

The Effect of Job Description on Employee's Performance (Case Study of Dahabshiil Bank in Hargeisa, Somaliland)

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Abstract

This study aimed to examine the effect of job descriptions on employee performance in Dahabshiil Bank Hargeisa, Somaliland. The study used a descriptive-quantitative approach of data collection, with a sample size of 44 employees and managers at the bank's headquarters on 26 June Road. The main instrument of data collection was a questionnaire, and data were analyzed using descriptive statistics, specifically the statistical package for social science (SPSS) software and Excel. The study aimed to fill the gap in the literature regarding the influence of job descriptions on employee performance systematically. The objectives of the study were to determine the relationship between job descriptions and employee performance and to identify the extent to which job descriptions affect employee performance. The study found that the majority of the respondents strongly agreed (55%) that there is a positive relationship between job descriptions and employee performance. Additionally, 23% of the respondents agreed with this statement, indicating that a significant proportion of the sample population recognized the importance of job descriptions in enhancing employee performance. On the other hand, 10% of the respondents were neutral, while 8% and 5% disagreed and strongly disagreed, respectively. Based on the findings, the study recommends that Dahabshiil Bank should ensure that all job descriptions are detailed, up to date, and effectively communicated to employees. Overall, the study provides valuable insights into the importance of job descriptions in enhancing employee performance in Dahabshiil Bank and can serve as a reference for other organizations in the industry.

Keywords: Employee performance, Job Description, Dahabshiil Bank, Job satisfaction.

1. Introduction

When Managers have long been concerned with employee productivity, but they have come to realize that the type of work done by employees requires good job design. This can be achieved by answering questions such as how the job is to be performed, who is to perform it, and where it is to be performed. Job design has a significant impact on how an employee feels about the job, the level of authority he has over the work, the decision-making ability he has on the job, and the number of tasks he has to perform for the position he holds [1].

A job description is a written statement that contains what workers must do, how to do it, and under what conditions their work is carried out [2]. It gives a sense of responsibility and commitment to the employee, as well as leads to motivation and job satisfaction. The job description helps in job grading and distinguishes between work levels in which jobs are compared. It also provides guidelines during interviews [3].

The Employee performance, globally, refers to the productivity and output of an employee as a result of employee development. It is a critical aspect of organizational effectiveness and produc-

tivity [4]. In Africa, employee performance is defined as a record of accomplishments over a specified time period, including the employee's approach to completing work assignments and professional demeanor [5]. In Kenya and Ethiopia, job descriptions have been used to improve employee performance. For instance, in Kenya, the government has implemented a job evaluation system that incorporates job descriptions to improve employee job satisfaction and motivation [6]. In Ethiopia, the Civil Service Reform Program has emphasized the importance of job descriptions in improving employee performance and organizational effectiveness [7].

However, in Somaliland, it has been observed that job descriptions have not been used to their full potential, leading to a decline in employee performance over the years. The employees are not posted in their right positions or given the right job according to their qualifications and experiences, leading to overlapping among different workers in the same department and deterring productivity instead of promoting it.

This study aims to examine the effect of job descriptions on employee performance in Dahabshiil Bank Hargeisa, Somaliland.

The objectives of the study are to determine the relationship between job descriptions and employee performance, to identify the extent to which job descriptions affect employee performance, and to recommend ways to improve job descriptions in Dahabshiil Bank to enhance employee performance. This research gap will be filled by investigating the elements that drive an employee to satisfy their work performance at the side of job description.

2. Methods and Material

2.1 Study Design

After careful consideration, we have determined that the most appropriate research design for our study is descriptive survey design. The term "survey" refers to any research activity in which the researcher collects data from a subset of a population to examine the characteristics, opinions, or intentions of that population [8].

2.2 Population of the study

The population targeted by the study was 50 employees of Dahabshiil Bank, Hargeisa, Somaliland.

2.3 Scope of the Study

The research for this study was conducted in Dahabshiil Bank, Hargeisa, Somaliland from Feb to June of 2023. Hargeisa is situated in the Maroodi Jeh region and serves as the capital city of Somaliland. It is comprised of five primary districts and is geographically located at a longitude of 44.077011 and a latitude of 9.562389.

2.4 Sampling method and sample size calculation

The study used Slovine's formula to determine the sample size, with a total of 44 respondents selected from the target popula-

tion using simple random sampling. This method was chosen to ensure unbiased representation of the population and to facilitate generalization of findings to the larger population:

$$n = \frac{N}{1 + N(e^2)} \quad (1)$$

Where, n = the sample size N= target population; e= margin of error. As a result, a total of 44 respondents were required for the study.

2.5 Data collection tools

The questionnaire was selected as the primary data collection tool for this study. It was chosen as the most suitable method for gathering the required information.

2.6 Data analysis techniques

After the raw data was collected in the field, it was processed to remove any errors and inconsistencies, and then loaded into the Statistical Package for Social Sciences (SPSS) and Excel. Validity checks were performed, and any unreliable information was properly cleared. The data was presented using descriptive statistical methods such as charts and tables that display frequencies and percentages.

3. Results and Discussion

3.1 The Demographic information of respondents

The Table 1 indicates that 85% of employees are male, while only 15% are female. Of the respondents, 68% are married, and 32% are single. The majority of employees are between the ages of 20-35 years (60%), followed by those aged 36-50 years (30%). Only 5% of employees are aged above 50 years, and a further 5% are aged 15-19 years. In terms of education, 80% of employees hold a bachelor's degree, while 15% hold a master's degree, and 5% hold a diploma.

Category	Frequency	Percent
Gender		
Male	34	85%
Female	6	15%
Marital status		
Single	13	32%
Married	27	68%
Age:		
15-19	2	5%
20-35	24	60%
36-50	12	30%
50 and above	2	5%
Education level:		
Diploma	2	5%
Bachelor	32	80%
Master	6	15%

Table 1: The Demographic information of respondents

3.2 Responses related to job description

The Table 2.1 shows that 85% of respondents agreed or strongly agreed that the job description offered by Dahabshiil has improved customer care at the organization, with 35% strongly agreeing and 50% agreeing. Only 10% of respondents were neutral, and 8% disagreed or strongly disagreed.

In Table 2.2, 78% of respondents agreed or strongly agreed that the job description offered by Dahabshiil has improved employ-

ees' ability to keep proper customer contribution records, with 40% strongly agreeing and 38% agreeing. Only 10% of respondents were neutral, and 13% disagreed or strongly disagreed.

Table 2.3 indicates that 67% of respondents agreed or strongly agreed that the job description offered by Dahabshiil has improved employees' ability to issue loans to customers, with 47% strongly agreeing and 20% agreeing. Only 25% of respondents were neutral, and 8% disagreed or strongly disagreed.

S/ No	Category	Strongly agree		Agree		Neutral		Disagree		Strongly Disagree	
		Freq	Percent	Freq	Percent	Freq	Percent	Freq	Percent	Freq	Percent
1	The job description offered by Dahabshiil bank to employees improved customer care to clients.	14	35%	20	50%	3	7%	2	5%	1	3%
2	The job description offered by Dahabshiil bank to employees improved the employee's ability to keep proper customers contribution records.	16	40%	15	38%	4	10%	3	8%	2	5%
3	The job description offered by Dahabshiil bank to employees improved the employee's ability to keep proper customers contribution records.	18	47%	8	20%	10	25%	1	3%	2	5%

Table 2: Responses related to job description

3.3 The factors that influence the quality of job descriptions

Table 3.1 shows that 85% of respondents agreed or strongly agreed that the Employees at Dahabshiil Bank are involved in the process of creating and updating job descriptions, with 25% strongly agreeing and 60% agreeing. Only 10% of respondents were neutral, and 10% disagreed or strongly disagreed.

In Table 3.2, 57% of respondents disagreed or strongly disagreed that the management at Dahabshiil Bank provides adequate support for the development and maintenance of job descriptions, with 37% disagreeing and 20% strongly disagreeing. Only 15% of respondents were neutral, and 38% agreed or strongly agreed.

S/ No	Category	Strongly agree		Agree		Neutral		Disagree		Strongly Disagree	
		Freq	Percent	Freq	Percent	Freq	Percent	Freq	Percent	Freq	Percent
1	Employees at Dahabshiil Bank are involved in the process of creating and updating job descriptions	10	25%	24	60%	2	5%	1	3%	3	7%
2	The management at Dahabshiil Bank provides adequate support for the development and maintenance of job descriptions.	9	23%	6	15%	2	5%	15	37%	8	20%

3	Job descriptions at Dahabshiil Bank accurately reflect the duties and responsibilities of each position.	7	17%	8	20%	5	13%	7	17%	13	33%
4	Job descriptions at Dahabshiil Bank are used effectively in employee training and development.	12	30%	6	15%	10	25%	5	13%	7	17%

Table 3: The factors that influence the quality of job descriptions

In table 3.3, 50% of respondents disagreed or strongly disagreed (33% strongly disagreed, 17% disagreed) and 13% were neutral, while 37% agreed or strongly agreed (20% agreed, 17% strongly agreed) that the job descriptions at Dahabshiil Bank accurately reflect the duties and responsibilities of each position.

In table 3.4, the majority of respondents strongly agreed (30%) or agreed (15%) that the job descriptions at Dahabshiil Bank are used effectively in employee training and development, while 25% were neutral and 30% disagreed or strongly disagreed (13% agreed, 17% strongly agreed).

3.4 Relationship between job description and employee performance

Figure 1, indicates that 55% of the respondents strongly agreed that there is a positive relationship between job description and employee performance. Furthermore, 23% of the respondents agreed with there is a positive relationship between job description and employee performance. Moreover, 10% of the respondents neutral with there is a positive relationship between job

description and employee performance, while 8% and 5% of the respondents disagreed and disagreed and strongly disagreed with there is a positive relationship between job description and employee performance, respectively. Majority the respondents strongly agreed that there is a positive relationship between job description and employee performance.

Table 2.2 and Table 2.3 suggest that the job descriptions have had a positive impact on employees' ability to keep proper customer contribution records and issue loans to customers, respectively. This is consistent with previous research conducted in Ethiopia, which found that job descriptions can improve employee performance and productivity [9].

Table 3.2 shows that a majority of respondents disagreed or strongly disagreed that the management at Dahabshiil Bank provides adequate support for the development and maintenance of job

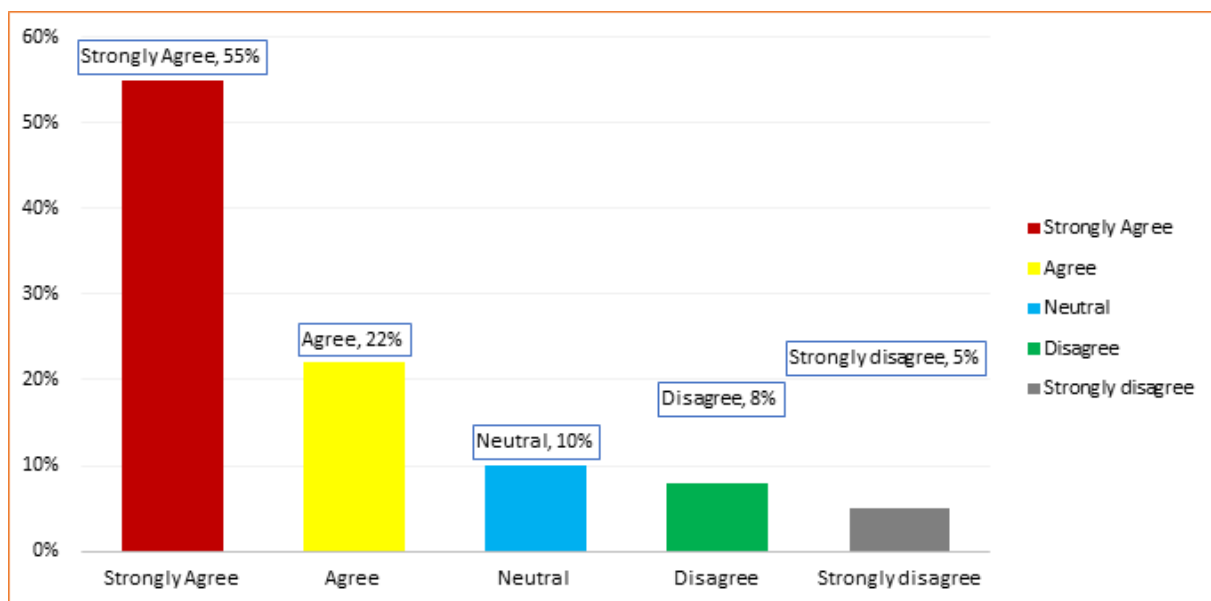


Figure 1: Relationship between job description and employee performance

4. Discussion

The findings from the various tables and figures suggest that the job descriptions offered by Dahabshiil Bank have a mixed impact on customer care and employee performance. Table 2.1

indicates that a large majority of respondents (85%) agreed or strongly agreed that the job descriptions have improved customer care at the organization. However, Table 3.1 shows that only 50% of respondents agreed or strongly agreed that the job

descriptions accurately reflect the duties and responsibilities of each position. This suggests that while the job descriptions may have had a positive impact on customer care, they may not accurately reflect the actual duties and responsibilities of the employees, which could have negative consequences in the long run.

descriptions. This could have negative consequences for the accuracy and effectiveness of the job descriptions.

Figure 1 suggests that the majority of respondents (78%) agreed or strongly agreed that there is a positive relationship between job description and employee performance, which is consistent with previous research [10].

Overall, the findings suggest that while the job descriptions offered by Dahabshiil Bank have had a positive impact on some aspects of employee performance, there is room for improvement in terms of accuracy and management support.

5. Conclusion and recommendations

Based on the findings, it can be concluded that the job descriptions offered by Dahabshiil Bank have had a positive impact on customer care, employees' ability to keep proper customer contribution records, and employees' ability to issue loans to customers. However, there is room for improvement in terms of accurately reflecting the duties and responsibilities of each position and providing management support for the development and maintenance of job descriptions. The majority of respondents also strongly agreed that there is a positive relationship between job description and employee performance, which suggests that job descriptions are an important tool for improving employee performance and productivity.

To improve the accuracy and effectiveness of job descriptions, it is recommended that Dahabshiil Bank involve employees in the process of creating and updating job descriptions and provide adequate management support for this process. It may also be beneficial to conduct regular reviews of job descriptions to ensure that they accurately reflect the evolving duties and responsibilities of each position. Additionally, the bank could consider providing training and development opportunities for employees

to ensure that they have the necessary skills and knowledge to perform their roles effectively, in line with the job descriptions.

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