



**INFLUENCE OF JOB ANALYSIS ON EMPLOYEE PRODUCTIVITY IN PARASTATALS: A CASE OF KENYA
ELECTRICITY GENERATION COMPANY**

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ELECTRICITY GENERATION COMPANY**

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ABSTRACT

The global economy is currently developing at a very high rate. This invariably leads to the creation of multinational enterprises. With these developments, the human resource systems are presented with unique challenges, especially as organizations that are transferring and implementing financial and technical systems to new locations. Therefore, organizations are confronted with the urgent need to ensure that their employees are producing value for their time and worth in order to catch up with the competition in the globalized economy. The main objective of this study was to assess the influence of job analysis and employee productivity in parastatals a case of Kenya electricity generation company. The study was addressed by the following objectives, to investigate the influence of job redesigning on employee productivity in parastatals a case of Kenya electricity generation company to establish the effect of job evaluation on employee productivity in parastatals a case of Kenya electricity generation company; to determine the influence of job description on employee productivity in parastatals a case of Kenya electricity generation company; to investigate the influence of job specification on employee productivity in parastatals a case of Kenya electricity generation company. The methodological section of the study employed the use of a questionnaire to collect primary data. The analysis was done using SPSS to generate findings on the relationship between the dependent and independent variables. The study expects to observe that employee productivity is depends mainly on whether proper job analysis and is carried out. In the context of this study, Job description includes basic job-related data that is useful to advertise a specific job and attract a pool of talent. It includes information such as job title, job location, reporting to and of employees, job summary, nature and objectives of a job, tasks, and duties to be performed. According to the study the researcher observed that there was a positive significant relationship between job description and employee productivity. This is an indication that a positive improvement in properly establishing requirements of employee's roles and tsks will lead to a significant improvement in their productivity.

Key Words: Job Redesigning, Job Evaluation, Job Description, Job Specification

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INTRODUCTION

The global economy is currently developing at a very high rate, according to Arup, (2008) this invariably leads to the creation of multinational enterprises. With these developments, the human resource systems are presented with unique challenges, especially as organizations that are transferring and implementing financial and technical systems to new locations. Therefore, organizations are confronted with the urgent need to ensure that their employees are producing value for their time and worth in order to catch up with the competition in the globalized economy.

Human resource management is becoming one of the most important organization functions globally given the vital role that the labor force plays. Part of the functions of the human resource department is conducting job analysis with the intent of defining an organization's job description and job specification. Job specification involves a list of recommended qualities for a person to qualify for a specific job position. On the other hand, a job description simply explains the tasks, duties, functions, and responsibilities of a specific job position.

Job analysis as a human resource management technique was developed around 1900 and became one of the tools with which managers understood and directed organizations. Early writers on job analysis like Gulick, Urwick, and Taylor focused their writing on Fayol's principles on the purpose of the job. But this early interest in job analysis disappeared as the human relations movement focused on other issues. It was not until the 1960s that psychologists and other behavioral scientists rediscovered jobs as a focus of study in organizations. All work organizations can be thought of as networks of jobs.

Problem Statement

Job analysis is something many organizations and more specifically parastatals often neglect. This has proven to be a big mistake given the rate at which costs overrun benefits in their operations. Theory

suggests that job analysis is an important management tool that assists in the job description and job specification that helps employees to match skill and purpose as well as understand their responsibilities and duties. A proper organizational structure can only be fully established if everyone in the organization knows their responsibilities and duties. This is an implication that through job study an organization is able to define tasks, attract a suitable workforce, establish reporting relationships, identify physical work environment, assist in identifying training needs, deployment of staff among other uses of job analysis Suthar, Chakravarthi, & Pradhan, (2014).

State firms have been criticized over the years for their notoriously inefficient management of resources. Problems associated with state corporations range from a poor economic performance which is leading and can be attributed to overstaffing, inefficiency, incompetent staff, and mismanagement. The biggest problem arises when the HR function when conducting job analysis does not get proper support from the management. The top management needs to communicate it to the middle-level managers and employees to enhance the output or productivity of the process (Kamoche & Newenham-Kahindi, 2013).

parastatals are still using the traditional approach to manage people which has an emphasis on administrative procedures associated with the hierarchical model of public services, where administrative rules are determined by the national government and implemented by public organizations. This approach is seen as undermining performance and demotivating individuals (Kamoche, 2013).

Ali (2011) in their study on factors leading to employee's turnover in state corporations in Zanzibar and Kenya that took place in Zanzibar city observed that both country's public service commissions encountered a high rate of the ineffective job specification and description during the process of recruitment and exit of well-experienced employees from the system. Despite

receiving massive training from the government, the employee turnover rate is still high. This is because of a big mismatch between the job one was employed to undertake and their qualifications. Hassan (2007) observed that employee performance in public organizations in Kenya was affected by the fact that job analysis was poorly done leading to job overlaps and role ambiguity.

Most studies conducted in Kenya have mainly focused on private sector players (Dimba & K'Obonyo, 2009; Mutahi, 2015; Kidombo, 2007). Kidombo (2007) studied the effects of HRM practices on the performance of private manufacturing firms in Kenya. More importantly, considering that the research findings in the private sector locally and globally have limited generalizability to the Kenyan parastatals, this has led to the support of the current study, which seeks to fill the existing knowledge gaps. Most reviewed studies focused on the direct relationship between HRM practices and organizational performance, studies on the effect of perceived job analysis implication as an HRM practice on employee productivity is lacking in Kenya.

Objective of the Study

This study investigated the influence of job analysis on employee productivity in parastatals: a case of Kenya Electricity Generation Company. The study was guided by the following specific objectives;

- To investigate the influence of job redesigning on employee productivity in parastatals a case of Kenya electricity generation company
- To establish the effect of job evaluation on employee productivity in parastatals a case of Kenya electricity generation company
- To determine the influence of job description on employee productivity in parastatals a case of Kenya electricity generation company
- To investigate the influence of job specification on employee productivity in parastatals a case of Kenya electricity generation company

LITERATURE REVIEW

Theoretical Review

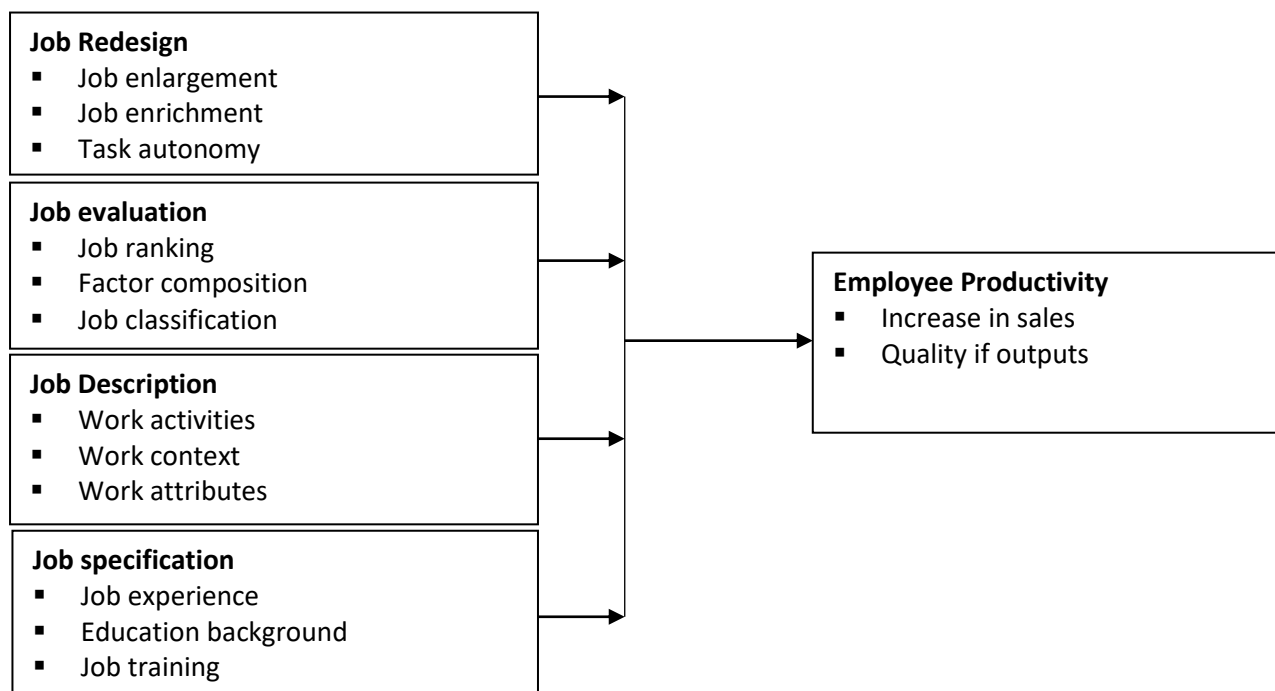
Reinforcement and theory

The reinforcement theory of motivation was proposed by BF Skinner and his associates in 1958. It states that an individual's behavior is a function of its consequences. It is based on the "law of effect", an individual's behavior with positive consequences tends to be repeated, but an individual's behavior with negative consequences tends not to be repeated. The reinforcement theory of motivation overlooks the internal state of the individual, i.e., the inner feelings and drives of individuals are ignored by Skinner. This theory focuses totally on what happens to an individual when he takes some action. Thus, according to Skinner, the external environment of the organization must be designed effectively and positively to motivate the employee. This theory is a strong tool for analyzing the controlling mechanisms for an individual's behavior. However, it does not focus on the causes of an individual's behavior (Skinner, 1958). The managers use the following methods for controlling the behavior of the employees.

Positive Reinforcement- This implies giving a positive response when an individual shows positive and required behavior. For example - Immediately praising an employee for coming early for the job. This will increase the probability of outstanding behavior occurring again. The reward is positive reinforcement, but not necessarily. If and only if the employees' behavior improves, a reward can say be a positive reinforcement. Positive reinforcement stimulates the occurrence of a behavior. It must be noted that the more spontaneous is the giving of reward, the greater the reinforcement value it has.

Negative Reinforcement- This implies rewarding an employee by removing negative/undesirable consequences. Both positive and negative reinforcement can be used for increasing desirable/required behavior.

Conceptual Framework



Independent Variables

Dependent Variable

Figure 1: Conceptual Framework

METHODOLOGY

The study design applied was statistical and descriptive design. The survey is used in order to describe and analyze the data effectively for the improvement of the organization. The research targeted employees in the energy sector with an estimated population of 3000 in Kenya and more specifically on the employees of (Kengen) Nairobi with a population of 300 employees, comprising of permanent and pensionable employees, casuals in the entire organization. The research took a sample of 10% of the population in the organization thus 30 employees will administer the questionnaire. The sample was taken randomly from the employees of the organization. The sample was taken from the 5 departments.

The questionnaire as an instrument of data collection contains parts A and B. Part A contains the information concerned about the background of the respondents. Part B contains items relating to the areas of the study which was information on job specification. The researcher will request the

relevant authority to collect the data in their organization. The questionnaires will be dropped and collected after three days and analyzed for the purpose of the examination. According to Mugenda and Mugenda, (2003), validity is a measure of how much information got from the instrument precisely and seriously spoke to the hypothetical idea and specifically how the information spoke to the factors. Wherever legitimacy is set up, any derivations made of such information are right and intentional the validity of this examination will be expanded by utilizing different wellsprings of confirmation (Yin, 2003).

RESULTS AND DISCUSSION

This chapter covered data analysis, presentation, and interpretation of the general information of the respondents which includes the study of the respondents' demographics. It also tackled the research questions where each of the questions were answered by the analysis of the obtained data

and presented through tables. The chapter also gives a summary of the analysis.

Effect of the independent variables on the dependent variable

Using a Likert 1-5 scale, please tick the appropriate section that best reflects the degree to which the

following statements affect your employee productivity. 5= strongly agree, 4=agree, 3=moderately agree, 2=disagree, 1= strongly disagree.

Table 1: Job Redesign and its Influence on Employee Productivity

How does the following aspects of job redesign affect employee productivity	1	2	3	4	5	Mean	Standard Deviation
Job diversity affects employee productivity	0.0	10%	10%	55%	25%	3.6500	1.08231
Job scope affects employee performance	10%	15%	10%	80%	25%	2.7500	1.27601
Employees are clear about their tasks at all the organizational levels	0	17.5%	10%	30%	42.5%	3.2250	1.18727
Job enlargement has merged my capacities and enabled me to be more efficient in my organization		12%	25%	37.5%	25%	3.1250	1.06669
Task autonomy has increased my confidence in duty execution		25%	10%	45%	20%	3.6000	1.08131

The respondents were asked to state to what extent does job redesigning affect the employee productivity. 15% and 80% strongly agreed and disagreed respectively while 10%, 25% and 10% didn't have a response, agreed and strongly agreed respectively. This indicates that most of the respondents agreed that job redesigning affects

employee productivity to a certain extent and the reasons may vary from task autonomy, job enlargement, job scope, tasks and job diversity. The findings observed that Job enlargement has merged my capacities and enabled me to be more efficient in my organization with support of 37.5% of the study sample.

Table 2: ANOVA (Analysis of Variance)

ANOVA^a

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	372.007	3	124.0023	3.09 ^a	.000 ^b
	Residual	3050.003	76	40.132		
	Total	3422.009	79			

a. Dependent Variable: employee productivity

b. Predictors: (Constant), job redesign, job evaluation, job description and job specification.

Source, Research Data (2022)

The Analysis of variance (ANOVA) on table 2 indicated $F = 3.09$, $p = 0.000$ $p < 0.05$ The findings indicated that above stated predictors had a

statistically significant effect on the employee productivity their significance level is 0.000 which is less than the level of significance of 0.05.

Table 3: Regression Coefficients Table

		Coefficients				
Model		Unstandardized Coefficients		Standardized Coefficients	t	Sig.
		B	Std. Error	Beta		
1	(Constant)	6.24E+9	5.003E+9		5.513	0.005
	Job redesign	1.552	814.575	.313	3.367	0.028
	Job evaluation	189.004	77.592	0.111	4.682	0.033
	Job description	1010.655	452.073	1.050	6.798	0.002
	Job specification	132.005	621.454	.522	5.213	0.001

a. Dependent Variable: employee productivity

Source, Research Data (2022)

Model Coefficient

Table 3 indicated that for every unit change in job description there was a **1.559** increase on employee productivity. Table 3 also indicated that for every unit change in job evaluation there was a **190.004** increase on employee productivity. The Model further indicated that for every unit change in job description was **1010.655** increase in employee productivity, lastly for every unit change in job specification was **132.005** increase in employee productivity. The overall multiple regression equation was expressed as employee productivity = 6.24E+9 + 1.552 * job redesign + 189.004 * job evaluation + 1010.655* job description + 132.005* job specification.

CONCLUSION AND RECOMMENDATIONS

The main objectives of the study were to establish the Assessment of job analysis on employee productivity in parastatals: a case of Kenya electricity generation company. The study sought to answer the following research questions: What is the influence of job redesigning on employee productivity in parastatals a case of Kenya electricity generation company? What is the effect of job evaluation on employee productivity in parastatals a case of Kenya electricity generation company? What is the influence of job description on employee productivity in parastatals in the case of Kenya electricity generation company? and, what is the influence of job specification on employee productivity in parastatals a case of Kenya

electricity generation company? The study utilized a cross-sectional research design and a questionnaire was used as data collection tool.

From the analysis of the study, it was established that most of the respondents agreed that through job diversity an employer is able to influence an employee’s productivity. The study further established that most employees are well informed about the duties and roles assigned to them at different organizational levels. This helped boost the moral and hence the productivity of employees in the firm. Most of the respondents were in agreement that jib enlargement has merged their capacities and enabled them to be more efficient in my organization.

From the regression analysis it can be observed that job redesign a below average effect on an employee’s productivity. It is quite certain that the respondents were aware of the importance of job redesigning. It was established that most of the respondents agreed that through job diversity an employer is able to influence an employee’s productivity. Despite the results the study concludes that job redesign and diversity of roles are the second most key factor generally accepted as a determinant of employee productivity. Hence its influence is expected to be average and management through strategic approach should clearly stipulate in their policies how job diversity should be carried out.

Several challenges were identified that the study thought if addressed, would be greatly improve employee's productivity. The study recommends that Each organization should be structured in a manner that specifies the long-term goals and short-term goals that need to be achieved. These goals should trickle down to the subordinates in form of specified tasks and how each of these tasks ensures the achievability of the objectives. One of the most well-known approaches to job design is the Job Characteristics Model (Ngirwa, 2005).

Challenges with agreeing on proper job evaluation allows an organization also to determine the worth its employees in terms of whether they have what it takes to play the role they play in the organization. Job analysis enables the organization to specify the description and specifications of tasks while job evaluation ensures that whoever takes on a specific task is rated based on the right qualifications.

Most jobs are allocated on a fairly crude basis. The manager of a unit sees a number of tasks that need

to be done and allocates them to individuals on the strength of his/her own judgment. A new job may well be discussed with his/her superior manager and possibly with someone from the personnel department, but invariably it is the unit manager's perception of the need for, and the nature of, the post that exerts the greatest influence on the decision to add the job to the structure.

Another challenge noted was Job Specification does not translate the job description into terms of the human qualifications, which are required for the performance of a job. From the theoretical background job specification are intended to serve as a guide in hiring and job evaluation. Job specification is a written statement of qualifications, traits, physical and mental characteristics that an individual must possess to perform the job duties and discharge responsibilities effectively.

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