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*Original Article*

### Influence of Variations in Job Description on Organizational Performance in Nyanchwa Adventist College in Kisii County, Kenya

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The performance of an organization is directly linked to those who work for it hence hiring unqualified staff can be costly in the long run. Nyanchwa Adventist College enrolment trend has been going down for the last five years despite the many efforts put by marketing and outreach programs to restore it. Financial performance depends on the student enrolment given that the college does not receive any external funding. The purpose of the study was to analyse the variations in staff recruitment strategies on performance at Nyanchwa Adventist College in Kisii County, Kenya. Descriptive survey design will be employed in the study. The target population will be the 158 staff and students at Nyanchwa Teachers Colleges. Stratified random sampling was used as it covers all sections of staff and members of management that will give a sample size of 113 using the Israel formula. Both Primary and Secondary data were availed using questionnaires and interviews. The reliability for the research instruments were determined by Cronbach's alpha through Test-retest method where a value more than 0.70 was considered reliable. Validation was determined by the supervisor and data collection experts. Data was analysed using both inferential and descriptive statistics that was presented in percentage, mean, standard deviations and tables. The results obtained from the study were used to improve the recruitment process, thus reversing the declining enrolment trends in order to boost the financial base. The research findings indicate that the majority strongly agreed that the organizations' workers are highly qualified and they understand their job descriptions, this is because there is proper supervision which helps each employee to learn and follow their job description. Variation in employee qualification on organizational performance, the result showed that the majority strongly agreed that the organization employs only qualified staff for the betterment of the organization. It is up to the management of Nyanchwa College to upgrade all employees for better productivity.

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## INTRODUCTION

Tumer (2005) states that the success behind any organization entirely depends on how all activities are carried out by the human resource of the organization that should have a detailed job description program, which will determine activities, skills, and abilities required in performing a given job. Job description according to Barry (2003) refers to a written document that elaborates the specific assignments of a job that includes the content and attributes of a job that specifies the tasks an employee is supposed to do. Job description gives a sense of responsibility and commitment to the employee as well as leads to motivation, job satisfaction, and job grading, which helps to distinguish between work levels in which jobs are compared, transfer, and promotions, adjustments of grievances and provides guidelines during interviews (Kelly et al., 2001).

In a study by Halima (2014), the effect of different job descriptions was evaluated with interviews, questionnaires, and documentation. The findings indicate that 38% of workers did not have job descriptions that matched what they were responsible for and proficient in. The study showed

that 97% of the respondents thought that the inclusion of job descriptions would improve their performance. Problems contributing to poor results include lack of consistency in job descriptions, poor participation of employees in the decision-making process, and underutilization of skills gained by workers.

Krishnam and Sweta (2017) noticed that employee performance relies on the explicit job description that is given by the company itself, but that was not considered in these organizations. To correct that situation, the researcher proposed the creation of a job description that would provide detailed roles and duties for the employee within various divisions to resolve the challenges of poor employee performance. A job description is a path map for the success of any employee, but this became a problem because in these organizations a written job description was not available. The employees must perform the tasks assigned to them by the researcher and the researcher suggests that the commission should create written job descriptions for every employee.

Hawa (2018) examined the effect of job redesign on ICRAF workers. The thesis conducted random

sampling and used a structured questionnaire to collect sample size and data for analysis. The researcher evaluated his data using descriptive statistics and presented the data in graphs and tables. The study found that respondents moderately accepted that work enlargement led to the recognition of ability shortfall concerning matched skills and competencies. Though the study showed that work enlargement yielded strong findings, the results were more profound for larger companies. The pursuit of work enrichment and an overall rise in employee roles culminated in an increase in duties. The results suggest that being assigned new roles has resulted in changes in areas of self-management and job independence.

Okumbe (1999) says that job descriptions act as a tool of communicating gives direction that an organization follows by increasing the levels of performance. It also helps meeting all the requirements of the law of instance 1/3 of gender rule, inclusion of the minority groups, people with disabilities, the youths among others as useful in grading and classification of jobs, handling human resource challenges among others and finally it relied upon for making salary evaluations.

## RESEARCH METHODOLOGY

The study was conducted at Nyanchwa Adventist College, Kisii County, Kenya. Kisii Town is cosmopolitan with a population of 97,000 according to the 2019 population census. Agriculture and manufacturing are the key backbones of the Town's economy. The town hosts numerous academic institutions that offer different courses.

This study used descriptive research design as it gave a detailed description of events, situations, and interactions between people and things (Cooper & Schindler, 2008). The descriptive research design was preferred because it ensured complete description of the situation, making sure there was minimum bias in the collection of data (Kothari, 2008). The target population for this study covered

all the workers of Nyanchwa Adventist College. The total population of Nyanchwa Adventist College according to the registrar's office is 72. Stratified random sampling was used to select a sample that will represent the entire population and every important parameter will be included. The sample size was obtained by using formulae by Israel (2009):

$$n = \frac{N}{1+Ne^2} \quad n = \frac{72}{1+158(0.05^2)} = 52$$

The researcher used a self-administered questionnaire as a research tool to collect data from the respondents and comprised both open and closed-ended questions. Interview sheet was used to get information from the administrative staff. The data collected was edited first and checked whether it is complete and properly filled. The data was then cleaned, tabulated using descriptive and inferential statistics. This data was entered in excel spreadsheet then imported into Statistical Package for Social Sciences (SPSS). Analysis of the data will enable the researcher to interpret the information and draw conclusions and recommendations of the study. The analysed data was represented in charts.

## RESULTS AND DISCUSSIONS

### Response Rate

The study targeted a sample size of 52 respondents. All respondents responded and returned their questionnaires contributing to 100% response rate. According to Mugenda and Mugenda (1999) a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and over is excellent; therefore, since it was 100%, this response rate is adequate for analysis and reporting. The researcher made use of frequency tables to present data.

### Analysis on Variation of Job Descriptions on Organizational Performance

Analysis on whether the organizations' workers are highly qualified and thus understand their job

descriptions indicates that the majority 33(29.2%) strongly agreed, 32(28.3%) were the second majority who agreed that the organizations' workers are highly qualified and thus understand their job

descriptions. 28(24.8%) disagreed and finally 20(17.7%) strongly disagreed that the organizations' workers are highly qualified and thus understand their job descriptions.

**Table 1: Variation of Job Descriptions on Organizational Performance**

	Min	Max	Mean	Std. Dev.
The organizations' workers are highly qualified and thus understand their job descriptions.	1	5	3.78	1.120
The organization has a well-equipped human resource department that allocates job descriptions to all employees.	1	5	3.62	.924
Proper supervision helps employees follow their job description	1	5	4.16	.957
All employees have a written and signed job description	1	5	4.20	.856
With properly followed job description the organization is able to grow and expand	1	5	3.31	1.198
<b>Average Mean</b>			<b>3.814</b>	<b>1.011</b>

**Source:** Research Data, 2022

In an analysis determining the question whether the organization has a well-equipped human resource department that allocates job descriptions to all employees, the majority 38(33.6%) strongly agreed that the organization has a well-equipped human resource department that allocates job descriptions to all employees, 36(31.9%) were the second majority who agreed, while 25(22.1%) disagreed and finally 14(12.4%) strongly disagreed that the organization has a well-equipped human resource department that allocates job descriptions to all employees. The findings revealed that the majority strongly agreed that the organization has a well-equipped human resource department that allocates job descriptions to all employees.

Analysing whether proper supervision helps employees follow their job description showed that the majority 39(39.8%) strongly disagreed, 33(29.2%) were the second majority who disagreed that proper supervision helps employees follow their job description, 22(19.5%) strongly agreed, and finally 13(11.5%) only agreed that proper supervision helps employees follow their job description.

Analysis on whether all employees have a written and signed job description showed that the majority 48(42.5%) strongly agreed, 35(31%) were the second majority who agreed, 17(15%) disagreed, 13(11.5%) strongly disagreed that all employees have a written and signed job description. The findings revealed that the majority strongly agreed that all employees have a written and signed job description.

Analysis on whether with properly followed job description the organization can grow and expand, the findings showed that the majority 42(37.2%) strongly agreed, 32(28.3%) were the second majority who agreed that with properly followed job description, the organization is able to grow and expand, 25(22.1%) disagreed, 14(12.4%) strongly disagreed that with properly followed job description, the organization is able to grow and expand.

## SUMMARY, CONCLUSION AND RECOMMENDATIONS

### Summary

On analysing variation in interviewing techniques on organizational performance, the result indicated that the majority 43(38.1%) strongly disagreed, 30(26.5%) strongly agreed that proper interview guidelines lead to high organizational performance, 22(19.5%) disagreed, 18(15.9%) agreed that proper interview guidelines lead to high organizational performance. The findings showed that the majority strongly disagreed that proper interview guidelines lead to high organizational performance.

### Conclusion

The study analysed variation of job descriptions, variation in employee qualification, and variation in interviewing techniques on organizational performance. The research findings indicate that the majority strongly agreed that the organizations' workers are highly qualified and they understand their job descriptions. Also, the results showed that Nyanhwa college has a well-equipped human resource department that allocates job descriptions to all employees. The findings further indicated that with properly followed job description Nyanhwa college is able to grow and expand to a higher level in its performance.

Considering the variation in employee qualification on organizational performance, the result showed that the majority strongly agreed that the organization employs only qualified staff for the betterment of the organization. It is up to the management of Nyanhwa college to upgrade all employees for better productivity. For the college to upgrade employees better, the College should review all employees' certifications periodically. If incase some employees have upgraded their certificates, the college human resource should also upgrade employees at the right position according to their qualifications. This variation in employee qualification is key on organizational performance.

Variation in interviewing techniques on organizational performance, the result indicated that proper interview guidelines do not lead to high organizational performance. The findings indicate that it should not be mandatory to interview all employees before joining Nyanhwa College. However, the findings further indicated that in case there is interview, interview dates and schedules should be announced on school bulletins and boards to capture many qualified members to attempt it and at then the college gets right workers for the better performance

### Recommendation

The researcher recommended the following measures:

- The organizations should make sure they employ workers who are not only highly qualified but also one who understands the provided job description.
- Nyanhwa college human resource should make sure all employees have a written and signed job description. There should be proper supervision to help employees learn and follow their job description properly.
- The College should review all employees' certifications periodically. In case the employee has improved on his or her certificates, the management should upgrade each employee for better productivity and college's performance.
- Nyanhwa College should consider it mandatory to interview all employees before joining your organization as a way of getting best work force which will result in better performance.
- Finally, for candidates to lack any excuse that they were not aware about the interview, interview dates schedule should be announced on school bulletins and boards.

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