



## Job Satisfaction and Employee Performance a Case Study of Exim Bank Uganda Limited

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### Abstract

Working conditions in a number of workplaces greatly determine the performance and satisfaction of employees. Through the set dimensions, the study aimed at three research objectives namely; to examine how job design influences employee performance at Exim Bank Uganda Limited (EBU), to find out how work involvement influences employee performance at EBU and to determine the extent at which working environment affects employee performance at EBU. Through a cross sectional survey design where both quantitative and qualitative approaches were used, data was collected using questionnaires and interviews. Respondents were selected using the simple random sampling technique. Results found that an increased sense of intrinsic job motivation provided through designing of jobs which offer for skills variety, tasks identity, task significance and job autonomy and job performance. Results further show that feedback among employees is necessary for enhanced performance. Granting employee's freedom to participate in decisions that affect their work life enhances job performance, job satisfaction, increases efficiency and boosts job employer-employee relationship. The study still found that employees can improve their performance if the internal and external problems are embarked on by the management before the environment affects staff.

**Keywords:** *Job satisfaction, employee performance, Financial institutions*

## **Introduction**

### **Historical Background**

Years ago, before managers knew anything about motivating employees; people recognized the importance of influencing employees to accomplish the tasks of their organization. The oldest way to affect employee performance is with a carrot and stick. The name comes from the stubbornness of the donkey and was only moved by being cursed by carrots. This method has been used for generations and has remained in society for hundreds of years (Lepper, 1973). Administrators began to realize that the old method was no longer effective and began looking for new management methods. In the 19th and 20th centuries, sociologists and economists began applying scientific methods from their employees to achieve the best performance.

Employees were trained in a particular way to perform tasks; managers were separated from the task and given greater authority to determine workers' tasks (Taylor, 1909). Herzberg, meanwhile, quoted in 1959, Ormond, 2003, believed that employee satisfaction could improve productivity. Previous efforts to connect psychological theory with management have not been accepted. After 1923, psychological theory began to be introduced into management when Elton Mayo emphasized the inadequacy of "carrot and stick" motivation. Elton Mayo (cited in 1880–1949, Reiss, 2000) believed that money was not the sole concern of employees and would be happier if social demands were met during work (Taylor ignored it). His theory is mainly based on paternalistic leadership style. Previous studies of Employee performance have focused primarily on factors that contribute to their performance, but have not analyzed much about their impact on performance. A good example is the study by Ali & Ibrahim (2019) in the hospital industry, but there is a lack of research on employee performance in the banking industry. In Uganda, empirical research on job satisfaction is limited, but managers are paying more attention.

Between 1990 and 2015, some Ugandan banks, such as the Greenland Bank, were closed and other banks, such as the Uganda Commercial Bank, were sold for a variety of reasons. It was due to poor employee performance. This means that many employees of these banks have lost their jobs and ultimately suffered beneficiaries. Investigate job satisfaction precursors and develop strategies on how EBU Employee performance affects employee performance as bank employees need to improve their performance and productivity.

### **Theoretical background**

This study was based on Herzberg's two-factor theory and was developed by (Herzberg, 1959) which stresses motivation and job satisfaction, with two aspects determining job satisfaction and dissatisfaction: motivation and hygienic issues. Growth possibilities, awareness, outcomes, development, responsibilities, and the work itself all contribute to motivation. Salary, job security, workplace connections, corporate policy and management, oversight, working circumstances, personal living factors, and status are all hygiene factors.

In order to improve employee performance, managers need to properly consider motivational and hygiene factors in improving their skills. The theory assumes that an organization that adopts this theory will ensure an improvement in the working environment, thereby motivating employees to work hard and benefit the entire organization in the long run. In addition, explain that a person's assessment of a particular aspect of work, such as the level of autonomy at a particular location, determines how satisfied an employee is, whether or not expectations are met. Theory also means that employees should be treated in the best possible way to avoid dissatisfaction, but for them to experience awareness, achievement, responsibility, and opportunities to grow and move forward.

On the other hand, the principle has limitations. It assumes process pride is at once associated with productiveness which isn't true. Also happy personnel will now no longer always cause growth in productiveness considering that process pride is one of the elements main to an growth in worker overall performance however now no longer the best factor. Therefore, agencies wondering that a growth in process pride results in a growth in worker overall performance, can also additionally set themselves for disappointment. Another difficulty of the principle is that some of human beings have distinct meanings of process pride for example, a few human beings can also additionally pick bendy running hours whilst others won't like them, others can also additionally want to have greater income instead of promotions and strength whilst a few pick strength and promotions instead of money. Similarly, younger human beings have distinct thoughts approximately salaries, whilst older human beings have distinct thoughts approximately salaries, promotions, benefits, and so on. One more trouble of this standard is that it disregards outside components that truly assume a central part. It furthermore disregards employers. The guideline isn't finished according to evaluating artistic creations pride. Representatives might be cheerful notwithstanding the way that they could do without a piece of the cycle.

Despite these limitations, Herzberg's two-factor theory is widely accepted. The above theory is complemented by Taylors (1959) Scientific Management Theory. This theory focuses on how work is done and examines how this affects employee productivity. It focused on the belief that nothing is more efficient than optimizing the way they do their work by making people work as hard as possible. Taylor has announced the principles of scientific management. This publication suggests that productivity can be improved by simplifying and streamlining work. He also emphasized the idea that workers and managers must work together. During this time, the manager had little contact with the workers, who were left to their equipment to make the products they needed. There were no standards and workers were primarily motivated by retention, so there was no incentive to work quickly and efficiently.

This theory helps to manage variables through the employee productivity gains realized by banks and guides them to improve employee performance through positive satisfaction. This theory is unsuitable for large organizations, reduces workers' skills, creates friction between workers and managers when managers make decisions, discourages employees, and there are restrictions as it causes dissatisfaction and disappointment and increases work pressure. This theory is also relevant to this study as it is essential in determining the factors that contribute to the performance of different levels of employees.

## Conceptual Background

The main concepts of this study include job satisfaction as an independent variable and employee performance as a dependent variable. According to Qureshi and Hamid (2017), Job satisfaction is conceptualized from various perspectives, an indication of an employee's feelings either qualitatively or quantitatively about a job in an organization. Therefore, in this study, job satisfaction is conceptualized in three aspects. Work design, work participation and work environment. Job satisfaction is considered high if employees have some degree of autonomy, diverse skills, and easy access to the information they need to work, are always involved in the work, are engaged, and are comfortable in their work environment.

## Literature review

### Effect of job design on employee performance

The work plan of an association ought not to be disregarded as it adds to the accomplishment of the association's objectives. The authoritative design has the commitments, abilities, and obligations of every person in the association. The work to be done ought to be all around arranged. Work configuration alludes to the technique management uses to foster the substance of a task, including every connected errand, and the interaction by which the occupation is made and reconsidered. Given the new environment, work configuration is turning into an undeniably significant application procedure (Luthans, 2015).

Work design is the application of motivational theory to work design to improve productivity and satisfaction. Workplace design approaches can be broadly divided into work simplification, work rotation, work extension, and work performance. Job design is one of the most effective ways to optimize employee performance. The design of an employee's workplace often determines the perception that the employee has towards them (Hasibuan, 2017).

Autonomy is the level of independence and freedom that a person has. An individual with more elevated levels of independence feels more answerable for their work. From one viewpoint, independence might set off delaying when it is thought of as threatening to the individuals who are inclined to evasion. Lacking independence may likewise prompt pressure since individuals may not be given the attentiveness to deal with the requests of a task. Subsequently, by and large, independence is viewed as a positive and engaging component of work, however for the individuals who are avoidant; it might prompt adverse results with regards to execution and prosperity. They might come up short on self-control to perform on time, which might prompt expanded pressure. Significance is how much the work influences others.

When work affects others, it feels more meaningful and leads to greater satisfaction. Skill diversity is the extent to which a wide range of skills are required for a job. Employees who manage two different departments have a greater variety of skills and require more abilities than employees who manage a particular department.

According to Fajarto et al., (2019) job design and employee performance are positively related which helps to enhance and promote staff efficiency during role performance.

However, the job design for an institution like EBU remains questionable; thus, the actual practice of corporate structure still remains a challenge. This gap of job design visa vie employee performance is what the study needs to address and identify solutions to bridge the gap.

### **Work involvement and employee performance**

Work engagement is the emotional and psychological extent to which someone participates in their work, profession, and company. Working on time is part of the struggle. Top performers tend to be more enthusiastic about their work and more professional. There are several studies showing how high work engagement is directly linked to job satisfaction and how this affects the organization. For example, Lodahland Kejner's Job Involvement Scale is used by organizations to measure employee satisfaction. Measures taken to improve employee participation in decision making create better performance opportunities, better employee motivation, better use of skills and human potential, which in turn leads to organizations and employees. Various academic views regularly claim that it leads to various improvements in the outcomes of the (Ollikainen & Varis, 2016).

Employee involvement influences organizational progress through attendance, performance, productivity, and maintenance. Dahie et al. (2016) found that employee involvement impacts performance and job satisfaction. Other studies have come to the well-known conclusion that employee performance is affected by employee involvement. However, some studies have also shown that employee engagement does not affect employee performance. They show that increasing employee participation does not improve employee performance.

### **Working Environment and Employee Performance**

Factors that can affect people in their duties and responsibilities come not only externally, but also internally. Factors that can affect employee performance are competence and motivation. On the other hand, an external factor that can affect employee performance is the work environment (Wibowo, 2016). Working environment refers to the relationship between people in the workplace and the equipment they use, providing performance, health, and safety benefits, both short-term and long-term (Roni et al., 2018). In addition, the work environment refers to anything outside the company that influences the growth, development and progress of the company.

A study by Farida (2014) investigated the impact of competence and working environment on civil servant motivation and performance. Studies show that employee motivation and performance are positively and heavily influenced by skills and work environment. In another study, we looked at the impact of employee competence and work environment on employee performance through performance as an intervening variable. According to the study results, employee performance was not directly affected by employee skills or work environment (Anitha, 2014). The working environment consists of two broad aspects: B. Work and context. A job includes all the various characteristics of a job, such as training, managing

work-related activities, a sense of accomplishment from the job, diverse jobs, and intrinsic values, how the job is performed and completed.

The work surroundings includes worker safety, task security, accurate relationships with colleagues, reputation of accurate performance, motivation for accurate performance, and participation in the company's decision-making process (Raziq & Raheela, 2015). Anitha (2014) emphasizes that the work surroundings and team-colleague relationships have an extensive effect on worker performance. It is critical to don't forget the bodily operating surroundings of the company with a safe and comfortable physical working environment make employees feel comfortable working (Damayanti, 2019; Strauss et al., 2017). Employees who work to perform best in an inappropriate and unsupported work environment can become lazy and lead to poor performance. A study by Xu et al., (2019). H3: Employee performance affected by PT's physical working environment. The work environment exists in the worker's environment and can affect work performance in the following ways: B. Temperature, humidity, pentagons, lighting, noise, workplace cleanliness, and suitable tools or work equipment. Human life is inseparable from the various states of the environment, and there is a very close relationship between humans and the environment (Afandi, 2018).

**According to Dalimunthe (2019), terrific running surroundings facilitate enhance job satisfaction, the wonderful courting among job satisfaction and job satisfaction, and the bodily and non-bodily surroundings in job satisfaction. It's an influential person. Based at the above explanation, this examine examines the effect of activity delight at the overall performance of EBU employees. This is as it isn't explicitly defined in element within the literature.**

## Methodology

The study was carried out in one of the branches of EBU located on Kyagwe road in Kampala district because most of the employees who were the respondents in this research sit at this branch.

This study adopted a mix methods research approach which involves the collection, analysing and mixing of both qualitative and quantitative data in a single study in order to understand a research phenomenon. This research design responds to research questions in sufficient depth and width and produces the impact of research review across the population. The qualitative approach, on the other hand provided a deeper understanding of the issue being investigated, honouring the voices of its participants. The quantitative results were triangulated with qualitative findings and vice versa. Triangulation, as a qualitative research strategy involved the use of multiple methods or data sources to develop a comprehensive understanding of a research problem or to test validity through the convergence of information from different sources.

Sekaran, (2009) defines it as the universe of entities that sample the population. Or an entire group of people or objects that have at least one thing in common. The target audience for this study was 106 EBU staff with human resources support by 2021. Respondents included at least one director, two senior managers; three middle managers, four supervisors, and five managers.



Purposive sampling technique was used to identify those who took part in the study. It was used because it is a non-random method that requires neither the underlying theory nor a fixed number of informants (Ma, 2007). Researchers consciously make choices when selecting respondents to study. Targeted sampling allowed the researcher to select samples at their discretion and use the data they need. This study used purposive sampling to select top management members of the EBU.

Simple random sampling is a method used to select a smaller sample size from a larger population, use it to investigate, and generalize to a larger group (Mugenda and Mugenda, 2003). Using a simple random sample equalizes the likelihood that each member of a larger population were selected. In this study, EBU staff were selected using a simple random sample.

Data was collected through the survey, interviews and document review methods.

The use of the survey is supported by Kothari (2005) who says the survey is the most appropriate tool because it can be used to collect large amounts of information in a relatively short amount of time using closed-end questions. This was more specific and more likely to convey similar meanings and questions to respondents. The online interview method was used to collect data from the top management.

Questionnaires were used to retrieve data from the EBU. These were used because they have proven useful when studies use both qualitative and quantitative methods simultaneously (triangulation) (Sekaran, 2009; Amin, 2005). It is inexpensive to manage and provides a lot of information for people with high literacy rates. In order to obtain accurate quantitative data, the questionnaire were concise, free-form questions that encouraged respondents to think, provide thoughtful answers and honest opinions (Sekaran, 2009). The interview guide was also used to retrieve data from top management staff. Kothari (2005) says the use of interview guides by researchers is mainly to focus their conversations on the main topics of what, in what order, how to ask questions and how to ask follow-up questions. These were used to provide additional clues as to what was next done or said after the respondent answered the last question.

The document review was also used and is known to help researchers identify, analyze, and derive useful information from existing documents. It runs independently without asking for extensive input from other sources. The advantage of document review is that it costs less than collecting the data yourself.

## **Findings and analysis**

Out of 106 questionnaires distributed to staff members, 84 questionnaires were returned reflecting a 79% response rate. Out of the 5 planned interviews, 15 were conducted which gave a response rate of 75%. The overall response rate was 82.5% which is in line with Coughlan who argues that a response rate  $\geq 50\%$  is representative of a survey population.

## **Job design and employee performance at EBU**

On the question whether this job allows me to plan on how I do work, majority of the respondents 43% disagreed with the statement, 25% strongly agreed with the statement,

whereas 17% of the respondents were neutral with the statement. The mean of 2.72 implied that majority of the respondents disagreed with the statement and standard deviation is 1.9 indicated those with deviating responses.

As to whether this job gives employee a chance to use personal initiative in carrying out the work, majority of the respondents 46% agreed with the statement, 21% strongly disagreed with the statement, 16% were neutral and 8% of the respondents were strongly agreed with the statement. The mean is 3.51 implying that this job gives employee a chance to use personal initiative in carrying out the work and standard deviation is 1.18 indicating deviating responses.

On the question this job provides me with significant autonomy in making decisions, majority of the respondents 48% strongly disagreed with the statement, 9% of the respondents disagreed with the statement and 18% were neutral. 16% and 10% of the respondents agreed with the statement respectively. The mean is 3.29 and standard deviation is 1.13. These findings revealed a level of enjoyment of job autonomy in the employees' job design which may affect their performance for lack of this job autonomy intrinsic motivation among half of the employees at Exim bank.

On the question as to whether employee makes decisions about what methods they use to complete work, majority of respondents 46% strongly disagreed with the statement, 23% of the respondents disagreed with the statement, none of the respondents were neutral. 18% and 7% of the respondents agreed with the statement. The mean is 3.83 implying that majority of the respondents disagreed with the statement and standard deviation is 0.88 showing those with deviating responses.

As to whether this job involves performing a variety of tasks by the employee, 40% of the respondents disagreed with the statement, 6% of the respondents were neutral whereas 33% strongly agreed with the statement. The mean is 2.93 and 1.26 is the standard deviation. The findings above are supported by the key informant who noted that:

*That almost majority of the employees at Exim bank were demotivated by the failure of their jobs to provide for skills variety requiring application of high level skills in due course of performance of their jobs and breaking of monotony through use of complex and none repetitive routines.*

On the question whether this job provides me the chance to completely finish the work that they begin, majority of the respondents 36% disagreed with the statement, 31% of the respondents strongly agreed with the statement whereas 10% of the respondents were neutral. The mean is 2.07 and standard deviation is 1.26.

Findings revealed that on the question this job allows for providing employee with positive feedback on performance, 40% of the respondents strongly agreed with the statement, 8% of the respondents were neutral. 31% of the respondents strongly disagreed with the statement. The mean is 3.88 and standard deviation is 1.22. This implies that in order to achieve high performance goal of the organization, performance feedback becomes a very important component of human resource management. This is because performance feedback provides basis for training and development of existing staff, and motivating and maintaining a quality human resource through correct and proper rewarding of their performance.



On whether the activities themselves provide employees with clear information about the effectiveness of their performance in terms of quality and quantity, 64% of the respondents agreed, 16% of the respondents agreed with the statement, 17% of the respondents disagreed with the statement and 6% of the respondents were neutral. The mean of 3.94 and implied that majority of the respondents agreed with the statement and standard deviation of 1.23 indicated those with deviating responses. The results imply that the employees of Exim bank are efficient in their work since their service delivery is on time and understand the importance of giving their best efforts in every task they engage in. This shows that they are satisfied with their jobs and would freely recommend the organization to another person.

On the question this job requires me to do one task at a time, majority of the respondents 43% agreed with the statement, 40% strongly agreed, 11% were neutral and 5% strongly disagreed with the statement. The mean is 3.84 and standard deviation of 0.89. The mean being above average of 3.0, this implies that majority of respondents agreed with the statement that this job requires me to do one task at a time.

As to whether this job requires a variety of skills in order to complete the work, majority of respondents 47% strongly agreed with the statement, 18% agreed, 15% of the respondents disagreed whereas 5% of the respondents were neutral. The mean was 3.39 and standard deviation of 1.33. With the mean of 3.39, this implies that the job requires a variety of skills in order to complete the work. The findings above are supported by the key informants who noted that:

*Employees at Exim bank require basic numeracy and customer service skills. So those who possess more than what the job requires have no opportunity to apply these skills. Majority of employees have very limited job autonomy as the decisions to even give credit have to be approved by the supervisor and manager. The other problem of feedback is that customers and fellow staff rarely give feedback on the quality of services offered.*

On the question the tools employee use on this job are highly specialized in terms of purpose, majority of the respondents strongly agreed with the statement, 22% agreed, 8% of the respondents strongly disagreed with the statement and 14% were neutral. The mean was 3.81 and the standard deviation of 0.99. This implies the tools employees use on this job is highly specialized in terms of purpose.

As to whether the supervisor sets realistic targets for me, majority of the respondents 36% disagreed with the statement, 23% strongly agreed with the statement were as 14% were neutral. The mean was 2.61 and the standard deviation of 1.22 indicated deviating responses.

**Pearson correlation results between Job design and employee performance at EBU**

Correlation coefficient		Job design	Employee performance at EBU
		Job design	Pearson correlation
	Sig. (2-tailed)		.001*
	N	84	84
Employee performance at EBU	Pearson correlation	.726	1
	Sig. (2-tailed)	.001*	
	N	84	84

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

Pearson correlation results as presented in table 4.7 depicts a strong and positive correlation ( $r=.726$ ) between Job design and employee performance at Exim bank. The study results further indicated a significant statistical relationship between the study variables given that p value ( $p=.001$ ) is less than at 0.01 recommended level of significance. Hence, the results have confirmed that Job design has positive significant relationship with employee performance at Exim bank.

**Work involvement and employee performance at EBU**

On the question the bank values my contribution to its growth, majority of the respondents 44% agreed with the statement, 40% strongly agreed, 11% were neutral and 5% strongly disagreed with the statement. The mean is 3.84 and standard deviation of 0.89. The mean being above average of 3.0, this implies that majority of respondents agreed with the statement that the bank values my contribution to its growth.

As to whether the bank appreciates the extra effort employees put in to accomplish tasks, majority of respondents 47% strongly agreed with the statement, 18% agreed, 15% of the respondents disagreed whereas 5% of the respondents were neutral. The mean was 3.90 and standard deviation of 1.33. With the mean of 3.90, this implies that the bank appreciates the extra effort employees put in to accomplish tasks.

On the question employees have the opportunity to consult from other team members, majority of the respondents 56% agreed with the statement, 22% agreed, 8% of the respondents strongly disagreed with the statement and 14% were neutral. The mean was 3.99 and the standard deviation of 0.99. This implies that employees have the opportunity to consult from other team members.

As to whether employees have an opportunity of speaking up on issues concerning work, majority of the respondents 56% agreed with the statement, 23% strongly agreed with the statement were as 14% were neutral. 20% of the respondents strongly disagreed with the

statement and 6% disagreed respectively. The mean was 3.00 and the standard deviation of 1.22.

As whether employees have an opportunity of sharing knowledge, 46% strongly agreed with the statement, 13% agreed, 16% strongly disagreed whereas 12% were neutral. The mean was 3.32 and standard deviation of 1.24.

On the question unless my job gets done, other tasks cannot be completed, 51% of the respondents agreed with the statement, 26% agreed with the statement 8% strongly disagreed, 10% of the respondents disagreed with the statement and whereas none of the respondents were neutral. The mean was 3.26 and the standard deviation of 1.17.

As to whether the supervisor equally involves employee during sharing of tasks, majority of the respondents 37% strongly disagreed with the statement, 34% disagreed, 12% were neutral and 12% and 7% agreed respectively. The mean was 2.87 and standard deviation of 1.19.

On whether employees are aware of what each employee in other departments is working on, 2% strongly disagreed, 4% of respondents disagreed, and majority of respondents 57% strongly agreed whereas 38% agreed with the statement and 2% were not sure of the statement. The correspondent mean was 3.80 and standard deviation was 0.67. The corresponding mean was above average implying that employees are aware of what each employee in other departments is working on.

On the question whether employee tasks can easily continue with ease once they happen to leave the bank, 2% of respondents strongly disagreed, 8% disagreed with the statement, 2% were not sure, majority of respondents 62% agreed with the statement and 27% strongly agreed with the statement. The corresponding mean was 4.06 and standard deviation of 0.85. This implies that employee tasks can easily continue with ease once they happen to leave the bank.

On whether employees have seen instances of job rotation happening within the bank, 10% strongly disagreed with the statement, 16% disagreed with the statement, 7% were not sure, majority of the respondents 42% strongly agreement with the statement and 24% agreed with the statement. The correspondent mean was 3.50 and standard deviation was 1.21 showing the number of varying responses. With the mean being above average, this implies that employees have seen instances of job rotation happening within the bank.

**Pearson correlation for work involvement and employee performance at EBU**

Correlation coefficients			
		Work involvement	Employee performance at EBU
Work involvement	Pearson correlation	1	.875
	Sig.(2-tailed)		.000*
	N	84	84
Employee performance at EBU	Pearson correlation	.875	1
	Sig.(2-tailed)	.000*	
	N	84	84

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

The Pearson test results above indicate a strong correlation ( $r=.875$ ) between work involvement and employee performance at EBU at EBU. In addition, study findings revealed a significant statistical relationship between the study two study variables as provided by p value ( $p=.000$ ) is less than recommended significance level at 0.05. Hence, study result confirm that work involvement have a positive significant effect on employee performance at EBU.

**Working environment and employee performance at EBU**

On the question employee has an opportunity to take mini-breaks while at work to allow relaxation, 35% of the respondents strongly agreed with the statement, 12% of the respondents agreed, 28% disagreed with the statement whereas. The 15% of the respondents were neutral. The mean is 3.10 and standard deviation is 1.24.

On sub component employee work environment is hazard free and safe, 35% of the respondents disagreed with the statement, 19% of the respondents strongly disagreed with the statement, 11% of the respondents were neutral whereas 27% strongly agreed with the statement. The mean is 2.17 and the standard deviation is 1.28.

As to whether employee is comfortable working while seated whole day long, majority of the respondents 64% agreed with the statement, 23% strongly agreed, 8% disagreed with the statement and 1.2% of the respondents were neutral. The mean is 3.7 implying that majority of the respondents agreed with the statement and the standard deviation is 1.09.

On the question supervisors consider flexibility in the schedule of employee work, majority of the respondents 55% strongly agreed with the statement, 27% agreed with the statement, 7% of the respondents were neutral whereas 7% of the respondents strongly disagreed with the statement. The mean is 3.94 and the standard deviation is 0.97. The results imply that the supervisor considers flexibility in the schedule of employee work. The above findings imply that supervisors of Exim bank are very instrumental to their employees. They have created good

supervisor-employee relationship which makes the employees to look up to them for approval or guidance. The findings are supported by the key informants who revealed that:

*This kind of relationship motivates employees to work even harder and perform better. It also follows that the employees having good support from their supervisors, view their employers as being generally caring about their well-being, that type of attitude will influence their performance in a positive way.*

Findings also revealed that on the question employee easily adjusts work schedule to accommodate their day's personal programmes, 41% of the respondents strongly agreed with the statement, 31% disagreed with the statement whereas 17% of the respondents were neutral. The mean is 3.20 and standard deviation is 1.07.

As to whether the superiors acknowledge the good work that I do, majority of the respondents 36% disagreed with the statement, 23% strongly agreed with the statement were as 14% were neutral. The mean was 3.61 and the standard deviation of 1.22.

As whether employees get feedback on work performance, 46% strongly agreed with the statement, 13% agreed, 16% strongly disagreed whereas 12% were neutral. The mean was 3.52 and standard deviation of 1.24. This implies that in order to achieve high performance goal of the organization, performance feedback becomes a very important component of human resource management. This is because performance feedback provides basis for training and development of existing staff, and motivating and maintaining a quality human resource through correct and proper rewarding of their performance. The findings above supported by the key informant who revealed that:

*Communication between employees promotes trust and loyalty among them and encourages better team work and relationship shows communication system at the workplace which resulted in employee performance.*

On the question it's easy to consult my supervisor on issues concerning work, majority of the respondents 43% agreed with the statement, 40% strongly agreed, 11% were neutral and 5% strongly disagreed with the statement. The mean is 3.84 and standard deviation of 0.89. The mean being above average of 3.0, this implies that majority of respondents agreed with the statement that it's easy to consult my supervisor on issues concerning work. The findings above are in agreement with the key informant who noted that:

*.....it can be argued that supervisor support leads high employee performance due to satisfaction and motivation. This is because, employees who believe their superiors are considerate leaders will perform better than those who do not perceive that their managers as such.*

As to whether employee have the opportunity to develop close friendships in my job, majority of respondents 47% strongly agreed with the statement, 18% agreed, 15% of the respondents disagreed whereas 5% of the respondents were neutral. The mean was 3.39 and standard deviation of 1.33.

On the question the supervisor is concerned about my welfare, majority of the respondents strongly agreed with the statement, 22% agreed, 8% of the respondents strongly disagreed with the statement and 14% were neutral. The mean was 3.81 and the standard deviation of 0.99. This implies the supervisor is concerned about employee's welfare. This implies that employee relationship with supervisor contributes on job performance because a supervisor

act as advocate for employees by gathering and distributing the resources needed by the employees which provide positive encouragement for a job well done. As to whether the climate at my workplace is comfortable in terms of temperature and humidity, majority of the respondents 36% disagreed with the statement, 23% strongly agreed with the statement were as 14% were neutral. The mean was 2.61 and the standard deviation of 1.22 indicated deviating responses.

**Pearson correlation coefficient for working environment and employee performance at EBU**

Correlation coefficients			
		Working environment	Employee performance at EBU
Working environment	Pearson correlation	1	.769
	Sig.(2-tailed)		.000*
	N	84	84
Employee performance at EBU	Pearson correlation	.769	1
	Sig.(2-tailed)	.000*	
	N	84	84

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

Pearson correlation results as presented in table 4.11 depicts a strong and positive correlation ( $r=.769$ ) between Working environment and employee performance at EBU. The study results further indicated a significant statistical relationship between the study variables given that p-value ( $p=.001$ ) is less than at 0.01 recommended level of significance. Hence, the results have confirmed that working environment has positive significant relationship with Employee performance at EBU.

**Discussion of findings**

**Job design and employee performance at EBU**

The findings are in congruence with Luthans, (2015) who noted that work plan of an association ought not to be disregarded as it adds to the accomplishment of the association's objectives. The authoritative design has the commitments, abilities, and obligations of every person in the association. The work to be done ought to be all around arranged. Work configuration alludes to the technique management uses to foster the substance of a task, including every connected errand, and the interaction by which the occupation is made and reconsidered. The study findings are supported by Hasibuan, (2017) who indicated that work design is the application of motivational theory to work design to improve productivity and satisfaction. Workplace design approaches can be broadly divided into work simplification, work rotation, work extension, and work performance. Job design is one of the most effective ways to



optimize employee performance. The design of an employee's workplace often determines the perception that the employee has towards them.

The study findings are also in agreement with Fajarto et al., (2019) who revealed that job design and employee performance are positively related which helps to enhance and promote staff efficiency during role performance. However, the job design for an institution like EBU remains questionable; thus, the actual practice of corporate structure still remains a challenge.

### **Work involvement and employee performance at EBU**

The findings are in agreement with Ollikainen & Varis, (2016) who noted that Job Involvement Scale is used by organizations to measure employee satisfaction. Measures taken to improve employee participation in decision making create better performance opportunities, better employee motivation, better use of skills and human potential, which in turn leads to organizations and employees.

The study findings are in congruence with Dahie et al. (2016) who found that employee involvement impacts performance and job satisfaction. Other studies have come to the well-known conclusion that employee performance is affected by employee involvement. However, some studies have also shown that employee engagement does not affect employee performance. They show that increasing employee participation does not improve employee performance. It aims to integrate employee engagement, job satisfaction, and employee performance into a model that other researchers can use to understand employee performance.

### **Working environment and employee performance at EBU**

The study findings are supported by Farida (2014) who investigated the impact of competence and working environment on civil servant motivation and performance. Studies show that employee motivation and performance are positively and heavily influenced by skills and work environment. In another study, Anitha, (2014) examined that the impact of employee competence and work environment on employee performance through performance as an intervening variable. According to the study results, employee performance was not directly affected by employee skills or work environment

The study findings are supported by Raziq and Raheela, (2015) who revealed that work surroundings includes worker safety, task security, accurate relationships with colleagues, reputation of accurate performance, motivation for accurate performance, and participation in the company's decision-making process. The findings are also supported by Anitha (2014) who emphasized that the work surroundings and team-colleague relationships have an extensive effect on worker performance. It is critical to don't forget the bodily operating surroundings of the company with a safe and comfortable physical working environment make employee's feel comfortable working.

## Conclusions

### Job design and employee performance at EBU

The study concluded that the Exim bank employee performance was affected by the job characteristics attributes. Thus an increased sense of intrinsic job motivation provided through designing of jobs which offer for skills variety, tasks identity, task significance, job autonomy and job performance feedback among employees were necessary for enhanced performance of employee performance at Exim bank.

### Work involvement and employee performance at EBU

The findings indicate that employee involvement enhances job performance as deduced from the results of the correlation analysis. This concludes that there is a strong, positive and significant relationship between employee involvement and job performance.

Based on the study findings it can be concluded that granting employee's freedom to participate in decisions that affect their work life enhances job performance, job satisfaction, increases efficiency and boosts job employer-employee relationship which results in achievement of organisational goals. Employee involvement however, may not be effective if not aligned to the overall organisational strategy and it thus can be concluded that there is evidence to support that employee involvement has a direct effect on job performance.

### Working environment and employee performance at EBU

Working environment plays a vital role in motivating employees to perform their assigned job. Since money is not a sufficient motivator in encouraging the workplace performance required in today's competitive business environment. The ability to attract, keep and motivate high-performance is becoming increasingly important in today's competitive organizational environments.

The study also revealed that employee's will improve their performance if the problems identified during the research are tackled by the management. At the end of the research, it was realized that the employee's working environment find themselves in affect their productivity greatly. Therefore it is the responsibilities of the organization to provide friendly working environment which will influence employees to work comfortable and perform their job.

## Recommendations

### Job design and employee performance at EBU

The study recommends that the management of Exim bank should carry out job evaluations and redesign the jobs of employees to provide for enhanced skills variety, task significance, task identity, job autonomy and performance feedback intrinsic job characteristics. The use of an external consultant to conduct the employee job evaluation and job re-design to offer for intrinsic job characteristics could be sought.

The study also recommends that the teams should be given necessary information and autonomy to enable them to carry out their function well and be encouraged to express their feelings and concerns.

### **Work involvement and employee performance at EBU**

There is strong need for managers to make the goal-setting process all-inclusive and participatory as well as give employees opportunities to suggest improvements in the processes where necessary. Management team where possible should also encourage information sharing of ideas and knowledge between managerial and non-managerial employees because this enhances trust and commitment to the organization.

Managers should allow employees to suggest on ways to improve processes as this encourages creativity, innovation and improves quality and enhances efficiency and overall organizational performance and success. Replicating this study in different settings would be worthwhile to establish variations in the responses and generalizability and validity of the present findings across different contexts.

The organization should give employees feedback which is effective regarding their performance. This enables the employees to know their area of strength and weakness and also it enables them to know areas where more effort is needed as in to manage performance.

### **Working environment and employee performance at EBU**

Periodic meetings with employees to air their grievances to management to serve as a motivating factor to the employees. Managers should also be counselled on their relationships with their subordinates.

The organization should have a good program in place for their employees work life balance as this can be a great factor to motivate and retain them.

Management should try as much as possible to build a work environment that attracts, retain and motivate its employees so that to help them work comfortable and increase organization productivity.

Employers should have in place a good working condition for their employees in order to boost their morale and made them more efficient. An example is making their benefit programs to suit employees.

Management should find ways and means of communicating their goals and strategies to their employees in order to achieve what the organization is in business for, its mission and vision.

Organization should ensure a good physical working environment that attracts, retain and motivate its employees so that to help them work comfortable thus increasing the overall productivity of the organization.

Employers should have in place a good working condition for their employees in order to boost their morale and make them more efficient. An example is making their benefit programs to suit employees.

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