are characteristics which are crucial if a job is to satisfy human needs and one of them is task restructuring.

Job designers appear to have ignored the psychological and social aspects of work to the detriment of the organization, the workforce and society as whole. A number of problems seem to stem from job design like demoralizing the employees, poor organizational service delivery and conflict in the organization. Researches indicate that there are no clear rules to design jobs. It can be said, though that people bring diverse range of skills and abilities to work place, together with a diverse range of expenses, aspiration and expectations.

It has been noted that job designers primarily organize work to achieve accuracy, reliability, interrupted workflow, and consistency of containment of cost. Only after these considerations have been met by the manager likely to consider employee's need for motivation. The task facing organizations would therefore be to strike a balance between the needs of the organization to achieve its goals and the creation of working environment which results to job satisfaction for employees. This research dealt with evaluation of seeing better way of dealing with job design and its influence on staff morale.

## **Purpose of the study**

The research will deal with evaluation of seeing better ways of dealing with job design and its influence on staff morale.

## General Objectives

To investigate the correlation between job design and staff morale in the banking industry in Kenya.

## Specific objectives

1. To determine the profile of the respondents in terms of age, gender, education qualification and position in the organization.
2. To determine the extent of **job design** in the selected banks in Embu County, Kenya.
3. To determine the **level of staff morale** in the banking industry within Embu County, Kenya.
4. To determine if there is a significant **relationship between** the extent of job design and the level of staff morale in the banking industry within Embu County.

## Research Questions

The study will seek to answer the following research questions.

1. What is the **profile of the respondents** in terms of in age, gender, education qualification and position in the organization in banking industry within Embu County?
2. What is the **extent of job design** in some selected banks in Embu County?
3. What is the **level of staff morale** in the banking industry within Embu County?
4. Is there a significance **relationship** between the extent of job design and the level of staff morale in the banking industry within Embu County?

## Hypothesis of the study

The following are the conjecture which the researcher tested:

Ho: there is no significance relationship between job design and the employees' morale in banking sectors within Embu County.

## **Scope of the Study**

### **Geographical Scope**

This study was carried out in the banking institutions in Embu County in Kenya.

### **Theoretical Scope**

The study confined itself to the issues associated with job design and staff morale. This study was based on the Herzberg's theory (1966) that job design can be approached with one or more goals in mind.

### **Content Scope**

The application of data to be collected was limited to sample population to be taken in the banking institutions in this County. The sample size was obtained by applying the solvent formula.

### **Time scope**

The research took a time period eight months (8) that is from February 2011 to September 2011

### **Significance of the study**

This study will be of important from different perspective. First, it will be contributing new ideas in that although there are a lot of studies in job design, there is no study which has been done of the effect of job design on employees' morale in Banks within Embu County. Secondly, the results for this study will be beneficial to many sectors.

**Banks** - It will help the bank to know the various methods of job design and how they influence staff morale and how to implement effectively job design methods in the work place.

**Human resource managers** - As a whole, this study will help human resource manager to assess the factors other than pay and relate to motivation that affects staff motivation.

**Researcher** - It will provide an opportunity for the researcher too enhance their analytical skills.

## Operational Definitions of Terms

<b>Job design</b>	Specification of contents, methods and relationships of job in order to satisfy technological requirements as well as the social and personal requirements of the job holder.
<b>Staff morale</b>	The amounts of confidence felt by a person or group of people in relation to how their work is designed.
<b>Job enrichment</b>	Addition to job of tasks that increase the amount of employee control or responsibility affecting their morale.
<b>Job enlargement</b>	Addition of extra similar, task to job in relation to its influence on staff morale.
<b>Job rotation</b>	Movement of employee through a range of jobs in order to increase interest and how employees respond to it in terms of positive or negative motivation.
<b>Autonomous work</b>	Production units designed to function with certain independence and minimal supervision and their effect on employee motivation.
<b>Correlation</b>	The productivity of an employee is greatly associated with the job design and staff morale.

## CHAPTER TWO

### REVIEW OF RELATED LITERATURE

#### **Concept, Ideas, Opinion for Authors/ Experts**

Job design attempts to meet people's personal and social needs at work through organization and restructuring of work. Nevertheless, critical approaches have not been put in place to ensure the design has at least met its definite goals such as personal satisfaction that people derive from their work and making the best use of people as valuable resources of the organization and it helps overcome obstacles to their effective service delivery.

Job design has been defined as specification of the contents, methods and relationships of jobs in order to satisfy technological and organizational requirements as well as social and personal requirements of the job holder (Buchanan, 1979). Turner and Lawrence (1965) identified six important characteristics which they called requisite task characteristics namely, Variety, autonomy, required interactions, optional interactions and knowledge and skill responsibility. Cooper (1973) outlined four conceptually distinct job dimensions: Variety, discretion, contribution and goal characteristics. An integrated view suggests that the following motivating characteristics are of prime importance in job design: Autonomy, discretion, self-control, responsibility, variety, and use of abilities, feedback, and belief that task is significant.

The purpose of this study was to evaluate the various job design techniques, as they do not foster internal motivation and other desirable outcomes such as general satisfaction and improve work effectiveness. Some job design techniques interfere with factors like autonomy,

client relationship, personal growth and development and feedback at the workplace. Laurie Mullins (1996).

Different job design methods may lead to job turnovers, the worker doing below his or her competence, keeping up with new technology, working with inadequate, trained subordinates or even incompetent bosses. All these outcomes can lead to conflicts in the organization (Cole 1996). On the broader side, job design can lead to individual and organizational consequences. Individual consequences include sudden noticeable gain or loss of weight, addiction to drugs like alcohol or cigar smoking. Organizational consequences include



the following as put forward by Cardy (2004) ; low performance in both quality and productivity, low job involvement, loss of responsibility, lack of concern for the organization, lack of concern for other colleagues, loss of creativity, voluntary turnover and career uncertainty.

The purpose of job design is to increase both employee motivation and productivity (Rush, 1971). Increasing employee’s motivation can be achieved through increased job satisfaction. Two major reasons for attention to job design are to enhance the personal satisfaction that people derive from there and to make the best use of people as a valuable resource of the organization and to help overcome obstacles to their effective performance. To this end, the two hygiene theory by Hertzberg describes two sets of factors, satisfying and dissatisfying this affects an employee’s self-esteem and opportunity for self-actualization at the workplace.

**Table 2.1.1 Hertzberg’s Motivational Hygiene Model**

<b>Job content factors</b>	
<b>Dissatisfying factors</b>	<b>Satisfying factors</b>
Administrative	Achievement
Supervision	Recognition
Working conditions	Work itself
Interpersonal relations	Responsibility
Salary	Advancement
Job security	Growth
Personal life	

Source: Hackman (1976)

Hertzberg (1966) made a critical decision between these factors in that a person does not move in a continuum from being dissatisfied to becoming satisfied or vice versa. Rush (1971) tries to explain Hertzberg’s point by stating that “the opposite of satisfaction is not dissatisfaction but no satisfaction and that the opposite of dissatisfaction is not satisfaction but no dissatisfaction” in a practical sense, this means that dissatisfying factors help support and

maintain the structure of the job, while satisfying factors help the employee to reach self actualization and can increase motivation to continue to do the job.

Job design alternatives can be identified by scanning which involves initial analysis of system inputs, outputs, and organization structure and workplace layout. After scanning, technical analysis will be done to identify key variances and their effects on output quality, output quantity, operating cost and social cost. Technical analysis will then be followed, internal systems analysis and proposals for change and implementation (Hill 1971; Taylor 1975; Susman 1976).

The amount of satisfaction employees derive from their work is largely dependent upon the nature and characteristics of their job, popularly known as job enrichment element (Loher and Noe, 1985; Ondrack and Evans, 1996). The concept of job enrichment defined as the addition to a job of tasks that increase the amount of employee control or responsibility, (Hackman and Oldham, 1976) has been identified as an effective method to increase employees' satisfaction. The existence of incentive in one's job for personal growth and achievement would propel individuals towards greater participation and involvement in their work. The importance of job enrichment as a source of incentive for employees excellence is best described by Moeller and Fitzgerald (1985) in their meta-analysis of the relation job characteristics to job satisfaction 'job enrichment seeks to improve both employee performance and satisfaction by building greater scope for personal achievement and growth into employees' jobs".

Job enrichment is a way to motivate employees by giving them increased responsibility and variety in their jobs. Many employees traditionally believed that money was the only motivating factors for employees and that if you wanted to get more out of employees, offering them more money was the only way to do it.

While that may be true for a small group of people, the majority of workers today like to work and to be appreciated for work they do. Job enrichment – allowing the employees to have more control in planning their work and deciding how should be accomplished- is one way to tap into the national desire most employees have to do good job, to be appreciated for their contribution to the company, and to fill more a part of the company team.

Job enrichment has its roots in Fredrick Herzberg's *two –factor theory*, according to which two separate dimensions contribute to an employee's behavior to work. The first dimension, known as hygiene factors involved the presence or absence of job dissatisfactory, such as wages, working environment, rules and regulation, and supervision. When these factors are poor, work is dissatisfying and employees are not motivated. However, having positive hygiene factors does not course employees to be motivated. It simply keeps them being dissatisfied. The second dimension of Hertzberg's theory refers to motivators, which are factors that satisfy high –level needs such as recognition for doing a good job, achievements, and the opportunity for growth responsibility.

These motivators are what actually increase job satisfaction and performance. Job enrichment becomes an important strategy at this point because enriching employees' job can help meet some of their motivational needs. There are basically five areas that are believed to affect individual employee's motivation and job performance: skill variety, task identity, tasks significance, autonomy and feedback. Job enrichment seeks to find positive ways to address each of these areas and therefore improve employees' motivation and personal satisfaction.

Skill variety involves the number of different types of skills that are used to do job. This area is important because using only one skill to do the same task repeatedly can be quite boring, typically coursing the employee's productivity to decrease after a period of time. However, using variety of skills in job will tend to keep the employees more interested in the job and more motivated.

One way business are focusing on this area is through job rotation that is moving employees from job within the company, thereby allowing employees a variety of tasks in their work and helping prevent boredom. While this process can be costly to the company because employees must be trained in several different areas, the cost to tends to balanced by increase in morale and productivity.

Job rotation also gives each employee the opportunity to see how the different job of a company fit together and gives the company more flexibility in covering tasks when workers are absent. However, while job rotation is good way to enrich employees' jobs, it can also hider performance: Having to know several different jobs in order to rotate, can prevent employees

from becoming proficient to any of the jobs. Therefore, the advantages and disadvantages of job rotation as an enrichment strategy have to be carefully weighed.

Task identity is a matter of realizing a visible outcome from performing tasks. Being able to see the end result of the work they do is an important motivator for employees. One way to make tasks clearer is through job enlargement, which means adding more tasks and responsibilities to an existing job. For example, instead of building just one component part of a humidifier, a team employee builds the entire product from start to finish. When using job enlargements and enrichment strategies, it is important that enlarging the job gives the employees more responsibility and more variety, not just more work.

*Task significance* involves how important the task is to others in the company, which is important in showing employees how the work they do fits in with that done by the rest of the organization. If employees can see how their work affects others, it will be a motivator to do the best job they can. Many companies take new employees on a tour of the company and provide training sessions on how each part of the company works together with the other parts. In order to accept and handle responsibility, it is important that employees know how the various areas of the company work together; without this knowledge, it is very difficult for them to handle decisions – making responsibilities. Putting employees from different areas of the company into planning teams can also help them see the significance of the tasks they perform.

*Autonomy* involves the degree of freedom, independence and decision – making ability the employees have in completing assigned tasks. Most people like to be given responsibility; it demonstrates trust and helps motivate employees to live up to that trust. Responsibility can also help speed up work process by enabling the employee to make decisions without having to wait or having to wait for management approval; autonomy is a very important part of job enrichment because it gives the employee power and a feeling of importance.

A type of job enrichment that restructures work to best match the employee to the job is job redesign. Job redesign can focus on combining existing jobs, forming work groups, and/or allowing closer contact between employees and individual suppliers or customers. The idea behind job redesign is to match employees with a job they like and the best qualified to perform. Self – managed teams are a type of job design whereby employees are grouped into teams and given certain guidelines to follow as well as goals to accomplish – and then left alone.

to accomplish those goals. Self-managed teams demonstrate the company's faith in the employees a feeling of power and pride in the work they accomplish.

*Feedback* describes how much and what type of information about job performances received by employee. It is one of the most important areas for the most important areas for motivation. Without feedback employees have no way of knowing whether they are doing things correctly or incorrectly. Positive feedback helps to motivate employees by recognizing the efforts they have put into this work. While monetary rewards for doing a good job can be strong incentive, something saying 'you did a really good job that on project' can mean just as much. Corrective feedback is also important because it lets employees knows what areas need improvement.

There are many different types of job-enrichment activities and programs that companies can implement to encourage worker participation and enhance motivation. The team atmosphere is one way to enrich jobs. Grouping employees into teams allowing the team the freedom to, make decisions, and accomplish their goals gives employees a feeling of importance and responsibility. It can also help employees come up to with creative ideas on ways to improve work activities by giving them the opportunity to work closely with others. Asking for and encouraging employees to give input on company strategy and a plan is another way to enrich jobs. Often time's employees have the best input because they are the ones actually performing the activities on daily basis. Holding company award ceremonies can also help to enrich job and motive employees by recognizing individuals' employees for their contribution to the company.

Job enrichment should be distinguished from job enlargement attempts to make a job more varied by removing the dullness associated with performing repetitive operations. In a job enrichment, the attempts to build to job a higher sense enlargement and achievements. The accumulation of achievement must lead to felling of personal growth accompanied by a sense of responsibility.

The purpose of job enrichment is to improve the quality of employee's job, therefore motivate the employees to accomplish more. However, in order for a job enrichment to work, the employee has to desire and accept new of accomplishing tasks. Some employees lack the skills and knowledge required to perform enriched jobs. While others are quite happy doing

routine jobs because they feel the current work situation is relatively stress-free. It is likely that these types of employees would not like job-enrichment activities and would not accept the new way of doing things. Therefore asking for employees input and keeping communication lines open is essential to the success of job enrichment. The goal of job enrichment is not merely to make more valid but to make every employee a manager. Thus the employee whose job is enrichment will perform the management function of managing controlling so far his work is concerned.

A job may be enriched by giving it variety, and so may be enriched by; giving worker more latitude in deciding about such things as work method, sequence and pace or by letting them make decisions about accepting or rejecting materials: Giving workers a feeling of personal responsibility for their tasks steps to make sure that people can see how their tasks contribute to finished products and their welfare of the enterprises, giving people feedback on their job performance preferable before their supervisors get in and involving worker in analysis and change of physical aspects of the worker environment such lay of office or plant, temperature, lighting and cleanness (Herzberg, 1968).

Thus in an enriched job the employee know the overall deadline and the quality standard he must meet and within that frame work plans the order in which he will take the various tasks and the time that should be devoted to each one. He holds himself responsible both for meeting the deadlines and for producing the work of necessary quality and he does not pass his work on for others to judge until he is satisfied that it meets the standards. Or if the work is necessary group work, the group's plan or help to check the results.

A number of companies have introduced programmes to enrichment in all these, companies claims have been made that productivity was increased, that absenteeism and turnover reduced, and that morale improved.

A study conducted by the United States department of Health Education and welfare published 1973 reports that the primary cause of dissatisfaction among workers is the nature of their work. It is also reported that managerial personnel react favorably after job enriched. However after analyzing a number of studies, Fien disclosed the following – University of Michigan survey research centers in large scale found that people ranked pay and job security

higher than interesting work first in importance. However when managers are removed from the sample, Fein found that the worker ranked pay and job security higher than interesting.

A company which claims great success with the enrichment was taxes instruments. But here Fein found that only 10.5% workers were actively involved work. Fein caution workers not to be carried away by the success in top take of primal foods as the point has only 63 employees who were selected carefully. Again, in case of AT and T benefits accrued due to simple redesigning of job. Fein also expressed view that the presumed of workers demanded for job enrichment is not supported by labor worker saying that the union member have never asked them to negotiate for it. More ever these programmers have been initiated by managers and not by managed. Despite Fein's analysis and critics it is different to believe that people do not want more meaningful work. This must be true of managers and professionals and there can be some demand from workers. But even the strongest supporters of job enrichment readily admit that there are limitations in its applications. They can be analyzed in the following manner. Technology; there are some jobs which are highly technical requiring skills it would be difficult to enrich such jobs. And with specialized machinery and assembly line techniques it may not be possible to make every job meaningful.

**Cost;** Though a great many companies appear to be interested on job enrichment programs, the extra cost may seem high if a company is not convinced that the return will at least offset cost may seem high if a company is not convinced that the return of expenditure. General Motors tried six man and three teams in the assembly line but from that they found the work shoed and cost increased. At Saab Volvo and motors India. It was found out that increase cost is compensated by reduced absenteeism and labor turn over. Yet the cost of the programme is formidable factor.

**Attitude of managers;** another problem is the tendency of top managers and personal specialist to apply their own scale people's personalities. As a result a few companies have abandoned or modified their program me. Scott (2003) believes that the failure have occurred because the managers were not really committed to theory 'Y' and in most cases job enrichments usually imposed on people. They are told about it rather than consulted.

**Attitude of workers;** The attitude of some employers also represent obstacle. Various survey of workers attitude have shown that high percentage of workers attitude have shown

that high percentage of workers are not interested in jobs. Some have complained that enriched jobs provide too many opportunities to commit mistakes. Some workers fear that increased productivity sought may even mean loss of jobs.

**Reaction union leaders;** There has been little support of job enrichment by union leaders. If job enrichment was so important to workers then, it must have been translated in to united demand but it has never happened. Instead Leonard Woodcock the president of United Automobile Workers has been quoted to have said about job enlargement that “a lot of academic writers are writing a lot of nonsense”.

The limitation of job enrichment applies to jobs requiring low level of skills. The jobs of highly skilled workers, professionals and managers already contain varying degrees of challenge and accomplishment. Perhaps these could be enriched considerably more than they are by applying modern management techniques. And at all levels particularly in non-manual levels several approaches could be made to make job enrichment appeal to high-level motivations.

The people involved must have a substantial voice in the planning process. It should not be overlooked that people like to be involved, to be consulted and to be given an opportunity to offer suggestions. They like to be considered as people. This would effectively result in successful functioning of the programme. There is a need for better understanding of what people want. It has been pointed out by motivation researchers that this varies with people and situations. Generally people with few skills want extrinsic factors such as pay, benefit, job security, and sympathetic supervisors as the one moves up the ladder intrinsic factors do become increasingly important.

It should also result in workers' enrichment if productivity increases are the main goal of job enrichment, the program must show how workers would benefit. Job enrichment in short involves redesigning of the immediate job, it also requires enlargement of the scope of the job by those who manage. In our complex personal impersonal bureaucratic organization, this respect for the individual can be lost all too quickly. But without this respect we can never expect to make full use of our human resources.

**Job enlargement,** sometimes also referred to as horizontal loading, involves addition of extra similar tasks to a job. In job enlargement, the job itself remains essentially unchanged.



However, by widening the range of task that needs to be performed, hopefully the employee will experience less repetition and monopoly that are common on production lines which rely on division of labour. With job enlargement the employees rarely need to acquire new skills to carry out the additional tasks, and the motivational benefits of job enrichment are not usually experienced. One important negative aspect is that job enlargement is sometimes viewed by employees' requirement to carry out more work for the same amount of pay. As early as 1950 in the USA job enlargement was being advocated and tested as a means of overcoming boredom at work with all its associated problems.

In any early case example IBM introduced changes to machine operators' jobs to include machine setting and inspection. In addition they introduced other wide – ranging changes in both the production system and the role of foremen and supervisors. New jobs in job enlargement are often only marginal improvement in terms of the degree of reputation, the skill demand and the level of responsibility. Job enlargement schemes may not be feasible, e. g. in motor vehicle assembly, without a major change in production facilities.

Job rotation involves the movement of employees through a range of jobs in order to increase interest and motivation it can improve 'multi- skilling' but also involves the needs for greater training. In a sense, job rotation is similar to job enlargement. This approach widens the activities of worker by switching him or her around a range of work. For example, an administrative employee might spend part of the week looking after the reception area of a business, dealing with customers and enquiries. Some time might then be spent manning the company telephone switchboard and then in putting data onto a database. Job rotation may offer the advantage of making it easier to cover for absent colleagues but it may also reduce productivity as workers are initially unfamiliar with a new task.

### **Theoretical Perspectives**

Job design can be approached with one or more goals in mind. For instance, jobs can be designed in the interest of increasing production efficiency, minimizing physical strain or with an eye on minimizing the extent to which they are motivating to worker. The job characteristics model JCM (Hackman and Oldham, 1976) is a widely studied model of motivational job design that has explained important work outcomes (satisfaction, tenure) for workers in a wide variety of blue and white collar jobs. As shown in the figure below, the JCM posits that perceived core

job characteristics impact work outcomes through their effects on psychological states to the job.

From the above, designing job that motivate in summary we consider the following: There are five factors of job designed that typically contribute to people's enjoyment of a job: skill variety – increasing the number of skills that individuals use while performing work. Tasks identify – enabling people to perform a job from starts to finish; Tasks signification – providing work that has a direct has a direct impact on organization or its stakeholders; Autonomy – increasing the degree of decision making and freedom to choose how and when work is done; Feedback – increasing the amount of recognition for doing a job well and communicate.

Cambridge international dictionary of English (1995) defines staff morale as the amount of confidence felt by a person or group of people. Vroom (1964) says that the staff morale is a term with a long history and multiple meanings and is infrequency used by contemporary human relation and managers. It often refers to a bored collection of mental states that are held by employees; thus morale is typically regards as more macro, summary and sociological concept. This collection of mental state can include any or all of the following; courage, discipline, confidence enthusiasm and willingness to endure hardships.

In its earlier usage, staff morale referenced virtually all attitudes towards job feature and one's co-workers; adds Likert (1940). In the latter usage staff morale focused on satisfaction with team goals desire to maintain team membership and willingness to strive towards attainment of team's goal. This resembles contemporary nations about organizational commitment. Still later, staff morale emphasize positive emotional states that reference future or present circumstances commonly involving a group of employees adds lockie (1976).

The case for using job design is based on premises that effective performance and genuine satisfaction in work follow mainly from intrinsic content of job. This is related to the fundamental concept that people are motivated when they are provided with the means to achieve their goals. The ideal arrangement from the point of view of intrinsic motivation is to provide for fully integrated jobs containing all task elements. In practice, management and team leaders are often entirely responsible for planning and control leaving the worker responsible for execution. Characteristics that have been identified by Lawler (1996) as being required in jobs if they are to be intrinsically motivating.

**Feedback** – individuals must receive meaningful feedback about their performance preferably by evaluating their own performance and defining the feedback. This implies that they should ideally work on a complete product or significant part of it that can be seen as a whole.

**Use of abilities**- the job must be perceived by individuals as requiring them to use abilities they value in order to perform the job effectively

**Self control** – individuals must feel that they have a high degree of self control over setting their own goals and over defining the paths to these goals

Motivation is the most difficult of factors in the employment relationship for employers to effectively manage. Employee motivation can be in direct conflict with control mechanism of employers and can be broadly define as that which energizes, directs and sustain human behavior.

Although various proponents of the above discussed issues have received support there has lacked some weaknesses. On the issue of autonomous work group there are individual problems which include:

- 1) Team members not willing to give up past practices or set aside power and position.
- 2) Not all team members have ability knowledge or skill to contribute to the group.
- 3) As team members of staff often faces conflict or challenges to their own personal beliefs.

There is also the problem of compensation and reward system when functions well. Some members fell that they have participated more and therefore feel that they should be rewarded more. Sometimes the atmosphere for teamwork can be strained or over formalized. On the issue of job enlargement, staff will not do work that simply increase their tasks but not their responsibilities.

## **Related studies**

Job rotation is seen as possible solution to two significance challenges by business; skills shortage and skill gaps, and employees' motivation. Skill shortage occurs when there is lack of skilled individuals in the workforce. Skills gap occur when there is a lack of Skills Company's existing workforce which may still be found in the labor force as a whole. According to treasury and DFES, both skills shortage and gap are major problems acting as major barriers to economic growth and the reduction in long-term unemployment in the UK.

Autonomous group are reduction units designed to function with a certain independence and minimal supervision. Findings reveal that there is an increase in job workers' job satisfaction when autonomous work group are employed, but that such groups have no effect on actual workers performance. Improvements in productivity did exist that ns to the elimination of supervisory personnel was accomplished by high labour turn over as well.

A team is a group of individuals who together have a set of tasks to perform. From the point of view of the staff who form the team there may be number of advantages in working on a team basis rather that an individual basis. That interest, motivation and fun which can be gained from working closely with colleagues can make any job more attractive. From the operation point of view several people working together can not only more efficient and more flexible but also creative in the way they seek solutions to continually improve their part of the operation.

Teamwork represent a set of values that encourage behavior such as listening and responding co-operatively to points of view expressed by others giving others the benefit of doubt, providing support to those who needs it and recognizing the interest and achievement of others. Dougherty (1992) adds that teamwork is usually a group of employees who perform interdependent knowledge work and who are collectively responsible for a product or service. He says that team work integrates the work of specialist and hence increases staff morale.

Berg (1993) identifies the following paradox of team work; paradox of identifying people with different skills but they feel the group diminishes their individuality, paradox of disclosure –members of a group must disclose what is in their minds but fear of rejection makes them disclose only what they think other will accept, paradox of trust –members must trust the

team first and at the same time the team must trust its member, paradoxes of individuality – team can only derive its strength from the strength of the members paradox of authority – groups derives its power of its members individually, paradox of regression –the team counters the individual desire to progress with pressure to regress and – the team counters the individual desire to rogue with pressure to regress and paradox of creativity – although the team members must change in order to survive change means the destruction of the old as well as the creation of the new. Smith (1993) says that in teamwork there is evidence of the open attack or hidden animosities.

On job enrichment, the increase responsibility should correspond with increase in rewards. On job enlargement, all jobs should carry responsibility with them. On job rotation, people should be allocated tasks which they are conversant with and area related with their skills to reduce learning time. On teamwork, the team determines its own standards and norms which may not be in accord with the standards and norms of the organization. The whole idea behind responsibility is of job satisfaction and hence employees' morale can be enhanced so as to achieve the organizational goals. An autonomous staff organized is a self organized staff that should be held responsible for the rates and quality of organizational output.

## CHAPTER THREE

### METHODOLOGY

#### Research Design

This study adopted a descriptive correlation research design. This was employed to establish the influence of job design on staff morale in some selected banks of Embu County. Descriptive design is a scientific method of investigation in which data is collected and analyzed in order to describe the current condition, terms or relationship concerning a problem. Descriptive research was adopted in this study in view of its efficient to use, accurate indicator of what the researcher intend to measure, reduces bias, saves time and reports the way things are.

#### Study Population

The study targeted all Bank employees within Embu County, which has a total of 840 employees. Embu town was taken as the accessible population, comprising of 360 employees. Table 3.1 below shows the distribution of the target population and accessible population.

#### Criteria for qualifying respondents

- Employees who have worked in the bank for at least six months.
- At least 1/3 of the employees interviewed should be women.

**Table 3.1 Distribution of the target population and accessible population within Embu Town**

Categories	Study population
Top management	96
Middle Management	145
Others	119
<b>Total</b>	<b>360</b>

## Sample size

The sample size refers to the proportion of the population from which the data will be collected so that their results were generalized as true for the whole population. The sample size was obtained by applying the solvent formula:

$$S = P / (1 + P (0.05)^2)$$

Where S= Sample size

P= Population

0.05= level of significance

Thus, since this study has a population of 360 employees, the sample size was:

$$\text{Sample size, } S = 360 / (1 + 360(0.05)^2)$$

$$S = 360 / (1 + 0.9)$$

$$S = 360 / 1.9 = 189.47$$

Hence, sample size = 189 employees

## Sampling procedures

Sampling is the process of selecting a number of individuals to represent the large group. The study adopted **simple** random sampling technique. Simple random sampling technique was used to select the category of respondents to be included in the sample. It was used to identify subgroups in the population and their proportions to ensure homogeneity hence equitable representation of the population in a sample thus raising the external validity. Stratified sampling aims at proportionate representation with a view of accounting for the difference in sub group characteristics. This technique was used also to ensure that a sample was a representative of the population.

**Simple random sampling plan technique** was used to select participants from different selected categories of employees within Embu town. Simple random sampling was used so as to ensure that each category and each employee in the selected categories is given an equal chance of being selected and included in the study.

## **Research instruments**

Data collection instrument is a device used to collect data in an objective and a systematic manner for the purpose of research. The researcher used questionnaires to collect data from the respondent. The questionnaires were both open and closed.

This method allowed each respondent to receive the same set of questions in exactly the same way so as to yield data which are more comparable than information obtained through an interview. In addition, questionnaires were used because they provide a cheap means of collecting data from a large number of people.

## **Contents Validity and reliability**

Reliability was achieved through pre-testing. A pre-testing was carried out in banks within Runyenjes town, where the researcher administered 5 questionnaires which was ten percent of the sample population.

To achieve validity the study used content validity index. This also ensured validity of instrument as it made it possible to address each objective exhaustively.

## **Data gathering procedure**

### **Before the administration of the questionnaires**

1. Permission was obtained from the school of post graduate and research through issuing an introductory letter as an approval to conduct research in selected banks in Embu County, Kenya.
2. I gathered interviewees through sample random method to arrive at a minimum sample size.
3. Explanation was given to the interviewees /respondents and they were requested to sign the informed consent form.
4. I produced enough questionnaires for distribution to the respondents.
5. Briefing and orientation of selected research assistants was done to enable them administer the questionnaires properly.



### **On conducting of questionnaires administration**

1. Respondents were encouraged to freely register their opinions as they wished.
2. To avail the questionnaires dully completed to the research assistant in a weeks time.
3. All the questionnaires were checked to ensure that they were all collected

### **After the administration of the questionnaires**

The data collected was statistically analyzed and presented using tables

#### **Data analysis**

The analysis of the data was done using both qualitative and quantitative method; the procedure involved editing, classification, coding and tabulation of the data. The analysis was done by use of SPSS program then interpreted and presentation was done using tables, pie charts and bar graph. The following values and quantifications were used to interpret the data gathered from the respondents.

Mean Range	Response mode	Interpretation
3.26 - 4.00	Strongly agree	High
2.51 - 3.25	Agree	Moderate
1.76 – 2.50	Disagree	Low
1.00 – 1.75	Strongly disagree	Very low

#### **Ethical Consideration**

To ensure that ethics is practiced in this study as well as utmost confidentiality for the respondents and the data provided by them, the following was done:

- 1) Coding of all questionnaires
- 2) The respondents were requested to sign the informed consent
- 3) Authors mentioned in this study was acknowledged within the text
- 4) Findings were presented in a generalized manner.

## Limitation of the Study

The anticipated threats to validity in this study were as follows:

1. Intervening or confounding variables which were beyond researchers control such as **honesty** of the respondents and **personal bias**. To minimize such conditions, the researcher requested the respondents to be as honest as possible and to be impartial/unbiased when answering the questionnaires.
2. The research environments are classified as uncontrolled settings where extraneous variables may influence on the data gathered such as comments from other respondents, anxiety, stress, motivation on the part of the respondents while on the process of answering the questionnaires. Although these are beyond the researcher's control, effort was made to request the respondents to be as objective as possible in answering the questionnaires.
3. Instrumentation: the research tools are non standardized hence a validity and reliability test was done to arrive at a reasonable measuring toll.

## CHAPTER IV

### PRESENTATION, ANALYSIS AND INTERPRETATION OF DATA

This chapter focused on the presentation, analysis and interpretation of the data collected via questionnaire and observation. It presented the demographic characteristics of the respondents, the level of staff morale and effectiveness of job design in the banking industries within Embu County in Kenya, as well as the relationship between staff morale and the job design in the selected banking sectors.

#### The demographic characteristics of respondents

In this study, respondents were comprised of employees who have worked in the banks in Embu town for at least six months. The first objective was to determine the profile of respondents namely the gender, age, level of education, designation and number of years working in banks.

**Table 4.1:**  
**Demographic Characteristics of Employees,**  
**n =189**

Category	Frequency	Percentage
<b>Gender</b>		
Male	104	55.03%
Female	85	44.97%
<b>Age (in years)</b>		
Below 25	28	14.81%
26-34	79	41.80%
35-44	46	24.34%
45 and above	36	19.05%
<b>Level of Education</b>		
A level	0	0%
College level	62	32.80%
University level	103	54.50%
Master level	22	11.64%

Ph. D	2	1.06%
Other	0	0%
<b>Designation</b>		
Top management	2	1.06%
Middle management	29	15.34%
General staff	158	84.13%
<b>Number of years working in banks</b>		
Below 1 year	23	12.17%
1-3	45	23.81%
3-6	91	48.15%
6 and above	30	15.87%

In terms of gender, the above table showed that the sample was dominated by male employees. Male employees represented 55.03% while female employees represented 44.97%.

In terms of age, the table showed that 28 (14.81%) employees were below 25 years old, 79(41.80%) were aged between 26 and 34 years, 46 (24.34%) were between 35 and 44 years old and finally 36 (19.05%) were 45 years and above. This means that the majority of the respondents 79 (41.80%) was between 26 and 34 years old whereas minority 28 (14.81%) was aged below 25 years.

In terms of education level, the data recorded in table 4.1 above gave a sheer sense that most sampled employees were Degree holders (University graduates) represented by 54.50%. The college represented 32.82%, masters' level was represented by 11.64%, Ph. D holders were only 1.06% while no employee held A levels (secondary education).

With respect to the designation, the above table 4.1 showed that 158 (84.13%) employees in banks were under general staff, 29 (15.34%) were middle managers while 2 (1.06%) represented top management.

Finally, in terms of the number of years working in banks, the above table 4.1 showed that 91 (48.15%) of the respondents had worked in banks for 3-6 years, 45(23.81%) had worked for 1-3 years, 30 (15.87%) had worked for 6 years and above and 23 (12.17%) of the employees had worked for less than one year.

### The description of the constituency of the job design

The second objective of this study was to determine the constitution of job design in banking sectors in the selected banks in Embu County. This was concerned by the extent to which relevant authorities in the banks define the jobs before they assign them to their employees.

The involvement of job design was measured by conceptualizing it in 11 questions where employees were required to rate different statements. Their responses were analyzed using SPSS software package through the means and the standard deviations as indicated in table 4.2.

**Table 4.2:**  
**Constituency of Job Design**  
**n=189**

Statements	Mean	Std. Dev.	Interpretation
The job involves a great deal of task variety.	<b>2.9908</b>	<b>0.3966</b>	<b>Moderate</b>
The job involves doing a number of different things.	<b>3.9266</b>	<b>0.8619</b>	<b>High</b>
The job involves performing a variety of tasks.	<b>3.0917</b>	<b>0.5977</b>	<b>Moderate</b>
The job involves completing a piece of work that has an obvious beginning and end.	<b>3.0734</b>	<b>0.3778</b>	<b>High</b>
The tasks on the job are simple and uncomplicated.	<b>1.9541</b>	<b>0.2108</b>	<b>Low</b>
The job comprises relatively uncomplicated tasks.	<b>3.9854</b>	<b>0.2328</b>	<b>High</b>
The job involves performing relatively simple tasks.	<b>2.0737</b>	<b>0.4015</b>	<b>Low</b>
The job requires the use of a number of skills.	<b>3.4496</b>	<b>0.9376</b>	<b>High</b>
The seating arrangements on the job are adequate (e.g., ample opportunities to sit, comfortable chairs, good postural support).	<b>3.8713</b>	<b>0.9876</b>	<b>High</b>
The work place allows for all size differences between people in terms of clearance, reach, eye height, leg room, etc.	<b>2.0000</b>	<b>0.0000</b>	<b>Low</b>
The job involves excessive reaching.	<b>2.0021</b>	<b>0.0043</b>	<b>Low</b>
<b>Mean index</b>	<b>3.5213</b>	<b>0.6754</b>	<b>High</b>

The means from table 4.2 suggested that respondents agreed that job design in the banking sector has been defined from different aspects (mean = 3.5213), job design involves: a great deal of task variety (mean = 2.9908), doing a number of different things (mean = 3.9266), performing a variety of tasks (mean 3.0917), completing a piece of work that has an obvious beginning and end (mean = 3.0734), relatively uncomplicated tasks mean = 3.9844). In addition the job requires the use of a number of skills (mean = 3.4496) and the seating arrangements on the job are adequate (For instance, ample opportunities to sit, comfortable chairs, good postural support) (mean = 3.8713).

The results above are in agreement with the findings of Turner and Lawrence (1995) that job design is characteristics by job variety, autonomy, required interactions, options interactions and knowledge and skills responsibility.

However, the respondents disagreed that tasks on the job are simple and uncomplicated (mean = 1.9541) and that the job involves performing relatively simple tasks (mean = 2.0737) as well as excessive reaching (mean 2.0021). In addition they disagreed that the work place allows for all size differences between people in terms of clearance, reach, eye height, leg room, and so on (mean 2.000).

#### **The description of the extent of job design in selected banks**

The third objective of this study was to determine the effect of job design on different aspects of employees in banking sectors in the selected banks in Embu County. This was concerned by the extent to which banks designed their jobs to be effectively implemented by their employees in terms of what job design does to the employees and what really the job design entails.

The effect of job designed by banks on employees was measured by conceptualizing it in 9 questions where employees were required to rate different statements. Their responses were analyzed using SPSS software package through the means and the standard deviations as indicated in table 4.3.

**Table 4.3:****The extent of Job Design on Employees in Selected Banks****n = 189**

<b>Statements</b>	<b>Mean</b>	<b>Std. Dev</b>	<b>Interpretation</b>	<b>Rank</b>
The job requires me to use a number of complex or high level skills.	<b>3.5321</b>	<b>0.4691</b>	<b>High</b>	<b>1</b>
The job is arranged so that I can do an entire piece of work from beginning to end.	<b>3.5229</b>	<b>0.5868</b>	<b>High</b>	<b>2</b>
The job gives me a chance to use my personal initiative or judgment in carrying out the work	<b>3.2661</b>	<b>0.4539</b>	<b>High</b>	<b>3</b>
The job requires that I only do one task or activity at a time.	<b>3.1476</b>	<b>0.4123</b>	<b>moderate</b>	<b>4</b>
The job requires me to utilize a variety of different skills in order to complete the work.	<b>2.6432</b>	<b>0.4223</b>	<b>moderate</b>	<b>5</b>
The job allows me to decide on the order in which things are done on the job	<b>2.1835</b>	<b>0.5957</b>	<b>Low</b>	<b>6</b>
The job allows me to plan how I do my work	<b>2.1652</b>	<b>0.6312</b>	<b>Low</b>	<b>7</b>
The job design allows me to make my own decisions about how to schedule my work	<b>2.0000</b>	<b>0.0000</b>	<b>Low</b>	<b>8</b>
<b>Mean index</b>	<b>3.0054</b>	<b>0.5107</b>	<b>Moderate</b>	

The means from table 4.3 suggested that respondents agreed that the job designs in banking sector gives the employees a chance to use their personal initiative or judgment in carrying out the work (mean = 3.2661), that the job is arranged so that one can do an entire piece of work from beginning to end (mean = 3.5229) and that the job requires that the employees only do one task or activity at a time (mean = 3.1476) and to use a number of complex or high level skills (mean 3.5321).

However the respondent disagreed that the job allows employees: to make my own decisions about how to schedule my work (mean = 2.0000), to decide on the order in which things are done on the job (mean = 2.1835) and to plan how they do their work (mean 2.1652). Moreover they disagreed that the job requires them to utilize a variety of different

skills in order to complete the work (mean = 2.6432). To recap, the respondents agreed that job design affect the employees of banks in different aspects (mean = 3.0054).

The above results are in agreement with the findings of Rush (1971) that the purposes of job design is to increase both employee motivation and productivity.

#### **The description of the extent of job design on the morale of employees in selected banks**

The fourth objective of this study was to determine the effect of job design on the employees' morale in the selected banks within Embu County. The section has three sections, namely; contribution of employers on staff morale, how the designed work may affect employees of the banks and how the design affects other people rather than those who work within the bank. This was measured by 3, 16 and 4 questions respectively asked to respondents where they were analyzed from SPSS software package's summary statistics showing mean and the corresponding standard deviations as indicated in table 4.4, 4.5 and 4.6 respectively below.

**Table 4.4:**  
**Contribution of Job Design to the Staff Morale**  
**n = 189**

<b>Statements</b>	<b>Mean</b>	<b>Std. Dev.</b>	<b>Interpretation</b>
The job requires unique ideas or solutions to problems as provided by employer.	<b>3.2337</b>	<b>0.6520</b>	<b>Moderate</b>
My supervisor is concerned about the welfare of the people that work for him/ her	<b>2.0734</b>	<b>0.4023</b>	<b>Low</b>
Employees pay levels are good as compared to other similar employers.	<b>2.9943</b>	<b>0.4800</b>	<b>Moderate</b>
<b>Mean index</b>	<b>2.5689</b>	<b>0.4231</b>	<b>Moderate</b>

The table 4.4 above showed that respondents agreed that the job requires unique ideas or solutions to problems as provided by employer (mean = 3.2337). However, they disagreed that their supervisors are concerned about their welfare (mean = 2.0734) and that their pay levels are good as compared to other similar employers (mean = 2.9943).



These results show that employees in banks have to improve on how they reward their employees in order to improve their morale and consequently enhance their productivity. These results are in agreement with Hackman and Oldham (1976) who argues that the incentive in one's job for personal growth and achievement would propel individuals towards greater participation and involvement in their work. In addition Ondrack and Evans (1996) added that the amount of satisfaction of employees derived from their work is largely dependent upon the nature and characteristics of their job such as related benefits.

**Table 4.5**  
**Extent of Job Design on Employees' Morale**

<b>Statements</b>	<b>Mean</b>	<b>Std. Dev.</b>	<b>Interpretation</b>	<b>Rank</b>
Addition of tasks without increasing responsibility usually demotivate employee.	<b>3.8976</b>	<b>0.9823</b>	<b>High</b>	<b>1</b>
Employees are happy on the overall job performance	<b>3.8776</b>	<b>0.7102</b>	<b>High</b>	<b>2</b>
Addition of responsibilities other than those assigned to employees kills their morale	<b>3.7920</b>	<b>0.9632</b>	<b>High</b>	<b>3</b>
The job requires me to monitor a great deal of information	<b>3.1567</b>	<b>0.4351</b>	<b>moderate</b>	<b>4</b>
The job allows me to complete work I start.	<b>3.0843</b>	<b>0.5200</b>	<b>moderate</b>	<b>5</b>
I have the chance in my job to get to know other people.	<b>3.0034</b>	<b>0.1339</b>	<b>Moderate</b>	<b>6</b>
Carrying out work in groups add the morale of staff.	<b>3.0023</b>	<b>0.1569</b>	<b>Moderate</b>	<b>7</b>
The job provides me the chance to completely finish the pieces of work I began	<b>2.9810</b>	<b>0.4824</b>	<b>Moderate</b>	<b>8</b>
The job provides me with significant autonomy in making decisions.	<b>2.7321</b>	<b>0.4214</b>	<b>Moderate</b>	<b>9</b>
The job gives me considerable opportunity for independence and freedom in how I do the work	<b>2.1835</b>	<b>0.5957</b>	<b>Low</b>	<b>10</b>
Being shifted from one increased responsibility to another usually	<b>2.1232</b>	<b>.04231</b>	<b>Low</b>	<b>11</b>

improves employees morale				
I have the opportunity to meet with others in my work.	<b>2.0943</b>	<b>0.4211</b>	<b>Low</b>	<b>12</b>
The job allows me to make decisions about what methods I use to complete my work.	<b>2.0002</b>	<b>0.0004</b>	<b>Low</b>	<b>13</b>
The job requires that I engage in a large amount of thinking.	<b>1.9987</b>	<b>0.2343</b>	<b>Low</b>	<b>14</b>
The job allows me to decide on my own how to go about doing my work.	<b>1.9973</b>	<b>0.9121</b>	<b>Low</b>	<b>15</b>
The job allows me to make a lot of decisions on my own which makes me satisfied.	<b>1.9870</b>	<b>0.2361</b>	<b>Low</b>	<b>16</b>
<b>Mean index</b>	<b>3.3425</b>	<b>0.6436</b>	<b>High</b>	

The table 4.5 above showed that respondents agreed that employees are happy on the overall job performance (mean = 3.8776), addition of responsibilities other than those assigned to employees kills their morale (mean = 3.7920), addition of tasks without increasing responsibility usually demotivate employee (mean 3.8976). Moreover they agreed that carrying out work in groups add the morale of staff (mean = 3.0023) and they have the chance in their job to get to know other people (mean = 3.0034). They also agreed that the job provides them with the chance to completely finish the pieces of work they began (mean = 2.9810), it allows them to complete work they start (mean 3.0843) and it requires them to monitor a great deal of information (mean = 3.1567).

However, the respondents disagreed on the following statements: Being shifted from one increased responsibility to another usually improves employees' morale (mean = 2.1232); they have the opportunity to meet with others in their work (mean = 2.0954); job allows them to make a lot of decisions on their own which makes them satisfied (mean = 1.9870); the job allows them to decide on their own how to go about doing their work (mean = 1.9973); the job gives them considerable opportunity for independence and freedom in how they do the work (mean = 2.1834); the job allows them to make decisions about what methods they use to complete their work (mean = 2.0002); the job provides them with significant autonomy in making decisions (mean = 2.7321) and finally, job requires that the employees engage in a

large amount of thinking (mean 1.9987). To recap, the respondents agreed that job design affect the morale of employees of banks in different aspects (mean = 3.3425).

The above results are in agreement with the findings of Likert (2006), that the attitudes of employees towards job feature and one's co-workers (staff morale) can be enhanced by employers through job design. Moreover, Lawler (1996) claims that the use of job design is based on the premises that effective performance and genuine satisfaction of workers follow mainly from intrinsic content of job.

**Table 4.6**  
**Extent of Job Design on Morale of Customers**

<b>Statements</b>	<b>Mean</b>	<b>Std. Dev.</b>	<b>Interpretation</b>	<b>Rank</b>
The job itself is very significant and important in the broader scheme of things.	<b>3.8790</b>	<b>0.2325</b>	<b>High</b>	<b>1</b>
The work performance on the job has a significant impact on people outside the organization	<b>3.6790</b>	<b>0.4673</b>	<b>High</b>	<b>2</b>
The results of my work are likely to significantly affect the lives of other people positively.	<b>3.5229</b>	<b>0.55868</b>	<b>High</b>	<b>3</b>
The job has a large impact on people outside the organization	<b>3.4458</b>	<b>0.5820</b>	<b>High</b>	<b>4</b>
<b>Mean index</b>	<b>3.7976</b>	<b>0.7210</b>	<b>High</b>	

From the above table, respondents agreed that the job design affects the morale of their customers (mean = 3.7976). In details, different statements were rated by respondents as follows: the respondents agreed that the job has a large impact on people outside the organization (mean = 3.4458), the job itself is very significant and important in the broader scheme of things (mean = 3.8790), the results of my work are likely to significantly affect the

lives of other people positively (mean = 3.5229) and finally work performance on the job has a significant impact on people outside the organization (mean 3.6790).

### **The relationship between job design and the employees' morale in selected banks within Embu County, Kenya**

The fifth objective of this study was to explore whether there was a relationship between job design and the employees morale in selected banks within Embu County, Kenya. In order to test this hypothesis, the Pearson's Linear Correlation Coefficient (PLCC) was used with 0.05 level of significance.

**Table 4.7: The relationship between Job design and Employees morale**

<b>Variable Correlated</b>	<b>r-value</b>	<b>Sig-value</b>	<b>Interpretation</b>	<b>Decision H<sub>0</sub></b>
The Job design and the employees morale	0.452	0.000	Positive correlation	Rejected

The r-value ( $r = 0.452$ ,  $\text{Sig} = 0.000$ ) in table 4.7 indicated a significant correlation between the job design and the employees morale in selected bank in Embu County. The significant value indicated that the two variables (job design and the staff morale) were significantly correlated, and the researcher was 95% (100% - 5%) confidence that the results were true.

From the results, it is worth to mention that the morale of employees really is affected by how the job is designed by relevant authority. This is in agreement with

### **REGRESSION ANALYSIS**

The researcher in order to find the relationship between job design and staff morale, regression analysis was used by taking job design as the independent variable and staff morale as dependent variable.

Considering the mean index from the four tables, gives;

(2.6, 0.4) (3.0, 0.5) (3.3, 0.6) (3.5, 0.7) (3.9, 0.7)

Regression Formula:

Regression Equation( $y$ ) =  $a + bx$

Slope( $b$ ) =  $(N\sum XY - (\sum X)(\sum Y)) / (N\sum X^2 - (\sum X)^2)$

Intercept( $a$ ) =  $(\sum Y - b(\sum X)) / N$

where

$x$  and  $y$  are the variables.

$b$  = The slope of the regression line

$a$  = The intercept point of the regression line and the  $y$  axis.

$N$  = Number of values or elements

$X$  = independent variables (job design)

$Y$  = dependent variable (staff morale)

$\sum XY$  = Sum of the product of  $X$  and  $Y$

$\sum X$  = Sum of  $X$ -values

$\sum Y$  = Sum of  $Y$  values

$\sum X^2$  = Sum of square  $x$  values

To find the Simple/Linear Regression of the two variables, that is job design and staff morale,

X Values	Y Values
2.6	0.4
3.0	0.5
3.3	0.5
3.5	0.7
65	0.7

To find regression equation, we will first find slope, intercept and use it to form regression equation..

Step 1: number of values or elements.

$N = 5$

Step 2: Find  $XY$ ,  $X^2$

See the below table

X Value	Y Value	X*Y	X*X
2.6	0.4	2.6 * 0.4 = 1.04	2.6 * 2.6 = 6.76
3.0	0.5	3.0 * 0.5 = 1.5	3.0 * 3.0 = 9
3.3	0.5	3.3 * 0.5 = 1.65	3.3 * 3.3 = 10.89
3.5	0.7	3.5 * 0.7 = 2.45	3.5 * 3.5 = 12.25
3.9	0.7	3.9 * 0.7 = 2.73	3.9 * 3.9 = 15.21

Step 3: Find  $\Sigma X$ ,  $\Sigma Y$ ,  $\Sigma XY$ ,  $\Sigma X^2$ .

$$\Sigma X = 16.3$$

$$\Sigma Y = 2.8$$

$$\Sigma XY = 9.37$$

$$\Sigma X^2 = 54.15$$

Step 4: Substitute in the above slope formula given.

$$\begin{aligned}
 \text{Slope}(b) &= (N\Sigma XY - (\Sigma X)(\Sigma Y)) / (N\Sigma X^2 - (\Sigma X)^2) \\
 &= ((5)*(9.37) - (16.3)*(2.8)) / ((5)*(54.15) - (16.3)^2) \\
 &= (46.85 - 45.64) / (2661.5 - 265.69) \\
 &= 1.21 / 2395.81 \\
 &= \mathbf{0.045}
 \end{aligned}$$

Step 5: Now, again substitute in the above intercept formula given.

$$\text{Intercept (a)} = (\Sigma Y - b(\Sigma X)) / N$$

$$(2.8 - 0.045(16.3)) / 5$$

$$= 2.8 / 5$$

$$= \mathbf{0.5}$$

Step 6: Then substitute these values in regression equation formula

$$\text{Regression Equation}(y) = a + bx$$

$$\mathbf{0.5 + 0.045x \dots \dots \dots (\text{regression equation})}$$

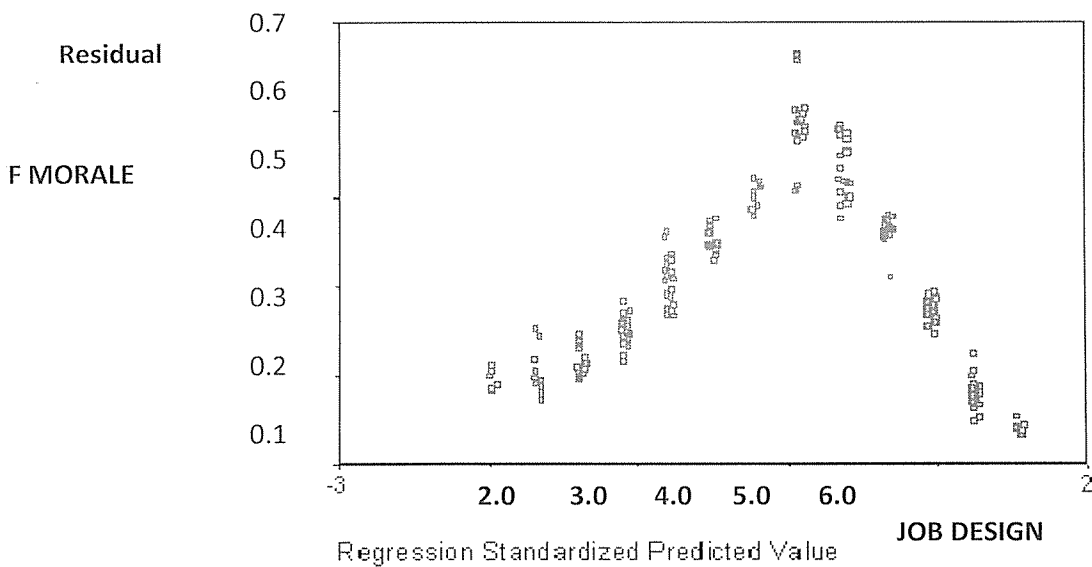
Suppose if we want to know the approximate y value for the variable  $x = 0.452$  Then we can substitute the value in the above equation.

$$\begin{aligned}
 \text{Regression Equation}(y) &= a + bx \\
 &= 0.5 + 0.045(0.452). \\
 &= 0.5 - 0.002 \\
 &= \mathbf{0.49}
 \end{aligned}$$

Plotting a scatter diagram for the above values gives,

The researcher also tested for linearity by using the residual plots. This is because if the IVs (job design )and DV (staff morale) are linearly related, then the relationship between the residuals and the predicted DV (staff morale) will be linear.

### Regression scatter plot graph



## **CHAPTER V**

### **FINDINGS, CONCLUSIONS AND RECOMMENDATIONS**

This chapter focused on the findings, conclusion and recommendations to the major findings of the study.

#### **FINDINGS**

Based on the findings in the analysis above, the present study reached its fifth specific objectives such as the determination of the profile of respondents, to determine the constitution of job design, to determine the effect of job design on employees, to determine the effect of job design on the employees' morale and to explore the existence of a significant relationship between job design and the employees morale in selected banks within Embu County.

According to the first objective, the research determined the demographic characteristics of respondent, namely employees of banks in Embu County, Kenya. For gender of respondents, male respondents outnumbered female respondents on employees. The prevailing classes are was 26-34. The prevailing education level was University level. The prevailing employees in different sectors were general staff. The prevailing working experience in years for employees was between 3 and 6 years.

With respect to the second objective, the researcher found that job design was defined by the banks in different aspect (mean = 3.5213). Specifically, different aspects of was job design entails included: doing a number of different things, task variety, completing a piece of work that has an obvious beginning and end, the seating arrangements on the job and use of different of skills.

With respect to the third objective, the research found that job design had impact on different aspects of employees (mean = 3.0054). This is because job design gave the employees a chance to use their personal initiative or judgment in carrying out the work, jobs are designed in such a way that entire piece of work can be done from beginning to end and it allows employees to use a number of complex or high level skills (mean = 3.5321).



With regard to the fourth objective, the research found that generally job design affect the morale of employees in banking sectors within Embu County (mean = 3.3425). It was mentioned that employers are not concerned about the welfare of the people that work for them and employees pay levels are not good as compared to other similar employers. This is an indication of a negative impact and kills the morale of the employees. This can be supported by the fact that respondent agreed to the statements that, employees are happy on the overall job performance, addition of responsibilities other than those assigned to employees kills their morale, addition of tasks without increasing responsibility usually demotivate employee.

The negative impact of job design on the morale of employees was evidenced from the disagreement of employees on the statements such as: Being shifted from one increased responsibility to another usually improves employees' morale, they have the opportunity to meet with others in their work; job allows them to make a lot of decisions on their own which makes them satisfied; the job allows them to decide on their own how to go about doing their work; the job gives them considerable opportunity for independence and freedom in how they do the work; the job allows them to make decisions about what methods they use to complete their work; the job provides them with significant autonomy in making decisions and finally, job requires that the employees engage in a large amount of thinking.

On the other hand the effect of job design to employees was found to be positive as supported by the respondents who agreed with the facts that carrying out work in groups as allowed by job design adds the morale of staff; job design allows them chances of getting to know other people, allows them to complete work they start, requires them to monitor a great deal of information and provides them with the chance to completely finish the pieces of work they began.

Basing on the results provided it is worth mentioning that job design in banks affect the morale of employees and consequently affect their productivity as well as their satisfaction. Thus, the relevant authority needs to consider the best way to design the jobs in order to impact positively on the employees. Herzberg (1968) argues that a job may be enriched by giving it variety, and so may be enriched by: giving workers more latitude in deciding about such things as work method, sequence and pace or by letting them make decisions about accepting or rejecting materials; giving workers a feeling of personal responsibility for their tasks steps to make sure that people can see how their tasks contribute to finished products and their

welfare of the enterprises, giving people feedback on their job performance preferable before their supervisors get in and involving worker in analysis and change of physical aspects of the worker environment such as lay of office or plant, temperature., lighting and cleanness.

The fifth research objective was about the existence of a relationship between job design and employees morale. The correlation analysis showed that there was a significant relationship between the job design and the employees morale in selected banks within Embu County, where  $r = 0.452$  and the significance value =  $0.000 < 0.05$ .

## **CONCLUSIONS**

The research results and analysis showed that the selected banks define the job design in different aspects such as job autonomy, job variety, job enrichment, feedback and job description. The study revealed that job design generally have impacts on different aspects of employees in terms of giving them chances to use their creativity and allowing the entire piece of work to be done from beginning to end using complex or high level skills.

The study also concludes that generally job design affect the morale of employees in banking sectors within Embu County. These effects were found to be positive or negative. However, the negative impact can be concluded to outweigh the positive as evidenced by the response of the respondents. For instance the disagreement on the statement like: Being shifted from one increased responsibility to another usually improves employees' morale, they have the opportunity to meet with others in their work; job allows them to make a lot of decisions on their own which makes them satisfied; the job allows them to decide on their own how to go about doing their work; the job gives them considerable opportunity for independence and freedom in how they do the work; the job provides them with significant autonomy in making decisions; among others.

Based on the research findings, there is a significant relationship between job design and the employees morale in banks within Embu County, this contributed to the rejection of our null hypothesis.

## **RECOMMENDATIONS**

This section highlighted a number of recommendations for future researches:

Future research could replicate this study and investigate the extent of job design on staff morale in banking industry in other County. Comparisons could then be made to determine whether the differences exist regarding the extent of job design on employees' morale.

Future research could examine the extent of job design on the employees' performance in banking sectors within Embu County.

Future research could also determine whether operation management affects the morale of employees in banking sectors.

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## APPENDIX I

### TRANSIMITAL LETTER FOR THE RESPONDENTS

Dear Sir/ Madam,

Greetings!

I am a candidate for **MASTERS IN BUSSINESS ADMINISTRATION** Kampala International University with a thesis on **JOB DESIGN AND STAFF MORALE** as I pursue to complete this academic requirement, may I request your assistance by being part of this study?

Kindly provide the most appropriate information as indicated in the questionnaires and please do not leave any item unanswered. Any data from you shall be for academic purposes only and will be kept with utmost confidentiality.

May I retrieve the questionnaires 2 weeks after you receive them? Thank you very much in advance.

Yours faithfully,

Stephen Muturi Njeru

MBA Candidate



## APPENDIX II

### INFORMED CONSENT

I am giving consent to be part of the research study of Mr STEPHEN MUTURI NJERU That will focus on job design and staff morale in the banking industry in Embu County Kenya.

I shall be assured of privacy, anonymity and confidentiality and that I will be given the option to refuse participation and right to withdraw my participation anytime.

I have been informed that the research is voluntary and that the research is voluntary and that the results will be given to me if I ask for them.

Initials: \_\_\_\_\_

Date: \_\_\_\_\_

**OFFICE OF THE COORDINATOR, BUSINESS AND MANAGEMENT  
SCHOOL OF POSTGRADUATE STUDIES AND RESEARCH (SPGSR)**

September 16, 2010

**RE: REQUEST FOR STEPHEN MUTURI NJERU MBA/10055/81/DF  
TO CONDUCT RESEARCH IN YOUR ORGANIZATION**

The above mentioned is a bonafide student of Kampala International University pursuing a Masters of Business Administration.

He is currently conducting a field research of which the title is "**Job Design and Staff Morale in the Banking Industry in Embu Country, Kenya.**"

Your organization has been identified as a valuable source of information pertaining to his research project. The purpose of this letter is to request you to avail him with the pertinent information he may need.

Any information shared with him from your organization shall be treated with utmost confidentiality.

Any assistance rendered to him will be highly appreciated.

Yours truly,



Mr. Malinga Ramadhan  
**Coordinator**  
**Business and Management, (SPGSR)**

# NAWIRI SACCO SOCIETY LTD

## Head Office

Taifa Road/Emco House 3<sup>rd</sup> Floor  
P.O. BOX 400 – 60100  
Tel. 068-30414/30586 Fax. 068-30814  
Email:



## Branches

Embu  
Runyenjes  
Kairuri  
Kianjokoma  
Kathangariri  
Kiritiri

17<sup>th</sup> September 2011

TO Stephen M Njeru

Dear Sir,

## RE: ACCEPTANCE TO CONDUCT RESEARCH

Kindly refer to the above.

We are pleased to inform you that you have been granted permission to carryout research in our banking section in our branches.

However, we wish to note that the information gathered shall be used for the purpose of the research only and so confidentiality is paramount.

Thank you.

Yours faithfully  
NAWIRI SACCO SOCIETY LTD

EDWIN RUGENDO  
AG.CHIEF EXECUTIVE OFFICER

..... PROSPERITY FOR ALL .....

## APPENDIX V: QUESTIONNAIRE

Dear Respondent,

I am MBA student in the School of business, of Kampala International University.

### ***MATTERS TO NOTE;***

- i) The Information given on this questionnaire will be held in strict confidence and will be used only for the purpose of the study.
- ii) If any of the questions may not be appropriate to your circumstance, you are under no obligation to answer.

Thank you.

Please tick ( ) the most appropriate answer.

### **SECTION A: PERSONAL PROFILE**

1. Gender : Male ☐

Female: ☐

2. Age: Below 25 years ☐

26-34 years ☐

35-44 years ☐

45 years and above ☐

3. Level of education: College level ☐

University level ☐

Others (Specify).....

4. Designation:                      Top management                      ☐
- Middle management                      ☐
- Others (specify) .....
5. Years of service:    Less than one year                      ☐
- 1-3 years                      ☐
- 3-6 years                      ☐
- 6 years and above                      ☐

## SECTION B:

6. Directions: Listed below are some statements about your **job design**. For each statement, tick in your response based on how much you agree or disagree with it?

### Score response mode

### Interpretation

- |                      |                                 |
|----------------------|---------------------------------|
| 1. Strongly agree    | I agree with no doubt at all    |
| 2. Disagree          | I disagree with some doubt      |
| 3. Agree             | I disagree with some doubt      |
| 4. Strongly Disagree | I disagree with no doubt at all |

Statements	1	2	3	4
The job design allows me to make my own decisions about how to schedule my work				
The job allows me to decide on the order in which things are done on the job.				
The job allows me to plan how I do my work.				
The job gives me a chance to use my personal initiative or judgment in carrying out the work.				

The job involves a great deal of task variety.				
The job involves doing a number of different things.				
The job involves performing a variety of tasks.				
The job involves completing a piece of work that has an obvious beginning and end.				
The job is arranged so that I can do an entire piece of work from beginning to end.				
The job requires that I only do one task or activity at a time.				
The tasks on the job are simple and uncomplicated.				
The job comprises relatively uncomplicated tasks.				
The job involves performing relatively simple tasks				
The job requires a variety of skills.				
The job requires me to use a number of complex or high-level skills.				
The job requires me to utilize a variety of different skills in order to complete the work.				
The job requires the use of a number of skills.				
The seating arrangements on the job are adequate (e.g., ample opportunities to sit, comfortable chairs, good postural support).				
The work place allows for all size differences between people in terms of clearance, reach, eye height, leg room, etc.				
The job involves excessive reaching.				

7. Directions: Listed below are **some statements about staff morale**. For each statement, tick in your response based on how much you agree or disagree with it?

**Score response mode**

**Interpretation**

- |                      |                                 |
|----------------------|---------------------------------|
| 1. Strongly agree    | I agree with no doubt at all    |
| 2. Disagree          | I disagree with some doubt      |
| 3. Agree             | I disagree with some doubt      |
| 4. Strongly Disagree | I disagree with no doubt at all |

Statements	1	2	3	4
Employees are happy on the overall job performance				
My supervisor is concerned about the welfare of the people that work for him/her.				
Employees pay level are good as compared to other similar employers				
The job requires unique ideas or solutions to problems.				
Addition of responsibilities other than those assigned to employees kills their morale				
Addition of tasks without increasing responsibility usually demotivate employee				
Being shifted from one increased responsibility to another usually improves employees morale				
Carrying out work in groups add the morale of staff.				
The job allows me to make a lot of decisions on my own which makes me satisfied.				
The job allows me to decide on my own how to go about doing my work.				
The job gives me considerable opportunity for independence and freedom in how I do the work.				
The job allows me to make decisions about what methods I use to complete my work.				

The job provides me with significant autonomy in making decisions.				
The results of my work are likely to significantly affect the lives of other people positively				
The job allows me to complete work I start.				
The job provides me the chance to completely finish the pieces of work I begin.				
The work performed on the job has a significant impact on people outside the organization.				
The job has a large impact on people outside the organization.				
The job itself is very significant and important in the broader scheme of things.				
The job requires me to monitor a great deal of information.				
The job requires that I engage in a large amount of thinking.				
I have the chance in my job to get to know other people.				
I have the opportunity to meet with others in my work.				

***Thank you for your time and co operation***



## APENDIX VI: BUDGET

<b>Inputs (Activity)</b>	<b>Cost (USD).</b>
Travel in field work	250
Typesetting/Printing	400
Communication	100
Binding	50
Other costs	150
<b>Grand Total</b>	<b>950</b>

## APPENDIX VII: TIME SCHEDULE

[illegible]

## CURRICULUM VITAE

### PERSONAL DETAILS

**Name:** Stephen Muturi Njeru

**Date of Birth:** 1967

**Marital Status:** Married

**Home Address:** 0722597364, 0735475608

**Religious:** Christian

**Nationality:** Kenyan

**Hobbies:** Drama, Scout, Voluntary charitable services

### ACADEMIC PROFESSIONAL QUALIFICATIONS

1974-1981	Primary Education	<b>CPE Passed</b>
1982-1985	Secondary Education	<b>“O” Level (Division 1)</b>
1986-1987	Secondary School	<b>“A” Level -Principles &amp; Sub</b>
1988	National Youth Service	<b>Service Man</b>
1988 -1992	University	<b>Bachelor of Education (Economic, Geo – Moi University)</b>
2008-2011	University (Post Graduate)	<b>Masters of Business Administration(MBA) Kampala International University (KIU)</b>

### PROFESSIONAL EXPERIENCE

1992	<b>Subject Teacher</b> -B/Education/Commerce/Geo/Social Studies
1995	<b>Head of Department</b> -B.O.G Appointed-Kanyuambora Secondary School
1997	<b>Deputy Principal Secondary</b> –TSC Appointed

1998-2003     **Principal Secondary School** –TSC Appointed

2003           **Lecturers T.T.C-** B/Ed,. Social Studies

2003           **Personal Tutor-** Kigari T.T.C

2006           **Head of Department-**Kigari T.T.C

2007           **Member of Tender committee-**Kigari T.T.C

2008           **Secretary Evaluation Committee-**Kigari T.T.C

2009           **Member of Project Implementation committee-** Kigari T.T.C

2009           **H.O.D Social Sciences-**T.S.C Appointed –Kigari T.T.C

2010           **Principal Secondary School-**T.S.C Deployment

## **REFEREES**

1. James Gicovi Mbuvi

Tel. No. 0722 453374

2. Mr. G.K. Mainga

Former Senior Principal – Kigari T.T.C

Tel. No. 0723 862290

