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**EVALUATION OF JOB DESIGN AND ITS EFFECT ON EMPLOYEE  
ENGAGEMENT IN A PRIVATE OUTPATIENT HEALTHCARE PROVIDER  
IN KENYA: A CASE OF AAR HEALTHCARE KENYA LTD**

**MACKENZIE CATHERINE  
MBA-HCM/092997/2016**

A research dissertation submitted in partial fulfilment for the award of the degree of  
Master of Business Administration in Healthcare Management of Strathmore  
University



**June 2018**

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**Catherine Mackenzie**

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June 2018

### **Approval**

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## ABSTRACT

Engagement has been theorized as one of the key positive outcomes of well-designed jobs. Job design determines how the employee interacts with work on a daily basis and significantly influences the behaviour of the employee. The broad objective of this study was to evaluate the effect of job design on employee engagement. Social exchange theory explained the findings of the studies linking job design to employee engagement. Quantitative descriptive cross-sectional research design was used. The target population was 302 employees of private outpatient healthcare provider. Simple random sampling was used and Sample size was determined using Yamane (1967) formula. Data was collected using structured closed-ended questionnaires. The response rate was 63% which was 108 employees out of the sample size of 172. Generally, the study found out that job design affects employee engagement and that both are significantly related. Job design was found to contribute 67% of the variability in the level of engagement amongst the employees. Autonomy was more strongly correlated with employee engaged as compared to the other task characteristics. Characteristics of job design such as autonomy, task variety and task significance should be put into consideration when crafting job descriptions for the employees. This is because they strongly determined the level of employee engagement which has been widely associated with employee high level of performance, job satisfaction and organizational citizenship behaviour.

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## LIST OF ABBREVIATIONS

EE	Employee engagement
HR	Human Resource
JCM	Job characteristics model
WD	Work Design Characteristics
WDQ	Work Design Questionnaire
WHO	World Health Organization
KHRHS	Kenya Human Resource for Health Strategy
KHDS	Kenya Demographic and Health Survey
JD	Job Design



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God bless you all!



## DEDICATION

This dissertation is dedicated to my family members: my husband Samuel, my children Wayne, Andrea, Brenda and Lucas.

You are all very special to me!



# **CHAPTER ONE: INTRODUCTION**

## **1.1 Introduction**

This chapter looks at the background of the study, statement of the problem, general and specific objectives, significance and limitations of the study.

## **1.2 Background of the Study**

Globally, job design is a concept that has persistently attracted a lot of attention amongst scholars and human resource practitioners (Fried et al., 2007). Job design (JD) has evolved since work ever existed; it is as old as the human species. Hackman and Oldham in their theory of job characteristics model identified five job characteristics that determined the performance of the employees and the resultant motivation to perform those roles. These characteristics are Job identity, task significance, skill variety, autonomy and feedback from job. Hackman and Oldham (1975) argued that these characteristics of a given job in an organization will result to internal employee motivation, growth satisfaction, general satisfaction and work effectiveness.

The job characteristics as outlined in the job characteristics model, influences the employee behaviour resulting in high job involvement, organizational commitment, high staff performance, employee satisfaction, reduced burn-out and work relate stress, low turn-over intentions and absenteeism at work (Morgeson & Humphrey, 2006). Further review and studies on the job characteristics model has directly associated job design with employee engagement. Humphrey and Morgeson (2007), in their review of job characteristics theory, argued that employee engagement is an outcome of well-designed job characteristics.

Jobs that are well designed can be very challenging, varied and interesting and also they give room for access to job resources and support hence buffering the employee from the demands of the job itself. This is the source of high levels of engagement amongst well designed jobs. Repetitious and unchallenging jobs can be a source of psychological distress and disengagement (Morgeson & Humphrey, 2006). On the other hand, people who perform challenging tasks yet very interesting, experience

motivation and inspiration to continue investing their energies in their work which is the source of great engagement (Crawford et al., 2013).

Job design and employee engagement amongst healthcare workers is important in determining the experience of care amongst patients (Baird, 2014). Baird (2014) further argues that the responsibility of ensuring patients are happy and well cared for lies solely on doctors and nurses and therefore, ensuring they are engaged is very vital to the reputation of the hospital. Healthcare organizations must focus on the engagement of its employees before addressing the issue of patient satisfaction. The happiness and satisfaction of the patients is dependent on the engagement of the medical team. Engaged doctors are more empathetic to the patients and less likely to miss out on clinical diagnosis and appropriate treatment. Improving engagement of the healthcare workers is fundamental to the wellbeing of the patients. An employee engagement level amongst nurses has been shown as number one predictor of mortality in hospitals (Blizzard, 2005).

The cornerstone of the organisation is therefore the set of tasks performed by its employees. These jobs in turn, provide the mechanism for coordinating and linking the various activities of the organisation that are necessary for success and profit optimization. Job structures, duties and tasks within an organization must be designed in a manner that will help employees achieve optimal performance as well as maintaining their wellbeing and commitment to the organization

### **1.3 Statement of the Problem**

Organizations rely on the staff output for the overall profitability and growth. Healthcare industry in the country is faced with recurring challenges of staff retention. The Analysis of the net promoter scores in most of the surveys in the healthcare industry in Kenya have cited that doctors and other clinical staff are not being committed to their work. It's common to find a patient feedback such as “the doctor was non-committal”.

Besides, employment exit surveys have shown that majority of the staff who resign from major private healthcare providers in Kenya site loss of morale, boredom, not being utilized fully, search for more challenging career opportunities and better

compensation, as the reasons for leaving the organization. The human resource managers for health are faced with the hurdles of ensuring that they retain and motivate their employees or otherwise risk losing them to other organizations. Well-designed jobs are a source of motivation and psychological wellbeing to the employees. Studies have supported that the four main characteristics of job design: task variety, task identity, task significance and feedback are positively related with employee engagement (Shantz et al., 2013 as cited by Truss et al. 2014). As result, engaged employees are more likely to portray organizational citizenship behaviour and are less likely to be deviant at work.

This study sought to evaluate the effect of job design on employee engagement amongst employees in an outpatient healthcare centre in Kenya.

### **1.3 Study Objectives**

#### **1.3.1 Broad Objective**

Evaluation of the effect of job Design on employee engagement: a case study of AAR Healthcare Kenya Ltd.

#### **1.3.2 Specific Objectives**

- i. To determine the effect job autonomy on employee engagement at AAR Healthcare Kenya Ltd
- ii. To determine the effect of task variety on employee engagement at AAR Healthcare Kenya Ltd.
- iii. To determine the effect of task identify on employee engagement at AAR Healthcare Kenya Ltd.
- iv. To determine the effect of task significance on employee engagement at AAR Healthcare Kenya Ltd.
- v. To determine the effect of feedback on job on employee engagement at AAR Healthcare Kenya Ltd.

### **1.4 Research Questions**

- i. What is the effect of job autonomy on employee engagement at AAR Healthcare Kenya Ltd?

- ii. What is the effect of task variety on employee engagement at AAR Healthcare Kenya Ltd?
- iii. What is the effect of task identity on employee engagement at AAR Healthcare Kenya Ltd?
- iv. What is the effect of task significance on employee engagement at AAR Healthcare Kenya Ltd?
- v. What is the effect of feedback on job on employee engagement at AAR Healthcare Kenya Ltd?

### **1.5 Scope and Limitation of the Study**

The study was limited to AAR Healthcare Kenya Outpatient centres, which is a for profit organization. AAR Healthcare Kenya Ltd has 18 branches across the country. The 302 employees in all the 18 branches and the headquarters were the target population of the study. The study only encompassed permanent employees working at AAR Healthcare Kenya at the time of the study.

### **1.6 Justification of the study**

This study will be of significant importance in the private healthcare sector in the country and the Human resource managers and consultants globally. The study findings and recommendations will be of paramount importance to the management of AAR Healthcare Kenya and other outpatient facilities in understanding the effect of job profiles of its employees on their engagement at work and resultant performance and productivity. The results will also be applied by policy makers in the country especially with the recent interest in human resource for health & ways to retain the staff at the county hospitals.



## **CHAPTER TWO: LITERATURE REVIEW**

### **2.1 Introduction**

This chapter reviews the existing literature on the level of user satisfaction with the electronic medical record. In specific the chapter reviews the theoretical review, empirical review; and conceptual framework.

### **2.2 Theoretical Review**

This involves the explanation theories related to job design and employee engagement.

#### **2.2.1 Hackman and Oldham's (1976) Job Characteristics Model**

This model identifies five key job characteristics: Skill variety; task identity; task significance; autonomy and feedback. These five features when present in a job, leads to three critical psychological states amongst the employees: Experienced meaningfulness; experienced responsibility and knowledge of results. The three psychological states culminate into increased work satisfaction, internal work motivation, performance and reduced absenteeism and employee turnover.

Studies have gone further to show the link between Job design and employee engagement. Some studies have shown that monotonous work can lead to psychological distress and disengagement (Melamed et al, 1995). People whose work is autonomous experience a feeling of responsibility, and are then more likely to invest into their work, even in the face of obstacles (Shantz et al., 2013). Studies have also supported that feedback on performance when done in the right way, is highly motivating to the employees.

A study done by Shantz et al. (2013) to test the job characteristics model by Hackman and Oldham on how it's linked with engagement revealed significant positive relationship between job design characteristics and employee engagement. Skill variety showed the strongest positive relationship with engagement. In the same study, the researcher further found out that engaged workers were more likely to help others perform their jobs better which is an indication of positive citizenship behaviour. The same study findings also supported the widely held concept that

highly engaged employees are less likely to behave in any deviant manner such as coming late or being absent from work.

The **social exchange theory** further explains the findings of the studies linking job design to employee engagement. It states that employers and employees are in an interdependent relationship such that if the employees perceive to be treated fine by the employers they will respond by putting more vigour and enthusiasm towards work. Engagement is conceived as increased energy and enthusiasm towards work as portrayed by the employees. Employees feel well-treated by their employers if they are allowed to have autonomy in their work. As a result, employees will be committed in performing their tasks at the optimum level of engagement.

Socio exchange theory argues that employees with conducive job designs are more satisfied with their jobs and highly likely to be loyal their organization. The theory also predicts that positive and beneficial actions directed at employees by the management of an organization, creates feelings of obligation for employees to reciprocate in positive, beneficial ways, including feelings of loyalty, commitment and performance (Eisenberger et al, 1986; Hutchinson, 1997; Wayne, Shore & Lnden, 1997, as cited by Chiekezie & Onyekachukwu, 2015).

## **2.3 Review of Variables**

### **2.3.1. Job Design**

Job design is “A process of putting together various elements to form a job, bearing in mind organizational and individual worker requirements, as well as considerations of health, safety, and ergonomics” (Moeed et al., 2013).

#### **2.3.1.1 Job Design Characteristics**

Task characteristic is one of the most studied dimensions of work design. It involves focus on how work itself is accomplished. It is the range and nature of the tasks associated with a given job. Morgeson & Humprey (2006)

**Work autonomy** has been studied the most as a feature of task characteristics ( Morgeson & Humprey, 2006). It is the extent of freedom one has over one’s work scheduling, decision-making and work methods (Breugh, 1985; Wall, Jackson, &

Dauids, 1992). Met-analysis done by Humprey et al., 2007 suggests that Low anxiety, reduced stress and burnout amongst workers at the work place are associated with job autonomy. Moreover, autonomy is strongly related to attitudinal job outcomes such as job satisfaction, organizational commitment and motivation.

**Task Variety** which is the degree to which a job requires an employee to perform a wide range of tasks is similar to task enlargement (Herzberg, 1968). Jobs that are more involving and include different work activities are more enjoyable and interesting (Sims et al., 1976). Task variety has been found to be related with job satisfaction and employee performance (Humphrey et al., 2007).

**Task significance** is another feature of task characteristics that has also gained attention in organization research. Task significance is the impact of one's work on other work or on the entire organization. Task significance has also been associated with job satisfaction, organizational commitment and motivation (Grant, 2008a, 2008b). Task significance has been associated with burnout and positive relationships with perceptions of work load (Morgeson & Humphrey, 2007). It was argued that employees with high task significance are more likely to be overloaded by their responsibilities.

**Task Identify** is the extent to which work involves a whole piece of work and results can be easily identified. It is the comparison of being able to complete the whole unit of work versus part of it (Hackman and Oldman, 1976). Its effect on job satisfaction and organization commitment has been found to be minimal. However, its strong association with work burnout and subject performance continues to stir attention amongst organization researchers. Studies have also identified relationships between task identity and employee engagement and would suggest that designing jobs with high task identity will improve employee engagement (Christian, Garza & Slaughter, 2011).

**Feedback from job** is another feature of task job design. It is defined as the feedback from the job itself or knowledge of the activities related to the job (Morgeson & Humphrey, 2006). Workers adjust their behaviors based on the goals they hold in the organization (Vancouver, 2005).

#### 2.4.2. Employee Engagement.

Employee engagement involves placing more emphasis on how the employee feels when he or she is completely engaged (Robert, Jansen & Cooper, 2012). Work engagement is a robust and consistent state that is fully characterised by vigour; dedication (work is a significant and meaningful pursuit); and absorption (work is engrossing and something on which the worker fully concentrates). It is a positive fulfilling, work-related state of mind that is characterised by vigour, dedication and absorption (Schafeli et al., 2002).

Employee engagement has also been defined as “a perfect persistent positive affective state of fulfilment in employees, characterised by vigour, dedication and absorption” (Schaufeli, et al., 2002).

**Vigour** is defined as the willingness of the employees to invest their energies into their job. Employees showing vigour in executing their jobs have great amount of energies to endure and persist with their work even in times of difficulties.

**Dedication** is described as the strong involvement with feelings of enthusiasm and significance towards work.

**Absorption** occurs when the employee is pleasantly occupied with work. It is evident when an employee cannot keep track of their time and are unable to separate themselves from job at hand (Maslach et al., 2001).

Maslach et al. (2001) argues that burnout or disengagement is a consequence of lack of equilibrium between the work settings (workload, control, reward, community, fairness, and values) and the workers. The profile of an employee has to match the job description for the employee to be engaged at their work. Engagement is to a bigger extent an outcome of job design. Sustainable workload, appropriate recognition and reward, a supportive work community, fairness and justice, feelings of choice and control and meaningful and valued work can create a good match with the employee profile.

## **2.4 Empirical Review**

Al-Ahmadi (2009) investigated the impact of job design on employees' performance in the school of Kalmunai Zone in Sri Lanka. Performance was strongly related to task characteristics such as sense of job significance; feeling important in eyes of others; realizing ones' competence; and freedom to make decisions. In his study, Al-Ahmadi concluded that the organizations must put more effort and attention in improving task identity, feedback and autonomy in order to improve quality level of job design that can improve employees' performance and hence achieve quality results.

Rainer, Hamp and Verlag (2011) carried out a study on job design and satisfaction. The researcher inquired on work conditions and job design. He sampled people under the age of 65 years to provide information concerning their job satisfaction. He found out that when assigning an employee to a workplace with an enriched job, in the sense that he has a high degree of autonomy and varied tasks, it will increase the job satisfaction irrespective of his personal suitability for such a workplace. Enriched jobs increase the satisfaction of all employees.

A study done Akpoyomare and Adebakin (2011) in Nigerian Hospitals on the effect of job design on job satisfaction amongst doctors and nurses showed that the four features of job design; Variety, identity, significance and feedback, are strongly associated with job satisfaction. Correlation analysis showed that there are other factor contributing to employee satisfaction as Job design was associated with only 65% variation in job satisfaction.

A study done in a large-sized Croatian organization by Poloski V. and Hernaus T. (2015) found an interplay amongst the three principle human resource concepts; Job satisfaction, employee engagement and loyalty. Correlation was strong amongst the three concepts. A sample of 567 employees was interviewed and correlation analysis between employee engagement, job satisfaction and loyalty were drawn. The study established that work engagement is strongly and positively related to employee loyalty with a casual-effect relationship. The relationship between job satisfaction and employee loyalty was mediated by employee engagement.

### **2.4.1 Relationship between job design and employee engagement**

In a study done by Renard and Snelgar (2017) on the positive consequences of intrinsically rewarding work: A model to motivate, engage and retain non-profit employees showed that providing psychologically rewarding work to non-profit employees results in increased levels of intrinsic motivation and decreased levels of intention to quit. Intrinsic rewards are experienced in jobs that are well designed and meet the needs and aspirations of employees (Jenkins, 2014). Renard and Snelgar (2016) revealed five intrinsic traits of work that positively and psychologically reward employees namely meaningful work-identity with fulfilling work tasks-, flexible work-autonomy and independence at work-, challenging work, varied work and enjoyable work.

A study by work foundation (2009) showed that generally 44% of workers, and 36% of knowledge workers, say that their skills are under-used in their current roles. It is generally known that workers who feel they are well suited in their roles are more engaged than their peers (Truss et al., 2006). This is an important, since some studies have shown rising levels of worker dissatisfaction with the mismatch between their skills and the work they are asked to do (Green, 2006). The CIPD further found in 2008 that perceived skill utilization is one of the strongest predictors of job related wellbeing.

Shantz et al. (2013) investigated engagement as the mediator of the relationship between job design and performance in a consultancy firm in the UK. The study was a survey in which 283 employees were selected from consultancy and construction firms. Independent performance evaluations' reports were also collected from the supervisors. The findings of the study established that job-holders who have autonomy, perform varied tasks with high task significance and feedback elicited high levels of engagement, higher performance, showed more organizational citizenship behaviours and less associated with deviant behaviours.

A study done by Adekola (2011) on the potential antecedents and consequences of work engagement in various universities in Nigeria showed that engagement was a predictor of workaholic behaviour and need for achievement. The study involved collection of data between January and April 2010 from male and female managers

and professionals in five Nigerian Universities. The response rate was 60.5% (242 respondents). Engagement was measured using three scales, vigour, dedication and absorption (Schaufeli et al., 2003). The antecedents were personal demographic, work situation and need for achievement where the outcomes included satisfaction and psychological well-being. The results of the study indicated that dedication, as a measure of engagement, predicts different work outcomes such as job satisfaction and intent to quit. The study also established that engagement at work resulted in various psychological well-being outcomes but less strong as compared to the latter work outcomes.

Ram and Prabhakar (2011) examined the roles of employees' engagement in work related outcomes and investigated the antecedents and consequences of employee engagement in Jordanian Industry. Jordanian hotel industry was selected and data collected using the snowball method. A sample of 310 respondents comprising of employees from different levels of management was established and data collected. The research findings supported the relationship between employee engagement and perceived organizational support. The effect of job characteristics, intrinsic and extrinsic rewards, perceived supervisor support, perceptions of procedural justice, and perceptions of distributive justice on employee engagement is also confirmed.

Chiekezie and Onyekachukwa (2015) examined the relationship between job design and employee engagement in selected Manufacturing companies in Nigeria. Data was collected from a sample size of 368 respondents from a total population of 8319 employees in 3 manufacturing companies. Self-administered questionnaires were distributed out of which 324 (88%) were returned. The study applied cross-sectional descriptive study design. The findings of the study showed that skills variety had a significant positive relationship with employee engagement; Task identity had a low positive relationship with employee engagement and Task significance had positive relationship with employee engagement. Work autonomy and feedback also showed significant relationship with the employee engagement.

Kariuki and Makori (2015) investigated the role of job design on employee engagement in private universities in Kenya. One private university was selected, Presbyterian University of East Africa. A sample size of 84 employees working at

the top management, middle level management and low level management at the Presbyterian University of East Africa was selected by use of stratified sampling technique and data collected by use of questionnaires. The findings of the study showed that skill variety, task identity, task significance and job feedback significantly and positively influenced employee engagement. Job feedback was the most significant factor and had a positive significant relationship at 5% level of significance.

## **2.5 Critique of Existing Literature**

The existing studies have mostly focused on other Industries except Healthcare sector. Akpoyomare and Adebakin (2011) which looked at 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 healthcare system.

## **2.6 The Research Gap**

This study has tried to close the research gap in the healthcare industry on job design and employee engagement. Since there are limited studies found that have been done in the private healthcare sector, and specifically in outpatient setting on job design and employee engagement, this study will contribute immensely to the literature and knowledge available in this particular field.

## **2.7 Summary of Literature Review**

This chapter has explained the theory of job characteristics model by Hackman and Wageman (1971) Job characteristics model. It explains theoretically how job design leads to positive behavioural outcomes such as high job performance and commitment which are attributed to employee engagement. Further, this chapter has reviewed the key study variables and captured empirical studies done on the same. The key study variables are job design characteristics and employee engagement. This chapter has also highlighted the research gap coming from the empirical review.



## 2.8 Conceptual Frame Work

This is a succinct description of the study subject with a graphical or visual illustration of the major variables (Mugenda, 2008). This study argues employee engagement is a result of appropriate job design.

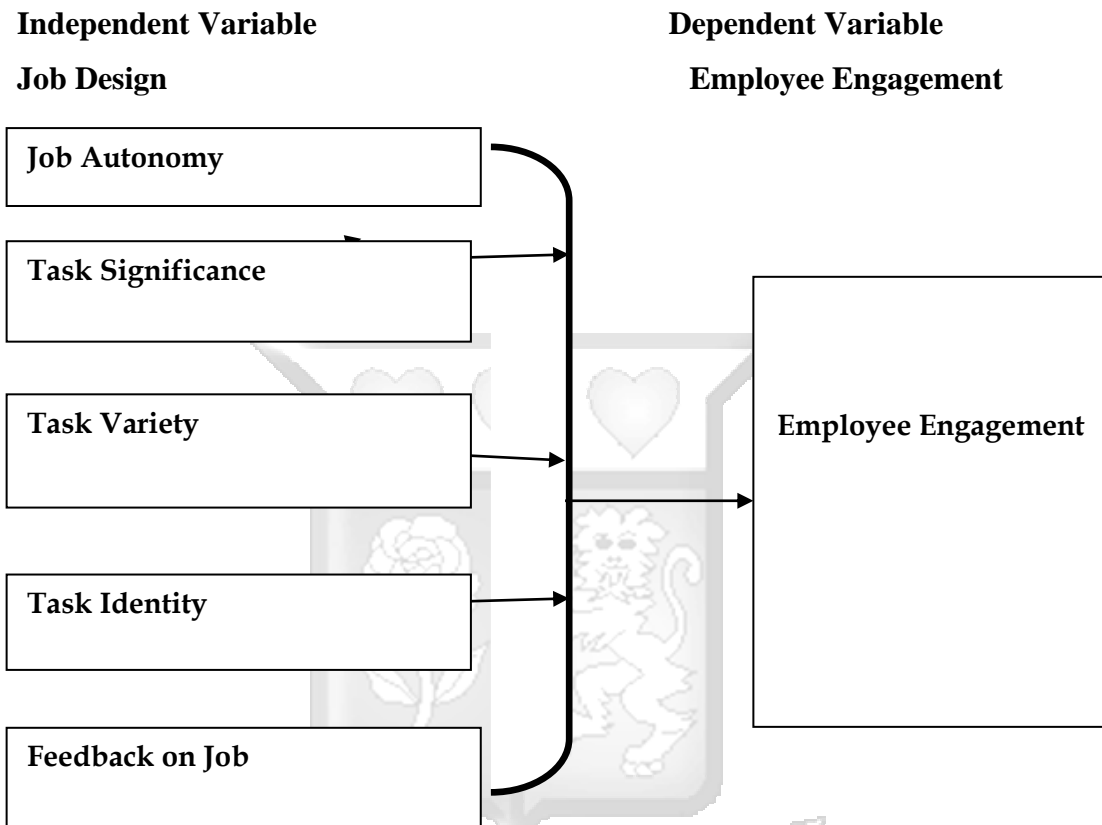


Figure 2.1: Conceptual framework

## **CHAPTER THREE: RESEARCH METHODOLOGY**

### **3.1 Introduction**

This chapter discusses the methodology for the study, the research design, target population, sampling technique, data collection instruments, data analysis and presentation.

### **3.2 Research Design**

This study focused on the effect of job design on employee engagement at AAR Healthcare Kenya Ltd.

Research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose (Kothari, 1990). The study design will be a descriptive cross-sectional survey. Descriptive cross-sectional study seeks to describe the state of affairs as they exist at one point in time. This study was done at AAR Healthcare Kenya Ltd and encompassed collection of data amongst the permanent employees currently working at the organization.

### **3.3 Population and Sampling**

#### **3.3.1 Target Population of the study**

The target population of the study was 302 clinical and non-clinical staff in the 18 out-patient centers of AAR located in Nairobi, Thika, Kitengela, Nakuru, Eldoret, Mombasa and Kisumu including the staff located at the headquarters in Nairobi. The unit of analysis was the staff working either on contract or permanent position at AAR Healthcare Kenya Limited.

**Table 3.1: Target Population**

<b>Region</b>	<b>Clinical Staff</b>	<b>Non-clinical Staff</b>	<b>Total</b>	<b>Percent</b>
Nairobi	142	44	186	70%
Thika	20	3	23	5%
Nakuru	20	3	23	5%
Mombasa	41	4	45	14%
Kisumu	23	2	25	5%
<b>Total</b>	<b>246</b>	<b>56</b>	<b>302</b>	<b>100%</b>

### 3.3.2 Sample population of the study

Sample population is defined as the objects selected from a target population through a well-defined criterion to be used for the purposes of data collection in the study, Roxy Peck, Chris Olsen and Jay Devore (2008). It is that part of the population from which information is collected, (Weiss). The sample population was drawn from AAR Healthcare Kenya Ltd, a private healthcare facility operating in Kenya with 18 branches spread across major cities and towns in the country.

### 3.3.3 Sampling Technique

From each stratum the study used simple random sampling to select a sample size of 151 respondents; this was 64.4% of the entire population. A representative sample is one that represents at least 10 %to 50% of the population of interest (Mugenda & Mugenda 2008). Random sampling frequently minimizes the sampling error in the population

**Table 3.2: Distribution of Sample**

<b>Region</b>	<b>Clinical Staff</b>		<b>Non-clinical Staff</b>		<b>Total Sample</b>
	<b>Frequency</b>	<b>Sample</b>	<b>Frequency</b>	<b>Sample</b>	
Nairobi	132	53	44	32	85
Thika	10	5	3	2	5
Nakuru	10	4	3	1	5
Mombasa	31	4	4	2	6
Kisumu	11	5	2	2	7
<b>Total</b>	<b>194</b>	<b>71</b>	<b>56</b>	<b>39</b>	<b>108</b>

### 3.2.4 Sample Size Determination

Sampling technique is the process of selecting a few individuals for a study in such a way that the individuals selected represent the large group from which they were selected (Ogula, 2005). Statistical sample size is supposed to be representative of the target population hence the increasing need of effective methods of determining sample size. According to Yamane (1964), the following formula is applied when determining a sample size of the population:

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

Where:

- n = Required Sample Size
- e = is the estimated standard error which is 5% for 95% confidence level
- N = Population Size
- 1 = is a constant

Since the target population was 302 employees at AAR Healthcare Kenya Ltd, the corresponding sample size as per the above formula was 172.

### 3.4 Data collection Methods

Data collection methods are a pillar in every research and its reliability will determine the significance and application of the entire study. To get reliable and valid data the research collected data from multiple respondents who are the employees from different cadres. Secondly, the research employed closed-ended questionnaires for collection of the quantitative data. This was distributed to the respondents' email addresses who then filled and send back the responses through the same platform.

The questionnaire was developed in reflection of the study objectives. The questionnaire comprised of two sections; Job design and Employee Engagement. Statements drawn from related studies were used in each section and measured using a Likert scale ranging from one to five where 1 was strongly disagree and five was strongly agree

### **3.6 Data Management and Analysis**

Quantitative data collected was coded, entered into SPSS version 22, cleaned and analysed using descriptive statistics and inferential statistics. Relationship between variables was established using Pearson correlation coefficients. The information was displayed by use of bar charts, graphs and pie charts and in prose-form. This was done by tallying up responses, computing percentages of variations in response as well as describing and interpreting the data in line with the study objectives and assumptions through use of the data analysis application to communicate the research findings.

The research performed correlation analysis to establish the nature and strength of the relationship between the independent and the dependent variable. Linear regression analysis was done to evaluate the predictive value of the independent variables on the dependent variable. Regression analysis and ANOVA tables were used to determine the relationship between job design and employee engagement. Data was presented using tables and pie charts to make them reader friendly.

Linear Regression equation:

$$Y=B+AX$$

Where;

Y is Job Design and X Employee engagement

### **3.7 Pilot test**

The studies carried out a pilot study to pretest and validate the questionnaire. Cronbach's alpha methodology, which is based on internal consistency, was used. Cronbach's alpha measures the average of measurable items and its correlation. This is in line with a qualitative research design methodology employed in this research project. The aim of the pilot study was to test the reliability of the questionnaires. The researcher selected a pilot group of 25 individuals from the target population to test the reliability of the research instrument, which represented 10% of the study population. The pilot data was not included in the actual study

#### **3.7.1 Validity and Reliability testing of the data collection tool**

Validity (Accuracy) is the degree to which a test or an instrument measures what it purports to measure (Nachmais & Nachmias, 1996). The questionnaire used has been tested for face validity-appears to be a good measure or not and content validity -

covers the behaviour domain to be measured. Morgeson and Humphrey (2006) validated work design questionnaire (WDQ) in a sample of 540 incumbents across 23 different jobs. They found that the WDQ demonstrated excellent reliability and convergent and discriminate validity.

Several empirical studies (for example Cgung-Yan, 2010; Grant, 2008a; Grant & Sonnentag, 2010) have used the WDQ. The study only applied the measures for job design characteristics and employee engagement. Reliability is a measure of the degree to which a research instrument yields consistent results after repeated trials (Mugenda & Mugenda, 1999). Reliability is the ability of an instrument to measure the same variable and give similar results in over a period or in different but consistent conditions. This study used the Cronbach's alpha mean of all possible split-half coefficients (Cortina, 1993) to measure reliability of the survey instrument.

### **3.8 Ethical Considerations**

Ethical approval to conduct the study was sought from the Strathmore University institutional research committee and AAR Healthcare management. The researcher exercised utmost caution while administering the data collection instruments to the respondents to ensure their rights and privacy was upheld. The purpose of the study was disclosed and explained to the respondents and participation in answering of the questionnaire was voluntary. No form of incentives was given to the participants as this would have interfered with their free will to participate in the study. The information provided by the respondents remained confidential and no form of identity was used in the questionnaires. The study participants were selected to participate in the study by agreeing to a formal consent.

## **CHAPTER FOUR: DATA ANALYSIS AND FINDINGS**

### **4.1 Introduction**

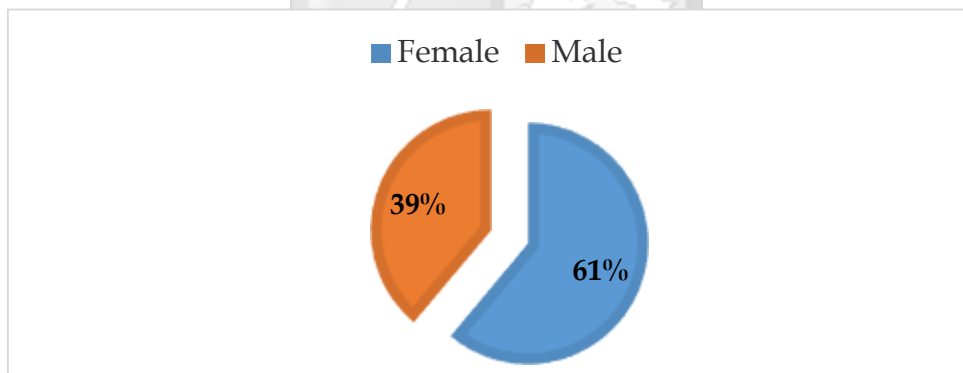
The chapter entails the findings of the data collected for the period 7<sup>th</sup> March to 17<sup>th</sup> March 2017. Data was collected from the employees working in the 18 branches of AAR Healthcare Kenya limited that are spread across the country with a total population of 302 employees. The sample size population was 172. The chapter entails the findings of the data collected and analysed.

### **4.2 Response Rate**

The number of completed questionnaires was 108 with a response rate of 63%. The response rate is comparative to other related studies. A study by Obianuju and Nsoedo (2015) had a response rate of 64% and while that done by Kariuki and Makori (2015) had a response rate of 64%.

### **4.3 Background of Information**

#### **4.3.1 Gender**



**Figure 4.1: Gender distribution**

Majority of the respondents were female (61%) with males comprising of only 39% of the respondents. This was congruent to the population demographics of the employees working in the organization.

### 4.3.2 Level of Education

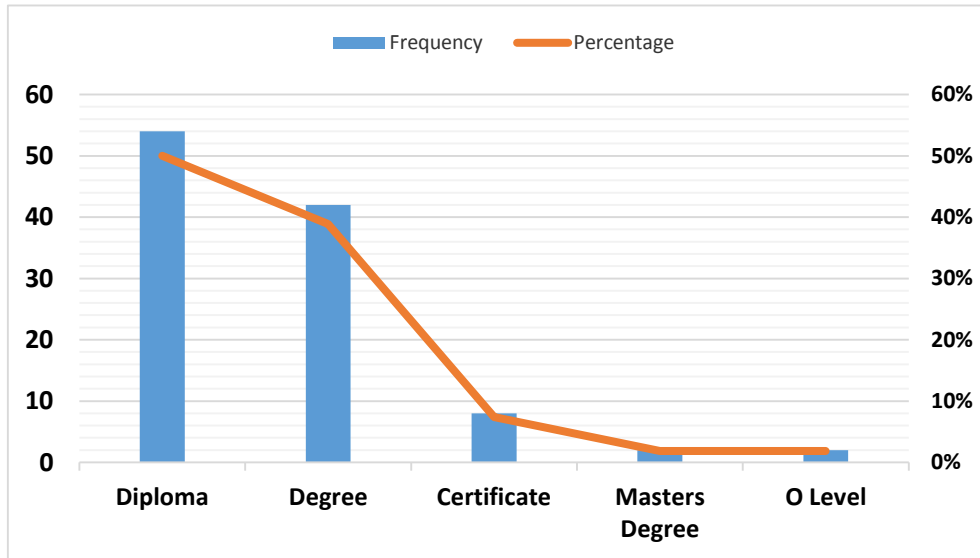


Figure 4.2: Level of education

From Figure above, majority of the respondents in the study had diploma level of education at 50% followed closely by degree holders at 40%. The least number of employees had O level qualification which is basically secondary school level of education. This is a clear indication that majority of the respondents had professional qualification or holders of college and university degrees. It is a true reflection of a corporate population.

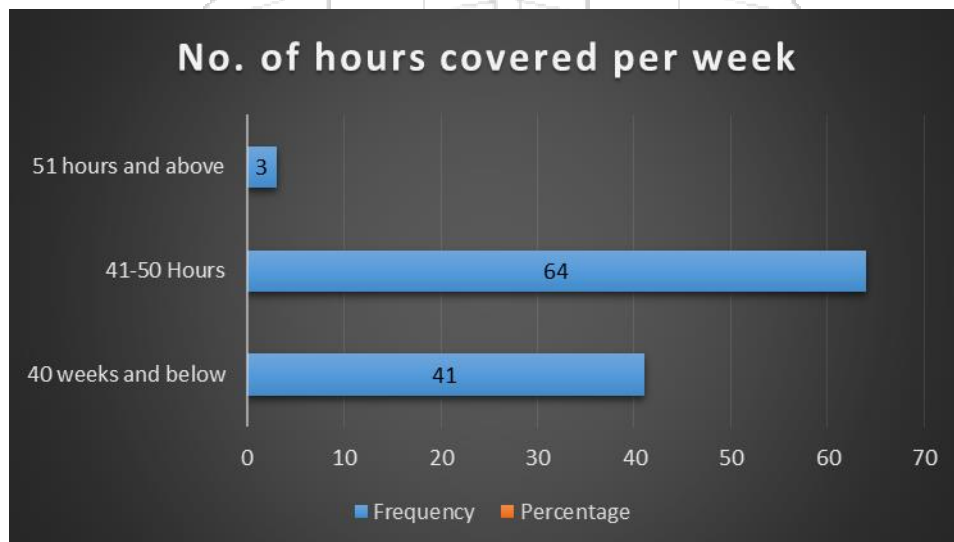
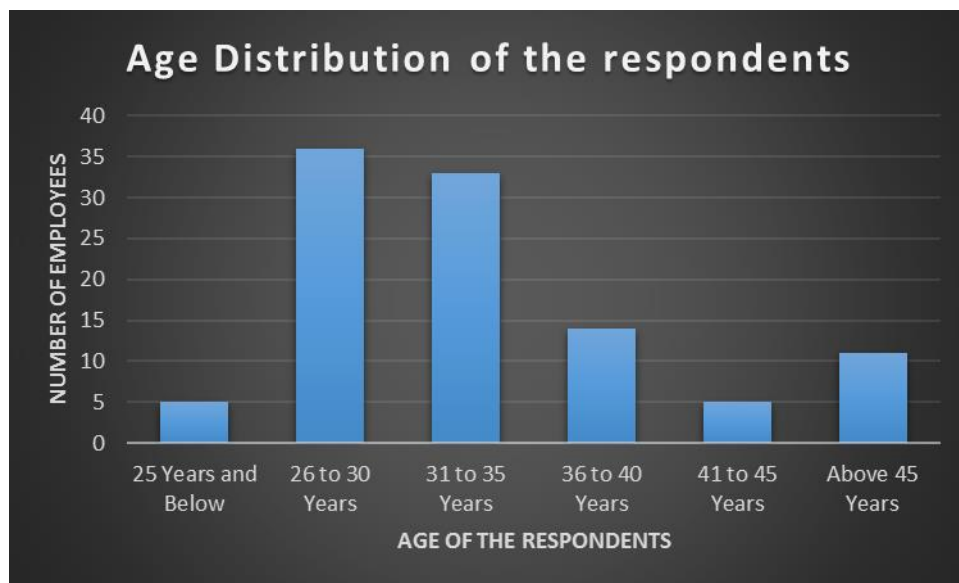


Figure 4.3: Number of hours worked per week



The research carried out analysis for the number of hours worked per week by the respondents. The results indicated that 64% of the respondents worked 41 to 50 hours in a week. This is attributed to the fact that the regular working hours per employee is estimated to be 9 hours in a day for five days in a week. Only three percent of the total employees reported to have worked more than 50 hours in a week. The findings further reviewed that 41% of the respondents worked less than forty hours in a week.



**Figure 4.4: Age distribution of the respondents**

Majority of the respondents were within the age bracket of 26 to 35 Years as shown in the figure above. Less than 10 employees were more than 45 years which is a clear indication of the age bracket amongst employees working in the private sector. It is also evident that less than 5 employees were below 25 years. Majority of the employees start working at the age of 23 years and above, that is after college or on completion of their first degree hence majority of the study participants had more than 2 years of experience either working in the same organization or from other organizations.

**Table 4.1: Distribution of respondents according to the number of years worked in the organization**

<b>Number of years worked in the organization</b>	<b>Frequency</b>	<b>Percent</b>
Less five Years	50	46%
6 to 10 Years	27	25%
11 to 15 Years	19	18%
16 to 20 Years	10	9%
More Than 20 Years	2	2%
<b>Total</b>	<b>108</b>	<b>100%</b>

The table above shows the distribution of the respondents according to the number of years they had worked in the organization. Majority of the respondents had worked in the organization for less than five years (50, 46%). However, only 2% of the employees had worked for the organization for more than 20 Years.

**Table 4.2: Distribution of respondents according to the number of years worked in their current position**

<b>Number of Years in the current position</b>	<b>Frequency</b>	<b>Percent</b>
5 Years and Below	72	67%
6 to 10 Years	25	23%
11 to 15 Years	3	3%
16 to 20 Years	8	7%
<b>Total</b>	<b>108</b>	<b>100%</b>

The table above shows that most of the respondents (72, 67%) had worked in the same position for not more than five years. The percentage of the employees who had worked in the same position for more than 10 years was approximately 10 percent. The organization turnover was estimated to be 3 years and this could be attributed to the high turnover rate in the organization. Majority of the respondents had worked in the same position for less than five years.

**Table 4.3: Statements relating to Work Autonomy**

Statement	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
<b>Work Scheduling Autonomy</b>					
The job allows me to make my own decisions about how to schedule my work.	4%	11%	10%	60%	15%
The job allows me to decide on the order in which things are done on the job.		8%	28%	54%	10%
The job allows me to plan how I do my work.	1%	6%	11%	54%	28%
<b>Decision Making Autonomy</b>					
The job allows me to make a lot of decisions on my own.		6%	12%	56%	27%
The job gives me a chance to use my personal initiative or judgment in carrying out the work.	2%	25%	27%	33%	13%
The job provides me with significant autonomy in making decisions.		15%	34%	38%	13%
<b>Work Methods Autonomy</b>					
The job allows me to make decisions about what methods I use to complete my work		6%	19%	57%	19%
The job gives me considerable opportunity for independence and freedom in how I do the work	1%	7%	12%	63%	17%
The job allows me to decide on my own how to go about doing my work	5%	20%	19%	47%	8%

A total of nine statements were used to assess the level of autonomy amongst the respondents. Majority of the respondents agreed that they had autonomy over work scheduling. For instance, 60% and 54% of the respondents, respectively, agreed that their jobs allowed them autonomy to make decisions about their work schedule, decide on the order of the things to be done and also decide on the plan of their work. Though the number of respondents with autonomy to make decisions was lower than

that of the autonomy for work scheduling, those who enjoyed higher autonomy at the work place were still the majority.

However, 34% of the respondents were not certain as to what extent that they were allowed to make decisions regarding their jobs (The job provides me with significant autonomy in making decisions). Autonomy on work methods was the highest as compared to Work scheduling autonomy. Majority of the respondents agree to the statements relating to work methods autonomy with over 63% and over 57% agreeing that they had considerable independence and freedom on how to do the work and autonomy to choose what methods to use in accomplishing their work respectively.

**Table 4.4: Summary of autonomy**

Level of Autonomy	Frequency	Percent
Strongly Disagree	2	2%
Disagree	12	11%
Neither Agree nor Disagree	20	19%
Agree	55	52%
Strongly Agree	17	16%

The table above shows that only 13% of the respondents did not have autonomy at work place. The findings showed that 68% (72) of the respondents had autonomy at their workplace.

**Table 4.5: Statements relating to the Task Variety**

Statement	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
The job involves a great deal of task variety.		4%	10%	69%	18%
The job involves doing a number of different things.		1%	8%	60%	31%
The job requires the performance of a wide range of tasks.		3%	23%	51%	23%
The job involves performing a variety of tasks.		2%	12%	58%	28%

Four statements were used to assess the level of task variety amongst the respondents. Most of the respondents agreed with most of the statements relating to task variety. A total of 87% of the respondents agreed that their task involved a great deal of task variety while 91% agreed that their job involved doing a number of different things. Most of the respondents agreed that their jobs required performing wide range of tasks (74%) and also that their jobs involved performing variety of tasks (86%).

**Table 4.6: Summary of Task Variety**

Task Variety	Percentage
Strongly Disagree	2%
Disagree	3%
Neither Agree Nor Disagree	13%
Agree	59%
Strongly Agree	23%

In summary, as per the table above, 82% of the respondents performed jobs that were of varied tasks. Only 5% of the respondents performed jobs without task variety

while 13% of the respondents were not certain of the variety in the tasks they performed.

**Table 4.7: Statements relating to Task Significance**

Statement	Strongly Disagree	Disagree	Neither Agree nor	Agree	Strongly Agree
The results of my work are likely to significantly affect the lives of other people.	3 %	6 %	7 %	35 %	48 %
The job itself is very significant and important in the broader scheme of things.			1 %	40 %	59 %
The job has a large impact on people outside the organization.		5 %	10 %	45 %	40 %
The work performed on the job has a significant impact on people outside the organization.	4 %	4 %	11 %	44 %	38 %

Table 4.7 shows the statements relating to the task significance. 83% of the respondents agreed that their work results had significant effect to the lives of other people while 99% of the respondents felt that the job they were doing was very significant and import to the broader scheme of things in the organization. Eighty five percent of the respondents agreed their job had great impact on people outside the organization while 82% felt that the worked performed on the job had significant impact on people outside the organization. The percentage number of respondents that disagreed with the statements relating to task significance was less than 10%.

**Table 4.8: Task Significance**

Task Significance	Percentage
Strongly Disagree	3%
Disagree	4%
Neither Agree nor Disagree	7%
Agree	40%
Strongly Agree	45%

Only 7% of the respondents performed jobs that were not considered significant according to this study. 85% of the respondents performed jobs that were considered of significance to the organization.

**Table 4.9: Statements relating to Task Identity**

Statement	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
The job involves completing a piece of work that has an obvious beginning and end.	9%	13%	13%	48%	17%
The job is arranged so that I can do an entire piece of work from beginning to end.		11%	20%	54%	15%
The job provides me the chance to completely finish the pieces of work I begin.	1%	5%	14%	60%	20%
The job allows me to complete work I start.		4%	12%	62%	22%

The statements relating to task identity were analyzed as shown in the table 4.9. Though the percentage of the respondents had jobs with high level of task identity, quite a number (21%) felt that their jobs did not have an obvious beginning and an end. Only 11% of the respondents disagreed with the statement that their job was arranged so that they can do an entire piece of work from beginning to end while 69% of the respondents agreed with the same statement. Most of the respondents (80%) performed jobs that gave them a chance to completely finish the pieces of work they had begun while only 6% disagreed.

**Table 4.10: Summary of the Task Identity statements**

<b>Task Identity</b>	<b>Percentage</b>
Strongly Disagree	2%
Disagree	7%
Neither Agree nor Disagree	14%
Agree	55%
Strongly Agree	18%

73% of the respondents performed jobs that had high levels of identity while 9% did not.

**Table 4.11: Statements relating to feedback from job**

<b>Statement</b>	<b>Strongly Disagree</b>	<b>Disagree</b>	<b>Neither Agree Nor Disagree</b>	<b>Agree</b>	<b>Strongly Agree</b>
The work activities themselves provide direct and clear information about the effectiveness (e.g., quality and quantity) of my job performance		6%	14%	57%	23%
The job itself provides feedback on my performance.		7%	13%	57%	22%
The job itself provides me with information about my performance.		7%	6%	57%	30%

The table 4.11 provides an analysis of the statements relating to feedback from work. Majority of the respondents, over 70% performed jobs that had a high level of feedback while only Less than 7% of the respondents performed jobs that they were not satisfied with the level of feedback.



**Table 4.12: Summary of Feedback from work**

Feedback	Percent
Strongly Disagree	1%
Disagree	7%
Neither Agree nor Disagree	10%
Agree	58%
Strongly Agree	26%

The table 4.12 shows a summary of the statements related to feedback from job. Majority of the respondents performed jobs that offered high level of feedback.

**Table 4.13: Statements related to Employee Engagement**

Statement	Strongly Disagree	Disagree	Neither Agree Nor Disagree	Agree	Strongly Agree
At my work, I feel bursting with energy	3%	6%	21%	54%	16%
At my job, I feel strong and vigorous			20%	59%	20%
I am enthusiastic about my job	1%	3%	6%	52%	39%
My job inspires me			6%	49%	45%
When I get up in the morning, I feel like going to work		2%	26%	43%	30%
I feel happy when I am working intensely	1%	1%	15%	59%	24%
I am proud of the work that I do			1%	44%	55%
I am immersed in my work.	1%	7%	12%	63%	17%
I get carried away when I am working	5%	20%	19%	47%	8%

**Table 4.14: Summary of the statements regarding Employee Engagement**

<b>Engagement</b>	<b>Percent</b>
Strongly Disagree	1%
Disagree	5%
Neither Agree nor Disagree	15%
Agree	49%
Strongly Agree	30%

The table 4.14 shows that majority of the respondents were engaged at their work (79%), as compared to 21% who did not feel engaged at their work.



## 4.5 Cross Tabulation and Chi-Square Tables

**Table 4.15: The effect of Autonomy on employee engagement**

		Engagement		Total
		Not Engaged	Engaged	
Autonomy	No Autonomy	19	5	24
	Autonomy	1	83	84
Total		20	85	108

### Chi-Square Test Values

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	462.181 <sup>a</sup>	150	.000
Likelihood Ratio	228.476	150	.000
Linear-by-Linear Association	48.044	1	.000
N of Valid Cases	108		

The results show that employees who had autonomy were also found to be engaged. The cross-tabulation table 4.15 shows that 83 employees who performed jobs with autonomy were also engaged at their work. The Chi Square tests for the relationship between autonomy and employee engagement showed that the two variables were significant related (Chi-Square=462.18, p=0.00).

**Table 4.16: Effect of Task Variety on employee engagement**

		Engagement		Total
		Not Engaged	Engaged	
Variety	Low Variety	15	4	19
	High Variety	32	57	89
Total		47	61	108

### Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	244.199 <sup>a</sup>	120	.000
Likelihood Ratio	163.581	120	.005
Linear-by-Linear Association	43.245	1	.000
N of Valid Cases	108		

a. 140 cells (97.2%) have expected count less than 5. The minimum expected count is .02.

The table 4.16 shows that Task Variety was related to the level of employee engagement. The cross-tabulation table of task variety against employee engagement show that 64% (57, 89) of the employees whose jobs were of high variety were engaged at their work. The relationship between Task variety and employee engagement was also found to be very significant, Chi-Square=244.199, P=0.000.

**Table 4.17: The effect of Task Significance on Employee engagement**

	Engagement			Total
		Engaged	Not Engaged	
Significance	High Significance	35	57	92
	Low Significance	4	12	16
	Total	39	69	108

### Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
• Pearson Chi-Square	488.506 <sup>a</sup>	165	.000
Likelihood Ratio	227.578	165	.001
Linear-by-Linear Association	30.271	1	.000
N of Valid Cases	108		

a. 192 cells (100.0%) have expected count less than 5. The minimum expected count is .01.

Task Significance was significantly related to employee engagement (Chi-Square=488.506,  $p=0.000$ ). Out of the 16 employees who performed jobs with low significance, 12 of them were not engaged. However, though majority performed jobs with high significance (92), 57 (62%) were not engaged as compared to 35(38%) who were engaged. Most jobs in the service industry particularly healthcare industry are extremely significant as it involves direct and immediate impact on the human feelings and state of wellbeing. However, the significance of these jobs to the organization and the society as whole does not strongly determine the commitment with which the employees perform their jobs.

**Table 4.18: The effect of Task Identity on Employee Engagement**

Task Identity	Engagement			Total
	Engaged	Not Engaged		
High Identity	53	21		74
Low Identity	8	26		34
Total	61	47		108

**Chi-Square Test**

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	451.506 <sup>a</sup>	195	.000
Likelihood Ratio	218.920	195	.115
Linear-by-Linear Association	56.115	1	.000
N of Valid Cases	108		

a. 220 cells (98.2%) have expected count less than 5. The minimum expected count is .01.

Task Identity affected the level of employee engagement as shown in the table above. Most of the employees who showed high level of engagement agreed that their task showed high degree of identity. The relationship between the two variables was also significant as shown by the Chi-Square Tests above (Chi-Square=451.506,  $p=0.000$ ). The total number of employees with high task identity was 74, with 53 of them showing high levels of engagement at their work (72%) as compared to 28% who were not engaged yet their task had high level of identity.

**Table 4.19: The Effect of Feedback from Work on Employee Engagement**

Feedback from Work	Engagement			Total
		Engaged	Not Engaged	
High Feedback	63	21	84	
Low Feedback	8	1	9	
<b>Total</b>	<b>71</b>	<b>22</b>	<b>93</b>	

160 cells (100.0%) have expected count less than 5. The minimum expected count is .02.

The cross-tabulation table 4.19 shows that employees whose jobs had high feedback were also engaged, 63 out of the 84 employees who had jobs with high feedback from work were engaged. This shows that there was a significant relationship between feedback from work and employee engagement (Chi-Square=398.063, P=0.000). However out of the 9 employees whose jobs had low feedback only 1 was not engaged. This shows that feedback had low positive impact on the employee engagement.

**Table 4.20: Overall effect of job design on employee engagement**

Job Design	Engagement				Total
	Engaged		Not Engaged		
	Fre.	%	Fre.	%	
Well Designed Job	61	92%	26	62%	87
Poorly Designed Jobs	5	8%	16	38%	21
<b>Total</b>	<b>66</b>	<b>100%</b>	<b>42</b>	<b>100%</b>	<b>108</b>

### Chi-Square Tests

	Value	Df	Asymp. Sig. (2-sided)
Pearson Chi-Square	1279.085 <sup>a</sup>	900	.000
Likelihood Ratio	468.652	900	1.000
Linear-by-Linear Association	70.910	1	.000
N of Valid Cases	108		

a. 976 cells (100.0%) have expected count less than 5. The minimum expected count is .01.

Table 4.20 shows overall relationship between Job Design and employee engagement. The findings reveal a positive strong relationship between job design and employee engagement. The Chi-Square values, 1279.085,  $p=0.00$ , suggest that there is a significant relationship between job design and employee engagement. The cross-tabulation table 4.20 shows that 92% of the employees who were engaged had well-designed jobs as opposed to 62% of the respondents not engaged but with well designed jobs.

### 4.6 Regression Analysis

**Table 4.21: Descriptive Analysis**

#### Descriptive Statistics

	Mean	Std. Deviation	N
Engagement	4.0451	.41947	108
Feedback	3.7932	.74147	108
Variety	4.0671	.42223	108
Identity	3.7986	.66668	108
Autonomy	3.7006	.77196	108
Significance	4.2662	.63418	108

The descriptive statistics above shows that most of the respondents were well engaged (mean=4.0451) and they were performing jobs with high significance (Mean=4.2662). As compared to other variables, autonomy had the lowest mean of 3.7006. This could be associated with the fact that most of the decisions in the

organization were set by the senior executives and there were limited chances of making decisions in their line of duties.

#### 4.6.1 Analysis of Variance

**Table 4.22: Showing Analysis of Variance**

##### Model Summary

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.818 <sup>a</sup>	.670	.654	.24683

a. Predictors: (Constant), Significance, Variety, Identity, Autonomy, Feedback

b. Dependent Variable: Engagement

##### ANOVA<sup>a</sup>

Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	12.612	5	2.522	41.403	.000 <sup>b</sup>
	Residual	6.214	102	.061		
	Total	18.827	107			

a. Dependent Variable: Engagement

b. Predictors: (Constant), Significance, Variety, Identity, Autonomy, Feedback

The ANOVA statistics has significance level of 0.00 purporting that the data is fit for making conclusion on the population parameters. The independent variables, Autonomy, variety, Significance, Identity and Feedback significantly affect the employee engagement ( $f_{41.403} > 2.666$ ). The model has goodness of fit for the data generated ( $p < 0.005$ ). The model further reveals that 67% of the employees' level of engagement is predicted by job design (R Square=.670).

#### 4.6.2 Linear Regression

The figure below shows that majority of the respondents lie on the positive right side of the graph which is a positive relationship between the Dependent and the Independent Variables.



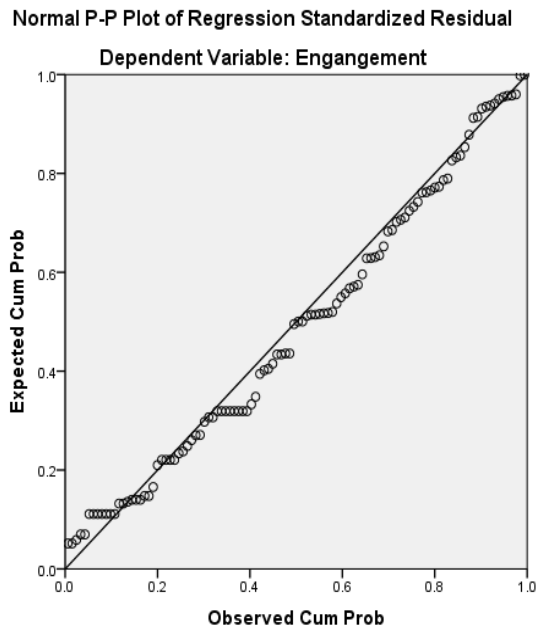


Figure 4.5: Scatter Plots

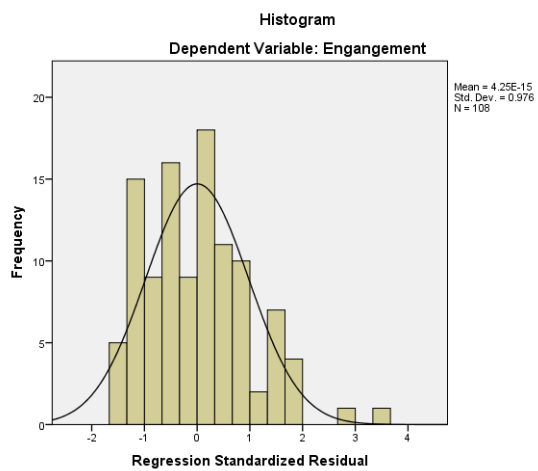


Figure 4.6: Distribution of Employee Engagement

**Table 4.23: Correlation Coefficients**

Coefficients						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	2.289	.210		10.891	.000
	autonomy	.397	.051	.756	7.847	.000
	Feedback	.065	.063	.065	1.028	.000
	Variety	.136	.054	.216	2.535	.000
	Significance	.128	.057	.236	2.255	.000
	Identity	.093	.044	.141	2.110	.000
a. Dependent Variable: Engagement						

The coefficients analysis supports a positive linear relationship between the independent variables and dependent variables. Autonomy had the highest effect on the employee engagement (B=0.397) while Feedback and Identity had the least effect on employee engagement, B=0.65 and B=0.93 respectively. This is a clear indication that employees with the highest level of Autonomy had the highest level of engagement at the work place as compared to those who performed jobs with high level of task variety, significance, identity and feedback. Therefore, from the above table the linear equation can be summarized as per below equation;

$$Y=2.289+0.397X1+0.136X2+0.128X3+0.093X4+0.065X5$$

**Where**

**X1=Autonomy, X2=Task Variety, X3=Task Significance, X4=Task Identity, X5=Feedback from work.**

This equation shows that there is a corresponding change in dependent variable for any unit change in independent variable.

## 4.7 Correlations

**Table 4.24: Table Showing Correlation Analysis**

		<b>Vigour</b>	<b>Dedication</b>	<b>Absorptions</b>	<b>Engagement</b>
Autonomy	Pearson Correlation	.621**	.802**	.447**	.864**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	108	108	108	108
Variety	Pearson Correlation	.560**	.748**	.387**	.790**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	108	108	108	108
Feedback	Pearson Correlation	.406**	.670**	.218*	.636**
	Sig. (2-tailed)	.000	.000	.023	.000
	N	108	108	108	108
Identity	Pearson Correlation	.391**	.552**	.174	.532**

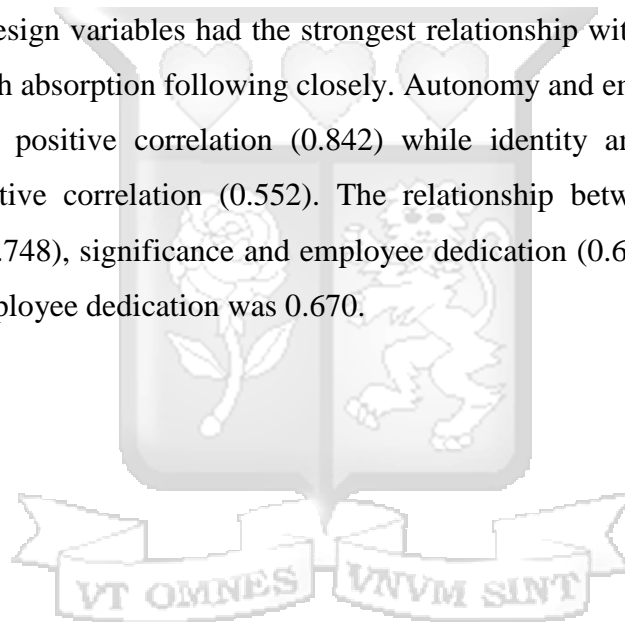
	Sig. (2-tailed)	.000	.000	.072	.000
	N	108	108	108	108
Significance	Pearson Correlation	.519**	.693**	.341**	.724**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	108	108	108	108
Job Design	Pearson Correlation	.586**	.785**	.372**	.814**
	Sig. (2-tailed)	.000	.000	.000	.000
	N	108	108	108	108

The Pearson correlations extracted as per the table above showed significant relationship between the study variables. Job design showed strong relationship with employee engagement (0.814, P=0.000). It was also established that all the independent variables namely; autonomy, task variety, task identity, task significance and feedback had correlation with employee engagement. Dedication showed the

strongest correlation with job design (0.785) as compared to absorption and vigor (0.372 and 0.586 respectively).

Autonomy had the strongest positive relationship with employee engagement as compared to other indicators of job design. The Pearson correlation value for each job design variables was extracted. Autonomy versus employee engagement was 0.864, variety versus employee engagement 0.790, significance 0.724, feedback from work 0.636 and identity 0.532. Employee engagement indicators; dedication, absorption and vigor were correlated with job design indicators; autonomy, variety, identity, feedback and significance.

All the job design variables had the strongest relationship with employee dedication and vigor with absorption following closely. Autonomy and employee dedication had the strongest positive correlation (0.842) while identity and dedication had the weakest positive correlation (0.552). The relationship between task identity and dedication (0.748), significance and employee dedication (0.693) and feedback from work and employee dedication was 0.670.



## **CHAPTER FIVE: DISCUSSION OF THE FINDINGS**

### **5.1 Introduction**

This chapter provides an in-depth explanation of the findings of the study highlighting the key thematic areas of the study. It describes the relationship between the independent and dependent variables. Autonomy, Task Variety, Significance, task identity and feedback was related with employee engagement.

### **5.2 The effect of Autonomy on Employee engagement.**

The chi-square analysis of the relationship between autonomy and employee engagement revealed that the two variables had significant relationship and positively affected each other (Chi-Square=462.181,  $p=0.000$ ). This is supported by Hackman and Oldham theory of Job Characteristics model which proposes that job design predicts employee overall behavior at work.

Employees performing jobs with great autonomy are more thrilled and immersed in their jobs as compared to those who had limited liberty to make decisions in their jobs. The study findings support the Met-analysis done by Humprey et al., (2007) which suggested that Low anxiety, reduced stress and burnout amongst workers at the work place are associated with job autonomy. Engaged employees elicit low anxiety, reduced stress, low turnover rate, reduced intention to quit and low burn out amongst workers (Maslach et al., 2001). Moreover, autonomy is strongly related to attitudinal job outcomes such as job satisfaction, organizational commitment and motivation.

### **5.3 The effect of task Variety on Employee engagement.**

According to the findings of the study, task variety was found to be positively associated with employee engagement (Chi-Square=244.199,  $P=0.000$ ). The study established that 82% of the respondents agreed that their jobs were varied in their respective workplace. It was also established that majority of the employees whose jobs were varied elicited high level of engagement at their work. 64 % ( 57, 89) of the employees in jobs with high variety were engaged). Task variety which is the degree to which a job requires an employee to perform a wide range of task is related to employee performance and job satisfaction (Humphrey et al., 2007). Scholars have

further revealed that highly engaged employees exhibit high level of performance at their jobs (Rainer, Hamp & Verlag, 2011). Repetitious and unchallenging jobs can be a source of psychological distress and disengagement (Morgeson & Humphrey, 2006). On the other hand, people who perform challenging tasks yet very interesting, experience motivation and inspiration to continue investing their energies in their work which is the source of great engagement (Crawford et al., 2013).

#### **5.4 The effect of Task Significance on employee Engagement.**

Task Significance was significantly related to employee engagement (Chi-Square=488.506,  $p=0.000$ ). Out of the 16 employees who performed jobs with low significance, 12 of them were not engaged. However, though majority performed jobs with high significance (92), 57 (62%) were not engaged as compared to 35(38%) who were engaged.

Most jobs in the service industry particularly healthcare industry are extremely significant as it involves direct and immediate impact on the human feelings and state of wellbeing. However, the significance of these jobs to the organization and the society as a whole did not strongly determine the commitment with which the employees perform their jobs.

#### **5.5 The effect of Task Identity on employee engagement**

Task Identity is the extent to which the job requires completion of a whole and identifiable piece of work. It was established from the findings that 73% of the employees agreed that their jobs had high level of identity. The cross tabulations analysis also revealed that employees who performed jobs with high identity were also likely to be engaged at their work.

The results show that 72% (53, 74) of the engaged employees had jobs with high identity in the organization. The Chi-Square test analysis suggest that the relationship between Task identity and employee engagement was significant (Chi-Square=451.506,  $p=0.000$ ). Studies have also identified relationships between task identity and employee engagement and would suggest that designing jobs with high task identity will improve employee engagement (Christian, Garza & Slaughter, 2011).

## **5.6 The effect of Feedback from work on employee engagement**

Feedback from work is defined as the feedback from the job itself or knowledge of the activities related to the job (Morgeson & Humphrey, 2006). This study established that Feedback from work was positively correlated with employee engagement (Pearson correlation=0.406, P=0.000). Further the study revealed that 75% of the employees in jobs with high feedback were also engaged at their work. However out of the 9 employees whose jobs had low feedback only 1 was not engaged. This shows that feedback had low positive impact on the employee engagement.

The study purports that feedback from work significantly affects employee engagement. Feedback from work enables the employees to get a comprehension of the roles they hold in the organization. Workers adjust their behaviors based on the goals they hold in the organization (Vancouver, 2005). According to Hackman and Oldham Job Characteristics model, feedback from work has greater impact to the employee motivation and overall satisfaction.

## **5.7 Overall Effect of Job Design on Employee Engagement.**

Job characteristics as outlined in the job characteristics model, influences the employee behaviour resulting in high job involvement, organizational commitment, high staff performance, employee satisfaction, reduced burn-out and work relate stress, low turn-over intentions and absenteeism at work (Morgeson & Humphrey, 2006).

Humphrey and Morgeson (2007), in their review of job characteristics theory, argued that employee engagement is an outcome of well-designed job characteristics. From the study findings, Job design showed a strong relationship with employee engagement (0.814, P=0.000). This can be attributed to the high number of employees (102 employees) at AAR Healthcare (K) LTD, who have supervisory roles.

## **CHAPTER SIX: CONCLUSION AND RECOMMENDATIONS**

### **6.1 Conclusion**

The study findings suggest that employees who have freedom to make decisions on their task will be more committed and dedicated at their work as compared to those who did not have freedom to make decisions.

Task variety positively influences employee level of engagement. This study has established that highly varied jobs are a source of employee engagement. Employers are expected to make job designs that are as varied as possible in order to maximize employee engagement which has been significantly associated with low turnover rate, work absenteeism, and improved organization commitment and high performance. Employers are therefore encouraged to craft job that are varied in order to improve employee engagement and the associated high level of performance and job satisfaction.

Task significance was found to influence work engagement in a positive manner. The data analysis showed that there was significant relationship between task significance and work engagement. Most jobs in the service industry particularly healthcare industry are extremely significant as it involves direct and immediate impact on the human feelings and state of wellbeing. However, in this study, the effect of significance on employee engagement was not as strong as that of task variety and autonomy.

This study has identified that there is significant relationships between task identity and employee engagement and suggest that designing jobs with high task identity will improve employee engagement.

Feedback from work significantly affected the level of employee engagement. Jobs that are designed in such a manner that an employee is involved from the beginning of the tasks to the end led to high level of engagement. This study suggests that organizations must design jobs that involve the individual employee from beginning of the task to the celebration or conception of the expected end results. According to



the study findings, and those of the preceding studies, feedback from work contributes to high employee engagement.

In conclusion, majority of the employees at AAR Healthcare were engaged in their jobs and this could be attributed to the high number of employees with supervisory roles. Job design contributed to 67% of the level of employee engagement at their work. Autonomy was the most influencing factor as compared to other job characteristics. This suggests that employees must be given freedom of work scheduling, decision making and work methods to use. This kind of freedom will improve the level of employee engagement which is strongly associated with employee high performance and other positive organizational behaviors.

Employees must be able to feel that their jobs allow them freedom to make decisions, decide on the process flows, that their jobs are of varied tasks and are significant to the overall purpose of the organization or the department.

## **6.2 Recommendations**

The findings of the study recommend that AAR Healthcare should focus on ensuring that the employees' job designs are well designed in order to improve employee engagement. The crafting of job design should begin from the employee perspective and not the top management. The employees must be given a chance to give suggestions regarding their own job profile. This will ensure that employees are performing jobs that they are satisfied with.

Healthcare industry as a whole should emulate the findings of this study and craft jobs that are well designed in order to maximize on the healthcare workers' input.

The managers of health care institutions should rethink the concept of employee engagement as it promotes high performance and productivity in the organization.

Researchers should rethink the concept of employee engagement and explore the overall effect of work design on employee engagement.

## **6.3 Areas of Further Studies**

This study recommends further research in organizational environment and exploration of other factors that may affect employee engagement.

In the course of this study, factors such as leader member exchange and job satisfaction were not put into consideration on how they can affect employee engagement.

The study was carried out in a private outpatient healthcare setting. Private healthcare has been associated with better healthcare services and employment of highly qualified employees in order to maximise on work efficiency and output. Therefore, replication of this study in public sector would shed more light on the effect of job design on employee engagement.



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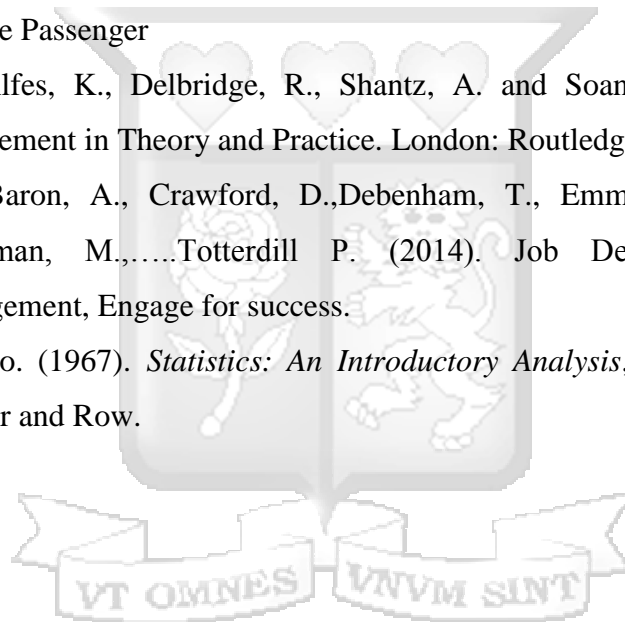
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## **Appendix 1: Study Questionnaire**

**Dear Respondent,**

My name is **Catherine Mackenzie**, a Master's Degree student of **MBA in Healthcare Management** at Strathmore University. I am conducting a study on job Design and its effect on employee engagement amongst employees of AAR Healthcare Kenya Ltd. This is in partial fulfilment for the award of my master's degree.

### **GENERAL SURVEY INSTRUCTIONS**

Please respond as accurately and honestly as possible. There is no right or wrong responses. For each question, choose the response option on the scale that best corresponds to your opinion. The survey should take less than 15 minutes.

The survey is confidential to ensure candid responses. No individual data will be reported back to the organization. All responses will be grouped and a feedback report will be created across all participants. I will retain all completed surveys.

Your judgments are very important to this process. If you have any questions, feel free to contact me at email: [catherine.mackenzie@aar-healthcare.com](mailto:catherine.mackenzie@aar-healthcare.com) , or [mackenziecatherine450@gmail.com](mailto:mackenziecatherine450@gmail.com) cell phone no. +254 700366072.

Thank you for your help.

### **SPECIFIC INSTRUCTIONS AND RESPONSE SCALE**

The questions in this section concern characteristics of the job itself. Using the scale below, please indicate the extent to which you agree with each statement. Remember to think only about your job itself, rather than your reactions to the job.

1= Strongly Disagree

2= Disagree

3= Neither Agree nor Disagree

4= Agree

5= Strongly Agree



**Section A: Demographic Data**

1. What is your Job Title? \_\_\_\_\_

2. In what year were you born? 19 \_\_\_\_\_

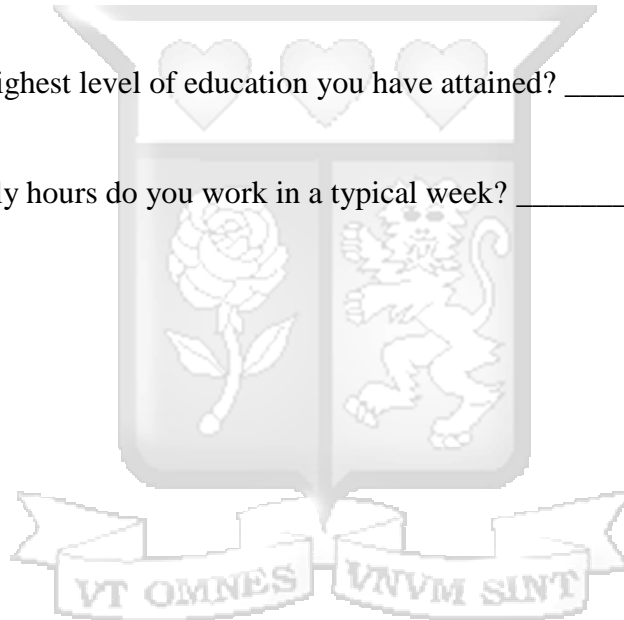
3. What is your Gender?      Female                            Male                     

4. How long have you worked at this job? \_\_\_\_\_ years \_\_\_\_\_ months

5. How long have you worked at this organization? \_\_\_\_\_ years \_\_\_\_\_ months

6. What is the highest level of education you have attained? \_\_\_\_\_

7. Approximately hours do you work in a typical week? \_\_\_\_\_



**Section B: Job Design Characteristics**

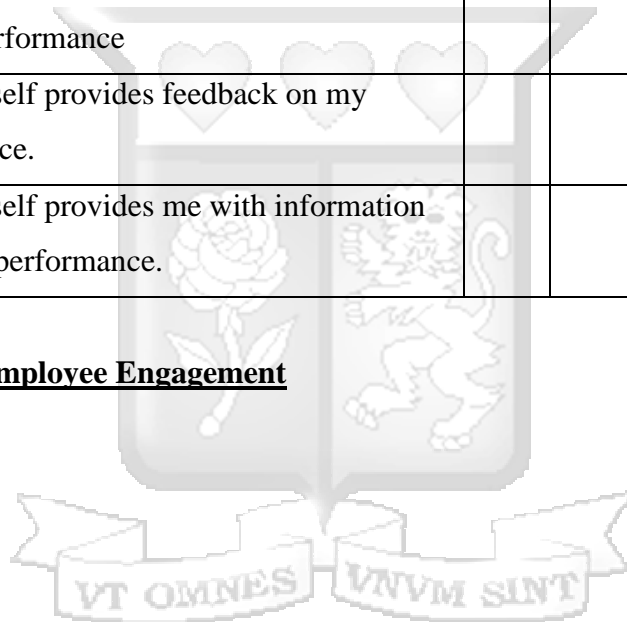
This subsection is concerned with Job Design at AAR healthcare Kenya Ltd. Please mark (x) in the box which best describes your agreement or disagreement.

Statement	Strongly Disagree (1)	Disagree (2)	Neither Agree Nor Disagree	Agree (4)	Strongly Agree (5)
<b>TASK CHARACTERISTICS</b>					
<b>Work Scheduling Autonomy</b>					
The job allows me to make my own decisions about how to schedule my work.					
The job allows me to decide on the order in which things are done on the job.					
The job allows me to plan how I do my work.					
<b>Decision Making Autonomy</b>					
The job allows me to make a lot of decisions on my own.					
The job gives me a chance to use my personal initiative or judgment in carrying out the work.					

The job provides me with significant autonomy in making decisions.					
<b>Work Methods Autonomy</b>					
The job allows me to make decisions about what methods I use to complete my work					
The job gives me considerable opportunity for independence and freedom in how I do the work					
The job allows me to decide on my own how to go about doing my work					
<b>Task Variety</b>					
The job involves a great deal of task variety.					
The job involves doing a number of different things.					
The job requires the performance of a wide range of tasks.					
The job involves performing a variety of tasks.					
<b>Task Significance</b>					
The results of my work are likely to significantly affect the lives of other people.					
The job itself is very significant and important in the broader scheme of things.					
The job has a large impact on people outside the organization.					
The work performed on the job has a significant impact on people outside the organization.					
<b>Task Identity</b>					

The job involves completing a piece of work that has an obvious beginning and end.					
The job is arranged so that I can do an entire piece of work from beginning to end.					
The job provides me the chance to completely finish the pieces of work I begin.					
The job allows me to complete work I start.					
<b>Feedback from Job</b>					
The work activities themselves provide direct and clear information about the effectiveness (e.g., quality and quantity) of my job performance					
The job itself provides feedback on my performance.					
The job itself provides me with information about my performance.					

**Section C: Employee Engagement**



<b>Statement</b>	<b>Strongly Disagree (1)</b>	<b>Disagree (2)</b>	<b>Neither Agree Nor Disagree (3)</b>	<b>Agree (4)</b>	<b>Strongly Agree (5)</b>
<b>Employee Engagement</b>					
At my job, I feel strong and vigorous					

I am enthusiastic about my job					
My job inspires me					
When I get up in the morning, I feel like going to work					
I feel happy when I am working intensely					
I am proud of the work that I do					
I am immersed in my work.					
I get carried away when I am working					

This subsection is concerned Employee engagement at AAR healthcare Kenya Ltd.  
Please mark (x) in the box which best describes your agreement or disagreement.



## Appendix 2: Strathmore University Institutional Review Board Approval Letter



5<sup>th</sup> March 2018

SU-IRB 0171/18

Dr. Catherine Mackenzie  
P.O Box 55608, 00200  
Nairobi

Email: [mackenziecatherine450@gmail.com](mailto:mackenziecatherine450@gmail.com)

Dear Dr Mackenzie,

REF **MBA-HCM 092997 Protocol ID: SU-IRB 0171/18**  
**EVALUATION OF JOB DESIGN AND ITS EFFECT ON EMPLOYEE ENGAGEMENT IN A PRIVATE**  
**OUTPATIENT HEALTHCARE PROVIDER IN KENYA: A CASE OF AAR HEALTHCARE KENYA LTD**

We acknowledge receipt of your application documents to the Strathmore University Institutional Ethics Review Committee (SU-IERC) which includes:

1. Study Proposal dated February 2018
2. Participant Information and Consent form version 1 dated 19 February 2018
3. Study Questionnaires dated February 2018
4. CV

The committee has reviewed your application, and your study "*Evaluation of Job Design and Its Effect on Employee Engagement in a Private Outpatient Healthcare Provider in Kenya: A Case Of AAR Healthcare Kenya Ltd*" has been granted **approval**.

This approval is valid for one year beginning **5<sup>th</sup> March 2018 until 4<sup>th</sup> March 2019**.

In case the study extends beyond one year, you are required to seek an extension of the Ethics approval prior to its expiry. You are required to submit any proposed changes to this proposal to SU-IERC for review and approval prior to implementation of any change.

SU-IERC should be notified when your study is complete.

Thank you

Sincerely,

Amina Salim  
Regulatory Affairs Fellow

