

Job Design, Analysis and Employees' Performance of Deposit Money Banks in FCT Abuja

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Abstract

The study seeks to unravel relationships between job designs, analysis and employees' performance of deposit money banks in FCT Abuja. A survey of 97 employees was conducted and questionnaires were distributed/collated for the purpose of generating data, was analyzed using Spearman Rank Correlation Coefficient. Therein, hypotheses were tested, findings from analysis showed that job enrichment and delivery time have high positive correlation among the variables under study. The study concluded that job design/analysis has positive relationship with employees' performance of deposit money banks in the FCT Abuja. As a result, the study opined amongst other suggestions that deposit money banks should ensure that task given to employees fits their personal characteristics and aspirations to enhance their level of performance.

Keywords: *Job design, Job Analysis, Job rotation, Job enrichment, Employee performance.*

Introduction

Management entails initiating, controlling and enhancing performance which implies accomplishing a defined goal or objective within an organization that could be measured based on financial and non-financial basis (Chen, Cheng & Hwang, 2005). Performance of employees especially among banks in Nigeria is a critical aspect as it contributes immensely to the well-being of the banking institutions. In addition, Ejabefio and Nwaeke (2018) noted that performance of organizations have been an imperative aspect of businesses as they need to meet up with dynamic economic demands. The authors added that organizations must have a need to measure its effective and efficient level regardless of whether they are profit or non-profit organization. Similarly, Onu, Akinlabi, and Adegbola (2018) in a study of bank employees' work life balance observed that organizations cannot perform maximally unless employees are devoted rules of the organization thereby boosting their level of oneness and performance. Also, Beloor, Nanfundeswaraswamy, and Swamy (2017) is also of the opinion, that employees are among the most crucial resources even though most managers focus their efforts building technology and paying less attention on employee welfare. In the same vein, they stated that employees' who are employed in organizations are "social-beings" and thus came

from different social systems, culture, family background and life style. This implied that employees performance being paramount to organizations require an understanding of the unique characteristics that surrounds the employees. Therefore, management ought to employ managerial strategies that would hold employees together to achieve organization's and employee's set goals at the optimal level (Chukwuma, 2019). But, Cook and Artino (2016) noted that in a bid to achieve set goals, most organizations are tempted to overlook the wellbeing of its employees which may not contribute positively to their organizational success on a long run making managerial efforts like job design a part of needed tool to moderate employee-organizational relationship.

Further, the job or function of banks has made it very essential to ensure a well-planned work situation and management of employees to ensure effective service delivery as they responsible to prevent lootings and money laundering in order to ensure smooth business transactions (Jibueze, 2017). Thus, adapting managerial strategies like job design becomes essential in order to adequately design and manage organizations resources. Job designs and analysis forms the tools used for maximising workers' performance and it implies changing processes and contents of a job to enhance workers' motivation, satisfaction and production capacity (Knapp & Mujtaba, 2010). Job design measures the level at which an employee is involved in his or her task and had been in discussion since early 20th-century by Fedrick Taylor and other scholars that precedes him (Bates, 2004).

The imperativeness of employee performance in relation to job design and analysis have been attempted by studies like Ejabefio and Nwaeke (2018) who focused on how innovativeness correlates with performance, yet much emphasis where focused on innovative behavior and identification of effectiveness, efficiency, quality, market share and profit as basic indicators of performance. Thus, the study did not consider the impact of job design in correlation with direct employee based indicators as measures of performance. Furthermore, Ali and Zia-ur-Rehman (2014) conducted a survey on "impact of job design on employee performance, mediating role of job satisfaction: a study of FMCG'S sector in Pakistan" and focus on indicators of employee performance such as task performance and career performance which seem very bogus. Also, the study adapted different skills, tasks and autonomy of job and feedbacks as key indicators of job design which also seems very abstract from the standard indicators such as job rotation and job enrichment. Additionally, Malkanthi and Hussain (2016) on a study of job design

and employee performance, adapted same measures such as variety of skill, identity of task, significance of task, autonomy and feedback as key measures of job design while employee performance were measured using three dimensions such as trait-based information, behavior-based information, and result based information as identified by Opatha (2009). Thus, this study will make efforts to examine the impact of job design and analysis, and emphasis will be shifted to deposit money banks in the Nigeria Federal Capital territory (FCT) Abuja. Obviously, there seems to be paucity of studies that have deemed it necessary to match job design and analysis with employee performance of deposit money banks; thus, this study seeks to bridge this gap.

Statement of Problem

Employees performance of deposit money banking institutions in the FCT and Nigeria at large have been given high attention especially since the reform of the banking system holding that both employees and managers are on the bid to meet the demands of the consumers and government regulations. Yet, evidence in Obiageli, Uzochukwu and Ngozi (2015) holds that Nigerian banking sector has a weak work organizational culture that causes purchase of work-leave of staff and workers' unsuitable time of leave which cumulates to poor employee performance. Poor performance implies a high cost of operation, low productivity, delayed service deliveries which also lead to business failure on both long and short-run. Thus, the current study is of the opinion that appropriate job design strategies and analysis could be a probable solution to the problems.

This study seeks to examine empirically the relationships between job designs/analysis and employee's performance of deposit money banks in the Nigeria FCT.

Other objectives are to examine the relationship between:

- i. Job design/analysis and cost reduction of deposit money banks in FCT.
- ii. Job rotation and delivery speed of deposit money banks in FCT.
- iii. Job enrichment and cost reduction of deposit money banks in FCT.
- iv. Job enrichment and delivery speed of deposit money banks in FCT.

Research Hypotheses

H₁: There is no relationship between job design/analysis and cost reduction of deposit money banks in FCT.

H₂: There is no relationship between job rotation and delivery time of deposit money banks in FCT.

H₃: There is no relationship between job enrichment and cost reduction of deposit money banks in FCT.

H₄: There is no relationship between job enrichment and delivery speed of deposit money banks in FCT.

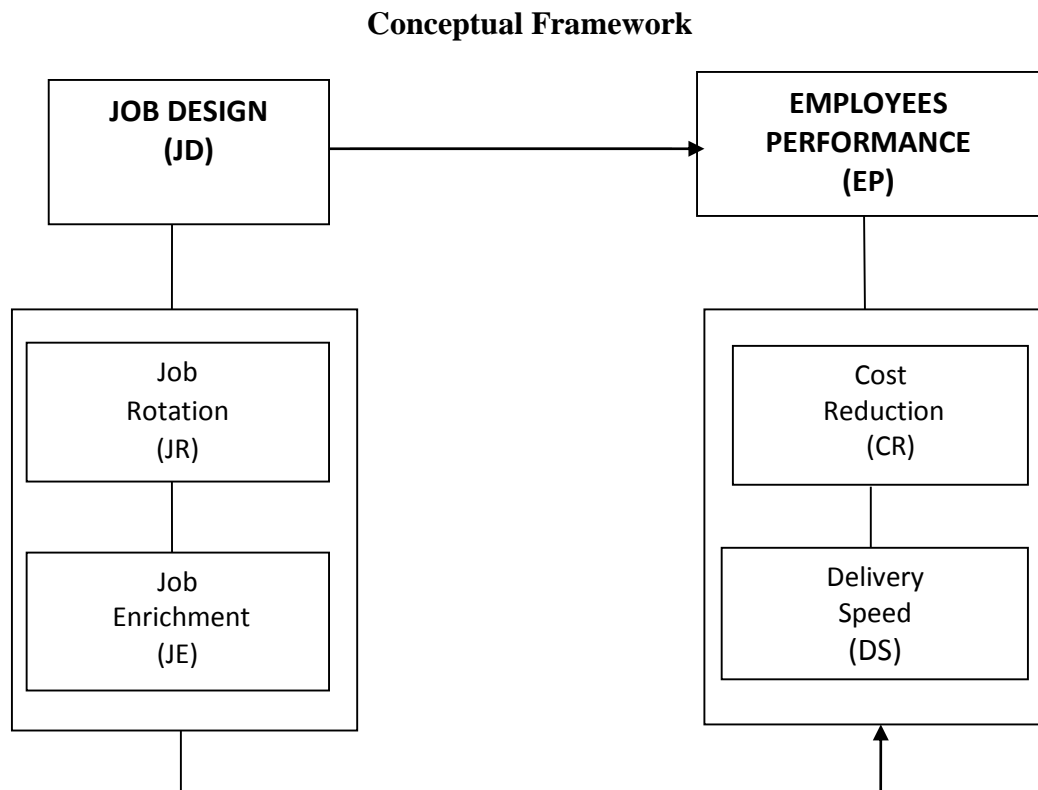


Figure 1: *Conceptual frameworks on job design and employees performance of deposit money banks in FCT.*

Source: *Adapted from Ejabefio and Nwaeke (2018), Nthiga and Ngui (2019); Sundi (2013) Ogboso & Amah, 2016).*

Literature Review

Theoretical Framework

This study used the Herzberg's Two-Factor theory as a framework, in order to comprehend causes of employees' motivation in the workplace. The theory basically implies that employee motivation was based on two factors- motivating factors and hygiene factors and the main motivating factors are derived within an individual and the need to achieve satisfaction out of one's job, and not necessarily the environment he or she is in (Alshmemri, Shahwan-Akland, & Maude, 2017). Thus, for an individual to be willing to work harder, he or she must be exposed to work that is challenging and one that enriches the individual worker. The Two-factor theory propounded by Frederick Herzberg proposed two basic variables thus: "Motivators" and "Hygiene" that leads to satisfaction in the work place. The Motivators will includes growth, advancement, achievement, recognition, responsibility, and the work itself. Again, hygiene factors includes work relationships, company policies, salaries, interpersonal, supervision, and other personal life factors like status- (Tietjen and Myers, 1998). In other words, employee performance could be boosted when individual employees are provided with adequate motivator factors such as using job design strategies and analysis to create conducive work environment that makes work more enriched and fun instead of monotonous or boring. This theory exposed management on what factors really matters in job design and which factor could boost employees' willingness to enhance their performance.

The Concept of Job Design/Analysis

Job design/analysis refers to the functions/procedures of identifying and organizing the content of a job/task, roles and responsibilities into a work unit in an organization (Opatha, 2002). Job design/analysis refers to integration processes and contents that are dynamic into the description of a job to make it more desirable to employees (Morrison, Ross, Morrison & Kaman, 2019). Workers may feel underutilized in their jobs when the design/analysis of their jobs are not properly done and as such they become dissatisfied and their motivation is reduced. Thus, job design/analysis seeks to explore and review the extent employees are involved in the task assigned to him or her. In doing this, employees should have a job design that is in tandem with the organization's goals as well as their individuals' goals. The first person that presented the idea of designing a job is Adam Smith with its most associated concepts, published in 1850s on the manufacturing of pins which

developed in the job design theory of Fredrick Taylor in 1911 in the bid to achieve an efficient and effective means of getting jobs done. Buchanan (1979) also defined job design as specifying contents or methods of any task in a manner that ensures effective satisfaction of the various requirements of the job holder. Nthiga and Ngui (2019) noted that job design adds to intrinsic motivation that leads employees towards the attainment of organizations' objectives. The same studies identified that job design could be implemented in different ways such as rotation/transfers, enlargement/reduction, and enrichment of jobs. Aswathappa (2006) in his terms has also identified various methods of job design to include Rotation, Job engineering, job enlargement, and job enrichment.

Job Rotation/Transfers

Job rotation/transfers involves giving room for individual workers to experience different types of task, it is a method that creates more opportunities for employees to possess more skills, this may also mean relocation of the employee to the same job/class in a different department. Job rotation enables employees to interact with more co-workers in different areas, learn from themselves, and create chances for the employees to comprehend divergent views and goal of the organization. Also, Van Wingerden, Derksand Bakker (2017) noted that while job rotation creates more interactive opportunities, it also reduces monotony which could possibly demotivate and reduce employee performance. Also, job rotation/transfers is usually arranged at the job training stage or later on the job, as its helpful transferring workers from one job to another so as to learn and broaden workers knowledge by participating in different jobs. Thus, well deigned job leads to efficiency, and impacts positively on employees' performance (Meyer, 1994).

Job Enrichment

Job enrichment also as a method utilized in job analysis/design entails enhancing jobs, which will include methods of motivating employees where jobs are designed to have interesting and challenging task in addition to work contents, requiring a higher level of expertise, skill and knowledge. This according to,(Garg & Rastogi, 2006) provides employees' with responsibilities and autonomy in terms of planning, directing, and controlling performance as well as giving room for personal growth and meaningful workplace experience. In addition, Herzberg (2003) differentiated job enrichment from enlargement when noted that job enrichment creates growth psychologically, while job enlargement structurally makes jobs bigger. The intention according to Herzberg was to increase employees'

satisfaction in the workplace in relation to jobs/task assigned. Frederick Herzberg an American psychologist in the 1950s propounded Job enrichment and the concept was designed to motivate employees by making available opportunities and maximizing their abilities so as to enhance performance and productivity of workers. In addition, this is to ensure positive impacts on organizational environment and harmonize the manner at which organizational goals are attained by increasing depth of jobs, the extent workers plan and control task required in their jobs (Zareen, Razzaq, & Mujtaba, 2013).

Employees Performance

Employee performance are directly based on employees' productivity via an assessment of factors such as quality, quantity and effectiveness of work as well as employees behavior in the workplace (Chukwuma, 2020). Every organization whether profit or not profit-oriented has a way of defining its employee's performances either based on financial or non-financial basis. The enhancement of firms' performance mostly depends on effective human resource methods that had succeeded in selecting/recruiting and maintaining dedicated and motivated workers (Al-Ahmadi, 2009). Mathis and Jackson (2003), had also opined that, measuring employee performance requires consideration of different variables/information, ranging from trait-based information, result based information, and behavior-based information. Opatha (2002) noted that trait-based information indicates subjective character of employees such as attitude, initiative or creativity. Behavior-based performance are based on the job itself while result based information focus on employees' accomplishments. Accordingly, Temminck, Mearns and Fruhen (2015) noted that motivation towards performance can be done by triggering employees towards task fulfillment to ensure that the organizations' goals and objectives are reached. Cook and Artino (2016) pointed that in the cause of targeting success, most organizations miss to emphasize the important role that human capital plays in the achievement of goals. The author added that employees who are satisfied are seen to be more productive and therefore efforts to motivate employees translates to great performance and achievement of overall organizational success. Further, Sundi (2013) identified five basic criteria used to measure performance which includes quantity, quality, independence, timeliness and individual's work relationships.

Cost Reduction

Cost reduction refers to efficiency and achievement of goals with minimum resources or waste. It includes measures such as minimization of time, minimization of cost, and reduction of waste (Ogboso & Amah, 2016). Cost reduction is a structured method of minimizing expenditure. Reduction of cost is viewed as the accomplishment of targets and reduction in the cost of production of goods/services produced/rendered without affecting the quality and standard of services or products provided (Singh, 2020). Cost reduction is similar to employee efficiency as it boils down to reduction of waste and doing things in the right way with low resources spent. Efficiency could be static (refining existing products, processes, opportunities etc) or dynamic (continuous development of new product, process and opportunities) (Noordzij, 2013).

Delivery Speed

Delivery speed has to do with how effective or fast an individual employee is, in terms of rendering services paid for by the consumers. Gefan (2002) opined that the quality of services received is subjective in nature as it entails comparison done by users or customers on the basis of what services they want to receive and what they actually got. Also, Gronoos (1982) argued that the delivery service quality is usually measured based on how consumers think and how they perceive an organization's delivery over time. The author noted that delivery speed and quality of a service is based on customer's sensitivity of variation between the anticipated delivery and perceived delivery. In other words, delivery speed of employees could be measured in terms of users or consumers' testimonies on the level of quality received over time.

Reviews of Empirical Literatures

Ali and Zia-ur-Rehman (2014) conducted a survey on the "impact of job design on employee performance, mediating role of job satisfaction: a study of FMCG'S sector in Pakistan" at a sample of 150 employees and data analyzed using correlation analysis. The result indicated a positive relationship between job design and employees' performance. Malkanthi and Hussain (2016) in a study of "impact of Job Design on Employees' Performance in People's Banks of Ampara District" showed that, there exists a correlation between job design and employees' performance in Peoples' Banks of Ampara district.

Also, in a study conducted by Anita, Alagah, and Needorn (2018) on “organizational courage and employee performance of deposit money banks in Nigeria” with sample of 93 employees of deposit money banks. Analyzed data with spearman rank correlation coefficient with the aid of SPSS, Findings showed that job codification had more higher and positive correlation with job satisfaction and opined that in situations where job codification is inculcated, it becomes key aspect of employee lives and boost their level of satisfaction in the workplace. In a study of “innovativeness and organizational performance of deposit money Banks in Port Harcourt, Nigeria” conducted by Ejabefio and Nwaeke (2018) based on 126 respondents, revealed a positive and negative relationship between dimensions of innovativeness and performance of deposit money banks in Port Harcourt. Again, Nthiga and Ngui (2019) in their study of the “effect of rewards and job design on employee performance at the Kenya Bureau of Standards” with a sample 220 employees, showed that reward has coefficient of 0.506 implying it has a significant impact on employees performance with over 50.6% contributions while the coefficient of job design was 0.060 implying a very insignificant impact on employee performance with a 0.6% contribution which does not meet the 0.05 significant rule ($0.00 < 0.05$).

Methodology

The survey design used for this study, allowed collection of data from the population at a time bound. The population are employees of 10 selected deposit money banks in FCT Abuja- (Fidelity, Guaranty Trust Bank, Ecobank, Union Bank, Stanbic IBTC, WEMA Bank, Sterling Bank UBA, Access and First Bank). The simple random sampling method was used to select 10 employees of each bank, and were issued a total of 100 (10x10) copies of the questionnaire. This is predicated on the fact, that all has equal chance of being represented and selected. The independent variables (job design/analysis) was operationalized in terms of rotation, enlargement and job enrichment adapted from (Ejabefio & Nwaeke, 2018; Nthiga & Ngui, 2019). Job rotation was measured with items - (e.g. My supervisor gives me different task, I get transferred to new departments at intervals etc). These items were also used in measuring job enlargement/job enrichment (e.g. more style of the jobs are usually given to me by the management, my supervisor usually enhanced by adding new methods and process etc). Further, the dependent variable (employee performance) is with cost reduction and delivery speed as its measures; adapted from Sundi (2013); Ogboso and Amah, 2016). Cost reduction was measured using 4 items (ie. when jobs styles are changed, it reduces time wasted,

you run less cost in completing a task when you have general idea of the different jobs) while delivery time was measured using 4 items (e.g. when jobs styles are changed, it boost time to get job done, you meet up task when you have general idea of the different jobs etc). The 4 point Likert scale was used in rating the items, ranging from 1-strongly disagree, 2-disagree, 3-agree, and 4-strongly agree. In testing the relationship between the variables, the Spearman rank correlation coefficient was used with the aid of Statistical Package for Social Sciences (SPSS) version 21.0

Analysis of Data

The study data was analyzed using the collated 97 copies of the questionnaire. This represents (97%). The returned copies, 97 (97%) were properly filled and deemed valid for analysis while 3 (3%) were found invalid.

Table 4.1 Respondents

Gender	Frequency	Percentage
Male	30	30.9
Female	67	69.1
Total	97	100

Source: Survey Data, 2020

Table 4.2

Gender	Frequency	Percentage
Married	31	30.2
Single	66	68
Total	97	100

Source: 2020 Survey Data.

The table 4.1 is a descriptive statistics table that showed 67 (69.1%) respondents as female while 30 (30.9%) of the respondents are male. This showed that administered questionnaire were predominately female employees of the banks sampled. Table 4.2 showed 66 respondent's equivalence to 68% affirmed that, they are not married while 31 respondents equivalent to 30.2% affirmed that they are

married which implied that more single people filled the copies of questionnaire. The hypotheses was taken at 95% confidence interval, which implies a 0.05% significance level. And decision set at a region of sig < 0.05 and rho >0.5 for acceptable alternate hypotheses and rejection of null hypotheses if not accepted.

Table 4.3: Correlation of job rotation and cost reduction
Correlations

		Job Rotation	Cost Reduction
Spearman's rho	Correlation Coefficient	1.000	.816
	Sig. (2-tailed)	.	.000
	N	97	97
	Correlation Coefficient	.816	1.000
	Sig. (2-tailed)	.000	.
	N	97	97

** . Correlation level of significant at 0.05 (2-tailed).

Source: 2020 Survey Data,

The analysis of result in the above table indicates a relationship between job rotation/transfer and cost reduction with a Sig. of $0.000 < 0.05$ level of significance, and value of 0.816. The null hypothesis was rejected and the alternate accepted, which showed significant relationship between job rotation/transfer and cost reduction at deposit money banks in FCT Abuja.

Table 4.4: Correlation of job rotation and delivery time
Correlations

		Job Rotation	Delivery Time	
Spearman's rho	Job Rotation	Correlation Coefficient	1.000	
		Sig. (2-tailed)	.820	
		N	97	
	Delivery Time	Correlation Coefficient	.820	1.000
		Sig. (2-tailed)	.000	.
		N	97	97

** . Correlation level of significant at 0.05 (2-tailed).

Source: 2020 Field Survey,

The analysis above showed a significant relationship between job rotation and delivery time with a Sig. of $0.000 < 0.05$ significance level, and a value of 0.820. The null hypothesis was rejected and the alternate accepted. This showed a relationship between job rotation and delivery time of deposit money banks sampled in the FCT.

Table 4.5: Correlation of job enrichment and cost reduction
Correlations

		Job Enrichment	Cost Reduction	
Spearman's rho	Job Enrichment	Correlation Coefficient	1.000	
		Sig. (2-tailed)	.830	
		N	97	
	Cost Reduction	Correlation Coefficient	.830	1.000
		Sig. (2-tailed)	.000	.
		N	97	97

** . Correlation level of significant at 0.05 (2-tailed).

Source: 2020 Field Survey,

The analysis above indicates a significant relationship between job enrichment/enlargement and cost reduction with a Sig. of $0.000 < 0.05$ level of significance, and value of 0.830. The null hypothesis was rejected and the alternate accepted which showed a relationship between job enrichment/enlargement and cost reduction of deposit money banks in FCT Abuja.

Table 4.6: Correlation of job enrichment and delivery time
Correlations

		Job Enrichment	Delivery Time
Spearman's rho	Correlation Coefficient	1.000	.833
	Sig. (2-tailed)	.	.000
	N	97	97
	Correlation Coefficient	.833	1.000
	Sig. (2-tailed)	.000	.
	N	97	97

** . Correlation level of significant at 0.05 (2-tailed).

Source: 2020 Field Survey Data

The analysis above indicates a relationship between job enrichment and delivery time with a Sig. of $0.000 < 0.05$ level of significance, and a value of 0.833. The null hypothesis was rejected and the alternate accepted which showed a relationship between job enrichment and delivery time of sampled deposit money banks in FCT Abuja.

Findings and Discussions

The outcome revealed virtually all the dimensions of job design/analysis which correlates positively with employees' performance and job enrichment/enlargement correlates positively with delivery time. Interestingly, the first hypothesis showed that job rotation correlates positively with cost reduction when the P-value is less than 0.05 (P-value = $0.000 < 0.05$) and rho value of =0.816, which showed that job rotation/transfer and cost reduction are the same. Respondents affirmed that job rotation item and the corresponding variables on the predictor axis

positively correlates and associated with employee's performance of the deposit money banks they work with. The second hypothesis showed job rotation as having a positive linear notable correlation with delivery time when the P-value less than 0.05 (P-value = 0.000 <0.05) and rho value of =0.820, this means that job rotation and delivery time are same. Respondents also affirmed that job rotation item and the corresponding variables correlates positively with employees' performance of deposit money banks in the FCT.

Furthermore, finding from the third hypothesis revealed that job enrichment showed a positive correlation with cost reduction when on the P-value less than 0.05 (P-value = 0.000 <0.05) and rho value of =0.830, this also explained that job enrichment/enlargement and cost reduction are the same. The items of job rotation i.e. more style of the jobs are usually given to me by the management, my supervisor usually enhanced the task by adding new methods and process, when jobs styles are changed, it boost time to get job done relates positively with cost reduction. Respondents affirmed that job enrichment/enlargement items and the corresponding variables correlates and is associated with employee performance of the deposit money banks they work with. Lastly, the fourth hypothesis showed job enrichment having a positive correlation with delivery time when the P-value is less than 0.05 (P-value = 0.000 <0.05) and rho value of =0.833, this showed that job enrichment/enlargement and delivery time are the same. Items of job rotation i.e. more style of the jobs are usually given to me by the management, my supervisor usually enhance the task by adding new methods and process, when jobs styles are changed, it boost time to get job done relate positively with delivery time. Respondents affirmed that job enrichment items and corresponding variables correlates positively and is associated with employees' performance of the deposit money banks they work with.

As a result, the correlation between job design/analysis and employee performance are found to be consistent with previous studies by Nthiga and Ngui (2019). Further, the theory seems to be attuned with the two factor theory which opined that adequate provision of motivator leads to job satisfaction which also leads to employee performance.

Conclusion and Recommendations

This work had established that job design/analysis correlates positively with employee performance. And that job design/analysis also correlates positively with

employee performance among deposit money banks in Federal Capital Territory (FCT) Abuja.

Going with the conclusions and findings, the study proffered a number of recommendations, thus:

- i. Deposit money banks should ensure that task given to employees fits their personal characteristics and aspirations so as to enhance performance.
- ii. Employees should be given freedom to make a change from current task to another related task to boost their level of versatility, self-esteem and self-actualization.
- iii. Job enlargement/enrichment strategies such as addition of training/development, automated technologies/machines etc. should be included to boost the morale of employees at work and gain effective time delivery.
- iv. Cost of operation could be reduced to enhance performance when jobs are rotated to enable employees share ideas from co-workers within the organization

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