

**EFFECT OF JOB DESCRIPTION ON EMPLOYEE PERFORMANCE
AT THE MINISTRY OF WATER AND IRRIGATION**

MURIITHI ANNE NDUTA

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DECLARATION

This is to declare that this research project is my original work and it has not been submitted to any other institution examination or for any other purpose.

Signature.....

Date.....

MURIITHI ANNE ANDUTA

D61/85908/2016

APPROVAL

This is to confirm that this project has been submitted for examination with my approval as the university supervisor.

Signature.....

Date.....

Dr. Mercy Munjuri

School of Business,

University of Nairobi

DEDICATION

I dedicate this project to my parents Mr. and Mrs.Dancun Muriithi. Thank you for always inspiring me and making me realize my potential. I can never thank you enough. You have always given me a strategic push in life.

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LIST OF ACCRONYMS

GOK-	Government of Kenya
HR-	Human Resource
HRM-	Human resource Management
JD-	Job description
POSDCoRB-	Plan, organizes, staff, Direct, coordinate, report, and Budget
PSC-	Public service commission of Kenya
SWOT-	Strengths, weaknesses, opportunities and threats

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ABSTRACT

Performance is indeed a function of several organizational variables. A review of literature relating to performance indicate that human resource management functions are vital factors in performance of many organizational employees, however, it is not clearly validated systematically if employee job descriptions have an influence on employee performance. The ministry of water and irrigation in Kenya is seeking constant efforts that will provide greater potential for enhance productivity through employee satisfaction. The major objective of the study therefore is to examine the effect of job descriptions on employee performance. The study adopted a quantitative statistical analysis to verify the hypotheses. The research design adopted for the study was descriptive survey design. The population of interest was all the employees at the Ministry of water and irrigation. Data was collected from 50% of all the employees at the ministry of water and irrigation using self – administered questionnaires. Regression analysis was used on the data obtained from the institution to provide objective report that will seek to establish the relationship between the variables. The study found out that job description influenced employee performance at the ministry of water and irrigation. The study provided imperative theoretical contributions by identifying the relationship between job descriptions and employee performance at the ministry of water and irrigation. The study further provided useful insights to the policy makers at the ministry and the industry, Human resources management practitioners and academicians for further research and it is recommended the ministry should insist all the job descriptions of each employee and assign specific duties, responsibilities as well as assignments to each employee in every department.

CHAPTER ONE: INTRODUCTION

1.1 Background of the study

The success behind any organization entirely depends on how the activities are carried out by the human resource of the organization(Tumer, 2005).It is for this reason that an organization should carry out a job description program which will determine the activities, skills and abilities required in performing a given job. As Lusch and Serpkenci (2000) observe that an organization that is committed to fair, clearly stated that supportive relationships between the organization and its staff through clear job description is destined to succeed. Employee job descriptions are based on objective information obtained through job analysis, an understanding of the competencies and skills required to accomplish needed tasks.

The process results in establishment of written performance expectations later used as measures for feedback and performance evaluation. Essentially, job description report should contain qualifications which clearly relate and are relevant to acceptable job performance. Employee job descriptions sets clear expectations about what is expected by the employer from his employees. This is the first place to look if people aren't doing what you want them to do. Job description gives a sense of responsibility and commitment to the employee as well as leads to motivation and job satisfaction. Job description helps in job grading. It attempts to distinguish between work levels in which jobs are compared. It also helps in transfer and promotions, adjustments of grievances and provides guidelines during interviews (Kelly, Gable and Rise, 2001).

This study was anchored on three theories namely; Administrative process theory, job characteristics theory and the role theory. Administrative process theory advanced the arguments that any successful job description process must have a leadership of the organization that is able to properly plan, organize, control, coordinate and command all the activities of the organizations in order for the employees to perform, the absence of these will be sabotaged by the employees hence a company's underperformance. Job characteristics theory on the other hand argues that job descriptions, will only influence the performance of the employees in situations that the workers are properly motivated, benefits from the output of labor and are given a feedback of their performance, without these in place, job description won't influence performance of the employees. Finally the role theory advances the idea that employees will exude high performance in relation to the way a company is organized and the direction it takes in addition to the orders given to them by the management, the employees will only direct their skills, attitudes, capabilities and competencies according to the orders given to them or according to the direction the company will take.

The Ministry of Water and Irrigation is one of the key Ministries in the Kenyan economy. This is because in order for people to be healthy, clean, adequate and affordable water should be provided at all times. Secondly because the backbone of the Kenyan economy is Agriculture and over half of the Kenyan land is arable, irrigation which needs a lot of water as a resource is a necessary activity that must be carried out in order to supplement on the existing amount of food that is produced. In addition to this Kenya will be assured of food security. Finally some parts of Kenya usually experience heavy floods during the

rainy season, the residents of this area need to be cushioned against these calamities. This is a very important issue especially in the public sector because there have been irregularities in implementing the job description policies effectively which has resulted in poor performance and thus decrease in productivity in the entire civil service.

1.1.1 Job description

According to Pratt and Bennett (1994) job description is described as dealing with qualities required by somebody to ideally suit for a job. According to the author job description tries to Marshall Qualities which are considered necessary for success in a job under various headings. The author further adds that job description complete the vitally important stage of analysis and criteria development of the recruitment process. According to Schneider & Bowen (2005) job description is a written statement which provides information on all the essential duties and responsibilities assigned to one or more individuals performing a job. Here accurate and detailed job descriptions are important to the performance of an organization and the employees in the organization. Employee job description describes the duties, responsibilities, required qualifications and reporting relationships of a particular job (Le Bretton & Tonidandel 2009).

Job description according to Barry (2003) refers to a written document that elaborates the specific assignments of a job; it includes the content, attributes of a job that specifies the tasks an employee is supposed to do. This definition concurs with that of Anne(2009) who defines job description as a summary of roles, duties ,tasks, qualifications in terms of experience and academics that is required by an individual in order to perform better

when given that job. Okumbe (1999) conceptualizes job description to mean that document which specifies the job details of any worker. The document differentiates the duties as well as roles of each employee within the same organization. The concept of job description describes as the working conditions, hazards, stress that it can produce and the relationship with the other jobs.

According to Okumbe (1999) an employee's job should be very clearly spelt out so that conflicts that may arise from role ambiguity are avoided. Objective of performance appraisals are also based on a well thought-out job description. Peay (2005) describes the importance of job description and states that a business owner can use a good job description not only as a valuable aid in the job-recruiting process, but also as an outline for reporting relationships and working conditions. When it comes to job description, flexibility is a key factor. It creates more generic job descriptions that emphasize expectations and accountabilities, rather than specific tasks, thereby encouraging employees to focus on results rather than job duties. A more wide-ranging job description is also easier to maintain when it does not require modification with every minor change in duties.

Thus, job description can be viewed as a list that a person might use for general tasks, or functions, and responsibilities of a position. It may often include to whom the position reports, specifications such as the qualifications or skills needed by the person in the job, or a salary range. Job descriptions are usually narrative, but some may instead comprise a simple list of competencies; for instance, strategic human resource planning

methodologies may be used to develop competency architecture for an organization, from which job descriptions are built as a shortlist of competencies.

The advantages of job description are that it acts as a tool of communication giving the direction that an organization follows. They also increase the levels of performance; it helps to meet all the requirements of the law. For instance the 1/3 gender rule, inclusion of the minority groups, people with disabilities, the youths among others. They are useful in grading of jobs and classification of jobs, handling human resource challenges among others; it can also be a basis for rating performance. Finally it is relied upon for making salary evaluations (Okumbe, 1999).

1.1.2 Employee performance

Employee Performance according to Gupta (2008) refers to the degree or standard of working that is able to realize the desired goal within a short period of time. This definition differs from that of Hirriyapo (2009) who defines performance as a process of evaluating behavior of employees within an organization for the purposes of achieving the vision of the company. The two authors however agree that employee performance is the comparison made between the outputs of employees in relation to the job requirement his job description. This ensures that overall production levels of a company increases.

Employee performance studies analyze technical processes and engineering relationships such as how much of an output can be produced in a specific period of time. Organizations and HR practitioners or HRMs are continuously in search of ways to

motivate employees by providing clear job descriptions in order to increase their motivation and performance (Spitzer 1995) Although it has been more common to investigate employee attitude at the individual employee level, researchers have begun to explore similar relationships at the business unit level and the organizational level. Among the factors that threatens performance of the employees in relation to their job description include, lack of clear job description documents. This brings about employee dissatisfaction.

The other challenge is the negative perceptions an employee may have on his job, this maybe either due to the kind of discrimination an employee experiences at his work place, or the goals of an employees may be clashing with those of the organization. Other challenges may include absence of employee participation in the day to day affairs of the organization. Among the measures of Employee performance according to Gupta (2008) include the levels of punctuality of all the employees, the quality of the employees work, the attitudes of the employees, personal habits of employees while at work, personal presentation of the employees while at work, meeting the set deadlines, achieving the set targets as well as fostering cooperation amongst the employees and the management.

1.1.3 Profile of the Ministry of Water and Irrigation

The Ministry of water and irrigation was created in 1974, before then it used to be a department within the larger Agriculture Ministry. The Ministry has undergone various changes among its departments. For instance in 1992 it was merged with the lands, reclamation and regional development departments. In 1998 to 2001 it was named as the

Ministry of Water Resources with an inclusion of other departments such as environment and natural resources. In 2003 it was reorganized to form the Ministry of Water Resources Management, it contained additional departments such as irrigation, drainage, land reclamation, as well as management of water development until 2004 when it was named the Ministry of water and irrigation (Ministry of water annual report 2016).

The Ministry concerns itself with the management of water resources in order to promote economic development and meet the millennium development goals of reducing poverty which is one of the goals of sustainable development. This means that the management of water through irrigation and all other natural resources is geared towards preservation of life, provision of adequate, clean and affordable water to all Kenyans in order to meet the present needs without compromising the needs of the future generation. In order to drive this agenda, the Ministry has a workforce of 7000 employees country wide.

All the employees of the Ministry of Water are grouped into six major departments namely; The administrative and the personnel department which coordinates the functions of the Ministry, The finance department which is headed by the principal accountant, it effects all the payments, receipts, reconciliation of the books of accounts bank statements among others. The third department is the supplies department which deals with the procurement of stores like buying, controlling, issuing of machines and equipment; it is headed by the principal procurement officer. The technical department is headed by the director of water. It is concerned with the management of water resources; it ensures that the services are efficiently and cost effectively managed, the other

department is the office service department which is headed by the senior records management officer. The department's deals with all the services carried out like transport, security sanitation among others. The last department is that of the irrigation and drainage department which is headed by the director, it is concerned with irrigation and the drainage services in arid and semi-arid areas flooding as well as the drainage (Ministry of Water and Irrigation website).

1.2 Research problem

Due to the potential impact that employees have on the business, it is imperative that management understand the specific dimensions that help shape employees' attitudes toward their jobs. Over the past several years, considerable attention has been given to role conflict, role clarity, job tension and job satisfaction as four very important determinants of the performance of individuals and their impact on the operational effectiveness of the organization (Kelly et al., 2001 Lusch and Serpkenci, 2000).Subsumed within these four concepts is the necessity for the general job description among employees and customers (Zeithamletal, 1998).Without effective job description, employee job satisfaction suffers as well as the quality of the service encounters between the firm's employees and the firm's customers' (Schneider and Bowen, 2005).

In the Ministry there is lack of effective job description that has led to a decrease in role clarity, an increase in job tension and a decrease in job satisfaction and overall performance. However still there are many workers in the Ministry who have no job

description. This means that their duties are not clear and hence there is no basis upon which their performance can be evaluated. This is against the requirements of the public service commission which demands that each employee must have a job description which will show performance objectives, personnel and skill development as well as exploitation of the individual capabilities to improve on the overall performance of their duties and the ministries performance in general.

Ali (2011) did a study on factors leading to employee's turnover in government institutions in Kenyan and Zanzibar institutions of government. The study took place in Zanzibar city where the author found that the Public Service Commission of Kenya and that of Zanzibar witnessed ineffective job description because of among other reasons unspecified working conditions during the process of recruiting, exit of experienced employees who pursued greener pastures in the private sector or abroad. Despite being trained by the government, number of employees left the public service hence the government lost many of its employees. The other findings of his study is that there is poor levels of supervision, lack of involvement of the employees in the ministry's decision making process, boredom at the workplace, poor leadership at the ministry, underutilization of the employee skills, absence of the employee motivation just to mention but a few.

Hassan (2007) did a study on the efficacy of job descriptions in public organizations in Kenya, the author found out that the factors which affected the job description in improving employee performance in Kenya included, that the job descriptions were

poorly done hence they created job overlaps and role ambiguity. This killed the morale of the workers in various ministries hence low levels of productivity. Other studies have indicated that since the Kenyan employees are poorly paid, and they are overloaded with work, this reduces on their levels of morale, level of commitment, accidents at places of work, and moonlighting by the employees so that they are able to meet the basic needs of life.

Taufik (2014) did a study on assessing the impact of job description on Employees performance; case study of Zanzibar Electricity Corporation. The author found out that lack of effective job description has a negative impact on employee performance. Secondly that a well prepared job description is always effective and finally that job conflicts, job overlaps, lack of confidence by the employees while at work, low levels of productivity and loss of morale among the employees which leads to poor performance is as a result of ineffective job description. Finally observed that there existed different ways of defining a job, written, oral or both and this was not consistent with job description hence it will reduce on the levels of employee performance

Cole (2004) did a study on the management theory practice in USA. He found out that a good job description gives the employee an impetus to work hard and fulfill their duties. The author also discovered that a job description helps the management of an organization to easily manage its human resource which is a prerequisite for high performance. It is therefore upon this background that this study seeks to answer the main

question that, what is the effect of job description on employee performance at the ministry of water and irrigation?

1.3 Research objective

The main objective of this study is to determine the effect of job descriptions on employee performance at the Ministry of Water and Irrigation in Kenya.

1.4 Value of the study

This study will serve to strengthen the three theories of the administrative process theory, job characteristics theory, as well as the role theory. The three theories talk about the strategies in which job descriptions will improve on the employee's performance within an organization. In other words, if the job description is poorly done and its center of focus is not the employees, the performance of both the employee and the company in general will be negatively affected. This study will identify the weaknesses of each of the three theories. The study will, also put the three theories into practical test whereby the weaknesses of the theories will be exposed. The findings of the study will attempt to fix the assumptions and challenges hence strengthening the theories.

This study will also contribute greatly to the policy making process. The findings of this study will and the recommendations made will be useful to policy makers such as the public service commission, the salaries and the remuneration commission, the national treasury among others. They will be informed of the factors that negatively affect job descriptions and how they impact on the performance of the employees and the

ministries. And suggest ways on how they can address the challenges so as to improve on the employee performance. The study will also be useful to policy makers in the private sector, it will give them insights on how to prepare, review and improve on the existing job descriptions with a purpose of enhancing their organizations performance.

The study will also be useful to the practitioners of the human resource management. This is because it will inform the HR practitioners on the need to prepare clear job descriptions that lays openly the exact duties, responsibilities and tasks of the employees hence increasing on the performance levels. The study will also highlight to HR practitioners of the dangers of formulating poor job descriptions on a company's performance. The study will also expand on the knowledge of HR practitioners, This is because it will critique the three theories of job descriptions, propose alternative ways of improving job descriptions and ensuring that the employee remains at the center of focus by all the HR practitioners.

CHAPTER TWO: LITERATURE REVIEW

2.1 Introduction

This chapter advanced on the various arguments of job descriptions and employee performance as outlined by the three theories namely the administrative process theory, job characteristics theory, and the role theory. The chapter will also deal with the components of job description, and finally discuss the measures of employee performance.

2.2 Theoretical underpinnings of the study

This section focused on the three major theories of job description as advanced by different scholars. These three theories include the administrative process theory, job characteristics theory and the role theory.

2.2.1 Administrative process theory

This theory was advanced by Henri Fayol who was a leading French industrialist. He argues that proper management of the employees is to foresee and plan, to organize and to command as well as to coordinating and controlling the activities of the employees in an organization. By planning and forecasting, the author means to study the future and put in place plans of actions, to organize means assembling both the human resource with necessary expertise as well as the material resources to work on the tasks ahead. To command means ensuring that the employees are fulfilling on their duties, tasks, responsibilities and roles, coordination means uniting and seeing to it that all the

activities, duties roles and the tasks are performed in relation to the rules and regulations of the organization.

Fayol also added the 14 principles of management that was elaborated by Cole (2004).The principles include Division of labor and specialization of jobs, authority of the managers, unity of command by one principal manager, unity of direction meaning that a single person to head the organization and a single plan for a number of duties gearing towards the same objective. Subordination meaning that a person's interests must conform to those of the organization. Remuneration where by all the employees must be fairly paid, centralization where there must be a chain of command from the bottom to the top, order where every employee must be in the right place at the right time doing the right thing. Equity where every employee must be attended to with kindness and justice, stability of tenure of employees so that they may settle down mentally and promote the teamwork spirit. This theory is relevant to the HR practitioners as they may apply the 14 principles of management to prepare job descriptions so as to enhance performance of the employees and the organization.

Luther, Gulim&Urwick (1947) as quoted by Okumbe (1999) were greatly influenced by the writings of Fayol. They came up with 7 administrative functions namely; to plan, organize properly staff, direct, coordinate, report and budget (POSDCoRB).They therefore defined the job description using the POSDCoRB format. Okumbe (1999) notes that a good job description must be directive, well-coordinated, has proper reporting

mechanism, and must be factored in organizations budget. This is to ensure that the job description meets its overall objective of enhancing employee perfection.

Among the weaknesses of the theory is that it fails to address the issue of budgetary constraints that an organization may face. With a budgetary constraint, it can be tricky for an organization to sufficiently execute proper job description. Also managing the interests of employees with those of the organization is a bit hard. This is because employees have different backgrounds and they have different opinions about the organization.

2.2.2 Job characteristics theory

This theory was advanced by scholars such as Scarpello, Hackman and Oldham's (1974) as well as Armstrong (2008). The theory emphasizes on the job experiences. It argues that an employee will be motivated to work as a result of the experiences he gets from his workplace. For instance Scarpello argues that if an employee is properly motivated, chances of them exhibiting high levels of performance are very high. He argues that a good job description should put its focus on five core issues. They include; skill variety, each job should have multiple activities, skills as well as different talents to discharge on their duties. Task identity, each job must give the workers time to finish off all their required tasks as opposed to completing some and leaving out others. Task significance, each job must be important to both the insiders and the outsiders of the company. Autonomy, each job must give freedom of planning, scheduling as well as deciding work

procedures, finally feedback, all the employees must be informed of their performance levels from time to time (Henson, 2011).

According to Hackman and Oldham's (1974) the weaknesses of the theory is that it fails to describe how best employees can be motivated apart from the financial increment through the salaries and allowances. They also fail to address the issue of sabotage by some employees in situations where the employees are unruly and disobedient to the managers. The theory fails to address on how best managers can promote good working relationships with the employees in such situations.

2.2.3 The role theory

This theory was advanced by Katz and Kahn (1966) and argues that the roles an employee occupy at work and other places exist in relation to others, performance of a role is a consequence of the situations people are in. For instance the context of an organization as well as the direction or the influence from the management. The employees will just apply their various skills, competences, attitude as well as their personalities in a bid to follow the direction of the company. Armstrong argues that the roles define the part an individual is supposed to play in meeting his job description. It also explains how the task should be carried out, behaviors of an employee towards a particular task, or role as well as the results an employee is supposed to attain for an organization. This therefore means that all the HR practitioners must factor in the suitable roles when making a job description; this will ensure that performance of employees in an organization is enhanced.

Armstrong (2011) further notes that clear roles must clarify an employee's behavior towards particular tasks. Ensure that no incapable elements are dragged into a task avoiding conflicting roles; this will also cause minimization of stress among the employees. This theory has an advantage in that by clarifying the specific roles an individual is supposed to play; it avoids all the elements of incompatibilities, stresses and conflicts among employees. This will help the managers and the HR practitioners to avoid role ambiguities. And conflicting roles both at the top level management and lower cadre of employees. However, this theory ignores the benefits of collective responsibility whereby in cases where a particular employee is unable to perform his roles, other employees have a duty of stepping in to assist. Also the theory does not pay attention to the idea of cohesion among the employees, by working together and assisting each other, harmony peace and good relations will be promoted within the organization; however this theory discourages all these forms of corporation.

2.3 Components of job description

A good job description according to Chapman (2014) must possess the following components namely, job identification whereby a particular job is well described and explained. Duties and responsibilities whereby they must be clearly spelled. Job qualifications whereby all the academic requirements and levels of experience required must be clearly spelled out. Job feedback, a good job description must have well-structured reporting mechanism. Proper working conditions must be spelled out. Some social interaction and good working environment must be provided, there has to be a boss to whom an employee reports to. A job must harmoniously exist with the other jobs. The

job description must address travel issues, housing issues as well as the welfare of the employee. Proper remuneration schemes and benefits must be availed and finally an organizations culture and styles of operations must be conveyed to the employees (Chapman, 2014|).

2.3.1 Job identification: These refers to issues such as the title of the job, the code of the job, the department under which the employee falls, the relationship between the job and other jobs, summary of the job, duties and tasks to be performed by an employee Job identification is a necessary component of enhancing employee performance in that it ensures that the right employees are recruited to do the right job at the time of recruitment. This means that the employee's skills, experiences as well as academic achievements will be matched with the job that he is recruited to do. (Armstrong 2008).

2.3.2 Duties and responsibilities: Is a key concept of job description, it highlights the duties and responsibilities of each employee in an organization, different skills are needed for a specific job, there has to be some level of employee independence, commitment in short term and in long run. Also the employees should be supervised, trained further towards career improvement and development (Barry 2003).The duties and responsibilities that an employee is assigned are necessary in enhancing employee performance in that once it matches with the employees capabilities, it increases the capacity of the employee to deliver the best for the organization and the employer. It's also the duties and responsibilities and how the employee has performed that are taken into account when an organization decides to give promotions to the employees (Barry 2003).

2.3.3 Job qualifications: This refers to academic achievements, attitudes as well as the acquired skills and experience of a particular job that each employee must have before being employed for a particular (Cole 2004). These qualifications determine the theoretical capabilities of an employee in understanding a wide range of issues. This understanding and knowledge acquisition is a key component in enhancing performance. However, academic achievements are not the only yardstick in determining job qualification, certain attributes such as an employee's attitudes, levels of experience, as well as skills and practical capabilities should also be taken into account during recruitment. They are all key ingredients in determining employees' job qualifications.

2.3.4 Job Feedback: This refers to the kind of communications that employees receive as a result of their work, it's done after evaluation. The level of performance will be measured in relation to the works, duties and responsibilities. This refers to being evaluated in a certain time in relation to the target and reduction of errors. The organization should also set up a proper communication system that helps to enhance both the vertical communications as well as the horizontal communications. This means that mechanisms of promoting communications between the employer and the employees on one hand, as well as the employees communicating amongst themselves is necessary in enhancing employee performance (Armstrong 2011).

2.3.5 Working hours: This includes issues such as hours that an employee works, usually 8 hours in a day. Five days in a week (Elra 2004) also the environment in which a job is performed such as health and safety, boredom and loneliness at the work place, for instance the mortuary attendant, other conditions of work are machines to be used, whether an employee has been trained to operate the machine that he uses It should be

noted that sometimes the organization may be faced with a number of emerging issues that requires the employees to work overtime and periods that are outside the required working time, for example weekends and the public holidays, in such cases the employees should be paid their overtime dues or be adequately compensated for the extra time that they have worked (Hirriyapa, 2009).

2.3.6 Social environment: This refers to the idea of the size of the working group and whether it matches with the amount of work that exists in an organization; the social environment of the work place should promote interpersonal interactions which is good for employee performance. This ensures that people's views are factored in the management of a company's affairs because people are able to freely discuss the organizations issues. Social environment is a key component when it comes to job description, because if employees who are recruited possess bad attitudes towards others and antisocial behaviors towards the organization and their colleagues, it might be difficult for the organization to promote a good social environment for the workers. It should also be noted that if employees are able to freely interact, they boost their chances of performing better. (Chapman, 2014).

2.3.7 Supervision: This clearly states on who to supervise and the number of the people a manager is supposed to supervise. This is in line with the employee's job titles; it also defines each employee senior. This is good for both the supervisors and the employees and clearly spelt out channels of supervision in every aspect of the organization is critical in enhancing the employee's performance. However supervision should not be taken in such a way that it acts as a formality. In this case both the managers and the employees should be supervised at some point. This means that the organization should properly

reorganize its structures so that both the directors who are the seniors at different levels should also be supervised and made to be accountable to the overall head. This vertical kind of supervision will serve to ensure that every employee in the organization is performing according to what is required in the organization. (Barry 2003).

2.3.8 Relation to other jobs: This describes the relationship that must exist between an employee and his colleagues, bosses; juniors. It also forms both the horizontal and vertical communication systems between the workers. The idea of fostering good job relations between the employees in different departments or sectors within an organization is key to enhance performance among the employees. Good relations among various jobs within an organization may also mean that the job description must be well structured in that it avoids job clashes, overlapping of jobs as well as duplication of duties among the existing jobs within the organization. Once these issues are taken into account and the job description completely avoids them, good working relations will be assured hence enhancing employee performance (Naira, 2003).

2.3.9 Travel requirement: This refers to the availability of the transport costs by the organization to its employees; this means that the organization may find a way of ferrying the employees from their respective homes to the workplace to and from. The organization may opt to purchase vehicles that specifically perform this function on a daily basis. Alternatively the organizations also free to allow each employee to find their own transportation means to the work place and then it compensates them at the end of the month the transport costs. All these are designed to motivate the employees so that they perform better

It should also be noted that sometimes the organization may have some activities to be carried out in the out stations; this may require that employees have to work outside their formal working places. Therefore the organization should find a way of ferrying their employees to those outstations so that they may discharge their duties, alternatively the organization may allow the employees to find their own transportation means but it should adequately compensate them. All these will go a long way in enhancing the employee performance. (Kenneth, 2013).

2.3.10 Remuneration: Employees should be properly paid, and rewarded according to their levels of education, training, experiences and skills acquired. They should also be promoted as a result of high performance. These skills help to promote progress of the company. It will also attract and retain talent Among the global recommended forms of remuneration include responsibility allowance, medical allowance, and house allowance as well as risk allowance. There are other recommended forms of allowances that are recommended depending on the type of job and the environment of the job, for instance the hardship allowance, risk allowance among others. In addition to these the organization should have a provision whereby salaries are reviewed from time to time and employees are promoted and motivated from time to time. This will ensure that the employees give their best so as to boost performance (Henson, 2011).

2.3.11 Organizational culture: This includes issues such as power culture, role culture and personal culture. Power culture is controlled and influenced by the rules, roles. They are meant to consolidate the power of an institution and not an individual power. This will attract new employees and retain the existing talents. Organizational culture is key in retaining employees or chasing the employees away. The organization is also required to

have its own culture and styles of approaching various issues. For instance the dressing code, welfare issues, annual parties or get together, trips abroad or to places of leisure which also acts a motivation for the employees, all these positive cultures will serve to boost the morale of the employees and retain the employees to work for the organization in the longer periods of time. The opposite of these will be disastrous to the organization in that it will lower the employee performance (Barry, 2003).

2.4 Measures of employee performance

These measures according to Gupta (2008) are as follows; punctuality, quality of work, observational of personal habits, cross checking of the employees attitudes, reviewing of employees personal presentation, meeting deadlines, achieving targets, quality of the work, employee cooperation, quality of employees work, efficiency and the levels of output or productivity.

Punctuality: This concept believes that those employees who regularly arrive late for work or are frequently absent from the office are unlikely to be meeting on their performance objectives. The underlying issue needs to be asked is whether they get along well with other employees and their immediate bosses, employees who arrive late for work demonstrates the fact that they are not giving their employee an honest service to their full potential. And it may be a sign of negative attitudes towards their jobs. It may also affect their colleagues at work.

Quality of the work, the ability of the employees to finish their tasks on time while ensuring quality of the work. This is an indicator of measuring of the employee performance. It also demonstrates whether the employees are giving maximum efforts to their work or not. Whether their attitudes affect the quality of their work or not and whether they fully understand their personal performance objectives.

Personal Habits can either enhance or lower performance bad habits that lowers performance include office gossip, taking unauthorized breaks, disruptive behavior as well as the use of the office machines for personal issues, i.e. social media for chatting, online shopping etc. There has to be behavioral codes in the organization to tame such behaviors.

Attitude of employees, poor attitude of an employee will manifest itself in his behaviors such as insubordination. This behavior indicates a sign of poor performance of individuals who are unable to meet their work budgets. These employees will never comply with the company policies and will display disrespect for the bosses as well as the core workers.

Personal presentation, most organizations have professional dress code that fits their industry and conforms to the cultures of the organization. Employees who disregard these expectations appear to be careless and will affect the brand image of the company. This will definitely lower performance and the expectations of the employees will not be met.

Meeting of deadlines, this means that employees must strive to complete the assigned tasks which are usually demanding within a short period of time or in line with the set timelines. However the employees should be cautious enough so that they don't compromise on quality as they strive to keep the deadlines.

Efficiency, the quality of work that an employee does must be done in a proper way so that quality is not compromised at any given time. The employees should strive to meet the set deadlines but not to compromise on the quality of the work. The Levels of productivity, an employee must deliver the highest results or the large quantities of output that gives the employer value for the salary he pays. These means that the employee must at all times desire to produce more for the organization in order to justify for the salary increment.

Meeting of the set targets, the employee has to strive to attain the levels of targets that were set by the employer. This means that the employee must try as much as possible to be innovative enough so that news ways are devised in order to meet the set targets within a short period of time. The Level of cooperation, employee must at all times strive to maintain the highest level of cohesion, or good working relationship with other employees and the management. It should be noted that an organization whose employees are united and cohesive standards a high chance of registering high levels of performance.

2.5 Job Description and Employee Performance

Sybil (2010) did a study on managing the Inner Contradictions of Job Descriptions: A technique for use in recruitment. He did his research in Boston USA. The author found out that job description has an internal and external audience when used as part of a recruitment program. In the recruitment situation, the above mentioned multiple constituencies can cause a conflict, resulting in job descriptions that either lack validity or lack critical information necessary for valid hiring decision.

Taufik (2014) carried out a study on assessing the impact of job description on Employees performance; case study of Zanzibar Electricity Corporation. The study was done in the island of Zanzibar in Tanzania. The author found out that the prevailing weaknesses of effective job description have a negative impact on employee performance. To increase employee performance, there is need to ensure that job description is properly done. The study also found out that there were job conflicts, job overlaps, lack of confidence by the employees while at work, low levels of productivity and loss of morale among the employees which leads to poor performance .Finally he discovered that there was three different ways of defining a job, written, oral or both and this was not consistent with job description hence it will reduce on the levels of employee performance.

Raja and Bannered (2017) carried out a study on the job description and its effects on Employee performance case of some selected manufacturing organizations in the city of Pane, India. The authors found out those unclear job descriptions led to poor performance

of an employee in the commission that the commission was not relying on job descriptions to assess on employee performance; rather they relied on the outcomes of an assignment given to an employee. If an employee did not get an assignment for the whole year. It was difficult to assess on his performance. Other findings were that job descriptions were not updated even if there were changes that happened in the positions or the structures of the organization. This means that it is important to update job descriptions when there are any changes in the position or organizations structures.

Kama (2013) carried out a research on the perceived relationship between job preview and employee job satisfaction at the Kenyan police service. He found that realistic job preview on various job aspects is conducted to varying extents at Kenya police service with more emphasis placed on reporting mechanisms, career progression and remuneration, the study also established that the employees of Kenya police service are moderately satisfied hence low levels of performance. They are dissatisfied with their recognition at work. Supervisors guidance and direction, training and expected levels of work performance .He concluded that there is a significant positive relationship between realistic job preview and employee job satisfaction at the Kenya police service hence negatively affecting performance.

CHAPTER THREE: RESEARCH METHODOLOGY

3.1 Research Design

The study adopted descriptive survey research design. This is where a large population was investigated using a small sample. Research design according to Osso and Onen (2011) refers to the pattern, a plan or strategy for conducting research. This study followed the descriptive survey design meaning that it is the presentation model of investigating large populations by selecting small samples to analyze and discover their occurrences. The purpose of this design was that it provided numeric descriptions of some part of the population as well as describing and explaining events as they were. The justification of this research design is that it considers issues such as the economy of the design where rapid data collection and the ability to understand the population from a part of it are suitable for this extensive research. The research design can also be justified in the sense that it will greatly help the researcher in studying the entire working population at the Ministry of Water and Irrigation Headquarter by studying a small sample that bears the typical characteristic of the entire workforce of the ministry.

3.2 Target Population

The target population according to Osso and Onen (2011) refers to the total number of subjects of interest to the researcher. The target population was all the employees based at the ministry's headquarters who are 300 in total. (Ministry of water and irrigation annual report (2016)).

3.3 Sampling technique

The study adopted the stratified random sampling technique as advanced by Osso&Onnen (2011) where employees within an organization will be categorized into the departments or the clusters which they belong to. For the purposes of this study 50% of employees from each department will be picked as the sample population. The justification for the 50% of the population has been chosen because first and foremost it's not humanly possible to reach each and every employee who works at the Ministry's headquarters due to the large numbers and also time constraints. Secondly not all the employees can be available in the office at the same time. Others maybe away due to either official duty outside the office while others due to personal reasons. A sample according to Osso and Onen (2011) refers to a part of the accessible target population that has been procedurally selected to represent it.

Table 3.1: Sampling Technique

DEPARTMENT	POPULATION	SAMPLE(50% OF POPULATION)
ADMINISTRATIVE	40	20
FINANCE	44	22
SUPPLIES	36	18
TECHNICAL	70	35
OFFICE SERVICE	44	22
IRRIGATION&DRAINAGE	66	33
TOTAL	300	150

3.4 Data collection

The study used primary data which was obtained through self-administrated questionnaires. The questionnaire was divided into three sections, section A contained questions on the personal details of the respondent, section B contained questions on Job description and section C will contained questions on Employee performance. Data collection procedure was through a drop and pick up later method.

3.5 Data Analysis

Data was analyzed through the descriptive statistics such as Frequencies, percentages, mean and standard deviation. The descriptive statistics according to Creswell (1994) refers to the use of measures of central tendencies such as the mean, median, and the mode and measures of dispersion such as the range, quartile deviation, standard deviation and variance to describe a group of subjects. Descriptive analysis is relevant to this study because the researcher does not want to generalize the findings beyond the sample. Simple linear regression analysis will also be done to determine the effect of job descriptions on employee performance. This was guided by the model:

$$Y = \beta_0 + \beta X + E$$

Where: Y=Employee Performance

X= Job Descriptions

β_0 =Constant

β =Regression Coefficient

E= Error term

CHAPTER FOUR: DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

This chapter focuses on data analysis, presentation of the study findings and discussion of results. Data has been presented in form of tables and percentages as well as script narration.

4.2 The response rate

The researcher distributed a total of 150 questionnaires to the employees of the ministry of water and irrigation. Out of the 150 questionnaires that were distributed the researcher only managed to get a response from 94 respondents. That means that only 94 questionnaires were returned with feedback and this forms a percentage of 62.6%. According to Mugenda and Mugenda (1999) the authors observe that a response of 50% and above is good while that of 60% and above is fair, while that of 75% and above is excellent. Therefore if the study goes by Mugenda & Mugenda views, the response rate of this study was fair.

4.3 Demographic information of the respondents

This section will deal with the personal information of the respondents' i.e. sex of the respondents, Age of the respondents, level of education, departments they work for as well as their levels of experience.

4.3.1 Sex of the participants

This was for the purposes of ensuring that the study is all inclusive and well represented

Table 4.1: Sex of the participants

Total	Sex	Frequency	Percentage
N=94 participants	Male	60	63.8%
	Female	34	36.2%
	Total	94	100%

The table above shows that there is a great gender imbalance in the ministry of water and irrigation where there was a response rate of 63.8% of male and 36.2% of female employees. Although the Ministry has surpassed the 1/3 gender rate, the figures shows that they have surpassed the constitutional requirement with a small margin of error therefore the Ministry needs to address the gender imbalance.

4.3.2 Age Distribution of the Respondents

Table 4.2: Age of the Respondents

TOTAL	AGE	FREQUENCY	PERCENTAGE
N=94	20-30	20	23.4%
	31-40	21	22.3%
	41-50	36	38.3%
	51-60	15	16.0%
		94	100%

From the table above there is a proper distribution of age difference between employees this is because 23.4% of the employees are aged between 20-30 years while 22.3% are aged between 31-40 years. The majority of the employees are aged between 41-50 years which stands at 38.3% and only 16% of the employees are aged between 51-60 years. This is a good age distribution since young employees are able to benefit and learn from old employees.

4.3.3 Educational level of the respondents

This question was asked specifically to find out the academic qualifications of employees in the ministry of water.

Table 4.3: Educational level of the respondents

Qualification	Frequency	Percentage
Primary	0	0%
Secondary	10	10.6%
Certificate	16	17.0%
Diploma	20	25.3%
Undergraduate	48	51.1%
	94	100%

From the above table various employees hold different academic credentials, for instance 51.1% of the employees are degree holders while 25.3% of the respondents are diploma holders. 17% of the respondents are certificate holders while 10.6% are secondary school certificate holders. None of the employees is a primary school certificate holder.

4.3.4 Distribution of the respondents by departments

Table 4.4: Distribution of the respondents departments

	DEPARTMENT	FREQUENCY	PERCENTAGE
N=94 participants	Administration	15	16%
	Finance	11	11.8%
	Suppliers	9	9.6%
	Technical	28	29.8%
	Office service	14	14.8%
	Irrigation And Drainage	17	18.0%
		94	100%

From the above table, it can be clearly seen that the respondents were drawn from all the five departments that exists in the Ministry of Water and Irrigation. For instance, 18% of the respondents were drawn from the irrigation and drainage department, 14.8% of the respondents were drawn from office service department, and 29.8% of the respondents were drawn from the technical department while 9.6% of the respondents were drawn from the supplies department. Finally 16% of the respondents were drawn from the Administration department. The sample was well distributed and representative enough of the entire population.

4.3.5 Work experience

Experience is an attribute that an employee obtains by working for a longer period of time in an organization. Older employees who have worked for long may be more knowledgeable on a variety of issues than young employees who have been employed recently.

Table 4.5: Length of service of the employees

TOTAL	PERIOD OF SERVICE	Frequency	Percentage
N=94 participants	1-5yrs	18	19.1%
	6-10 yrs	21	22.3%
	11-15 yrs	36	38.3%
	16-20 yrs	14	14.9%
	Over 20 yrs	5	5.4%
	Total	94	100%

From the table above, it can be seen that the ministry of water and irrigation has employees that have different work experience. Work experience is drawn from the length of service that an employee has served in the ministry. For instance 19.1% of the respondents had served for a period of between 1-5 years, 22.3% of the employees have served for a period of between 6-10 years. The majority of the employees have served for a period of between 11-15 years which stands at 38.3%. 14.9% of the employees have served for a period of between 16-20 years while only 5.4% of the employees have served for a period of over 20 years. This clearly shows that the Ministry has blended the expertise of the old employees and young employees which is good for enhancing the performance.

4.4 Responses related to Job Description

This was on a five point likert scale of strongly disagree, disagree, neither agree nor disagree, agree and strongly agree. For purpose of interpretation, a mean score of (M) $0 \leq 1.5$ means that the respondents strongly disagreed, between $1.50 \leq 2.50$ means they disagreed, $2.50 \leq 3.50$ means the respondents were neutral, $3.50 \leq 4.50$ means they agreed, and a mean above 4.50 means they strongly agreed. The findings of the study are presented in the subsequent sections.

Table 4.6: variables of job description

Statement	M (Mean)	SD (Standard Deviation)
The number of hours that I spend at the work place is key in determining my job performance	4.00	.713
Favorable working conditions enable me work comfortably	3.63	.807
Proper job identification in my organization has avoided role ambiguities	3.68	.813
Job identification in my organization has alleviated job clashes	4.12	.524
Job identification in my organization matches my skills according to my duties and responsibilities	3.97	.688
I am allowed to have some level of independence in carrying out my duties	4.17	.493
Job descriptions are used for evaluating employee performance	3.86	.730
Average Mean	3.91	.681

As shown in Table 4.6., The number of hours that I spend at the work place is key in determining my job performance (M=4.00; SD= .713), Favorable working conditions enable me work comfortably (M=3.63; SD= .807) and that Proper job identification in my organization has avoided role ambiguities. (M=3.68; SD=.813). Job identification in my organization has alleviated job clashes (4.12; .SD=.524). Job identification in my organization matches my skills according to my duties and responsibilities (M=3.97; SD .688;) and the respondent is allowed to have some level of independence in carrying out my duties. (M=4.17; SD=.493). The respondents were asked whether their job descriptions are used for evaluating employee performance (M= 3.86, SD=.730). The average mean score was 3.91. The analysis above implies that the job description greatly influences employee performance at the Ministry of Water and Irrigation. This also implies that the employees in the Ministry of Water and Irrigation are very keen on their job descriptions in relation to their performance

4.5 Responses Related To Employee Performance

Table 4.7: Variables of Employee performance

STATEMENT	(M) MEAN	(SD) STANDARD DEVIATION
Constant punctuality by all employees results into high performance of the organization	3.8085	1.16653
An employee's quality of work determines his performance	3.4894	1.33396
Good habits such as team work among employees results into high performance	4.2447	1.17030
Employee's attitude is not a good yardstick of determining employee's performance	3.6489	1.47165
Employees personal presentation is not a reflection of his levels of performance	3.2979	1.29374
Meeting of the set deadlines of assigned tasks to an employee is the best determinant of high performance	3.7234	1.18598
The extent to which employees foster cooperation with the management and amongst themselves is a measure of boosting performance levels	3.932	1.2354
AVERAGE	AVERAGE MEAN 3.735	AVERAGE STANDARD DEVIATION 1.18889

From the above table 4.4 it can be noted that various variables are used to measure employee performance in different ways. For instance the variable of constant punctuality by all employees. Most respondents felt that it was a good measure of employee performance; this is because it scored a mean of 3.8 and a standard deviation of 1.16. Another measure of employee performance was the employee's quality of work, the measure scored was a mean of 3.48 and a standard deviation of 1.33. This means that it's a good measure of employee performance. Good habits such as team work among employees scored a mean of 4.2 and a standard deviation of 1.17.

Employees attitudes not being a good measure of performance scored a mean of 3.64 and a standard deviation of 1.47. Employees personal presentation not a good measure of employee performance got a mean of 3.29 and a standard deviation of 1.29 as to whether the job description changed in cases where an employee's assignments changed, the measure got a mean of 3.72 and a standard deviation of 1.18. Finally the issue of cooperation between employees got a mean of 3.92 and a standard deviation of 1.23. In summary the Average mean of all the above variables was 3.75 and the average standard deviation was 1.18. This therefore means that the respondents agreed that the above measures are relevant in measuring employee performance. And that each measure can be ranked against each other depending on their different means.

4.6 Regression Analysis

The influence of job description on Employee performance at the Ministry of Water and Irrigation

In the quest to link the two variables a simple linear regression model was applied. The independent variable was perceived Job description and the dependent variable was the employee Performance. The model summary is shown in table 4.12 below;

Table 4.8: Regression Analysis

Table 4.6.1 Regression Results on the effect of job description on employee performance at the Ministry of Water and Irrigation. Model summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.934 ^a	.872	.870	.43932

a. Predictors: (Constant), effects of job description

ANOVA^s						
Model		Sum of Squares	Df	Mean Square	F	Sig.
1	Regression	120.722	1	120.722	625.495	.000 ^b
	Residual	17.756	92	.193		
	Total	138.479	93			

a. Dependent Variable: Employee performance

b. Predictors: (Constant), effects of job description

Coefficients^a						
Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	1.230	.117		10.515	.000
	Effects of Job Description	.802	.032	.934	25.010	.000

a. Dependent Variable: Employee performance.

*p<0.05

$$Y = \beta_0 + \beta X + E$$

Where X is independent variable (Effects of Job Description)

Y is dependent variable (Employee job performance)

E is the error term

β is the constant

As shown in the table 4.6.1, the variable employee Performance can be predicted by 93.4 % by the Effects of Job description with a standard error of 0.43932 The model has good fit (R^2 of 87.2%, $F=625.49$, $P=0.000$). This means that 87.2% of the variation in employee performance at the Ministry of Water and Irrigation is determined by the variation of the effects of job description. Others factors affecting employee performance at the ministry is determined by other factors not analysed in this study.

Testing the significance of the coefficient of determination can be seen in the ANOVA table. From the table it is evident that at $\beta= 5\%$, the value of F statistic is 625.495. There is a p value of 0.000 which is significant.

Further from the results in Table 4.6 shows that effects of job description has a significant effect on employee performance at the Ministry of Water and Irrigation ($\beta= 0.934$, $t=25.010$, $p<0.000$). The finding implies that 80.2% of change in employee performance is attributable to a unit change of effects of Job Description. As per the SPSS version 21 generated outputs the equation for the relationship becomes: $Y=1.230+0.802X+0.934$

Where: Y=Employee Performance

X= Job Descriptions

β_0 =Constant

β_1 =Regression Coefficient

E= Error term

4.7 Discussion of the Findings

As compared to the study objectives and research questions, the findings of the study show that there is a relationship between job description and employee's Performance but it is ineffective in practice. Most of respondents who were asked a number of statements through the questionnaires gave opinion that was in line with the theoretical review done by the study. Information provided shows that a number of respondents (directors and heads of departments) had been given effective job description while most respondents (subordinates) had been given unclear or lacked job descriptions since they were recruited; that leads to poor performance of employee's. This is because job description were not mentioned during the recruitment process while Stybel (2010) points that summaries of job descriptions that are used for job postings are created with both internal and external audiences in mind during the recruitment process and help to advance the goal, to reduce conflicts and attracting to have talent employees.

Peay (2005) also describes job description not only as a valuable aid in job-recruiting process, but also as an outline for reporting relationships and working conditions in order to increase performance. Therefore, some of employees supported the idea of being given chance for training relating to their positions in order to obtain a perfect match with their job to increase performance as Martin (2006) states that person/job description is a written statement analyzing the skills, educational attainments and or experience believed to be required by the ideal candidate for the vacancy being filled. Candidate's attainment can be confused with the required items to try to obtain a perfect match, or, if not to identify areas where training may be required.

According to Ann (2009), the author does not differ with Barry (2003) when suggesting that job description includes a role summary, the essential duties and tasks and minimum education and experience required which allow All 94 respondents of questionnaires agreed that in order to increase performance related to the job description, they should be given responsibilities according to their qualifications and job specialization; and they suggested every employee should be given effective job description whenever work pattern changed to reduce misunderstanding, job ambiguity, boredom at workplace in order to increase performance as Cush way (2003) argued that organizations might be using the various approaches to job analysis and job description by reducing employees' role conflict, overload, and ambiguity of their jobs.

Moreover, jobs are modified when work patterns in the organization are changed. Job description has an ongoing purpose throughout the employment lifecycle; so it pays to spend some time getting it right from the outset. Prospects for positive change stem from employee participation and suggestions are required to increase performance toward producing more to meet the organization objectives. Also, the study found out that there are chances and privileges of modern working instruments because they use computerized system to provide work. But there was also a need for job description to be transparent regarding employees job identification, working condition, especially in relation to tools and equipment used, knowledge and skills needed and to train employees how to operate major machines, equipment, instruments and the materials used to reduce unnecessary costs.

This is also suggested by Ann et al. (2009) who recommends that job description therefore should contain other pertinent information such as reporting relationship, and equipment used on the job. Also, the findings supported the ideas of (Ngirwa, 2003) who noted that most job descriptions comprise job title, job identification, job duties and working conditions. The study supported the views of F. W Taylor who was suggesting division of labor and insisted people to work according to their specializations. In this study, most of respondents suggested there was need to provide effective job description to each employee according to his/her qualification and job specialization relating to performance objective of organization and given job feedback of standard of performance at a measurable time in order to increase performance of employees.

CHAPTER FIVE: SUMMARY, CONCLUSION & RECOMMENDATIONS

5.1 Introduction

This chapter will present the summary of the findings, conclusion, recommendations and limitations of this study. The limitations experienced by this study will also be briefly mentioned.

5.2 Summary of Findings

The findings of the study revealed that the prevailing weaknesses of effective job description have negative impact on employees' performance. To increase employee's performance, it found that there was the need of job identification.

The study found that there were job conflicts and job overlapping; some of the employees did not know their boundaries related to job descriptions, lack of confidence of work, low productivity, and loss of morale among the employees which leads poor performance. Also, the study found out there were three means used to define job: written, oral or both that was not consistent and this could reduce performance of employee's. As to whether job qualifications contribute to employee's performance at the Ministry of Water and Irrigation, it was assumed that effective job description needed to be modified and updated when work patterns changed or employees given job description according to their qualification and specialization to meet organization objectives.

It was noted that there was ambiguity and confusion of responsibilities for others; also for some employees it was noted that they were not given work according to their

qualifications. One respondent of questionnaires commented of the questionnaire that he was selected to the post by chance not for his qualification and was given high responsibilities that he was not qualified for and he could not perform well. Also it was found that there was insufficient knowledge in job redesign; absenteeism at workplace but they did private/own work at work time, low morale of work and low productivity that leads to poor performance.

Job responsibilities influence employee's performance and are related to effective job description. However, in this study it was found that there was unclear effective job description related to current responsibilities and employees were doing their work according to their own experience. There was absence of HR guideline such as Employment Policy related to effective job description, absence of performance appraisal guideline process and performance appraisal and performance management in the ministry of water and irrigation. That can appraise the measurable objectives and can define what employees ought to do and what needed to be achieved after the next 12 months in order to increase employee's performance related to job descriptions as Public Service Commission of Kenya's performance contracts stipulates.

Regarding the question on whether the working conditions a could develop performance at the Ministry of Water and Irrigation, it was found out that when job description mentions working conditions clearly, workers increase commitment and raise morale of work, employees could be innovative, confident, free at work and this could increase employee's performance related to job description. This could also stabilize workers

mobility, and minimize on absenteeism behavior through increasing performance of employees. Also, the findings on working condition insists updating code of conduct and job description according to the situation, team work, paying salary and other incentives according to living standard, training program, good service, customer care, good communication flow, worker involvement and participation in decision making to increase discipline and organization image for the employees to trust their employer in order to increase performance of employees.

Moreover, it was found out that most respondents were not given job feedback of standard of performance based on job description and this may lead to poor performance of employees. It was also found that there was a need for effective job description that included job identification, job duties, job specialization, duties and responsibilities, working condition, job relation, transport facilities, salary scales, incentives, life and health insurance in order to increase performance of employees.

5.3 Conclusion

Based on the findings the study would therefore wish to make the following conclusions. When it comes to the relationship between job description and employee performance, many of the study participants stipulated that unclear job description resulted into poor performance of the employees at the Ministry. The study therefore concluded that the ministry experiencing organizational challenges as well as dissatisfaction among employees therefore unclear job description resulted into poor performance. As far as job description and evaluation of the employees performance appraisal is centered, half

of the employees felt that it was used for their performance appraisal while half otherwise. This means that job description was not effectively used performance appraisal. Therefore the study concludes that job description was not an effective tool of performance appraisal in the Ministry.

The study concluded that in the Ministry of Water and Irrigation, job description is updated according to the changes in an employee's position or the changes in the structures of the ministry. The employees were asked to respond to whether each one of them was provided with a written job description or not. Surprising majority of the respondents disagreed that they were issued with a written job description by the Ministry of Public Service Commission . Therefore the study concludes that all the employees in the Ministry of Water and Irrigation have no job description.

Concerning the issue of using a job description to pay the employees on their benefits such as rewards, bonuses and recognition. Majority of the employees felt that the ministry uses job descriptions in paying them their benefits. Therefore the study concludes that although not the employees are in possession of a written job description the ministry pays them their benefits according to their positions which is enshrined in their unwritten job description in paying them their benefits.

Finally on the subject of employees being required to have particular knowledge, skills and the ability to perform his/ her job majority of the employees felt that it was necessary to have the relevant skills , knowledge and expertise in order to perform

skills , knowledge and abilities are necessary for performing any type of job. Concerning matters to do with particularly majority of the study participants felt that constant punctuality of an employee will lead to high performance in the ministry. The study therefore concludes that punctuality is a key requirement in measuring an employee's performance. On whether an employee quality of work determines performance levels, majority of the respondents felt that the quality of an employees work determines his/ her performance the study therefore concludes that an employee's quality of work determines his performance. Concerning matters to do with an employee's personnel appearance and whether it was a reflection of his performance levels , majority of the respondents felt that an employee's personal presentation is not necessary a reflection of his performance levels , the study therefore concludes that an employee's personal appearance or presentation should not be used to judge / measured his performance.

On the question of whether an employee meeting the set of deadlines of the assigned task as a measured of his performance . Majority of the employees agreed that an employee meeting the set of deadlines is a key in measuring performance. Therefore the study concludes that meeting of set deadlines by an employee is a good measure of his/ her performance. Finally, the study posed a question on whether fostering cooperation between employees and the management of the ministry is a good measure of employee's performance. Majority of the respondents felt that a good working relations and cooperation results into a high performance.

5.4 Recommendations of the study

Based on the findings of this study this study wishes to make the following recommendations. First and foremost, the clarity of job description determines the levels of an employee performance. The Ministry did not consider this issue as critical to the performance of each employee so In order to boost the performance levels of the employees the ministry should insist all the job descriptions of each employee and assign specific duties, responsibilities as well as assignments to each employee in every department . This will go a long with enhancing performance levels.

Secondly, concerning the issues of job description appraisal among the employees. Using the job description as a yard stick the study recommends that the job descriptive should be enhanced and strengthened even further so that when the employees are evaluated, issues to do with promotions, compensations, rewards , recognition and motivation should be based on job description . In line with the Ministry should develop a performance appraisal policy. In order to ensure that the job description is made as a reliable in enhancing employees performance.

Thirdly, the Ministry should consider updating the job description once an employee's status in the ministry changed, however the study failed to get a proper explanation concerning what happens to those employees who did not have a written job description the study therefore recommends that those employees who did not have a written job description should be provided with one. In addition to these, at times

employees are asked to go for further studies and training or assigned new roles, duties and responsibilities. All these should reflect in the new job description.

Fourth, Job description acts as a guide to the Ministry in dealing with its employees and it is supposed to be made as a reference point in case of dispute between the employees and the ministry. But these become a hard nut to crack since not every employee has a written job description from the ministry. The study therefore recommends that the ministry should be developed and provide written job description for every employee in the Ministry. This job description will act as a road map both to the Ministry and the employees. The study therefore wishes to recommend that the job description that is existing should be revised by the Ministry so that clarity spelt out. This will go a long way in avoiding unnecessary fights between departments and employees.

5.5 Limitations of the study

One of the major limitations of the study was that the study did not achieve a 100% response rate. This is attributed to the fact that some respondents were unwilling to participate in the survey citing lack of time or sensitivity of the issue. Some respondents were suspicious of the intentions of the study and thus declined to give feedback or all the feedback from the questionnaires. They feared that the information given could be used against them.

The questionnaires were sent to the respondents and it was time consuming having to wait for feedback. Lastly, the study was limited to one organization and this may not provide appropriate information to generalize all the Government Ministries. Further study may be broad enough to bring on board other ministries .It is worth noting, that the above-mentioned limitations did not have any adverse effects on the findings of the study and the researcher tried to ensure that the validity of the study remains reliable beyond any response.

5.6 Areas of further research

Since the study focused on the effect of job description on employee performance in the ministry of water and irrigation, the study suggests that a similar study should be conducted in other government ministries and state departments so that a comparison may be generated. This will be useful to the public service commission as the overall employer in the public sector. It will greatly inform the commission's policy making.

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APPENDICES

Appendix I: QUESTIONNAIRE

This questionnaire is designed to obtain information purely for academic research purposes from the management and the employees of the ministry of water and irrigation based at the headquarters in Nairobi. The accuracy of the responses you provide will be crucial to the success of the research project. You are kindly requested to respond to each of the questions based on the scale provided below.

The questionnaire has three parts (A, B & C). Instructions are given for each part.

DO NOT WRITE YOUR NAME OR YOUR CONTACTS ANYWHERE IN THIS QUESTIONNAIRE!

SECTION A: GENERAL INFORMATION

Please tick (✓) where is appropriate

1. Sex of Respondent

Male ()

Female ()

2. Age

20-30 ()

31-40 ()

41-50 ()

51-60 ()

3. Level of Education

Primary ()

Secondary ()

Certificate/Diploma ()

Undergraduate ()

4. Department.....

Administrative & Personnel ()

Finance ()

Supplies ()

Technical ()

Office service ()

Irrigation & drainage ()

5. Work experience

1 – 5 years ()

6 -10 years ()

11-15 years ()

16-20 years ()

Over 20 years ()

SECTION B: JOB DESCRIPTION

The Ministry of Water and Irrigation has given all its employees a structured job description. This section wishes to examine the effectiveness of this document in enhancing employee performance. To what extent do you consider each of the following statements to be correct. Indicate your response for each item on a scale of 1-5 where: 1= Strongly Disagree, 2= Disagree, 3=Neither Agree Nor Disagree, 4 = Agree 5=Strongly Agree. Please tick in the boxes provided that best describes your status.

Statements On Job Description	Strongly Disagree 1	Disagree 2	Neither Agree/ Disagree 3	Agree 4	Strongly Agree 5
1. The number of hours that I spend at the work place is key in determining my job performance					
2. Favorable working conditions enable me work comfortably.					
3. Proper job identification in my organization has avoided role ambiguities					
4. Job identification in my organization has alleviated job clashes					
5. Job identification in my organization matches my skills according to my duties and responsibilities					
6. I am allowed to have some level of independence in carrying out my duties					
7..Job descriptions are used for evaluating employee performance					

SECTION C: EMPLOYEE PERFORMANCE.

Statements On Job Description	Strongly Disagree 1	Disagree 2	Neither Agree/ Disagree 3	Agree 4	Strongly Agree 5
1.Constant punctuality by all employees results into high performance of the organization					
2.An employee’s quality of work determines his performance					
3. Good habits such as team work among employees results into high performance					
4. Employee’s attitude is not a good yardstick of determining employee’s performance					
5. Employees personal presentation is not a reflection of his levels of performance					
6.Meeting of the set deadlines of assigned tasks to an employee is the best determinant of high performance					
7. The extent to which employees foster cooperation with the management and amongst themselves is a measure of boosting performance levels.					

THANK YOU FOR YOUR PARTICIPATION!!!!