

# Human Resource and Leadership Journal (HRLJ)

**Job Design as a Predictor of Employee Engagement in Managing  
Disruptions in the Public Health Sector in Kenya**



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## Job Design as a Predictor of Employee Engagement in Managing Disruptions in the Public Health Sector in Kenya

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Accepted: 7<sup>th</sup> Jan 2025 Received in Revised Form: 7<sup>th</sup> Feb 2025 Published: 7<sup>th</sup> Mar 2025

### Abstract

**Purpose:** This research paper aimed to study Job Design as a Predictor of Employee Engagement in Managing Disruptions in the Public Health Sector in Kenya's Western Region.

**Methodology:** The study adopted a descriptive research design and the theoretical framework drew from Job characteristics model. The study targeted a population of 3,092 from which a sample size of 342 respondents was drawn using stratified and simple random sampling techniques. A proportionate allocation was used to select a representative sample from each stratum and a self-administered questionnaire used to collect the required data with a reliability of 0.737. Quantitative data was analysed using frequencies, percentages, means, standard deviations (descriptive) and correlation and basic linear regressions based the inferential statistics. Thematic content analysis was used to analyse qualitative data. The relationship among the variables was tested using a t-test at 5% significance and an F test.

**Findings:** The study found out that job design ( $r=0.721p<0.000$ ,  $R^2=0.519$ ) had a strong significant influence on employee engagement. Therefore, provision of work autonomy, task identity and task variety to nurses and doctors would enhance their engagement. Further, specifying the way of performing the tasks by establishing employees' responsibilities, roles, procedures, and the systems that should be used boost their engagement which will go a long way in managing disruptions on provision of primary healthcare services brought about by occasioned threats for and holding demonstrations and strike actions.

**Unique Contribution to Theory, Policy and Practice:** The study's theoretical framework contributes to the knowledge of research by the Public Health Sector Administrators using the three job characteristics; task identity, work autonomy and task variety activities as a checklist for job analysis or job development. Similarly, they may come up with motivational strategies such as job rotation, job enrichment, varying assigned work, combining tasks, delegating tasks, team work and encouraging sharing of ideas. This increases the happiness of workers, teaches new talents, which adds engaging elements to the position. Accordingly, the mixed methodology of data collection, analysis, and procedures contributes to the field of human resource management by investigating the influence of job design on employee engagement. Therefore, this study provides a better reference point for administrators on how to link job design to employee engagement in the public health sector in Kenya.

**Keywords:** *Job Design, Employee Engagement, Managing Disruptions, Public Health Sector*

## **INTRODUCTION**

### **Background of the Study**

The pursuit of organizational achievement in today's business world lies not only in an organization's accumulation of the multi-skilled workforce or capability to hastily respond to the environmental turbulence but additionally in having engaged workforce who perceive and connect intellectually, socially, and affectively to their work roles and the organizational objectives (Deepalakshmi, Tiwari, Baruah, Seth & Besht, 2024). Fully engaged employees go beyond their call of duty on work requirements giving the organization a competitive edge by enhancing a workplace culture and teamwork. Moreover, they experience lower turnover rates, decreased absenteeism increasing productivity (Komen, 2024).

Job design is a process of putting together a range of tasks, duties and responsibilities blended for individuals to undertake in their work and to regard as their own. Torrington, Hall and Taylor, (2011); Osibanjo, Abiodun, Salau, Adeniji, Falola and Alimi, (2018) asserted that job design is imperative in getting the job done economically, reliably, safely and efficiently and increases individual engagement, satisfaction and achievement. Garg, Han and Malik, (2020) reckoned that job design can be redesigned for employees in order to generate more meaningful work and foster work engagement. Studies reveal that well-designed jobs are challenging, varied and interesting making meaningful contribution by increasing the resources that an individual has and help lessen the demands placed upon them. Unchallenging and repetitious jobs can be a source of psychological distress and disengagement (Crawford, Rich & Bergeron, 2013). Further, studies indicate that the five core motivational job features; skill variety, autonomy; task identity, task significant and feedback positively influence employee engagement (Christian, Garza & Slaughter, 2011; Saks, 2006).

Job design as a predictor of employee engagement among the health care service providers is paramount in managing disruptions in the public health sector in Kenya. Engaged doctors and nurses are more compassionate and empathetic towards patients and they provide timely and appropriate diagnosis. Ameliorating engagement of the health care workforce is fundamental to ensure good health and well-being for all at all ages fulfilling the sustainable development goal 3 (Blizzard, 2005; WHO, 2015).

### **Statement of the Problem**

The population densities of doctors and nurses together with functional facilities, competent and engaged employees are important indicators of a county's capacity to provide adequate primary healthcare coverage (International Rescue Committee, 2015). A report by MOH (2016) indicated that the ratio of healthcare workers to the population in the 47 counties in Kenya ranges from 0-1 rates and 13.8: 10,000 which fall below the national benchmark of 3: 10,000 people and WHO recommendations of 44.5: 10,000 people respectively required to achieve the SDG 3 by 2030. This was a firming by WHO (2006) revealing that Kenya is among the 57 countries in the world and 36

within sub-Saharan Africa that face a severe insufficient crucial health workforce like doctors and nurses.

Magokha, (2015) asserted that arising out of disengaged workforce, there is a striking and noticeable depletion of frontline health workers leaving the public sector yearly to other organizations. Research shows that up to 75% doctors, 5% enrolled nurses and 17% registered nurses leave respectively (HRH, 2012; Kiambati, Kiiio & Towett, 2013). Kenya Health Workforce Report, (2015); Kariuki, (2014) stipulates that the main reasons propelling the disengagement leading to turnover intentions include dissatisfying working conditions such as poor job design, poor management practices, inadequate resources such as understaffing and lack of proper structures. Kirui, Luciani, Ochieng, and Kamau (2013), argue that this has caused crises of disruptions of provision of health care services occasioned by threats for and holding demonstrations and strike actions.

### **Objective**

To analyse the influence of job design on employee engagement in the public health sector in Kenya.

### **Hypothesis**

H<sub>0</sub>: Job design has no significant relationship with employee engagement in the public health sector in Kenya.

## **LITERATURE REVIEW**

### **Theoretical Review**

This papers theoretical framework drew from Job Characteristics Model which states that the five core job measurements; skill variety, task identity, task significance, autonomy and feedback when present in a job deemed to promote; meaningfulness of the job, experienced control for the job results, and awareness of the actual consequences of the employees' work. These, in turn, are expected to generate positive employee behavioural outcomes, attitudes and work results (Campion, Mumford, Morgeson & Nahrgang, 2005). The paper adopted skill variety, job identity and autonomy.

Skills variety attributes address growth and the need for workers to perceive from their position a sense of personal and professional advancement, which can be partly addressed by career enrichment and rotation (Humphrey, Nahrgang, and Morgeson 2007). Salanova *et al.* (2005) shared this opinion, suggesting that occupations requiring many different skills and abilities make workers believe that what they are doing is more meaningful than those in simple and routine employment. Task identity specifies the level to which the position requires the employee to identify and complete a piece of work from the beginning to the end of the work cycle so that the outcome is visible. Most employees find their jobs more meaningful if they are involved in the whole process rather than just being liable for part of it. Studies have also identified the connection between task identity and employee engagement, and as a result, designing jobs with high task

identity will improve employee engagement (Christian, Garza & Slaughter, 2011). Autonomy stipulates how much freedom, independence, flexibility and discretion to plan out the work and establish the methods and procedures to be undertaken. The opportunity to approach a task autonomously goes a long way to minimizing repetition and the feelings of alienation that routine can bring Ryan and Deci (2000). Autonomy makes employees experience greater personal accountability for their successes and failures in the workplace (Bakker & Leiter, 2010). The model is effective on the relationship between job design and employee engagement to enable public health sector management use these job characteristics as a checklist for job development or job analysis. Similarly, they may come up with motivational strategies such as job rotation, job enrichment, varying assigned work, combining tasks, delegating tasks, team work and encouraging sharing of ideas. This increases the happiness of workers, teaches new talents, which adds engaging elements to the position (Campion, *et al.*, 2005).

### **Empirical Review**

Researchers define job design differently. For instance, Obianuju and Onyekachukwu, (2015) advocate that job design constitutes the division of an organization's work among its employees, and consist of specifying individual work tasks, method of performing the work tasks and combining work tasks into jobs for assignment to individuals. Torrington, Hall, Taylor, and Atkinson (2011) described job design as the process of putting together a variety of duties, responsibilities, and tasks to create a mix for individuals to undertake their work and to regard as their own. They further contend that this is pivotal in getting the job done reliably, economically, efficiently, and safely. Job design helps to fulfil the individual's needs for interest, challenge, and achievement and to meet the organization's criteria for operation, performance, product or service quality and productivity.

Hackman and Oldham (1975) recognized skill variety, autonomy, task identity, task significance, and feedback as the five job attributes that direct employees' performance and motivate them to perform those roles. These job attributes affect employee behaviour stemming from reduced burn-out and work-associated stress, high employee performance, high job involvement, organizational commitment, employee satisfaction, reduced absenteeism, engagement and low turnover rates (Morgeson & Humphrey, 2006). Well-designed jobs that are diverse, interesting, and challenging give room for increase to individual resources and support, hence cushioning the employee from the job's demands. Challenging tasks yet interesting make employees experience motivation and inspiration to invest their vigor in their work, a great engagement source (Crawford, *et al.*, 2013).

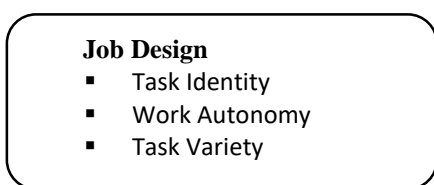
Research has established links between these elements of job design and employee engagement (Bakker & Leiter, 2010; Christian, *et al.*, 2011). Chiekezie and Nseodo (2015) observed the link between job design and employee engagement in Nigeria's selected Manufacturing companies with task significance and skill variety, autonomy and feedback having a firmly positive link with employee engagement. Kariuki and Makori (2015) probed the role of job design on employee engagement at the Presbyterian University of East Africa in Kenya. The study established that task identity, feedback, skill variety, and task significance notably affected employee engagement.

Mackenzie (2018) assessed the job design and its influence on employee engagement in a private outpatient healthcare provider in Kenya using a sample size of 302 participants. The study revealed that job design contributed 67% of the variability in employee engagement and concluded that job design attributes such as autonomy, task variety, and task significance should be considered when crafting job descriptions. Renard and Snelgar (2016) revealed that work identity, flexible work, autonomy, independence at work, challenging work, and work variety are the five intrinsic attributes of work that positively and psychologically reward employees.

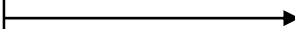
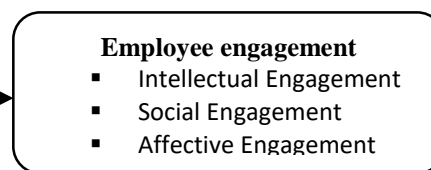
Employee engagement is a motivational construct with three facets, namely intellectual, social and affective (CIPD, 2014). Intellectual engagement denotes hard thinking about the job and how to do it better and a high level of dedication to the job. Truss, Alfes, Shantz, Rees, and Gatenby, (2012) equates intellectual engagement to cognitive dimension of engagement which involves a diligent personal commitment to investigation, exploration, inquiry and problem solving due to an absorbing, creatively energized focus. Social engagement is characterized by having a positive relational with colleagues, shares common values with colleagues, experienced connectedness with others and socially connected with the working environment (Soane *et al.*, 2012). Affective engagement on the other hand is characterized by feeling optimistic about doing a good job leading to self-fulfilment. Affective engagement is equated to emotional engagement characterized by feeling challenged and having a positive effect on the organization and its leaders (Albrecht, 2012). Accordingly, as a predictor variable, job design has been studied widely and linked to other employee behavioural outcomes such as; employee performance (Ngari, Kilika, and Muathe, 2018; Shantz *et al.*, 2013) and job satisfaction (Akpoymare & Adebakin, 2011), However, the treatment of employee engagement as a predicted variable of job design in the public health sector western counties in Kenya has not been exhaustively studied.

### Conceptual Framework

#### Independent Variable



#### Dependent Variable



**Fig. 1. Conceptual Framework**

### RESEARCH METHODOLOGY

This study adopted descriptive research design entailing self-administered questionnaires to 342 respondents selected from a targeted population of 3,092 cohorts of doctors and both registered and enrolled nurses working in the public health sector within the western region of Kenya (County Health Sector Statistics, 2019). Four counties of Bungoma, Busia, Kakamega, and Vihiga form the administrative units of western region. Additionally, Stratified sampling technique, with a

proportionate allocation of the sample sizes was used to obtain the study respondents. Simple random sampling technique was used to get the sample from each stratum of doctors and nurses within the public sector in western region. All the items in the questionnaire were adapted from previous researches (Hackman et al. 1980; Soane et al., 2012) and measured on a five-point likert scale that ranged from; 1=Strongly Disagree to 5= Strongly Agree. Job Design was measured in terms of task identity, autonomy and task variety, employee engagement was measured in terms of intellectual, social and affective dimensions. Descriptive statistics of frequency, percentages, means and standard deviation were used to analyse quantitative data before correlation and basic regression analyses were inferentially conducted to test whether job design had a significant influence on employee engagement.

A regression model used to investigate this relationship is as shown.

$$Y = \alpha + X_1\beta_1 + \varepsilon \dots\dots\dots\text{model for hypothesis (I)}$$

Where Y is Employee engagement

X1 is Job Design

$\beta_1$  is the regression coefficients

$\varepsilon$  = Error Term,  $\alpha$  is a constant or the y- intercept

## RESULTS AND DISCUSSIONS

### Descriptive Analysis

The results for the descriptive measure of job design are indicated in Table 1 which revealed that the job of doctors and nurses requires performing a wide range of tasks. In this view, most of the research participants, 281(94.1%), cumulatively agreed with the statement. This response was against an insignificant figure of 14(4.2%) participants in the research who disagreed with a further 39(11.7%) who were neutral with the same statement. Similarly, 80(24.0%) of the same research respondents were neutral on whether their job allows them to make their own decisions about scheduling their work, with 68(20.4%) cumulatively disagreeing with the statement. However, 186(55.7%) answered in the affirmative on the same information. In addition, the majority of respondents, 219(65.5%), cumulatively indicated that their job allows them to make decisions about what methods they use to complete their work (Strongly agreed = 89(26.6), 130(38.9) =Agreed). On the contrary, a minimal figure of 45(13.5%) disagreed with this statement, with 70(21.0%) being neutral. Equally, 149(44.6%) (Majority) of the research participants agreed that their job provides them the chance to finish the pieces of work they begin. Another 54(16.2%) strongly agreed with the statement, which implies that cumulatively, 203(60.8%) of the research respondents agreed with the elucidative information. In disagreement with the statement were 39(11.7%) of the participants, with 92(27.5%) who were neutral. The table results also indicated that the majority of respondents, 147(44.0%), cumulatively disagreed that the job provides them with information about their performance, with 81(24.3%) cumulatively agreeing with the

statement. However, 106(33.5%1.7) were neutral on the statement. Job design had a mean of 3.6. A summary of the findings was presented in table 1.

**Table 1: Job Design**

| <b>Job Design</b>                   | <b>SD</b>    | <b>D</b>     | <b>N</b>     | <b>A</b>     | <b>SA</b>    | <b>Mean</b> | <b>S.D</b> |
|-------------------------------------|--------------|--------------|--------------|--------------|--------------|-------------|------------|
|                                     | <b>f (%)</b> | <b>f (%)</b> | <b>f (%)</b> | <b>f (%)</b> | <b>f (%)</b> |             |            |
| Job Variety                         | 5(1.5)       | 9(2.7)       | 39(11.7)     | 96(28.7)     | 185(55.4)    | 4.34        | .895       |
| Job<br>Autonomy                     | 24(7.2)      | 44(13.2)     | 80(24.0)     | 115(34.4)    | 71(21.3)     | 3.49        | 1.172      |
| Decisions<br>making on<br>methods   | 7(2.1)       | 38(11.4)     | 70(21.0)     | 130(38.9)    | 89(26.6)     | 3.77        | 1.034      |
| Job identity                        | 8(2.4)       | 31(9.3)      | 92(27.5)     | 149(44.6)    | 54(16.2)     | 3.63        | .934       |
| Information<br>about<br>Performance | 28(8.4)      | 119(35.6)    | 106(31.7)    | 65(19.5)     | 16(4.8)      | 2.77        | 1.013      |
| <b>Composite<br/>mean</b>           |              |              |              |              |              | 3.6         |            |

*N=334; Strongly Disagree (SD=1), Disagree (D=2), Neutral (N=3), Agree (A=4), Strongly Agreed (SA=5)*

In the responses, there was consistency in how respondents replied to the Likert statements about job design. They indicated a general agreement to all the elucidative statements on job design except the last statement on the job providing information about performance. This proves that the public health sector does not furnish the required details on the employee. However, they specify how to perform the tasks by establishing employees' responsibilities and roles, procedures, and the systems they should use, espoused by the job characteristic model. Campion, Mumford, Morgeson, and Nahrgang, (2005) supported that these job measurements promote meaningfulness of the job, experienced control for the job results, and awareness of the actual consequences of the employees' work. These, in turn, are expected to generate positive employee attitudes and work results, e.g., lower employee turnover, productivity, internal work motivation, work engagement, and job satisfaction.

As part of the survey, the respondents were asked to describe what should be done in the sector to improve job design through the open-ended question. In the findings, thematic content revealed



that working schedules should be provided with a clear division of labour and job enrichment. Two respondents commented:

*"There should be division and integration of same line of skills" – RESP 222*

*"Synchronization of staff with the same skills to perform the same line of duty that is creating the same body of teamwork" – RESP 218*

Another respondent advocated:

*"Through making a job larger in scope by combining additional tasks activities into each job through expansion" – RESP 185*

Yet another respondent posited:

*"Timetabled work scheduled to 8 working hours in a day. This allows the healthcare provider time to rejuvenate and thus increase in productivity."*

*– RESP263*

These comments indicate that division of labour is paramount in enabling one to engage in various activities that enhance the use of multiple skills. Further, they imply that coming up with working schedules and job enlargement improves employee engagement. These findings concur with research by Morgeson and Humphrey (2006) who suggested that people who feel involved in several activities assume that their job is engaging, motivational and meaningful relative to those in simple and routine employment.

The study went further to determine how far employees within the public health sector are engaged to the industry and how such engagement could be influenced by job design. Employee engagement was operationalized using the intellectual, affective and social (Soane *et al.* 2012). The results indicated that majority of respondents strongly agreed that they concentrate, focus hard and pay attention on their work with a mean of 4.24. Similarly, respondents strongly agreed that they share goals, work values and attitude with colleagues with a mean of 3.39. In addition, the outcome revealed that respondents strongly agreed that they feel energetic, positive and enthusiastic in their work with a mean of 3.87. A summary of the findings is shown in table 2 below.

**Table 2: Employee Engagement**

| <b>Employee Engagement</b>        | <b>SD</b> | <b>D</b> | <b>N</b> | <b>A</b> | <b>SA</b> | <b>Mean</b> | <b>S. D</b> |
|-----------------------------------|-----------|----------|----------|----------|-----------|-------------|-------------|
|                                   | <b>%</b>  | <b>%</b> | <b>%</b> | <b>%</b> | <b>%</b>  |             |             |
| <b>Intellectual Engagement</b>    |           |          |          |          |           |             |             |
| Focusing hard on work             | 2.7       | 2.7      | 12.3     | 37.4     | 44.9      | 4.19        | .942        |
| Concentrating on work             | 1.8       | 2.4      | 8.4      | 39.8     | 47.6      | 4.29        | .857        |
| Paying attention to work          | 1.8       | 2.1      | 12.6     | 37.1     | 46.4      | 4.24        | .883        |
| Mean                              |           |          |          |          |           | <b>4.24</b> |             |
| <b>Social Engagement</b>          |           |          |          |          |           |             |             |
| Values sharing with colleagues    | 3.9       | 8.1      | 21.0     | 39.5     | 27.5      | 3.79        | 1.057       |
| Goals sharing with colleagues     | 3.9       | 15.9     | 31.7     | 32.6     | 15.9      | 3.41        | 1.055       |
| Attitudes sharing with colleagues | 8.4       | 30.2     | 25.4     | 25.4     | 10.5      | 2.99        | 1.147       |
| Mean                              |           |          |          |          |           | <b>3.39</b> |             |
| <b>Affective Engagement</b>       |           |          |          |          |           |             |             |
| Feeling positive about work       | 1.5       | 4.2      | 15.9     | 36.2     | 42.2      | 4.13        | .931        |
| Feeling energetic about work      | 4.5       | 9.9      | 14.7     | 34.7     | 36.2      | 3.88        | 1.140       |
| Being enthusiastic in work        | 3.9       | 11.7     | 25.4     | 38.0     | 21.0      | 3.60        | 1.062       |
| Mean                              |           |          |          |          |           | <b>3.87</b> |             |

*N=334; Strongly Disagree (SD=1), Disagree (D=2), Neutral (N=3), Agree (A=4), Strongly Agreed (SA=5)*

Table 2, results gave a clear indication that majority of the public health sector employees are intellectually absorbed in their work showing diligent personal commitment to investigation,

exploration, inquiry and problem solving due to an absorbing, creatively energized focus. In support of this view, Bakker and Albrecht, (2018) posit that engaged employees are diligent, motivated, and blossoming, who devote themselves to superior performance standards. Further, results imply that employees are equally socially engaged by having a positive relational with colleagues, shares common values with colleagues, actively taking possibilities and socially connected with the working environment (Soane *et al.*, 2012). In addition, the respondents were optimistic about doing a good job and were equally affectively engaged.

### Inferential Analysis

The study further, investigated whether there was an association between job design and employee engagement using correlation analysis. The findings in table 3 (correlation matrix) showed that the relationship between job design and employee engagement was positive strong significant, having  $r=0.721^{**}$  at  $p < 0.01$ . Therefore, the obtained results suggest that an increase in job design will automatically increase employee engagement. These results concur with the findings of Christian, *et al.*, (2011); Kariuki, *et al.*, (2015); Morgeson, *et al.*, (2006), who noted that these five job attributes; task identity, skill variety, autonomy, task significance, and feedback not only increase employee engagement but also affect employee behaviour stemming from reduced burn-out and work-associated stress, high employee performance, high job involvement, organizational commitment, employee satisfaction, absenteeism, and low turnover rates.

**Table 3: Correlation Matrix**

|                     |                     | Job Design | Employee Engagement |
|---------------------|---------------------|------------|---------------------|
| Job Design          | Pearson Correlation | 1          |                     |
|                     | Sig. (2-tailed)     |            |                     |
| Employee Engagement | Pearson Correlation | .721**     | 1                   |
|                     | Sig. (2-tailed)     | .000       |                     |

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

The study additionally conducted a simple linear regression analysis to determine the quantity of variance of job design on employee engagement. The results obtained were presented in tables 4 and explained thereof:

**Table 4: Regression Analysis****Model Summary**

| Model | R                 | R Square | Adjusted R Square | Std. Error of the Estimate | Change Statistics |          |     |     |             |
|-------|-------------------|----------|-------------------|----------------------------|-------------------|----------|-----|-----|-------------|
|       |                   |          |                   |                            | Square Change     | F Change | df1 | df2 | Sig. Change |
| 1     | .721 <sup>a</sup> | .520     | .518              | .35929                     | .520              | 358.966  | 1   | 332 | .000        |

a. Predictors: (Constant), Job Design

The results yield a coefficient R-value of 0.721 and  $R^2$  of 0.520, implying that 52% of the total variation in employee engagement can be elucidated by job design. The remaining (48%) could be described by other variables, not in the model. Nevertheless, the F-test statistic generated a value ( $F= 358.966$ ,  $P < 0.01$ ), which was enough to reinforce the goodness of fit of the regression model in its explanation of the variation in employee engagement. The implication of the results is that job design predicts employee engagement in the public health sector in Kenya. Hence employees who experience higher satisfaction levels of the job characteristics; job identity, skill variety, and autonomy also tend to have higher satisfaction levels of engagement. The findings in this study supported other studies carried out formerly. For example, Muecke, Linderman-Hill, and Greenwald (2020) argue that job autonomy makes the job more challenging due to the responsibility and more chances of growth along with it which leads to a feeling of confidence and thereby increases employee learning and engagement.

**Table 5: Regression Coefficients of Job Design****Coefficients<sup>a</sup>**

| Model |            | Unstandardized Coefficients |            | Standardized Coefficients |        |      |
|-------|------------|-----------------------------|------------|---------------------------|--------|------|
|       |            | B                           | Std. Error | Beta                      | t      | Sig. |
| 1     | (Constant) | 1.579                       | .121       |                           | 13.071 | .000 |
|       | Job Design | .628                        | .033       | .721                      | 18.946 | .000 |

a. Dependent Variable: Employee Engagement

Equivalently, the unstandardized regression coefficients  $\beta$  value of the computed scores of job design was 0.721 with a t-test of 18.946 and at a significance level of  $p < 0.001$ . This inferred that

for every 1 per cent increase in job design, there was a predicted increase in the percentage of employee engagement. Having achieved the objective, the study rejected the null hypothesis that;  $H_0$ : *Job design has no relationship with employee engagement in the public health sector in Kenya*. Furthermore, past research studies have also established a significant link between job design and employee engagement (Permata & Mangundjaya, 2021; Salanova *et al.*, 2005).

### **Conclusions**

From the study findings, the conclusion drawn indicated that the influence of job design on employee engagement was positive, strong, and statistically significant. This implies that an increase in job design would cause a corresponding increase in employee engagement among nurses and doctors in the public health sector in Kenya.

### **Recommendations**

Therefore, the study recommends that the Public Health Sector Management should provide work autonomy, job identify and job variety to nurses and doctors and empower them which would enhance their engagement in the sector. Further, specifying the way of performing the tasks by establishing employees' responsibilities, roles, procedures, and the systems that should be used also boost their engagement. This engagement will go a long way in managing disruptions on provision of the primary healthcare services triggered by occasioned threats for and holding demonstrations and strike actions.

### **Contribution of Research**

The study's theoretical framework Job characteristic model which was linked to the job design (Predictor variable) contributes to the knowledge of research in that the Public Health Sector Administrators could use the three job characteristics; task identity, work autonomy and task variety activities as a checklist for job analysis or job development. Similarly, they may come up with motivational strategies such as job rotation, job enrichment, varying assigned work, combining tasks, delegating tasks, team work and encouraging sharing of ideas. This increases the happiness of workers, teaches new talents, which adds engaging elements to the position. Accordingly, the mixed methodology of data collection, analysis, and procedures contributes to the field of human resource management by investigating the influence of job design on employee engagement. Therefore, this study provides a better reference point for administrators on how to link job design to employee engagement in the public health sector in Kenya.

### **Suggestion for Further Studies**

Further studies may be conducted across other industries since the study drew the sample from the health sector industry in Kenya. Thus, the conclusions may not be generalized to those other industries. Future studies should also combine data collection instruments like interview schedules and observation guides to the questionnaire used in this study.

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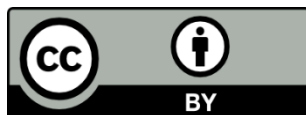
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