



## ROLE OF JOB DESIGN ON EMPLOYEES' PERFORMANCE IN KACYIRU HOSPITAL, RWANDA

**SAM MUNYANEZA;**

**Reg No: MSCHRM/21/01/6520**

**Tel. : +250 784 526 484**

**(Master of Human Resources Management of the University of Kigali)**

**Received: 30 July, 2022; Accepted: 16 August, 2022; Published: 09/09/ 2022**

**<https://brainajournal.com/paper?Id=110>**

**ABSTRACT:** The study was about the role of job design on the employee performance in Rwanda. The specific objectives were achieved in this study were to find out the role of Job rotation on employee performance in Kacyiru Hospital; to find out the role of Job enlargement on employee performance in Kacyiru Hospital; to identify the relationship between Job enrichment and employee performance in Kacyiru Hospital; to identify the relationship between Job simplification and employee performance in Kacyiru Hospital; and to analyze the relationship between job design and employee performance in Kacyiru Hospital. This study applied quantitative research (descriptive), and correlation research designs. Target population was 76 employees of Kacyiru Hospital public service and labor (Kacyiru Hospital). This study used stratified, and simple random sampling techniques and with purposive sampling to select 76 respondents. The instruments of data collection used to gather information were questionnaire, interview, observation and documentary techniques. Quantitative and qualitative methods, correlation coefficient, and multiple linear regression were used in this study. Findings illustrated the strong correlation among job design and employee performance in Kacyiru Hospital as Pearson correlation confirmed ( $r=.543^{**}$  with p-value of  $0.000 < 0.01$ ). Findings showed the value of R. is  $0.587^a$  that's categorized as excessive courting. According to the findings, the research objectives were achieved, research questions were answered and alternative hypothesis was retained and null hypothesis was rejected. That is to say the job design contribute to the employee performance especially in Kacyiru Hospital.

**Key words:** *job, design, employee, performance*

### 1. INTRODUCTION

Job design influences the level of inputs that workers are motivated to contribute to their jobs and to the organization. When workers are motivated to contribute a high level of inputs (to work harder, more efficiently, and more creatively and perform their jobs more effectively, organizational effectiveness increases (Al-Ahmadi, H., 2009).

The role of job design on employee performance in worldwide involves some approaches like scientific management, job enlargement, and job enrichment. Each has implications not only for new jobs and how they should be designed but also for how existing ones can be redesigned to improve the motivation and performance of the employees. A company's success in accomplishing its strategy depends on many conditions and some of these are the company's human resource which is its greatest asset and nonhuman resources. The company's role can be successful to its fullest extent only

with the committed efforts of individuals throughout the entire organization (Grant, A. M., 2017).

According to (Grag, P. & Rastogi, R., 2015) elegant jobs aid in achievement of two important goals comprise gaining the wanted work which is completed in a timely and effective method, and motivating and challenging employees. If a job is appropriately well designed, it is beneficial both for business and the workforce. Even if the employees remain competent, efficient and productive, they get disappointed, disillusioned and frustrated by poorly designed jobs. There is a need to build a favorable environment which is suitable for employee performance. Management should use various job design approaches that allow the management to achieve their desired outcome through employee motivation and satisfaction.

The performance signifies different things to various people depending on the perspective from which one

approaches it. It may simply efficiency, economy, results, or return (profits) on investment (Summer matter and Siegel, 2009). Some scholars have viewed performance as the behavioral aspect that defines the way in which organizations, teams and individual employees get work done; it is the output record of a specific job function or activity at a given time (Armstrong K., 2003). The performance is viewed from three different angles, that is, results oriented performance, conduct oriented performance and the integration of conduct and result oriented performance. Several researchers throughout the evolution of organizational theory have focused on the best way to measure individual and employee performance and realized that it is a lively concept that varies across geographical space, time, and scholarly schools of thought. Performance and its crucial dimension differ

## 2. Statement of the Problem

Despite the efforts made of Government of Rwanda in establishing labor laws, some public and private institutions especially health care institutions are still suffering the issues of long employed hours, shortage of staff owing to employee turnovers, an improper assignment of duties, and yearly cancellation of the contracts of expatriates which increases job uncertainty which affecting employees' performance (Fatma M. *et al.*, 2018). In addition to above, other organizations failed to achieve their standards of performance due to

## 3. Objectives of the Study

Objectives of the study was subdivided into two research objectives, general objective, and specific objectives.

### General Objective

The study generally observed he role of job design on the employee performance in Rwanda.

### Specific Objectives

The following specific objectives were achieved in this study.

1. To find out the role of Job rotation on employee performance in Kacyiru Hospital
2. To find out the role of Job enlargement on employee performance in Kacyiru Hospital
3. To identify the relationship between Job enrichment and employee performance in Kacyiru Hospital
4. To identify the relationship between Job simplification and employee performance in Kacyiru Hospital
5. To analyze the relationship between job design and employee performance in Kacyiru Hospital.

## 4. Research Hypotheses

This study verified two research hypothesis including null and alternative hypotheses.

**H<sub>0</sub>:** There is no significant and positive relationship between job design and employee performance in Kacyiru Hospital;

over time and space depending on the relations between inputs, activity, output, and result (Sageer, D. S., 2012). In Rwanda, organizational performance includes recurring activities to establish organizational goals, monitor progress toward the goals, and make adjustments to achieve those goals more effectively and efficiently. Kacyiru Hospital remains one of the hospitals in Rwanda. It was established in 2009 to be confirmed as the district hospital for Gasabo District. It has one branch (One Centre de Santé and has 76 employees). The objectives of Kacyiru Hospital were strengthening institutional and legal formwork to improve conditions of employment in public and private sectors; pretty effectiveness and efficiency and public institutions bring equality service delivery, and developing skills competencies of public servants and leaders for effective service delivery.

poor job design characterized by lacking job design principles to the problems like work overload; work underload; repetitiveness, limited control over work, isolation, shiftwork, delays in filling vacant positions, excessive working hours, and limited understanding of the whole job process which affecting employee performance. Thus, it is in those situations mentioned above that have attracted the researcher to carry out the research on how job design influences employee's performance in Rwanda especially in Kacyiru Hospital.

**H<sub>1</sub>:** There is significant and positive relationship between job design and employee performance in Kacyiru Hospital

## 5. Conceptual Literature

This section illustrates explanations on the key terms include the research topic.

### Job Design

According to Halbesleben, (2010) Job design is the logical sequence of the procedure of activity analysis and includes aware efforts to arrange obligations, obligations and duties right into a unit of work a good way to enterprise targets. Job Design features a specification of tasks which might be to be done by

### Job Rotation

According to Macey, W. H., & Schneider, B., (2018) job rotation is a control approach in which employees are eliminated among or extra assignments or jobs at even periods of time so as to show them to all verticals of a fixed. It stays a pre-deliberate approach with an aim to check the employee's skills and abilities an amazing way to region him or her on the right neighborhood. According to Ostroff, C., & choose, T. A., (2017) Job rotation remains a properly-deliberate

### Job enlargement

According to (Ostroff, C., & judge, T. A., 2017) Job enlargement stays a job design method wherein there may be an increase within the number of duties associated with a sure task. job growth needs appropriate training, specifically on time and people control (Ostroff, C., & decide, T. A., 2017).

### Job enrichment

According to Roberts, Chernyshenko, & Goldberg, (2015) job enrichment remains a method this is considered with the aid of adding dimensions to present jobs to lead them to extra motivating. process enrichment consists of totaling greater

### Job Simplification

According to Shirom, A., (2020) the steps for job simplification remain as follows: selection of the job or activity to be studied; collection of data and information regarding the selected job; questioning of

### Employee Performance

Employee performance acting an important role in the development of an organization; it is what an employee does or does not do. Performance of an employee could include the quantity of output, quality of output, timeliness of output, presence at work, cooperativeness. In the literature of organizational

personnel inside the corporation and it consists of any expected interpersonal and mission relationships. This takes place all of the time in the workplace as people speak and is more and more so inside the flat, lean company systems (Bakker A, Albrecht, & Leiter, M, 2011).

practice to reduce the tedium of doing the same form of venture every day and discover the unseen capability of a worker. The machine serves the cause of the management and the personnel. process Rotation goals: reducing monotony of the process; Succession planning; growing right-employee task suit; exposing people to all verticals of the organization; trying out worker abilities and aptitudes; and developing a wider variety of labor revel in.

According to (rich, B. L., Lepine, J. A., & Crawford, E. R., 2020) the essential benefits of job expansion reduced monotony: activity expansion if planned cautiously can assist reduce boredom and make it more pleasant and satisfying for the employees.

responsibilities, increasing ability variety, including meaning to jobs, developing autonomy, and giving comments. The intention of job enrichment remains to create a motivating process. task enrichment is, consequently, part of process layout and job redesign.

everything the performance of the job; development of possible improvements; and evaluation of results and implantation of the improved method.

behavior and organizational psychology, job satisfaction is considered the most extensively researched area. Human resource is the most vital asset for organizational development (Beauchamp, 2013). Performance is the result of activities of an organization or investment over a given period of

time. It is the accomplishment of a given task measured against preset known standards of accuracy, completeness, cost, and speed. Corporate performance management is a set of management and analytic processes that enable the performance of an

### **Indicators of Employee' Performance**

Management researchers in areas as diverse as strategy management, operations management, human resources, organizational behavior, information systems, marketing, and management accounting and control are contributing to the field of performance measurement (Neely, 2012). The relationship between motivation and employee performance is that employees tend to perform much better when they are positively and consistently motivated while those who are less motivated tend to

### **6. Empirical Literature Review**

Hellgren and Sverke (2011) study the low job enlargement impact on performance of employee found out that, owing rise in competition amongst all institution kind, the tendency of employees to work in one institution for an extended period of time is reducing and because of those grounds the administration has to experience several additional tasks and the institutions has to experience additional expenses. The study also found that, owing to rise in the pressure of work within the place of work, it's currently extremely ordinary to change the employees' work activities on the place of work plus make them capable to work at each level. Such approaches have raised employees' work performance and reduced the general organizations' cost. The everyday job with no alteration might as well result to making the work not so efficient and that lead to making the workers have a boredom feeling at place of work.

Ostroff and Kozlowski (2012) study of effects of job rotation on employee performance found out that, rotation of job facilitates socialization and information sharing and this result in an extra knowledgeable base of employee and the resulting outcome is that workers assume their responsibilities much better consequently improving productivity of place of work for the workers collectively as well as individually. A study on the rotation of job impact on performance of

organization to be managed with a view to achieving one or more pre-selected goals. It is often comprised of approaches to business process management (Swarnalatha & Tephillah, 2014).

perform poorly. Therefore, motivation is directly related to the performance of employees in a company. The researcher intends to focus on market size, corporate image, customer retention, productivity, good services, employees' retention, and turnover rate. There are indicators of employee' performance corporate reputation; customer retention; employees' retention; employees' turnover rate; and good services delivery.

employee found out that, rotation of job is a significant system of supplementing job involvement and task commitment of employees and by itself plays a significant function in easing usual performance of institutions thus aiding compel effectiveness as well as efficiency, that eventually result to improved productivity of work place (Zeira, 2010).

Kelley (2012) argued that enrichment of jobs is efficient in organizations that are less complex than is in small organizations. It's notable to point out that in the research; organizations' complexity means size and not essentially structure. The results of the study, therefore, are of importance as they provoke desire as well as curiosity of knowing whether redesigns of job, which basically might entail disturbing existing structures, have an impact on performance levels employees. The study of job enrichment control on performance found out that, there is a positive relationship between job satisfaction of employee and controlling place of work characteristics (Drago, Estrin & Wooden, 2011). The study's clarification aids researchers appreciate that if involvements planned to fluctuate jobs' the characteristics could be carried out, then it anticipated that the resulting association would be enhanced satisfaction of employee and therefore enhanced performance. A study on job redesign on performance of employees by Burchell, and Wilkinson (2011) found out that

redesigns of job raised employees' place of work performance and reduced general expenditure of running organizations' business. The findings of these researches are chiefly of importance since, in a more and more competitive environment, it's significant to have guarantees that every intervention create economic logic. This research therefore aids appreciate that redesigns of job are not merely interventions that assist improve performance of employees but can certainly as well result to largely reductions of cost thus enhancing an outcome of an organization. Askenazy (2011) in the study of the relationship between job enrichment and workplace hazard found out that, there is a fundamental association between various variables of job enrichment and hazards of the workplace. The findings from the study reveal that it is important to make sure that interventions of job redesigns for

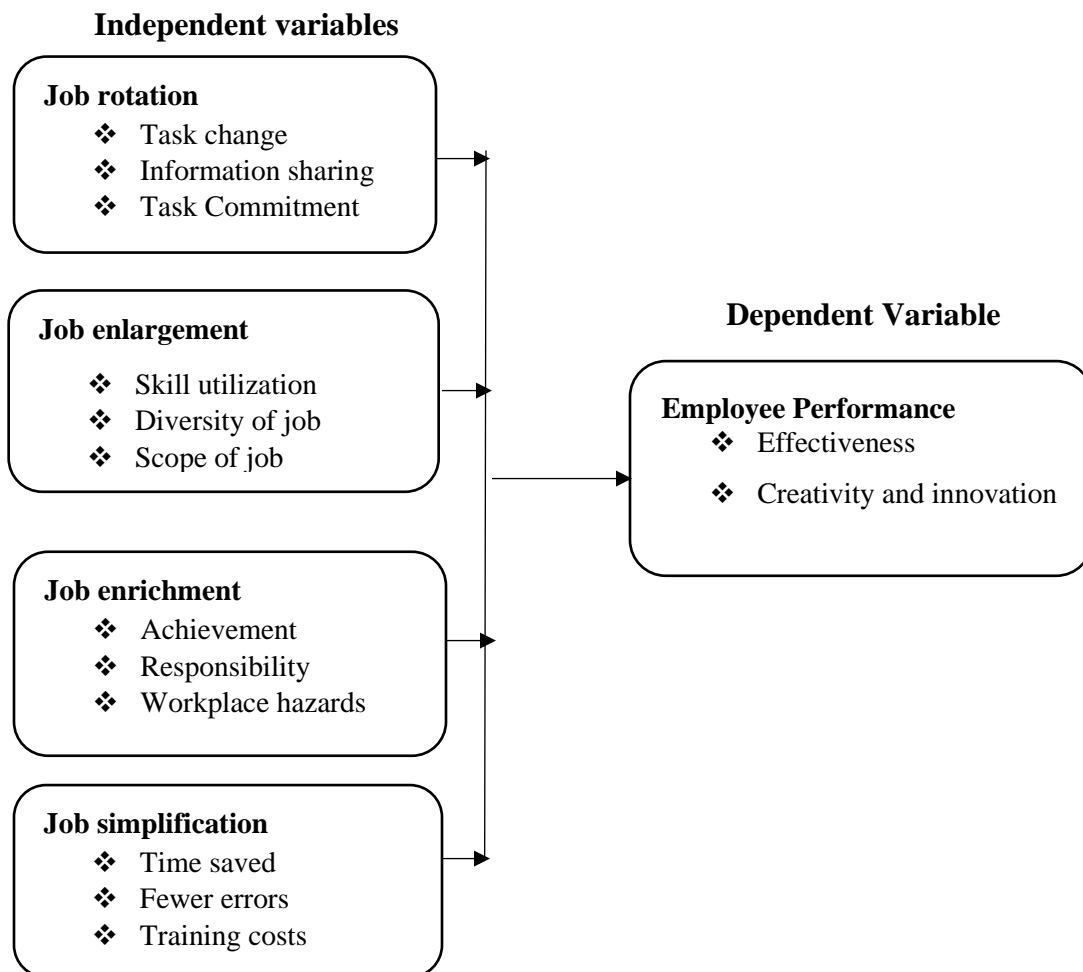
instance enrichment of job are executed with care since they might result in elevated hazards of work place which might otherwise result to injuries of the workplace, therefore, resulting to reduced performances of employees.

Babbage (2013), an engineer, additionally prolonged this study and found out that jobs which are simplified require labour which is less skilled, these destined cheaper costs of training as well as labour. To be precise, rather than having to get an individual with 23 strength and skill to execute every operation of work, the master producer, by dividing the job to be performed into diverse processes, both necessitating diverse force and skill degrees, can acquire accurately the accurate amount of both which is essential for every process.

### 7. Conceptual Framework

The schematic diagram below illustrates the association between study variables and the indicator of the variables. The independent variables comprise of rotation of job, enlargement of job, enrichment of

job as well as job simplification while the dependent variable is employee performance represented by effectiveness, and creativity and innovation



## Figure 1: Conceptual Framework

Source: Researcher, (2022)

### 8. Materials and Methods

This study is a non-experimental study, and it applied quantitative research (descriptive), and correlation research designs. The target population was 76 employees of Kacyiru Hospital public service and labor (Kacyiru Hospital). This study used a stratified, and simple random sampling technique and purposive sampling to select 76 respondents as sample size. Data collection instruments were Questionnaires,

Structured Interviews, Observation techniques, and Documentary reviews. Methods of analyzing data of this research include qualitative and quantitative methods where descriptive statistical methods are used to show the frequency and percentages of data collected from Kacyiru Hospital. This study used a correlation coefficient, and linear regression test to determine the relationship between the variables under study.

### 9. DATA ANALYSIS

The findings were on the role of job design on employees' performance in Kacyiru Hospital, Rwanda. Data collected were analyzed quantitatively using the computer software of Statistical Package for Social Sciences (SPSS) IBM 22.0 version. The results were presented and interpreted in accordance with research objectives which were: to examine the job design approaches used in Kacyiru Hospital; to find

out the extent to which employee performance stands in Kacyiru Hospital and to analyze the relationship between job design and employee performance in Kacyiru Hospital. Findings show a 100.0% of participation rate of respondents and decided to continue the study with editing, coding, recording, and making statistics tables using SPSS IBM version 22.0. Where 61.8% of respondents were male while 38.2% of respondents were female people

#### *Socio-Demographic characteristics of Respondents*

This sub-section showed the findings on profile of respondents in terms of gender, age, marital status,

education, and working experience of respondents as detailed in table 1.

**Table 1: Social demographic characteristics of Respondents**

	Data	Frequencies	Percentages
Gender	Male	47	61.8
	Female	29	38.2
	<b>Total</b>	<b>76</b>	<b>100.0</b>
Education level	Bachelor level	61	80.2
	Master-level	11	14.5
	Ph.D. level	4	5.3
	<b>Total</b>	<b>76</b>	<b>100.0</b>
Marital Status of respondents	Single	30	39.5
	Married	38	50.0
	Divorced/Separate	8	10.5
	<b>Total</b>	<b>76</b>	<b>100.0</b>
Ages of respondents	21-30 years	10	13.2
	31-40 years	33	43.4
	41-50 years	17	22.4
	51 and above years	16	21.1
	<b>Total</b>	<b>76</b>	<b>100.0</b>
Experience of Respondents	2-3years	21	27.6
	4-5years	31	40.8
	6 years and above	24	31.6
	<b>Total</b>	<b>76</b>	<b>100.0</b>

Source: Primary Data, Field results (2022)

Table 1 illustrates social demographic characteristics of Respondents. In terms of gender of respondents, 61.8% of respondents were male while 38.2% respondents were female people. Highest education level of respondents represented by 80.2% of respondents who have bachelor's degree; 14.5% respondents have master's degree while 5.3% respondents have PhD. Respondents present different marital status showing 39.5% of respondents of single; 50.0% of respondents were married; and 10.5% of respondents were those divorced/Separated

people. Findings showed the age of respondents, 13.2% of respondents have age from 21-30 years; 43.4% of respondents have age between 31- 40 years; 22.4% of respondents have age from 41-50 years while 21.1% of respondents have age of 51 years and above. In relation to experience in operational, 27.6% of respondents have experience of 2-3years; 40.8% of respondents have experience between 4-5years of experiences; and 31.6% of respondents have experience of 6 years and above of experiences.

**Findings on the relationship between job design and employee performance in Kacyiru Hospital**

Correlation is a statistical term describing the degree to which two variables move in coordination with one another. If the two variables move in the same direction, then those variables are said to have a positive correlation. If they move in opposite

directions, then they have a negative correlation. Findings in Table 2 show the correlation coefficients between job design and employee performance in Kacyiru Hospital;

**Table 2. Correlation coefficients between job design and employee performance in Kacyiru Hospital**

		Job design	Employees' performance
Job design	Pearson Correlation	1	.543**
	Sig. (2-tailed)		.000
	N	76	76
Employees' performance	Pearson Correlation	.543**	1
	Sig. (2-tailed)	.000	
	N	76	76

\*\* . Correlation is significant at the 0.01 level (2-tailed).

Findings in Table no 2 illustrate correlation coefficients between job design and employee performance in Kacyiru Hospital. There is a fantastic and superb strong correlation among job design and employee performance in Kacyiru Hospital as Pearson correlation confirmed ( $r=.543^{**}$  with p-value of **0.000**

< **0.01**); however out of taken into consideration different factors have an effect on employee performance in Kacyiru Hospital, job rotation, job enlargement, job enrichment, job simplification has a vast and high relationship of 54.3% for employee performance of Kacyiru Hospital.

**Multiple Linear regression**

The multiple linear regression refers to a statistical technique that uses two or more impartial variables to expect the final results of a dependent variable. The approach allows analysts to decide the version of the model and the relative contribution of each unbiased

variable within the overall variance. based totally on the one's variables, the following functions were set:  $Y= f(X)$ , therefore,  $Y=\beta_0+\beta_1x_1+\beta_2x_2+\beta_3x_3+\beta_4x_4+\epsilon$ . Findings in Table 4.8 show model summary

**Table 3: Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Durbin-Watson
1	.587 <sup>a</sup>	.345	.308	1.63028	1.807

a. Predictors: (Constant), Job simplification, Job enrichment, Job rotation, Job enlargement

b. Dependent Variable: Employees' Performance

Adjusted R<sup>2</sup> is a corrected goodness of fit measure for linear models. It identifies the percentage of variance in the target field that is explained by the input or inputs. This attempts to correct for this overestimation. It might decrease if a specific effect does not improve the model. Adjusted R squared is calculated by dividing the residual mean square error by the total mean square error. Findings in Table no 4.8 show model summary of regression analysis on the independent variables and employee performance because the structured variable. The adjusted R-

**Table 4: ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	99.418	4	24.855	<b>9.352</b>	<b>.000<sup>b</sup></b>
	Residual	188.704	71	2.658		
	Total	288.122	75			

**a. Dependent Variable:** Employees' Performance

**b. Predictors: (Constant),** Job simplification, Job enrichment, Job rotation, Job enlargement

The evaluation of variance is a partitioning of the total variance in a fixed of records into some of thing parts, in order that the relative contributions of identifiable sources of variant to the total variation in measured responses may be determined. From this partition, suitable F-tests may be derived to permit differences between sets of method to be assessed. Accordingly, ANOVA is a bio statistical technique for figuring out whether a distinction exists among the way of three or more impartial populations. The one-manner ANOVA parametric take a look at result in either accepting or

Square is used to compensate for extra variables within the version. In this case, the adjusted R-square value tells us that our model accounts for 30.8% of variance in the scores of good models. Findings showed the value of R. is 0.587<sup>a</sup> that's categorized as excessive courting. The observe provided also R-square is 0.345; which means that the percentage of employee performance of Kacyiru Hospital. This indicates that the model is big, and fine very robust, as the independent variable very incredibly explains the dependent variable.

rejecting this null hypothesis. In this situation, from the ANOVA Table 4 show mode or F-test is 9.352 which is fantastic with p-value is 0.000<sup>b</sup> much less than 0.01, set as widespread significance tiers. However, this study has rejected null hypothesis (Ho) stated that there is no significant and positive relationship between job design and employee performance in Kacyiru Hospital; and while alternative hypothesis H1 said that There is significant and positive relationship between job design and employee performance in Kacyiru Hospital.

**Table 5: Regression Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.
	B	Std. Error	Beta		
(Constant)	6.717	1.543		4.354	.000
Job rotation	.010	.046	.029	.212	.003
1 Job enlargement	.001	.055	.003	.023	.001
Job enrichment	.238	.046	.582	5.212	.000
Job simplification	.010	.060	.018	.164	.000

**a. Dependent Variable:** Employees' Performance

Regression coefficients are the estimates of the unknown population parameters and describe the relationship between a predictor variable and the response. In linear regression, coefficients are the values that multiply the predictor values. The results

from Table 5 indicated that Job rotation has positive and significant effect on employees' performance as ( $\beta_1=0.029$ ,  $t= 0.212$ ;  $p\text{-value}= 0.003$  less than significant standard of 1%). Findings show that Job enlargement has positive and significant effect on



employees' performance as ( $\beta_2 = 0.003$ ,  $t = 0.023$  and  $p\text{-value} = .001$  less than standard significant of 1%). Job enrichment has positive and significant effect on employees' performance where ( $\beta_3 = .582$ ,  $t = 5.212$  and  $p\text{-value} = .000$  less than 1%). Findings also show that Job simplification has positive and significant effect on employees' performance as ( $\beta_4 = .018$ ,  $t = 0.164$  and  $p\text{-value} = .000$  less than standard significant of 1%).

## 10. CONCLUSION AND RECOMMENDATION

### Conclusion

In a work place, employee has different arms and aspirations. They mainly work to meet their needs and personal goals, some workers might have the aim of showing appearance in the office and would not like to be usefully engaged, the summary is that some employee if left alone will not contribute to the organizational performance. A wage top rate may beautify productivity via improving nutrients, boosting morale, encouraging greater dedication to firm dreams, reducing quits and the disruption because of turnover, attracting higher excellent people and inspiring workers to place forth greater effort. The findings of this study show that mode or F-test is 9.352 which is fantastic with  $p\text{-value}$  is 0.000<sup>b</sup> much less than 0.01, set as widespread significance tiers. This study has rejected null hypothesis ( $H_0$ ) stated that there is no significant and positive relationship between job design and employee performance in Kacyiru Hospital; and while alternative hypothesis  $H_1$  said that there is significant and positive relationship between job design and employee performance in Kacyiru Hospital. Job rotation significantly added up to employee performance. Transfer of employees from branch and department increases employee's efficiency and positively impacts on employee's

### Recommendations

Based on the findings the study recommends that managers of hospitals should understand the importance of job design as an essential component of work behavior among the workforce. Doctors and nurses should be encouraged to be self-motivated which help increase their satisfaction. Nurse leaders must optimize nurses' opportunities for personal and professional growth by creating a learning environment that enables reflective practice and

The regression equation shows that employees' performance of Kacyiru Hospital always relies upon on a constant aspect of 6.717 regardless of the existence of other factors. The alternative variables explain that; every unit change in job design, however  $x_1$ ,  $x_2$ ,  $x_3$ ,  $x_4$  equivalent with 0.029; 0.003; 0.582; 0.018; with 1.543 as standard error that affect the employee's performance of Kacyiru Hospital.

performance. The study also concludes that transferring of employees from one job to another increases their knowledge and learning more and that task change affects employee performance. Job enlargement was significant predictor of employee performance.

The research concludes that enlargement of job affects performance of employee and that the utilization of skills, job diversity and job scope affect the employee performance. Job enrichment was significant in determining employee performance. The study concludes that goals can be achieved through the development of work practices and motivating employees.

The development of work practices increases depth of job and the extent to which workers can control as well as plan the work concerned in their jobs. Job simplification had significant effect on performance. According to the findings, the research objectives were achieved, research questions were answered and alternative hypothesis was retained and null hypothesis was rejected. That is to say the job design contribute to the employee performance especially in Kacyiru Hospital.

shared accountability, demonstrate confidence in others by delegating effectively, coach, mentor, and guide, provide both negative and positive feedback constructively and provide opportunities for the development of knowledge, skills, and judgment which increase job satisfaction Hospitals and other organizations in Rwanda should promote rotation of job, job enrichment, enlargement of job and simplification of job in their place of work by putting

in place proper mechanisms to deal with the affected employees. There is need to enhance job design in health institutions. Health institutions like Kacyiru Hospital should be aware that high level of job rotation improves employee's performance. The top

### Suggestions to Future Researchers

This research was very important because it helps the researcher to put theoretical knowledge applied in classroom into practical by using one element in several which give Kacyiru Hospital to perform well their services and duties. It is in that case researcher opens the door to other future researchers on related topic to take it as reference book by considering other elements to show also the result of employees' performance. The current research wanted to establish the job design effects on employee's performance in Rwanda; similar other studies can be done in other organizations for example public sector, private sector

management of such organization should clearly understand that job enlargement promote degree of employee motivation hence improved performance and job enrichment encourages employees to work hard.

and banking sector. Regression analysis established a relationship of 54.3% an indication that there are other factors of job design affecting employee performance and future studies should be done to bring out these other factors. The reason why they are allowed to accomplish what the current study did not achieve such as:

- The effect of motivation of employees on organizations performance
- The contribution of personnel motivation on improvement of quality services delivery

## 11. BIBLIOGRAPHY

- [1] Al-Ahmadi, H. (2009). *Factors Affecting Performance of Hospital Nurses in Riyadh Region, Saudi Arabia*. International Journal of Health Care Quality Assurance, 22, 40-54.
- [2] Armstrong K. (2003). *Job Analysis and Job Design, Human Resource and Personal Management, 4th Edition*. India: Tata McGraw-Hill Publishing Company Limited.
- [3] Bakker A, Albrecht, & Leiter, M. (2011). *Key questions regarding work engagement*. . European Journal of Work and Organizational Psychology, 20, 4-28.
- [4] Fatma M. et al. (2018). *The relationship between job design and nurses' satisfaction*. SOJ Nursing & Health Care.
- [5] Grag, P. & Rastogi, R. (2015). *A New Model for Job Design: Motivating employee's Performance*. Journal of Management Development, 25(6), 572–587.
- [6] Grant, A. M. (2017). *Relational job design and motivation*. . Academy of Management Review, 32(2), 393–417.
- [7] Halbesleben. (2010). *A meta-analysis of work engagement: Relationships with burnout, demands, resources, and consequences*. London: In A. B. Bakker and M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and practice* (pp. 102-117). London.
- [8] Inceoglu, Ilke and Warr, Peter. (2016). *Personality and Job Engagement*. *Journal of Personnel Psychology*. . Retrieved on February 25, 2013 from: [http://www.shef.ac.uk/polopoly\\_fs/1.157453!/file/Warr\\_JPP\\_Personality\\_and\\_Engagement\\_pdf.pdf](http://www.shef.ac.uk/polopoly_fs/1.157453!/file/Warr_JPP_Personality_and_Engagement_pdf.pdf).
- [9] Kim, H. J., Shin, K. H., & Swanger, N. (2009). *Burnout and engagement: A comparative analysis using the Big Five personality dimensions*. . International Journal of Hospitality Management, 28, 96-104.
- [10] Leiter, M. P., & Bakker, A. B. (2010). *Work engagement: An introduction*. In A. B. Bakker and M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and practice* (pp. 1-9). . London and New York: Psychology Press.
- [11] Macey, W. H., & Schneider, B. (2018). *The meaning of employee engagement*. *Industrial and Organizational Psychology, 1*, 3-30.
- [12] Ostroff, C., & Judge, T. A. (2017). *Perspectives on organizational fit*. New York: Erlbaum/Routledge.
- [13] Rich, B. L., Lepine, J. A., & Crawford, E. R. (2020). *Job engagement: Antecedents and effects on job performance*. *Academy of Management Journal*, 53, 617-635.

- [14] Roberts, Chernyshenko, & Goldberg. (2015). *The structure of conscientiousness: An empirical investigation based on seven major personality questionnaires*. *Personnel Psychology*, 58, 103-139.
- [15] Sageer, D. S. (2012). *Identification of Variables Affecting Employee Satisfaction and their impact on the organization*. . *IOSR Journal of Business and Management*, Volume 5 (Issue 1), 32-39.
- [16] Shirom, A. (2020). *Feeling energetic at work: On vigor's antecedents*. In A. B. Bakker and M. P. Leiter (Eds.), *Work engagement: A handbook of essential theory and practice* (pp. 69-84). London and New York: Psychology Press.
- [17] Taylor, F. W. (2004). *The Principles of Scientific Management*. . New York, NY: Harper and Brothers.