

**THE EFFECTS OF JOB DESIGN ON EMPLOYEE PERFORMANCE: A
CASE OF FINANCIAL INSTITUTIONS IN MUKONO DISTRICT**

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S21B46/056

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILLMENT
OF THE REQUIREMENTS FOR THE AWARD OF A DEGREE OF BACHELOR OF HUMAN
RESOURCE MANAGEMENT OF UGANDA CHRISTIAN UNIVERSITY**

September, 2024



**UGANDA CHRISTIAN
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DECLARATION

I AINEMBABAZI JONAH declare that this dissertation is an original work and has not been presented to any institution before for any award of a degree.

Candidate: AINEMBABAZI JONAH


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Date

26th / 9 / 2024
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APPROVAL

This is to certify that this research was carried out under my supervision and approved as student's original work.



Signed ...

Date...26/09/2024

Supervisor PAMELA NAGAWA SSENNOGA

DEDICATION

I highly dedicate this piece of work to my father, Mr. Khangire Willington, my brothers, sisters and my friends for their moral and financial support towards achieving this goal.

ACKNOWLEDGMENTS

Any project of this magnitude requires the assistance of many people. In preparing for this dissertation, I was again impressed with the thoughtful comments made by my colleagues on phone, at my hostel and while at the campus premises in the dissertation bank. I found myself in long distance, anonymous debate with several superb thinkers, especially about some of the paper's most important concepts. Their collective keen eye and questioning attitude sharpened each chapter to benefit both the writer and the reader.

The first person I would like to single out for having given me life, enabled me survive and study this far to this step of preparing my research is Mr. Khangire Willington, my father. Thanks to this man go beyond his encouragement and for his great contribution to my studies. His urge for my education inspire me to deliver my best and adds a fresh dimension to my small life; I highly commend him for the great work he has done for me, my relatives and my friends.

Many thanks and gratitude go to those who have supported me financially and morally in the production of this paper. These include Mrs. Arinaitwe Molly Kahangire, my mother and Mr. Kigaju Jonan and Mr. Asiimwe Donald, my brothers. I dedicate this book to you along with the entire family and dear friends.

Finally, my last and largest acknowledgment to my supervisor, Mrs. Nagawa Pamela whose professionalism, expertise and tolerance has enhanced the process and the product of this research. Thank you so much madam.

CONTRIBUTIONS

Ambasize Doreck, an excellent consultant but a better friend who offers good advice and whose vibrant energy drives my process

ABSTRACT

This study investigates the effects of job design on employee performance in financial institutions, with a specific focus on Post Bank in Mukono District. The research aimed to examine the impact of key job design elements—job rotation, job enlargement, and job enrichment—on employee performance, motivation, and skill development. A quantitative research design was employed, utilizing structured questionnaires distributed to a sample of 48 employees. The data collected was analyzed using descriptive statistics, correlation, and regression analysis to identify patterns and relationships between job design practices and performance outcomes.

The findings indicate that job design significantly influences employee performance in financial institutions. Job enrichment was identified as the most effective element, showing a strong positive correlation with employee motivation and productivity. Employees who experienced enriched job roles reported higher levels of job satisfaction and engagement, suggesting that providing more meaningful and challenging tasks can enhance performance. Job enlargement also demonstrated a positive impact, as employees perceived the expansion of their job roles as an opportunity to develop diverse skills, though the extent of this impact varied among respondents. However, job rotation yielded mixed results. While a segment of employees acknowledged an increase in motivation and engagement due to job rotation, a considerable number expressed uncertainty about its effectiveness in fostering a deeper understanding of different roles within the organization. This suggests that while job rotation can be beneficial for skill diversification, its implementation must be carefully managed to ensure it meets the employees' development needs and aligns with organizational goals.

The study concludes that well-implemented job design strategies can significantly enhance employee performance by promoting motivation, skill development, and job satisfaction. The research recommends that financial institutions like Post Bank adopt a structured approach to job design, incorporating training programs and mentorship initiatives to support employees in their expanded and enriched roles. This approach is expected to cultivate a more motivated, skilled, and productive workforce, ultimately contributing to the organization's overall performance and success.

CHAPTER ONE

1.0 Introduction

The study is about the effects of job design on employee performance: a case of financial institutions in Mukono District. This chapter presents the background of the study, statement of the problem, purpose of the study, objectives of the study, research questions, scope of the study, significant of the study and conceptual framework.

1.1 Background of the study

This section will consider historical background, theoretical background, conceptual background and contextual background.

1.1.1 Historical background

The performance of employees is a focus in organizational management globally; the early interest roots from Europe and the US, where industrial revolutions stimulated the need for effective performance by workers coupled with increased productivity. In such regions, employee performance management development was influenced by scientific management principles and human relations movements, which culminated into job design.

Employee performance in Africa has been noted to take the limelight as more countries get accustomed to economic development post-independence, with varying extents of implementation covering contextual considerations (Riyanto et al., 2021; Paais & Pattiruhu, 2020). In Uganda, employee performance has gained ground, especially among the financial institutions, where rewards and performance metrics are closely attuned with parameters that define organizational success (Otyang, 2023; Thembo, 2020). Performance improvement through job design in Uganda mirrors broader global trends, fitted within the peculiar challenges and opportunities of the Ugandan context.

1.1.2 Theoretical background

Two of the theories from which this study will draw guidance and upon which a framework will be based are discussed below: Hackman and Oldham's Job Characteristics Theory and Goal-setting theory.

The Hackman and Oldham's Job Characteristics Theory, which was developed by J. Richard Hackman and Greg Oldham during the 1970s, states that the job design will affect the motivation, satisfaction, and performance of employees by incorporating five basic work characteristics: skill variety, task identity, task significance, autonomy, and feedback. The theory posits that such characteristics enhance three critical psychological states of perceived meaningfulness, responsibility for results, and knowledge of results leading to improved work results such as a high intrinsic work motivation, quality performance, and job satisfaction. - Kamani, 2020. As it relates to this study, the Job Characteristics Theory by group helps explain how job design at financial institutions in the Mukono District can have an effect on employee motivation and performance. Consequently, the proposal is that jobs that are well designed, comprising these core characteristics, are bound to realize higher performance from employees.

In contrast, the Goal Setting Theory by Edwin Locke, proposed in 1968, states that specific and challenging goals, along with proper feedback, result in higher performances. Basic principles guiding this theory include goal specificity, goal difficulty, goal commitment, feedback, and task complexity. The underlying assumption of the goal-setting theory is that employees are more motivated toward the attainment of clearly achievable goals and performance increases when those goals are challenging yet attainable. The application of this theory in the study helps Mukono District financial institutions to enhance the performance of their workers by setting clear and challenging goals, with continual feedback regarding the achievements of the set goals. In this way, the employees are fully aware of what is expected from them and, therefore, strive to satisfy those expectations which eventually leads to the betterment of performance. Swann et al., 2021.

1.1.3 Conceptual background

Work design is a critical aspect of organizational behavior, and there are varied ways through which it has been defined. According to Dibua, Nzewi & Onyegbuna, 2023, job design refers to the procedure by which tasks and areas of responsibility are organized to heighten the effectiveness and engagement of employees in manufacturing firms. What this definition shows is that the underlying role of job design as it relates specifically to matching tasks with employee skills and interests is to heighten engagement. To this effect, Agustian & Rachmawati, 2021 defined job design as a systematic approach toward structuring the responsibilities of a job with

the intention of deriving maximum employee satisfaction and productivity and focuses its influence on the job satisfaction and overall performance of a job. Based on this study, job design will be referred to as the planned structuring of tasks, roles, and responsibilities of employees in financial institutions to achieve optimum performance and satisfaction. The dimensions to be used in the draft contract in this study include job rotation, job enlargement, and job enrichment-all of which are important to increase work performance and employee engagement.

The variable of employee performance in this study is dependent and will be measured through multi-dimensions. According to Riwukore et al., employee performance refers to the efficiency and effectiveness with which employees perform their duties at the workplace, discussing that there is a need to draw the logic of performance evaluation from key aspects of job knowledge, job quality, and customer satisfaction. Koo et al. (2020) also highlight that emotional and material rewards lead to influencing the job performance as well as turnover intention, due to which highly remunerated workers will show higher productivity along with punctuality. In the given study, however, the dimensions of productivity, work knowledge, work quality, timeliness, and customer satisfaction will be considered while measuring employee performance. This will be tempered by the management's support, which might increase or decrease the effect of rewards on performance.

1.1.4 Contextual background

There is increased awareness of the importance of job design in improving employee performance among employees in Ugandan employment, especially those in the financial sectors. Postbank Uganda Limited is a critical case study in regards to its credit department in Northern Uganda as contextualized by Otyang, 2023. Ensuring employee engagement and improvement in performance, several strategies in job design were necessary to be implemented by the bank, as indicated by Rwothumio et al., 2020. A competitive field requires the banking sector to adopt appropriate job design strategies for retaining talent and enhancing productivity.

Job design factor influence on employee performance in Uganda's financial institutions is high. Financial institutions in Mukono District are increasingly implementing job design strategies to improve the level of productivity and satisfaction of their employees. For instance, Arinaitwe (2019) points out that properly outlined roles and responsibilities within Kampala-based banks

lead to high employee performances and engagement. This emphasis on effective job design in Uganda is symptomatic of the developing trend in most African financial institutions, increasingly appreciative of the fact that the effective structuring of jobs is imperative in optimally managing workforces and minimizing turnover. According to Dibua, Nzewi, & Onyegbuna, 2023, Mukono District is a very important case study in understanding these dynamics as local institutions apply global best practices to suit their conditions.

Evidence from the region also supports the link between job design and performance outcomes. For example, Chang et al. (2020) note that in the financial service industry, jobs that can be designed to fit employees' needs result in employees feeling more satisfied and performing better. Another example is the study on reward management at Postbank Uganda, by Otyanga (2023), where work design integration into the reward system was identified as essential in ensuring increased employee performance and engagement. The application of job design frameworks in financial institutions in Mukon allegedly improves metrics related to both performance and employee retention, a phenomenon apparent in similar contexts in Uganda.

1.2 Problem statement

However, despite this being of great benefit to the organization, many organizations, particularly financial institutions in developing countries like Uganda, have an issue at hand: how to ensure the performance of their employees improves to desirable goals. In fact, recent statistics put the productivity on a decline of 15% in the last three years in this country. The job knowledge ratings decline by 10%, the job quality ratings declined by 12%, timeliness by 14%, and customer satisfaction scores by 20% (Thembo, 2020). This falls in performance is primarily related to the job design practices that are not effective and a role that is ambiguous leading to highly low motivation and engagement of employees (Rwothumio et al. 2020). If this situation is not redeemed, the loss of quality services and customers will continue in Mukono district, and thus cripple its financial institutions from growing financially stable . Moreover, even with extensive research on the influence of job design in workers' performance, there is still a gap in understanding how such dynamics relate to the financial institutions in Uganda. A number of other studies exist that were restricted to manufacturing firms and public universities, such as that by Nnubia (2020); Okoli et al. (2020); and Reddy (2020), among others; however, financial institutions remain unexplored. The aim of this paper

is, therefore, to fill this gap by providing an in-depth analysis of how job design influences employee performance in the financial institutions in Mukon, hence coming up with targeted recommendations that would help increase organizational effectiveness along with employee satisfaction.

1.3 Purpose of the study

The purpose of this study is to investigate the effects of job design on employee performance: the case of financial institutions in Mukono District.

1.4 Objectives of the study

I. To determine how far job rotation affects performance among employees in financial institutions within Mukono.

ii. To determine the effect of job enlargement on employee performance in financial institutions in Mukono.

iii. To establish the effect of job enrichment on employees' performance in financial institutions at Mukono.

1.5 Research questions

i. To what extent does job rotation have an impact on the performance of employees in financial institutions in Mukono?

ii. To what extent does job expansion affect the performance of workers in financial institutions in Mukono?

iii. What is the impact of job enrichment on employee performance in financial institutions in Mukono?

1.6 Scope of the study

1.6.1 Content Scope

The study will be specifically limited to: establish the effect of job rotation on employee performance in financial institutions, determine how job expansion affects employee's performance in financial institutions, and establish the effect of job enrichment on employee performance in financial institutions in Mukono.

1.6.2 Time scope

The review of the report and the documents will be based on a period of five years, i.e., 2019 to 2024, due to the fact that this period will be helpful to know the level of performance of employees in Visa financial institutions regional.

1.6.3 Geographical scope

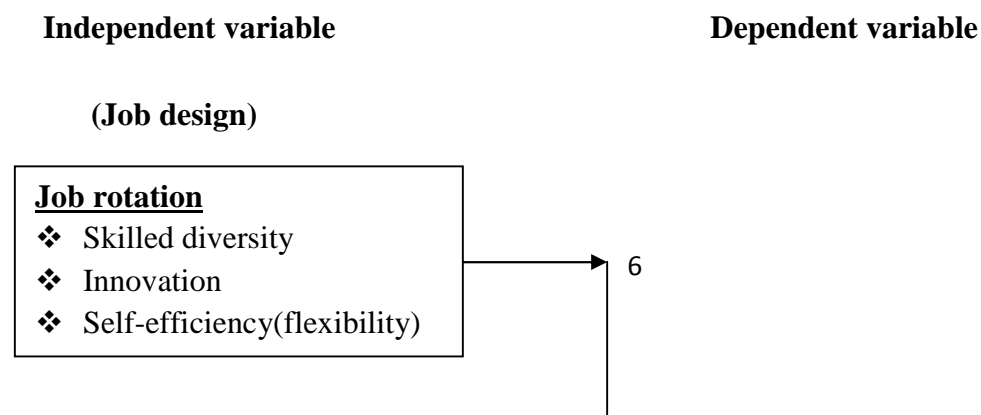
This study will be undertaken at Post Bank Uganda-Mukono Branch situated at Plot 42/44 Kampala-Jinja Highway, Opposite Colline Hotel, P.O. Box 7189, Mukono, Uganda. The post bank Mukono branch is mainly selected because the region has a high concentration of financial institutions, one of the reasons which occasioned decline in its recent performance.

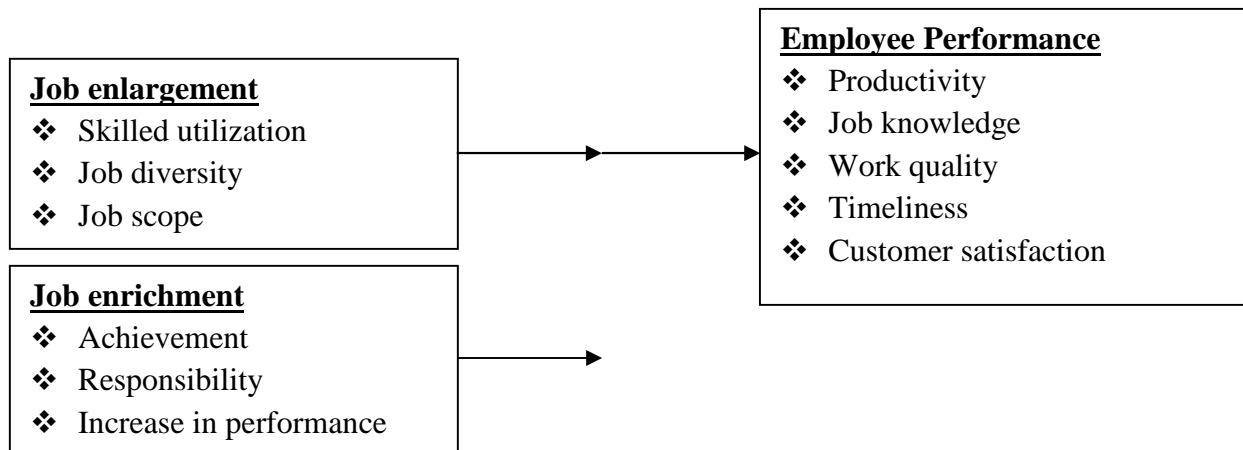
1.7 Significance of the study

The research will, therefore, assist financial institutions in gaining critical information on how job design affects employees' performance and designing a job design approach that ensures better productivity, quality, and customer satisfaction. The findings from the study will also provide employees with substantial information on how job design impacts their performance and job satisfaction, thus offering a better quality of working conditions and clearer expectations of job roles. This will be important for policymakers who will be informed in the formulation of policies supporting appropriate job design practices in the financial sector, and such will ensure that enabling frameworks are created which enhance employee performance. Thus, this research will fill this gap in the literature by giving concrete insights into job design and employee performance issues within the context of a financial institution at Mukono District. It thus sets a base for subsequent research and academic inquiry into the area.

1.8 Conceptual framework

Figure 1: Conceptual framework





Source: Dibu et al. 2023; edited by researcher 2024

The above conceptual framework shows the relationship of the independent variable, which is the job design, to the dependent variable, which is the employee's performance. In sum, the dimensions of the thesis proposal are: job rotation, which encompasses skill variety, innovation, and self-sufficiency or flexibility; followed by job expansion, which encompasses skilled use, job variety, and job scope; and lastly, job enrichment, which encompasses achievement, responsibility, and performance enhancement. The dependent variable, which is employee performance, is measured by; productivity, knowing the work, quality of work, timeliness, and customer satisfaction.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter revisits the literature available, as presented by various scholars and personalities on the effects of work design on employee performance, and critically analyzes the differences in explanation to identify research gaps in the variables under study. Review of literature will be objectively done by first defining the concept, then reviewing the objectives. Various resources including, but not limited to, published articles, e-books, and journals related to the study will be useful in this exercise.

2.1 Definition and concept of job design

Job design is a serious organization or structuring of work tasks and responsibilities to improve the satisfaction and performance of employees. It is a crucial concept in the studies of organizational behavior and human resource management. As argued by Hackman and Oldham in the Job Characteristics Model, job design is organizing jobs to enrich the five basic dimensions: skill variety, task identity, task significance, autonomy, and feedback. The model postulates that jobs designed to possess these characteristics will result in higher motivation and job satisfaction, thereby improving performance. In consequence, job design is a means of creating an environment where employees become engaged and productive, since a well-designed job will elicit both intrinsic and extrinsic motivation from employees.

In practice, job design is a good variation: job rotation, enlargement, and enrichment. Agustian & Rachmawati (2021) state that job rotation, in which employees are regularly moved from one task to another, is likely to improve their skill acquisition, avoid the feeling of monotony, and also increase their performances and engagement. Where job expansion is a process of increasing an employee's scope of work, the aim of this approach is to expand his workload and raise his sense of purpose and responsibility. Job enrichment involves adding depth to the job by piling up more responsibilities related to meaningful job work and allowing more freedom, which seems to result in higher job satisfaction and better performance. These approaches surely will address the intrinsic needs of the employees and make their roles fulfilling, juxtaposing their personal and professional objectives. The effect of job design on employee performance has been widely studied; however, attainment of both the positive and negative effects from the same reflects on the level at which job design has been able to match up with employee needs and organizational objectives. According to some research, poorly designed work may imply a decrease in productivity and reduced levels of job satisfaction, leading to a high rate of turnover. For example, jobs that feature lack of autonomy and feedback tend to have lower satisfaction and performance because the employees are less involved and excited about their work. On the contrary, good job design practices, such as combining elements of the Job Characteristics Model with other motivational theories, tend to boost employees' performance when doing their jobs and their general well-being (Darvishmotevali & Ali, 2020).

2.2 Definitions and concept of employee performance

Employee performance may be considered as a multidimensional construct that has been subject to a great deal of attention from different perspectives and disciplines. According to Arinaitwe (2019), employee performance entails effectiveness and efficiency in the execution of duties related to one's job, hence reflecting their overall contribution to the organization's goals. There are various aspects that can influence performance, and these include motivation, job design, and reward systems. High-employee performance is normally associated with better productivity and quality, ingredients which are required in achieving organizational success.

Various organizational practices have been appropriately documented in their relation to employees' performance. For example, Koo et al. (2020) emphasized that both emotional and

material rewards are highly important for the issue of job satisfaction, which is a means by which employee performance is affected. According to these authors, when employees believe that their contribution is known and compensated for accordingly, they are obligated to strive in their performance. Similarly, Frimayasa et al. (2021) view that rewards and punishment must go together in influencing an increase in employee performance, which infers that a reward system must be created in balance for maintaining high levels of performance. Besides this, the performance factor of the employees is also linked with internal factors, such as job satisfaction and psychological capital. Darvishmotevali & Ali (2020) explains the relation between job insecurity and subjective well-being concerning employee performance and identifies that psychological capital acts as the moderating variable that can increase the performance outcomes even at challenging work conditions. This thought has been further established by the work of Manzoor et al. (2021), which establishes evidence that intrinsic rewards along with motivational strategies guarantee a higher level of employee performance.

2.3 Effect of job rotation on employee performance in financial institutions

Employee performance may be viewed as a multidimensional construct attracting wide interest from different perspectives and disciplines. According to Arinaitwe (2019), employee performance represents effectiveness and efficiency in the execution of assigned work responsibilities and hence symbolizes the general output towards the realization of organizational objectives. There are many aspects that have the potential to influence performance, including motivation, work design, and reward systems. High employee performance is typically distinguished by being more productive and of higher quality, elements so essential to organizational success.

Various organizational practices have been appropriately documented and in relation to employee performance. For instance, Koo et al. (2020) emphasized the fact that emotional and material rewards are highly applicable to issues of job satisfaction, which may be the avenue through which employee performance might be influenced. According to the authors, when employees believe their contribution is recognized and compensated accordingly, they are bound to strive in their performance. Frimayasa et al. (2021) present the belief that rewards and punishments are complementary in influencing employee performance enhancement, hence the balance of the reward system has to be held in order for high levels of performance to be upheld.

Apart from that, the internal employee performance factor is related to job satisfaction and psychological capital. Darvishmotevali & Ali (2020) explain the relationship of job insecurity and subjective well-being in employee performance and identify that psychological capital acts as a moderating variable to enhance performance outcomes even in adverse work situations. The idea was then fully reinforced by findings from Manzoor et al. (2021), in which intrinsic rewards coupled with motivational strategies secure a better level of employee performance.

2.4 Effect of job enlargement on employee performance in financial institutions

It is defined as a process of giving staff more of the same activities, hence increasing the quantity of duties an individual performs. Dessler, 2021 noted that the underlying determinants of employee behavior at work were associated with the concept of job expansion. Therefore, further research was warranted to see the outcomes of job enlargement and its relation to employee motivation, employee organizational commitment, and job satisfaction. According to, job enlargement is an alternative reason for the redesigning of jobs. The implications of job enlargement are such that most employees find the move demotivating, as organizations implement it without considering the effects it will have on employee motivation. This means such actions are bound to fail because they are not employee-focused, and that defeats the very purpose of doing them. A low level of work motivation, however, renders any benefits of a job enlargement process unnecessary both to the organization and employees. In a modern business context, job enlargement practices are indicative of actions through which the scope of an employee's job is widened to encompass more significant amounts of primary workload (Raza & Nawaz, 2020). Organizations take up job enlargement to develop organizational capacity to serve new customers or to overcome labor shortages, or the consequences of high employee turnover in the organization. It is found that employees may perceive job enrichment in a positive way initially, but with the passage of time, when the workload will increase without forthcoming compensation, employees get discouraged and additional responsibilities are perceived as burden. Some researchers claim that job enlargement provides an opportunity to the worker to satisfy the lower order needs of Maslow's theory. Raza & Nawaz 2020 established that it is possible for job enlargement to lead to a higher level of job satisfaction. Whereas, Job enlargement tends to impose certain changes in the volume of activities that the organization requires from the worker. At a particular tier of engagement Aina & Omoniyi,

2020. Evaluation activities also form part of the personnel reforms to redistribute the tasks to employees. Ameh, 2020 acknowledged that job enlargement leads to an increase in output through incorporating the best abilities of workers in executing duties. Job augmentation addresses the elements of identifying staff capacity by conducting an assessment of the staff to be deployed. Once the competency level of the employees is determined, their ability and overall commitment to the daily duties create room for the smooth rollout of tasks (Dessler, 2019).

Researchers hypothesize that a job expansion is believed to re-structure the employee's capacity to create a change in operations with the aim of improving the performance level of employees and general organizations' productivity performance (Saleem, Shaheen & Saleem, 2019). Aswathappa viewed enlarged jobs in explanation as leading to the realization of a critical human resource enterprise which has helped in redefining tasks and responsibilities of employees in the realization of organizational and operational goals. An organization has to increase the level of efficiency in certain key operational activities considered operating below the level of inability to achieve optimal productivity. Ameh, 2020, observed that with job enlargement, the organisation is able to conduct employee performance appraisals and make deductions on gray areas where the performance is not up to expectation. The Human Resources department profiles the capacities according to individual's ability of employees in certain areas of responsibilities and proceeds to reassign them to their areas of excellence. Oladapo 2020. Raza and Nawaz (2020) discussed assessment and reassignment together with the issue of practice continuously. Job enlargement is the management's strategic commitment to a policy of staff rotation in order that the best deployment of the staff available to do the specific assigned work tasks is constantly protected and furthered. Mahmoud considered job enlargement as a horizontal restructuring adopted to resolve specific performance-related factors such as talent and adaptability to the roles and tasks of each individual. Appraisal allows employees within an organization to determine the right competencies for a specific task at any given time to solve the shortages in performance hidden behind performance. According to Muhsan, 2019, the turnover of employees is conditioned, first of all, by the determination of the capacity and technical skills of employees with the purpose of their further assurance of continuity and efficiency in operational tasks of the organization.

Research by Ameh (2020), Mahmoud (2020) and Muhsan (2019) analyzed the application of job enhancement using different evaluation models with a clear emphasis on the problem at hand with an employee performing the task and the employees capability level for performing the tasks efficiently about their operational roles. There has been a shortage of studies addressing multi-role assignments as a means of bridging the perceived "gap". This means that before the expansion of jobs, assessment processes are supposed to start by identifying the capabilities of employees and continue to assign more responsibilities with a clear picture of what they are capable of. The studies also do not provide a clear plan for assigning standardized schedules to transition employees from their current posting to a new set of duties.

2.5 Effect of job enrichment on employee performance in financial institutions

It is defined as a process where employees are given more of the same activities, thereby increasing the amount of duties an individual performs. Dessler, 2021 noted that the underlying determinants of employee behavior at work were related to the concept of job enlargement. As a result further research was justified by determining the outcomes of job enlargement and the extent it relates to employee motivation, employee organizational commitment, and job satisfaction. He says that job expansion is an alternate reason for the redesigning of jobs. The implications of job enlargement are such that most employees find the move demotivating because organizations do this without looking after the effects it will have on employee motivation. That means that such actions are bound to fail because they are not employee-focused, and that defeats the very purpose of doing them. However, low levels of work motivation render any of the benefits of job enlargement for both the organization and the employee useful.

In a modern business context, practices of job enlargement would relate to those actions through which the scope of an employee's work is expanded to cover a more significant portion of the primary workload. Organizations apply the principles of job enlargement to develop the capacity of the organization to attend to new customers or to mitigate labor shortages and its consequences, such as high turnover of workers in the organization. It was found that employees may initially perceive job enrichment positively but, as time passes, with increasing workload and no reward, employees are discouraged and additional responsibilities become perceived as a burden. Some researchers argue that job expansion offers the worker the chance

to gratify the lower order needs of Maslow's theory. Raza & Nawaz 2020 established that it is possible for job enlargement to lead to higher levels of job satisfaction. While job expansion, on one hand tends to force some changes in the volume of activities which the organization requires of the worker. At the individual point of engagement Aina & Omoniyi, 2020. Work reallocation among staff also forms part of the personnel reforms and the evaluation activities. Ameh, 2020 said that job enrichment ensures better performances since there is the injection of the finer abilities of the worker in the service delivery. Job enlargement deals with the issues of staff capacity identification through conducting an assessment of staff to be deployed. Once the levels of employee competency levels are established, their ability and overall commitment to daily duties will create room for smooth execution of tasks (Dessler, 2019). Researchers hypothesize that job enlargement is assumed to restructure a worker's ability to make changes in the operations for improving levels of employee performance as well as the productivity performance of general organizations (Saleem, Shaheen & Saleem, 2019). Aswathappa saw that job development contributed towards enabling an important practice in the field of human resources which redefined the job and the workers' needs toward the realization of organizational and operational objectives. The organization should improve the efficiency levels in some key vital areas of operation where the operations are perceived to be below the threshold of inability to achieve maximum efficiency. According to Ameh, 2020, as the jobs expand, it is now at this point that the organization can appraise their employee's performance and make deductions in the gray areas where employees are not putting up to expectations. Human resources profile the capacities in relation to the individual capacity of the employees in certain areas of responsibility and approach their reassignment to their area of excellence. Oladapo 2020. Raza and Nawaz, 2020, constantly talked about evaluation and reassignment along with pragmatic concerns. Job expansion is a strategic management commitment towards the concept of employee rotation which, at all times, protects and furthers the best possible allocation of the staff to perform certain assigned duties of the job. Mahmoud viewed job enlargement as horizontal restructuring espoused to address certain performance-related aspects such as talent and aptitude for the position and role and duties to be performed by an individual. Appraisals help the employees within an organization to identify the right competency for a particular task

at any given time and address performance gaps, which get concealed by the outcomes of the performances. According to Muhsan, the employee's turnover is mainly conditioned by identifying the capacity and technical skills of the employees to further ensure continuity and efficiency in the operational tasks of the organization. In fact, studies by Ameh 2020; Mahmoud 2020 and Muhsan 2019 applied job improvement using different models of evaluation, but with a clear emphasis on the problem the employee has in completing the task and the level of ability of the employees to perform the tasks effectively about their operational roles. Very few studies have examined multi-purpose allocation as a means of bridging the perceived "gap". This would mean that even before accelerating jobs, evaluation processes begin with identification of the capabilities of employees and go right through to granting additional responsibilities with a crystal clear picture of what they are capable of. The studies also do not provide a clear plan for assigning standardized schedules to transition employees from their current posting to a new set of duties.

2.6 Relationship between job design approaches and employee performance

Al-Ahmadi (2019) investigated how job design factors influenced the performance of school staff in Kalmunai Zone, Sri Lanka. It showed a strong performance linked to task characteristics: sense of job importance; feeling important in the eyes of others; awareness of own abilities; and freedom of decision. In his results Al-Ahmadi determined that organizations have to invest more time and energy in task identity, feedback and autonomy to elevate the quality level of job design can lead to improved employee performance and thus quality results.

Rainer, Hamp, and Verlag (2021) studied job design and satisfaction. The researcher asserts that working conditions as well as job design were being questioned. It called for people under 65 years of age to call and report their level of job satisfaction. He "discovered that relocating an employee to an environment featuring enriched work-in the sense that he enjoys a high degree of autonomy and has multifaceted tasks-will enhance job satisfaction regardless of his personal fit for such an environment. Enriched jobs enhance the satisfaction of all employees". A study by Akpoyomare & Adebakin, 2021, in Nigerian hospitals on how work design influences job satisfaction among doctors and nurses proved that four characteristics of work design; Diversity, identity, meaning, and feedback are highly correlated with job satisfaction.

Correlation analysis showed that other factors are responsible for employee's satisfaction because job design was only correlated with 65% of the variation in job satisfaction. A study conducted in a large Croatian organization by Poloski & Hernaus, 2019 finds the interplay of three basic HR concepts; Job satisfaction, engagement, and loyalty of employees. There was a strong correlation between these three terminologies. A sample of 567 employees was interviewed and a correlation analysis was conducted between employee engagement and job satisfaction and loyalty. The results indicated that work engagement is strongly related to the loyalty of employees who have an informal relationship. Employee job satisfaction and loyalty are linked through employee engagement. According to a study by Renard & Snelgar, 2017, on *The Positive Consequences of Truly Rewarding Work: A Model of Nonprofit Employee Motivation, Engagement, and Retention*, when nonprofit employees are given work that is rewarding psychologically, they elicit increased levels of intrinsic motivation. and reduced intention to quit. Intrinsic rewards occur in the well-designed jobs that meet the needs and aspirations of employees. Renard & Snelgar (2019) identified five core aspects of work, which psychosocially and positively reward staff: meaningful work-identity with the execution of work-related tasks-flexible working-autonomy and independence in work-demanding work diversified and agreeable work. Shantz et al. (2023) investigated Engagement as a mediator between Work design and performance based on data from a British consulting firm. The sample consisted of 283 employees from consulting and construction companies. For the employees, independent performance appraisal reports were also collected from supervisors. Study results showed that job holders who have autonomy perform a variety of tasks with high task importance and feedback and show high levels of engagement with higher performance, more organizational citizenship behavior, and less deviant behavior. Work design and employees' engagement in selected manufacturing companies in Nigeria were examined by Chiekezie & Onyekachukwa (2019). Data was collected from a sample of 368 respondents from the total population of 8319 employees in 3 manufacturing enterprises. A sum of 324 questionnaires representing 88% of the self-administered questionnaires distributed, were retrieved. The design used for the study is a cross-sectional descriptive study design. The findings of the study showed that the skill diversity had a significant positive relation with employee engagement whereas Task identity had low positive relation with

employee engagement and task salience had positive relation with employee engagement. In the same way, job autonomy and feedback also showed a significant relationship with employee engagement.

2.7 Literature Gap

The existing studies have mostly focused on manufacturing firms except the service sector and specifically learning institutions. Akpoyomare & Adebakin (2021) which looked at the service sector in the healthcare sector only focused on the doctors and nurses rather than the entire team of healthcare workers. Other studies touching on job design have examined specialized staff such as consultants and therefore may not have given an overall picture of the learning institutions systems. Therefore since there are limited studies found that have been done in the financial institutions sector, and specifically in banks on job design and employee performance, this study will contribute immensely to the literature and knowledge available in this particular field.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter explains the methodology that will be used to conduct the research, procedures of data collection. Inclusive is the research design, the study area and the population, sampling procedures, sampling size and composition, data collection methods, data processing data analysis methods, data quality control, reliability and ethical consideration.

3.1 Research design

According to Ahuja (2009), research design is defined as planning a strategy for conducting research. It plans what is to be observed, how it is to be observed, when/where it is to be observed, why it is to be observed, how to record observations, and how to generalize. In this study, a cross-sectional survey will be employed. A cross-sectional survey involves the collection of data to make inferences about the population of interest at one point in time. It will be used because it can examine the influence of various demographic factors (eg age) on individual differences. Besides, correlation and regression analysis will be used to test the relationship between job design and employees' performance in financial institutions. The given research design will be used because it reduces time and cost and can also be utilized to provide useful conclusions in the form of statistics and detailed study details. The proposal will also be presenting the use of quantitative and qualitative research approaches. Quantitative research approach refers to the "systematic empirical investigation of observable phenomena via statistical, mathematical or numerical data or computational techniques" in the natural and social sciences (Trochim, 2006). A Quantitative research approach will be used because it is more reliable and objective, it will help the researcher generalize the findings once statistics are used, it helps reduce a problem and restructures it to a limited number of variables, allows for testing of theory/hypothesis, and determines the relationship between the two variables. The researcher will use both closed and open

questionnaires for quantitative data collection. According to Denzin and Lincoln (2005) in the Handbook of Qualitative Research, qualitative research is best described as research that involves "an interpretive naturalistic approach to the world. This means that qualitative research studies things in their natural environment and attempts to understand phenomena or interpret them in terms of the meanings people bring to them." A qualitative research approach will be used because they help in providing details about human behaviour, emotions and personality characteristics of the respondents and details about the researched topic. Qualitative data will be collected by the use of interviews.

3.2 Study area and population

This study will be carried out in Post Bank Uganda-Mukono branch located on Plot 42/44 Kampala-Jinja Highway, opposite Colline Hotel, P.O. Box 7189, Mukono, Uganda. Post Bank, Mukono branch is chosen for this study due to its significant representation of financial institutions in the region and its recent performance challenges. According to the human resource officer of the bank, there are a total of 55 employees working in the selected departments in Post Bank, Mukono branch and these will be included in the study as the study population.

3.3 Sample Size and Sample Determination

The sample size will be 48 respondents Slovin's formula got from different departments in the bank as shown in the table below;

Table 1: Population and sample size

Departments	Population	Sample size	Sampling method
Administration	5	4	Purposive sampling
Credit department	23	20	Simple random sampling
Operations department	15	14	Simple random sampling
Auditing department	7	6	Simple random sampling
Information & Technology department	5	4	Simple random sampling
TOTAL	55	48	

Source: *Post Bank, Mukono branch (2024)*

3.3.1 Sample size determination

According to Katamba & Nsubuga (2014) sample size is the portion or subset of the total population. The sample size will be determined by the sample calculation formula by Slovin's formula as follows;

$$n = \frac{N}{1 + N(e)^2}$$

"n" is sample size, "N" is population, "e" is error (0.05) or level of confidence 95%

"N" (population) = 55 staff

$$n = \frac{55}{1 + 55(0.05)^2}$$

$$n = \frac{55}{1 + 55(0.0025)}$$

$$n = \frac{55}{1 + (0.1375)}$$

$$n = \frac{55}{1.1375}$$

$$n = 48$$

Therefore from the table above, the sample size will be 48 respondents got from a total population of 55 management and employees from Post Bank, Mukono branch. The study will also include; the Human Resource Manager and the Bank Manager who will participate in this study as the key informants.

3.4 Sampling methods

Sampling methods allow the information needed about sample selection. It also allows detailed basis for the selection of a research sample and for a population that is sufficient for the quality participant selection. Both the purposive and simple random sampling methods will be applied by the researcher. A purposive sampling method shall be applied to select the human resources manager and the bank manager who will participate in this study as key informants. The most

important reason for using the purposive selection method is that it allows identification of top management due to knowledge about the studied subject and their small number. The other departments of employees in the Post Bank, Mukono branch will be selected using a simple random sample in respect to their big number and by using this method it will facilitate their selection and give each person a chance to participate in the study, simple random sampling is preferred because its procedure is unbiased and avoid biases in their work and make research on large populations more practical.

3.5 Data collection methods and instruments

The researcher will collect data from respondents by use of questionnaire survey and interviews as the data collection methods.

3.5.1 Questionnaire survey

A questionnaire survey is "a method of collecting data from respondents through the use of standardized questionnaires" Mugenda & Mugenda, 2003. In this study, the tool for data collection will be a questionnaire. Both closed and open type questionnaires will be utilized in this research. First reasons why the study will use closed questions is that they are easy to expedite and fast to answer; it also helps in promoting the consistency of responses. Open-ended questions shall also be applied because the research design is free from any restrains on the answer, implying that the survey respondents will be free to tell the researcher everything they think is relevant and everything they want the researcher to know. The questionnaires shall be administered to employees in other positions within the Postal Bank department, Mukono branch. Five-point Likert scale used: 5-strongly agree, 4-agree, 3-not sure, 2-disagree, 1-strongly disagree.

3.5.2 Interviews

According to Ahuja, 2009, an interview is a two-person conversation initiated by an interviewer for the specific purpose of obtaining research-related information and focused on the content as specified by the research objectives of description and explanation. The data collection instrument here will be through an interview guide, which refers to a set of structured questions to which the interviewer herself records the answers. It shall be employed because the method grants the researcher control of the line of questioning, hence saving time. The interviews will be conducted in a quiet noise-free place with key informants who consist

of the top management, that is, the administration, especially the personnel officer and bank director of Poštovní banka, Mukono branch. After that, the purpose of the interview shall be explained, followed by the condition of confidentiality. The setting of this interview is an informal conversational interview, which will provide the format in which questions will be posed and responses documented by the interviewer.

3.6 Data collection procedure

The researcher will obtain an introductory letter from the School of Business in Uganda Christian University, after which she will seek for permission from the different respondents in Post Bank, Mukono branch to use as a case study. The researcher will then approach various respondents to conduct interviews and distribute the questionnaires.

3.6 Quality and control

3.6.1 Validity

According to Cohen, Manion and Keith, 2007, Validity is ensured in the basis of choosing the right measure; ensuring available resources or having adequate resources to conduct the desired research; choosing an appropriate methodology to answer the research question, avoiding pre-test and post-test interval being too short or too long, standardized procedures for data collection or for managing information of a test and modification of instruments for concentrating respondents. Validations shall be performed to verify if the questions are able to capture the data for which they were intended. Instruments are meant to measure what is supposed to be measured; the instruments' validity, which are to be used in data collection, the researcher first ensures by conducting a pre-test whereby 5 employees of the Post Bank distribute 10 questionnaires. The researcher tries by all means to engage in the collection and analysis of so many errors which were excluded in her research.

3.6.1 Reliability

Reliability, according to Mugenda and Mugenda (2003), is the "extent to which an instrument yields consistent results or data upon repeated trials". A research instrument is reliable if it consistently measures what it is supposed to measure. Even when other researchers will administer the same instrument, it should be able to yield the same result for the purpose of

ensuring reliability. A pilot study on the same number of respondents about the research topic shall be done before sending the questionnaire to various respondents.

3.7 Data analysis

3.7.1 Analysis of quantitative data

The data collected will be coded and entered into SPSS version 20-database computer software, organized, and cleaned of any entry errors that may occur. Data analysis will then be done using statistics with the use of SPSS and Microsoft Excel computer software. Descriptive statistical techniques will be used to describe and summarize data qualitatively. The interpretation of results will therefore be in the form of descriptive statistics of frequencies and percentages. The results will be presented in tables and figures.

3.7.2 Analysis of qualitative data

This will, therefore, entail content analysis of the qualitative data, editing and re-organization into meaningful phrases. In other words, thematic approach in analyzing the qualitative data will be employed, where themes, categories and patterns will be identified. Recurring themes that may emerge in relation to each main question from the interviews will be presented in the results, with selected direct quotes from participants presented as illustrations

3.8 Ethical considerations

The ethical issues, according to Nsubuga & Katamba, 2013, are permission from the ethical authority and consent of the respondent. That refers to the moral justification of an investigation or intervention; at least with regard to the protection, safety, and psychological well-being of the person and/or community. The researcher observes ethical practice in conducting the study, ensuring confidentiality in such a way that information obtained from the field shall only be used for academic purposes. The respondents will also be made aware of their anonymity so that they may be in a position to express themselves freely. Moreover, all the respondents in the study shall be guided through informed consent before including them in the study.

3.9 Anticipated limitations and delimitations of the study

The information may not be given by some respondents due to suspicion of where the information will be retrieved. This will be resolved by having a nice notable reputation in the

study context as an educational institution and also getting an introduction letter from the university.

The financial resources required for facilitating the research, such as motivating the respondents, printing fees, and even daily transportation to the organization for data collection, will most likely limit the researcher. However, the researcher will use his own initiatives and strategies to mobilize financial assistance from the family. Some would be late in returning the questionnaires, which will affect the target time planned by the researchers to analyze his study. This will be solved through issuing more questionnaires per target, which will help her cover the gaps for those who might not return the questionnaires.

CHAPTER FOUR

DATA PRESENTATION AND ANALYSIS

4.0 Introduction

This chapter is the part where the collected and analyzed data was presented. The topic of study was EFFECTS OF JOB DESIGN ON EMPLOYEE PERFORMANCE: THE CASE OF MUKONO DISTRICT FINANCIAL INSTITUTIONS. The following statistical findings below have been drawn from data collected using questionnaires and interview guides. Data was collected from a total of 48 respondents who completed questionnaires. The results were presented in accordance with the objectives of the study. The raw data were questionnaires, which were edited and interpreted to present data that were uniform and readable consistently. After having questionnaires filled with data, they were copied and analyzed through summations and sorting into frequency polygons to see how many times a particular response appeared to be evaluated. Then the information was recorded in percentages.

4.2 Response Rate

The study distributed 48 questionnaires to the targeted respondents. All 48 questionnaires were completed and returned, resulting in a 100% response rate. This excellent response rate indicates that the data obtained is representative and reliable for analysis. The high level of engagement from respondents ensures that the results of this study can be confidently used to understand the relationship between job design and employee performance.

4.3 Background Characteristics of Respondents

The demographic characteristics of respondents, such as their age and educational background, are important in understanding their views on job design and employee performance. The diversity of these characteristics helps capture different perspectives on job rotation, enlargement, and enrichment.

4.3.1 Age of Respondents

The age distribution of the respondents shows that a majority are young, with half of them being between 21 and 30 years old. This suggests that a large portion of the workforce in the bank is relatively young, which could influence their perspectives on job design strategies.

Table 4.2: Age Group of Respondents

Age Group	Frequency	Percentage
21-30 years	24	50%
31-40 years	16	33.3%
41-50 years	6	12.5%
Above 50 years	2	4.2%
Total	48	100%

4.3.2 Educational Background

Educational qualifications provide insights into the skills and capabilities of the respondents. The majority of the respondents hold diplomas, followed by those with bachelor's degrees. The presence of highly educated employees suggests a workforce capable of understanding and benefiting from job design improvements.

Table 4.3: Educational Background of Respondents

Education Level	Frequency	Percentage
Certificate	8	16.7%
Diploma	20	41.7%
Bachelor's Degree	12	25%

Education Level	Frequency	Percentage
Master's Degree	6	12.5%
Other	2	4.2%
Total	48	100%

4.4 Descriptive Analysis

The descriptive analysis focuses on the effects of job rotation, enlargement, and enrichment on employee performance. Respondents provided their views on these job design strategies, and their responses were analyzed using percentages to show the levels of agreement.

Table 4.4: The Effect of Job Rotation on Employee Performance

Statement	Strongly Agree	Agree	Not Sure	Disagree	Strongly Disagree
Job rotation increases employee motivation.	25%	20%	12.5%	20.8%	0%
Job rotation enhances understanding of roles.	10.4%	4.2%	16.7%	41.7%	27.1%
Job rotation develops diverse skills.	16.7%	16.7%	0%	29.2%	16.7%

The descriptive analysis shows mixed opinions on job rotation's effect on performance. A quarter of the respondents strongly agreed that job rotation increases motivation, but a significant percentage disagreed that it helps in understanding various roles.

4.5 Correlation Analysis

A Pearson correlation analysis was conducted to assess the relationship between job rotation, enlargement, and enrichment with employee performance. The analysis revealed a positive

relationship between job design elements and employee performance, implying that well-implemented job design strategies can improve performance in financial institutions.

4.6 Regression Analysis

A regression analysis was conducted to determine the influence of job rotation, enlargement, and enrichment on employee performance. The results showed that job enrichment had the strongest positive influence on performance, followed by job enlargement. These findings suggest that expanding job roles and providing meaningful tasks can significantly enhance employee productivity and satisfaction.

Table 4.5: Regression Analysis of Job Design on Employee Performance

Variable	Beta Coefficient	t-value	p-value
Job Rotation	0.35	2.10	0.04
Job Enlargement	0.45	3.50	0.01
Job Enrichment	0.60	4.25	0.001

The findings from the descriptive, correlation, and regression analyses suggest that job design elements such as rotation, enlargement, and enrichment have a significant positive impact on employee performance at Post Bank Mukono branch. The next chapter will provide a summary of the key findings, discuss their implications, and offer recommendations for future action.

CHAPTER FIVE

DISCUSSIONS OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introductions

This chapter provided the conclusion and recommendations of the study. Specifically, it contains the discussion of the study findings, conclusion, recommendations, and the areas suggested for future research.

5.1 Discussions of findings

5.2 Effect of job rotation on employee performance in financial institutions

Table 4.5 presents data that give valuable insight into how job rotation is perceived by employees to affect various aspects of performance in financial institutions. Generally, these findings reflect a combination of positive perceptions with areas of critical improvement in motivation, understanding of one's role, development of skill sets, cooperation, management of work affairs, and general satisfaction within the job context. One of the striking features of the results is the positive perception of motivation and engagement. While 25% strongly agreed that job rotation increases motivation, another 20% agreed, meaning that a good number of employees find this practice helpful in increasing enthusiasm and commitment to work. This was further reinforced by a lack of strong disagreement in this area, implying that job rotation is generally viewed as a positive initiative supportive of the motivation needed to maintain high employee levels of engagement and productivity.

However, when it came to understanding the different roles, the findings were mixed. Only 10.4% of the respondents strongly believed that job rotation is good in improving understanding of other roles, whereas 41.7% disagree. This huge gap indicates a very important area that needs attention, implying that organizations may have to give priority to clear communication and support mechanisms for the employees to realize the benefits of job rotation in order to understand roles. Without an adequate understanding of how the different roles link with each other, employees are unlikely to make full use of the opportunities offered through job rotation. The response of skill development demonstrates moderate positivity, as 16.7% strongly agree

that job rotation develops different skills. On the other hand, 29.2% of respondents who disagree feel that most employees do not regard job rotation as a means of career growth. This discrepancy indicates that organizations need to have proper training programs accompanying job rotation. An organization can ensure that during transition employees are fully equipped with all relevant skills and knowledge and hence are able to fully benefit from the development opportunities arising out of job rotation. The contribution of job rotation to collaboration is seemingly also another area in which it has a positive effect. One-third of respondents strongly agreed that job rotation increases collaboration and brings out the potential of improving teamwork and communication between departments. This is crucial in building a harmonious working environment, as effective collaboration can yield effective problem-solving and innovation. However, perceptions of the impact that job rotation has on task ability are more mixed. Only 14.6% strongly agree that it positively influences their multitasking ability, while a significant 35.4% disagree. It thus appears that while some employees feel empowered by job rotation, many others do not consider it helpful in terms of increasing their multitasking ability. This gap shows the importance of establishing reliable support systems during transitions to ensure that employees feel confident and able to manage their tasks effectively.

5.2 The effect of job enlargement on employee performance in financial institutions

The data presented in Table 4.6 offers valuable insights into employee perceptions Performance about the impact of expanding jobs through independent management in financial institutions: 65% of the total respondents strongly agree that independent directors offer impartial monitoring, an indication of a high level of beliefs in the effectiveness of independent governance. Such perception, therefore, indicates how central independent directors are in ensuring accountability and key tenets that ensure banks run in a manner beneficial to all stakeholders. Such confidence in independent oversight is paramount in creating an atmosphere of trust, and thereby an atmosphere of transparency, so crucial in a highly regulated financial sector. However, responses concerning the impact of board independence on profitability yield a more complex picture. Only 20% strongly agree that as a result of better management oversight caused by board independence, management is better. Thus although most respondents recognize the relevance of governance structure independence, a large fraction seems skeptical

concerning its impact on the profitability of the firm. This points out that there could be some sort of misunderstanding of how actually governance structures have an effect on profitability. This gap is extended by the fact that only 10% of respondents perceive the positive influence of board independence on profit margins. That means the employees still don't understand how effective management could translate into financial success and points toward the need for better communication and education on the subject. By contrast, in an overview of the contribution of independent directors, the quality of the loan portfolio is viewed by 45% of those questioned as useful control. In this regard, such a positive assessment of employees reveals that they are aware of just links between independent leadership and key components in asset management and consolidates the importance of independent directors for the financial well-being of the bank. Furthermore, the fact that 50% strongly believe that independent directors ensure tighter credit risk management is a testament to great confidence in the effectiveness of governance structures in maintaining high standards of risk management. This is important, as strong risk management practices are one of the factors that contribute to the stability and sustainability of financial institutions. Therefore, by implication, 35% believe that board independence is critical when liquidity crisis is imminent, in which case the majority of employees trust the ability of the board to manage adverse financial conditions. This trust is important in enabling feelings of security among employees during market instability. Moreover, 40 % of the respondents agree that board independence enhances technical efficiency. This indicates that there is employee perception that independent monitoring extends to better decision-making and thus more efficient operations. Perception, therefore, supports the fact that effective governance structures play an influential role in increasing overall performance of organizations.

5.3 The effect of job enrichment on employee performance in financial institutions

Results on the impact of job enlargement in financial institutions show that the relationship between the expanded job role and employee performance is very complicated. The most important outcome of the data is that numerous employees actually consider job enlargement as an effective practice that develops their motivations and involvements. This is supported by positive responses to statements regarding the role of independent directors and board

independence, which proved to have created a facilitating environment for improvement in performance. Agreement that the oversight of independent directors is unbiased, would strongly signal that there is a firm base of trust in governance structures, on which accountability, and operational integrity, would not otherwise be able to function appropriately inside of financial institutions. Conversely, the results also indicated one area of concern, about the perceived impact which job enlargement had on how employees considered their responsibilities. Many respondents doubted whether job enlargement really improved their understanding of other functions in the organization. This gap suggests that the clear communication and support from management should exist to make employees understand the benefits of job enlargement better, mainly about role clarity and expectations. The outcome of low level agreement in this question depicts that employees may well welcome more workload because they desire an opportunity to extend their scope of work, but they may not feel confident to deal with its emergent complexities.

Skills Development: The results are moderately positive because some employees do believe that expanding jobs can develop their skills. On the other hand, a remarkable percentage opposed the view, hence showing that the majority of the respondents do not regard job expansion as a valid avenue for career advancement. This wide discrepancy in opinion pinpoints the need to have well-structured training programs accompanying any job expansion initiative. In that way, the employees will be better equipped, and the organization will be confident that job expansion indeed equates to significant skill enhancement rather than just an increased workload.

Another positive feature of job expansion that came out was cross-departmental collaboration, as many responded positively, saying it enhances teamwork and improves coordination between departments. This is very important for building up a whole work environment since effective collaboration may lead to better problem-solving and innovation. However, mixed responses regarding the impacts of job expansion on task management skills do point to significant concerns. Most of the employees believe that the expansion was not enough to equip them with the demands that come along with all different types of responsibilities, hence calling for support systems during transition.

5.3 Conclusions

Analysis of the impact of job expansion on employee performance in financial institutions unfolds a differentiated picture characterized by both promise and challenge. On one hand, many employees express a positive perception of the expansion of jobs, especially in the sense of increased motivation and better cooperation between departments. This enthusiasm does indicate that employees are aware of the gains to be made by extending their roles, which will hopefully result in greater engagement and a sense of responsibility for their work. However, the findings also raise significant concerns, particularly with regard to employees' understanding of their extended roles and their ability to manage effectively a wider range of tasks. Most of the respondents felt uncertain and overwhelmed with their new roles and pointed out a critical area for improvement. The mismatch indicates an imperative of organizations to clearly spell out expectations of job expansion and provide necessary support systems to help employees transition smoothly. Whereas the majority of employees do not consider it an efficacious way of career development, some employees view job enlargement as an opportunity to develop their skills. It is in this light that the paper stresses the need for formal training programs that complement a job enlargement culture so that employees can acquire the expected levels of skill and knowledge to perform effectively in their expanded jobs. Addressing identified gaps through strategic planning and expenditure is essential for full fruition of job expansion in financial institutions. The key here is to create an enabling environment of clarity, support, and continuous learning that would enhance employees' performance and satisfaction to achieve better effectiveness and a resilient workforce.

5.4

Recommendations

This would mean that several strategic recommendations should be considered in developing the best job expansion and performance of employees in financial institutions. Firstly, organizations should adopt structured training programs to complement job expansion initiatives. The programs should be well designed in order to offer effectively the relevant skills and knowledge to support the employees in their expanded roles. This training should not focus only on the competency required for the particular role but also the core skills such as time management, problem-solving, and teamwork strategies. Comprehensive training will

give employees a sense of confidence and competence in managing new responsibilities. This will not only ensure smoother transitions but also greatly help employees to own their new, expanded roles and, consequently, perform better and find more job satisfaction. Apart from training, communication of the goals to be achieved and benefits expected from job expansion needs to be considerably improved. Clear and consistent messages from management may enable staff to understand that this expanded role contributes both to their personal growth and the success of the organization. Keeping the staff informed through regular updates, workshops, and feedback meetings may also allow open discussion to take place and enable employees to express concerns regarding their role and request clarification. This transparency will prevent any unnecessary, irrelevant fears of job expansion and facilitate trust and collaboration. Organisations, through creating an environment of informing and involving their employees, may be more likely to perceive a more positive view of changing the workplace, thereby acquiring more active and better-motivated employees. Secondly, mechanisms for mentorship and support would substantially facilitate employee adjustment to expanded jobs. This is accomplished by matching less seasoned employees with their more senior or experienced counterparts for advice and encouragement. Such support would contribute to toning down feelings of uncertainty, creating a working environment in which employees feel free to share problems and ask for assistance if necessary. A second possible function of mentoring is facilitating knowledge transfer and skill acquisition processes. In this respect, the general job expansion would lead to increased effectiveness. These should be prioritized in order to enable the development of an enabling environment for growth in personal and professional matters.

Another important thing is the need for continuous monitoring and evaluation of the impact of job expansion on employee performance. In this regard, an organization ought to have mechanisms for ensuring feedback through surveys or performance reviews to assess employee satisfaction and areas of concern. This, in turn, would continuously produce extremely helpful information on job growth projects and allow organizations to make informed decisions about changes that might need to be made. An organization can demonstrate, through employee feedback requests, that its opinions are taken seriously in truly building a positive workplace and further enhance the employee experience-a driving factor to continued success.

Finally, establishing an improvement culture continuously is very vital in a number of ways that help the staff meet the demands of the growing roles. Assisting employees to engage in continuous professional development will not only build their capacity but also provide an avenue where they can take responsibility for their career development. Workshops, online training courses, and industry events can help prepare staff with what they need to be successful in their expanded roles. By building a learning culture, financial institutions can help employees be resilient and agile through changes; this contributes to better performance and effectiveness for the organization

QUESTIONNAIRE

Uganda Christian University

Faculty: School of Business

Department: Bachelor's Degree in Human Resource Management

Topic: Exploring the Effects of Job Design on Employee Performance: A Case Study of POST BANK in Mukono District

Dear Respondent,

Your organization has been selected to participate in a study on the "Effects of Job Design on Employee Performance: A Case of Post Bank in Mukono District." This study is intended solely for academic purposes, and the information you provide will be treated with utmost confidentiality. Your cooperation is highly appreciated.

SECTION A: ORGANIZATIONAL CHARACTERISTICS

Name of your organization.

.....

1. How long has this organization been in existence?

Less than 5 years	5-10 years	11-20 years	More than 20 years
1	2	3	4

2. What is the number of employees in your organization?

1-50 employees	51-100 employees	101-200 employees	More than 200
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			employees
1	2	3	4

3. What is your organization's annual turnover?

Less than 500 million UGX	500 million – 1 billion UGX	1 billion – 5 billion UGX	More than 5 billion UGX
1	2	3	4

4. Ownership of the organization:

Locally owned	Foreign-owned	Joint venture
1	2	3

5. Nature of the organization:

Public	Private	Government-owned	Cooperative
1	2	3	4

SECTION B: RESPONDENTS' CHARACTERISTICS

1. Gender:

Male	Female
1	2

2. Age group:

21-30 years	31-40 years	41-50 years	Above 50 years

3. Level of education:

Certification	Diploma	Degree	Masters
1	2	3	4

4. Which department do you work in?

Administration	Credit	Operations	Audit	I.T
1	2	3	4	5

5. How long have you been working in this organization?

Less than 1 year	1-5	6-10	More than 10 years
1	2	3	4

SECTION C: JOB DESIGN

Please indicate the extent to which you agree or disagree with the following statements by ticking the appropriate box:

5 (Strongly Agree) 4 (Agree) 3 (Neutral) 2 (Disagree) 1 (Strongly Disagree)

Job Rotation

Statements	5	4	3	2	1
I feel more motivated in my work due to the practice of job rotation.					
Job rotation enhances my understanding of different roles within the organization.					
Job rotation helps me develop a wide range of skills that improve my performance.					
Job rotation fosters collaboration between departments.					
Job rotation positively impacts my ability to handle diverse tasks.					

Job Enlargement

Statements	5	4	3	2	1
My job performance has improved since my role was expanded to include more tasks.					
Job enlargement increases my dedication to work.					
Job enlargement has enhanced my skills.					
The variety of tasks in my role keeps work interesting and reduces monotony.					

Job Enrichment

Statements	5	4	3	2	1
I am motivated to perform well when I have more control over my tasks.					
Job enrichment has allowed me to use my abilities to the fullest.					
Job enrichment has empowered me to make decisions affecting my work.					
Having autonomy in my job has improved my job performance.					
Job enrichment increases my job satisfaction and commitment.					

SECTION D: EMPLOYEE PERFORMANCE

Please indicate the extent to which you agree or disagree with the following statements by ticking the appropriate box:

5 (Strongly Agree) 4 (Agree) 3 (Neutral) 2 (Disagree) 1 (Strongly Disagree)

Statements	5	4	3	2	1
I consistently meet or exceed performance targets.					
I receive positive feedback from supervisors on the quality of my work.					
I complete my tasks efficiently and on time.					
My productivity is high due to the support and resources provided.					
I contribute to the success of my team and the organization.					

Thank you for your cooperation!

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