

Relationship between job design and performance of employees in the Cooperative Bank in Juba, South Sudan. A cross-sectional study.

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Abstract

Background:

Theories of job performance suggest that motivation is a key determinant of performance. The aim of the study is to assess the relationship between job design and the performance of employees in a cooperative bank.

Methodology:

The study was cross-sectional descriptive research, which was beneficial to the to address the research questions through an empirical assessment, numerical data, and statistical analysis. Sample size was calculated using Yamane's (1967) formula with 95% confidence level and $P=.05$, yielding a sample size of 135 employees of Cooperative Bank Juba.

Results:

The majority (33%) had a working experience of 2-4 years. Correlation analysis indicates that there existed a significant relationship ($r = 0.778$, $p < 0.05$), which also indicates that the variables had a strong positive correlation. There was a high relationship between the dependent and independent variables, as the coefficient of determination, r , was ($r = 0.606$). The R -square shows that goal setting used in the study accounted for 60.6% of the variance in employee performance. The F -statistic was significant since the p -value falls below the 0.05 level of significance ($F = 107.483$, $p = 0.000$). Job design had a positive and significant effect on employee performance ($\beta = .750$, $p = .000$). The resulting regression model is Employee Performance = $11.125 + 0.750$ Goal Setting.

Conclusions:

Job design brings involvement, fulfilment, and inspiration to employees in working together, setting goals towards the performance of the bank.

Recommendations:

Employees should be given an opportunity to make their own decisions and exercise autonomy in their work, as it makes them feel valued in an organization.

Keywords: Job design, Performance of employees, Cooperative bank.

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Background

Theories of job performance suggest that motivation is a key determinant of performance. The role of motivation in the work context has been studied to understand what causes employees to work hard, to do well, or, more specifically, what causes the arousal, direction, and persistence of voluntary actions that are goal-directed. It is therefore imperative that managers understand what motivates employees and also how to motivate them effectively (Deci, 2013). Although many executives in many organisations still value the old and traditional motivation theories like Maslow's, there are other executives who prefer to make use of new motivational ideas to motivate their employees

(Nelson and Quick, 2013). The authors posit that in the past decade, there are two new ideas that have emerged in motivation: one idea is from the positive organisational behaviour and is centered on eustress (healthy, normal stress), strength (having courage, principled action, and being emotionally positive at work), and hope where employees see opportunities, challenges and generally feel energized by their daily experience at work. In Germany, Klauser's (2016) study sought to examine how far public employees and public servants exhibited the different levels of job satisfaction and to what extent the differences were determined by intrinsic and extrinsic motivation factors. The results revealed the lack of relationship between the

employment status and the dimensions of autonomous and regulated work motivation as a whole due to the lack of statistically significant results.

Bao and Nizam (2015) investigated the impact of motivation on the performance of employees. Independent variables used to gauge motivation levels included training and development, reward and recognition, and delegation of authority. The study was undertaken among employees from an electronics manufacturing company in China and used a simple random probability sampling technique. It was established that indeed, training and development, reward and recognition, and delegation of authority significantly impacted the performance of employees. Ghaffari, Shah, Burgoyne, Nazri, and Salle (2017) also did a study to determine the relationship between motivation and job performance, and also to identify the most dominant motivational factor that influences an employee's job performance. In Ramchandrapur High School in Bangladesh. Mohammed's (2016) study undertook a critical review of the literature, and the quantitative analysis of the survey data pointed out that both extrinsic and intrinsic motivation factors play an important role in motivating employees. The study revealed that salary was the greatest motivation factor among extrinsic and intrinsic motivation factors like job security, advancement in career, good relationships among coworkers, achievement sense, training and development, and sense of recognition. The aim of the study is to assess the relationship between job design and the performance of employees in a cooperative bank.

Methodology

Research Design

The study used cross-sectional study descriptive research design in conducting the study. Descriptive research involves gathering data, describing the phenomenon, and then organizing, tabulating, depicting, and describing data collection in the form of graphs and charts, in order to help the reader understand the distribution of data (Cooper & Schindler, 2014). This method was beneficial to the researcher to address the research questions through an empirical assessment, numerical data, and statistical analysis, hence making the research design suitable for this study.

Study population

Population is the collection of elements or items on which inferences can be made (Cooper & Schindler, 2014). A population refers to the aggregate of all cases that conform to some designated set of specifications. It is the entire set of relevant units of analysis or data. For this study, employees with different designations and experience levels were chosen as the target population. Three branches of the Cooperative bank. A questionnaire will be provided to the employees from the three branches, and their answers will be collected as primary data.

Table 1: Population Distribution

POULATION AREA	POPULATION	% DISTRIBUTION
Branch Managers	3	5%
Head office staff (different departments)	45	34%
Interns	29	21%
Bank officials (branch level)	58	40%
Total	135	100%

Source: Cooperative Bank Registry (2023)

Sample Size and Selection

According to Creswell (2018), sampling design can be defined as the process through which the researcher engages a selection of items from a population that will represent the

whole population being focused on. Sampling design is made up of the sampling frame, sampling method, and sampling size.

This refers to the number of elements selected from a given population (Martyn, 2017). Saunders, Lewis, and Thornhill (2009) define sample size as a section of a part that represents the larger whole. According to Kumar (2005), sampling refers to the process by which a few are selected from the entire group to become the basis for estimating the occurrence of an unknown piece of information or situation regarding the entire group. Sampling is significant because collecting data from the whole population is usually very costly. The sample for this study is 135 employees of Cooperative Bank Juba. Representatives will be calculated using Yamane's (1967) formula with 95% confidence level and $P=.05$, yielding a sample size of respondents. The total number of respondents sampled to participate in the study is

large enough for the study, given the intended goals of the research. The representation will be derived from the formulae below.

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

Where n = sample size

N = study Population 135

E = Alpha level of 0.05

Substituting these values in the above equation, the sample size will be

$$n = \frac{135}{(1+135(0.05^2))}$$

n= 101

Table 2: Sample Size Distribution

Population Area	Population	Sample Size	% Distribution
Branch Managers	3	3	3%
Head office staff (different departments)	45	35	35%
Interns	29	20	20%
Bank officials (branch level)	58	43	24%
Total	135	101	100

Sampling Technique and Procedure

The method that was used to study the population is a simple random procedure. This is a technique where each element/item was chosen randomly and entirely by chance, such that each element/item has an equal and independent chance of being included in the sample. According to Teddlie and Yu (2007), designs other than simple random sampling may give each element an equal probability of being included in the sample, but only with simple random sampling does each possible sample of all the elements have the same probability of being chosen. With this method, there is an equal chance or probability for each employee in the organization to participate in the participation of the study and an independent chance of being selected without potential bias, and the sample represented the population target.

Data Collection Methods

Data collection methods simply mean the process of gathering data after the researcher has distinguished the kinds of data required, which depends on the research queries guiding the study (Cooper & Schindler, 2014). The study employed primary data, for the study and a structured questionnaire was the tool that is accustomed to collect primary data. The questionnaire had the following sections: the first part of the questionnaire collects demographic data of the respondents, such as age group, gender, and department. The second part will be concerned with the effect of goal setting on motivation. The third part of the questionnaire looked at rewards and recognition and their effect on employee motivation. The fourth part highlighted

the effect of financial incentives on employee motivation and performance.

Data collection instruments

Questionnaire

According to Zohrabi (2013), questionnaires are doubtlessly one of the major primary sources of data in research. A questionnaire is an analytical document containing a designed set of questions from which a researcher obtains data from respondents through their answers. The objective of this study is to determine the impact of the effectiveness of the internal audit function on organizational performance, and the nature of the objective required a qualitative analysis; thus, the researcher used a structured closed-ended questionnaire in order to obtain opinions on internal audit effectiveness and organizational performance. Likert questions were used.

Interview guide

According to Cooper and Schindler (2013), interviews are conducted to exchange opinions and ideas in order to gain more understanding of a particular topic through internet facilities, written, phone or face-to-face. The researcher used open-ended questions, thus giving the respondents enough platform to explain their views and opinions. According to Singer and Couper (2017), open-ended questions in interviews benefit both the respondents and the researcher. To the respondents it gives them a better sense of engagement in the study, thus more reliable information, and to the researcher, more highly textured data is obtained. Face-to-face interviews in order to obtain information. Oral interviews were conducted to reduce the risk of mixed information. The researcher used an interview guide as well as capturing all data to avoid data loss. According to Driscoll (2011), interviews are a way of obtaining data from people through logical talking and listening in conversations.

Documentary review checklist.

Documentary review was used to review the existing literature related to the study in order to either find gaps that would be filled by the study or evidence that would support or contradict the quantitative and qualitative findings. Such documents include: Human resource policy and operations manual at the branch.

Pretesting (validity and reliability).

Validity

According to Kumar (2012), validity refers to a situation where findings of a study are in accordance with what is designed to find out. According to Bashir (2008), validity in qualitative research means the extent to which data is plausible, credible, and trustworthy. Noble and Smith (2015) stated that qualitative research can adopt data

triangulation as a strategy to ensure the credibility of research findings.

The researcher ensured the validity of the questionnaire and the interview guide by seeking judgment from the university consultants, including the supervisor. The questionnaire items were first tested on language clarity, relevance, and comprehensiveness in order to ensure the accuracy and meaningfulness of inferences in collecting accurate data. The researcher then continued to make adjustments. A coefficient of validity index was computed to ascertain the extent to which the content of the instrument corresponded to the concept it was designed to measure.

Reliability

According to Zohrabi (2013), one of the requirements of research is the reliability of data. Hsiao (2014) defined reliability as the consistency and uniformity of responses of respondents. The questionnaires ensured anonymity by not asking for respondents' details, thus making the researcher's work more reliable because they could freely respond without any fear. According to Plonsky and Gass (2012), fewer respondents are reliable than a large number that lack reliability. Hence, the researcher will gather information from a few respondents within the Cooperative Bank. The instrument (questionnaire) was pre-tested on 4 selected respondents from Equity Bank who were not to take part in the study to ensure consistency and comprehensiveness.

After, an internal consistency method of the Cronbach's alpha was employed because the questionnaire was designed in a Likert scale type, and the data collected will be based on interval data.

Procedure of data collection.

The researcher started by visiting the school of graduate and extension to seek permission to carry out the study. The researcher will first collect a letter of introduction from Team University. A letter addressed to the respondents, assuring anonymity, was attached to the questionnaire. A carefully fit, organized questionnaire shall be created by the researcher, particularly for this study. The data collection method that was used is a structured questionnaire and, more specifically, a self-administered structured questionnaire. The questionnaire was pre-tested with selected respondents before it was administered to all the employees. The issues experienced during the pilot testing of the information collection instrument were addressed by making important changes to the questionnaire before administering it in all study tests. After the update of the information gathering instrument and refinement, the entire study test was subjected to the information collection instrument. Various strategies will be utilized to enhance the response rate, for example, the drop and pick technique and follow-up updates through phone and email.

Data Analysis Methods

Analysis of data is defined as a practice in which raw data is organized and ordered so that helpful information may be removed from it (Creswell & Plano, 2018). Data analysis also involves organization of the data into classes, sorting and coding them to classify patterns and interpret the responses' meaning. The method permits researchers to classify the data and categorize them into subjects (Cooper & Schindler, 2014). Descriptive statistics, for instance, frequency and percentages, were utilized in analysing quantitative data by the use of Statistical Package for the Social Sciences (version 25) as a data management and statistical analysis tool, which has a very versatile data processing capability. Descriptive statistics is a measurement that portrays the spread, centre, and shape of distributions and therefore, enables the researcher to analyse and summarize the data in a simple way (Cooper & Schindler, 2014).

Inferential statistics was used in the analysis as this statistical method makes extrapolations of an entire population from a collected sample (Zikmund, Babin, Carr

& Griffin, 2013). The data was presented in the form of charts, tables, and graphs. In this case, the performance of employees in the bank (Y) is the dependent variable. Independent variables include: recognition and reward (X₁), job design (X₂), and goal setting (X₃). A multiple regression equation for predicting the performance of the employees in the bank will be expressed as follows;

$$Y = \beta_0 + \beta_1X_1 + \beta_2X_2 + \beta_3X_3 + \varepsilon$$

Y= Employee Performance, β_0 = Constant,

X₁ = Recognition and Reward,

X₂ = Job Design, X₃ = Goal Setting, ε =Error term of the model, β , β_2 , β_3 , and β_4 = Coefficients of independent variables.

Results

Response Rate

This study is anticipated to get responses from 101 respondents from the bank. However, only 72 respondents took part in the study. This, therefore, gave a response rate of 71%. This is a high response rate considering the nature of the study. As such, it is appropriate for purposes of generalizing to the population of the study.

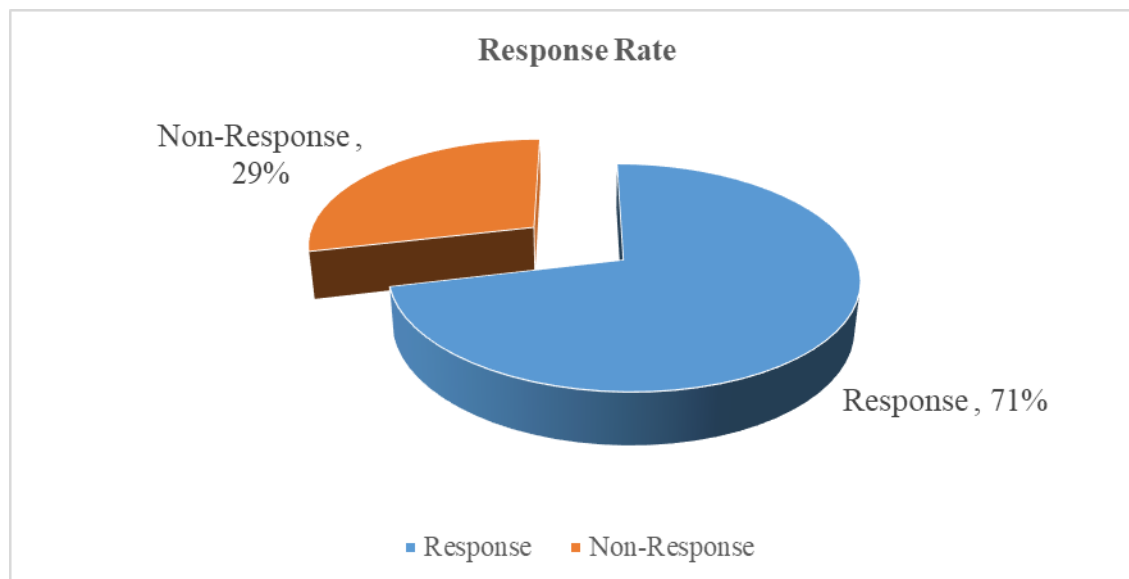


Figure 1: Response Rate

Gender of Respondents

The results of gender show that 54% of the employees were male and 46% while of employees were female. Thus, the majority of the respondents in the study were male, which coincides with the number of employees in the population of interest. Find the gender for the employees in the

Cooperative Bank branches. It can be concluded that the organization has almost an equal number of men and women in the bank, which represents gender balance. It can also be concluded that the organization considers employing more men than women due to the nature of the bank, where the employees work long hours for job delivery in the bank.

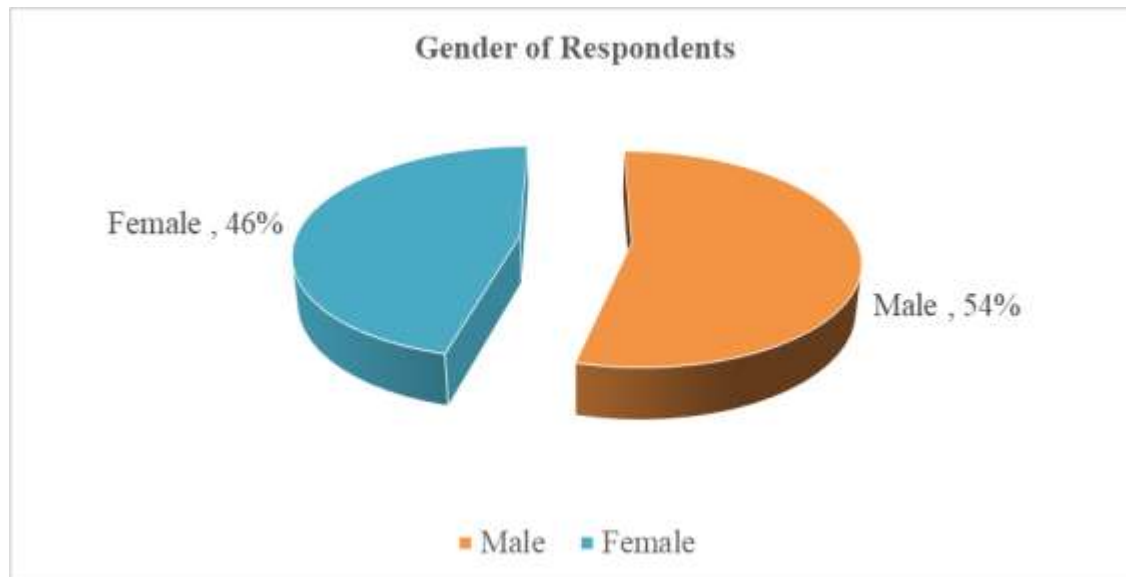


Figure 2: Gender of Respondents

Age of Respondents

The results reveal that 25% of the respondents were aged 25 years and below, 19% were aged 26-30 years, 21% were aged 31-35 years, 24% were aged 36-40 years, and 11% were aged above 41 years of age. The research shows that

most of the staff in the industry were below 40 years old. The findings on the age showed that there are at least well-distributed employees in terms of age. From the findings, it can be concluded that employees in the bank consist of both young and older employees, which brings on board those who have enough experience in the workplace.

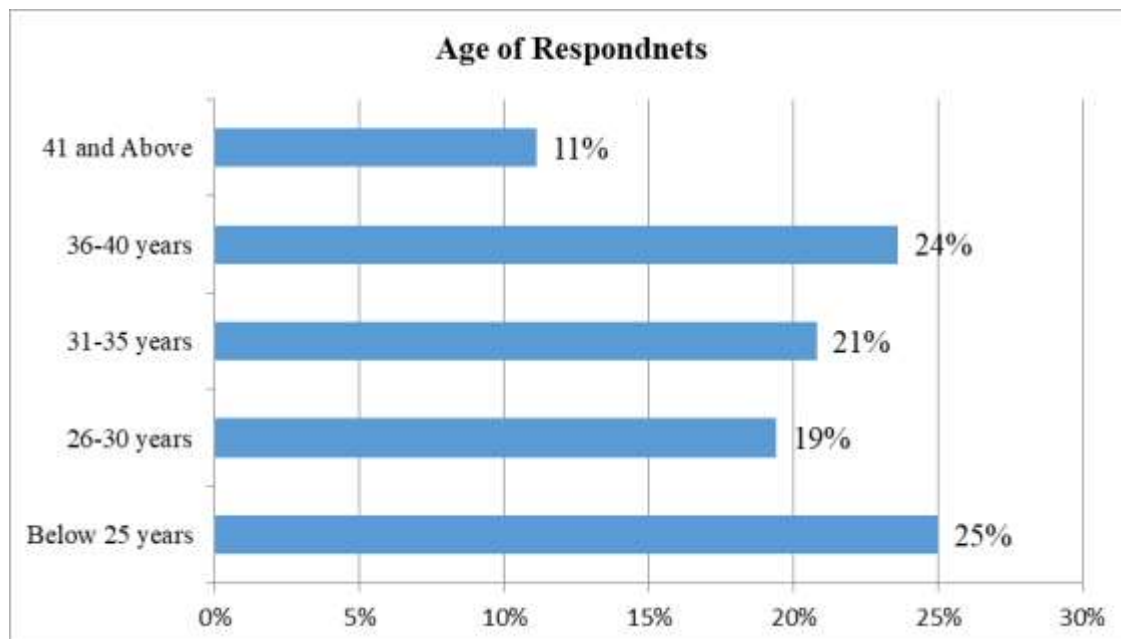


Figure 3: Age of Respondents

Working Experience

The results of the study on work experience indicated that employees who had experience of between 0-1 year was 29%, between 2-4 years was 33% in, which represented the majority, between 5-7 years was 17%, between 8-10 years

was represented by 13%, and above 10 years was 8%. The findings of the study show the work experience of employees at the Bank of Africa. It can be deduced that employees were able to give enough information regarding the motivation of the employees within the bank.

Work Experience

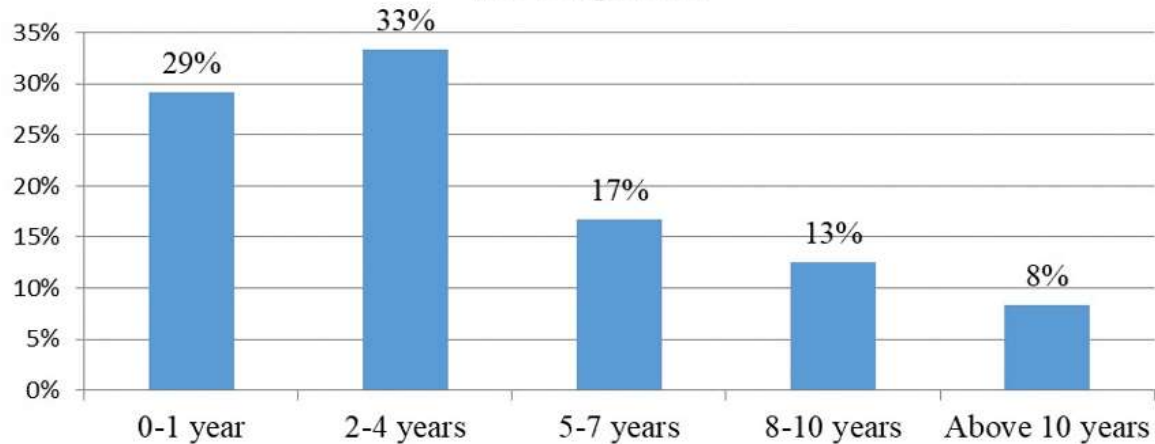


Figure 4: Working Experience

Departments within the Bank

The study sought to establish the department in which the respondents were working at Bank of Africa, where they indicated that 25% of employees were branch managers, 8% marketing, 13% finance, 8% human resources, 25% back

office, and 21% were interns. Most of the respondents were from the bank's back office and branch managers. The distributions of employees were fairly distributed, considering the study applied the use of a stratified sampling technique to pick respondents from each of the strata.

Departments

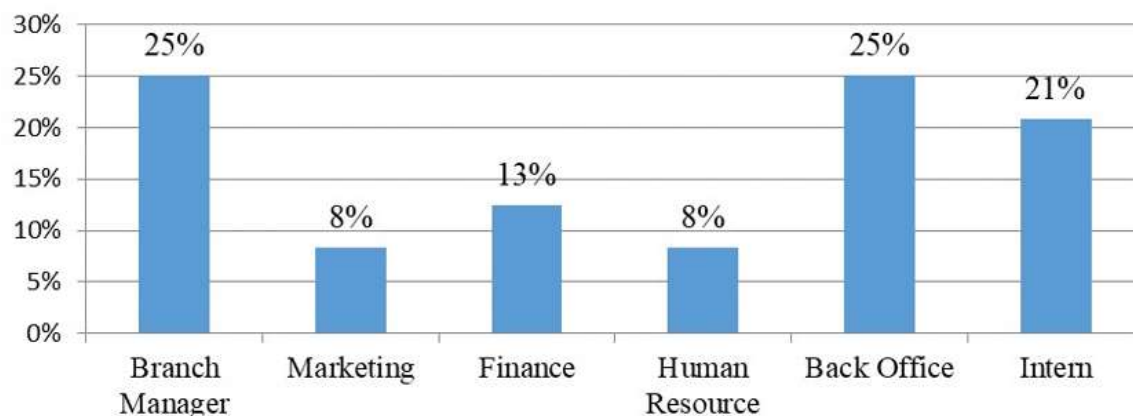


Figure 5: Departments of the Bank

Job Design and Employee Performance Employees Goal Setting

The respondents were also asked to state the extent to which they agreed that employees in the bank participate in goal setting, which increases the level of motivation. The study

found that 4% of the respondents disagreed, 21% were neutral, and 75% of the respondents were in agreement that employees in the bank participate in goal setting. This shows that banks' involvement of employees in their decision-making and the goals they want to achieve.

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Table 3: Employees' Goal Setting

	Frequency	Percent
Disagree	3	4%
Neutral	15	21%
Agree	48	67%
Strongly Agree	6	8%
Total	72	100%

Employees Challenges

The respondents were also asked to state the extent to which they agreed that employees are satisfied with the challenges provided by the bank in regard to their work. The study

findings indicated that 12% of the respondents disagreed, 4% were neutral, and 84% of the respondents were in agreement that employees are satisfied with the challenges provided by the bank in regard to their work.

Table 4: Employees' Challenges

	Frequency	Percent
Disagree	3	12%
Neutral	9	4%
Agree	48	67%
Strongly Agree	12	17%
Total	72	100%

Employee Training

The respondents were also asked to state the extent to which they agreed that employees are regularly trained to acquire and improve knowledge, skills, and attitudes towards work.

The study found that 21% of the respondents disagreed, 33% were neutral, and 46% of the respondents were in agreement that employees are regularly trained to acquire and improve knowledge, skills, and attitudes.

Table 5: Employee Training

	Frequency	Percent
Disagree	15	21%
Neutral	24	33%
Agree	27	38%
Strongly Agree	6	8%
Total	72	100%

Goals Adjustment

The respondents were also asked to state the extent to which they agreed or disagreed with whether the supervisor in the bank provides real-time progress updates and adjusts goals

frequently, as indicated. The study found that 13% of the respondents were neutral, and 87% of the respondents were in agreement that the supervisor provides real-time progress updates and adjusts goals frequently.

Table 6: Goals Adjustment

	Frequency	Percent
Neutral	9	13%
Agree	57	79%
Strongly Agree	6	8%
Total	72	100%

Challenging Goals

The respondents were also asked to state the extent to which they agreed or disagreed on whether employees have difficult and challenging goals to meet at work. The study

found that 12% disagreed, 41% of the respondents were neutral, and 48% of the respondents were in agreement that employees have difficult and challenging goals to meet at work.

Table 7: Challenging Goals

	Frequency	Percent
Strongly Disagree	3	4%
Disagree	6	8%
Neutral	30	41%
Agree	27	37%
Strongly Agree	6	9%
Total	72	100%

Bank's Goals

The respondents were also asked to state the extent to which they agreed or disagreed with whether goals that are normally set by the bank are normally practical and

achievable. The study indicated that 4% of respondents disagreed, 17% of the respondents were neutral, and 79% of the respondents were in agreement that goals that are normally set by the bank are normally practical and achievable.

Table 8: Bank's Goals

	Frequency	Percent
Disagree	3	4%
Neutral	12	17%
Agree	54	75%
Strongly Agree	3	4%
Total	72	100%

Mentorship in Bank

The respondents were also asked to state the extent to which they agreed or disagreed with whether the employees have a mentor assigned to them within the bank to guide them in

achieving the bank's goals. The results showed that 20% disagreed, 41% of the respondents were neutral, and 81% of the respondents were in agreement that they have mentors assigned to them within the bank to guide them in achieving bank goals.

Table 9: Mentorship in Bank

	Frequency	Percent
Strongly Disagree	3	4%
Disagree	11	16%
Neutral	29	41%
Agree	24	33%
Strongly Agree	5	6%
Total	72	100%

Performance of the Bank

The respondents were also asked to state the extent to which they agreed or disagreed on whether the setting of targets has improved overall performance and job performance.

The study indicated that 12% of respondents were neutral, 71, and 88% of the respondents were in agreement that the setting of targets has improved overall performance and job performance.

Table 10: Performance of the Bank

	Frequency	Percent
Neutral	9	12%
Agree	51	71%
Strongly Agree	12	17%
Total	72	100%

Correlation between Job Design and Employee Performance

The study also sought to establish if employees' performance and job design had a significant relationship in the Bank of Africa. The results obtained from the correlation analysis indicate that there existed a significant relationship

($r = 0.778$, $p < 0.05$), which also indicates that the variables had a strong positive correlation. This finding implies that the bank had put considerable emphasis on job design, and it was being strongly reflected in employee performance.

Table 11: Correlation between Job Design and Employee Performance

		Performance	Job design
Performance	Pearson Correlation	1	.778**
	Sig. (2-tailed)		.000
	N	72	72
Job design	Pearson Correlation	.778**	1
	Sig. (2-tailed)	.000	
	N	72	72

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

Regression between Job Design and Employee Performance

The use of regression analysis was to determine how the dependent and independent variables related to each other and their level of significance. From the results, there was a

high relationship between the dependent and independent variables, as the coefficient of determination, r , was ($r = 0.606$). The R-square shows that goal setting used in the study accounted for 60.6% of the variance in employee performance.

Table 12: Model Summary for Job Design Model Summary

Model	R	R Square	Adjusted R-Square	Std. Error of the Estimate
1	.778 ^a	.606	.600	2.39244
a. Predictors: (Constant), Job design				

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	615.211	1	615.211	107.483	.000 ^b
Residual	400.664	70	5.724		
Total	1015.875	71			

a. *Dependent Variable: Performance*

b. *Predictors: (Constant), Job design*

The analysis of variance (ANOVA) results for the regression model. From the table, the F-statistic was significant since the p-value falls below the 0.05 level of significance ($F = 107.483$, $p = 0.000$). This means that the model was fit to test the relationship between job design and employee performance.

Table 13: Coefficient Analysis between Job Design and Employee Performance Coefficients^a

Model		Unstandardized Coefficients		Standardized Coefficients		
		B	Std. Error	Beta	t	Sig.
1	(Constant)	11.125	3.204		3.473	.001
	Job design	.750	.104	.778	10.367	.000

a. *Dependent Variable: Performance*

The coefficient analysis for the independent variables in the study. As shown, the study reveals that job design had a positive and significant effect on employee performance ($\beta = .750$, $p = .000$). This means that an improvement in job design leads to an improvement in employee performance and vice versa. Therefore, the resulting regression model is Employee Performance = $11.125 + 0.750$ Goal Setting.

Discussion

Job Design and Employee Performance

The findings of the study established that job design in the bank increases an employee's satisfaction. This is in agreement with the findings of Waiyaki (2017), who noted that job design of one's own decision brings Involvement, fulfilment, and inspiration to employees in working together, setting goals towards performance of the firm.

They think about work as excellence for them and a piece of their lives; they feel that they are getting what they need from their employment and satisfy their obligations as a moral duty. Job design is the way to organize the contents, methods, and relationships of jobs in order to achieve the bank's goals and objectives as well as the satisfaction of jobholders. There are various approaches to job design.

The respondents were asked to state the extent to which they agreed that the job design of the bank brings involvement, fulfilment, and inspiration to the employees. This was in agreement with the findings of Bakker, Albrecht, and Leiter (2011) who noted that Job design of one's own decision brings Involvement, fulfilment, and inspiration. The employees normally think about work as excellence for them and a piece of their lives; they feel that they are getting

what they need from their employment and satisfy their obligations as a moral duty.

The study findings showed that the bank makes good use of the skills and abilities of the employees. It further indicated that job rotation has been used in our organization to increase individual knowledge and experience as well as decrease employee burnout and exhaustion. The study found that most of the respondents agreed that Job rotation has been used in our organization to increase individual knowledge as well as decrease employee exhaustion.

The study findings indicated that workload is evenly distributed within the organization. It is evident in the study findings that the employees at the bank agreed. The study sought to understand the extent to which supervisors adjust employees' responsibilities to meet the needs of the bank more effectively. The results on tasks and assignments are in line with the findings of Waiyaki (2017), who noted that inspiring employees by giving them the opportunity to use a number of different types of skills and capabilities in performing a task.

The study sought to understand the extent to which job enrichment leads to job satisfaction, which leads to higher job performance. The findings of the study are in agreement with those of Kotila (2001), who noted that job enrichment leads to job satisfaction by increasing the level of responsibility and giving the sense of freedom, autonomy, and opportunity for employees to decide what and how the job is to be performed and accomplished. Kalpana (2018) states that job enrichment seeks to improve tasks, efficiency, and human satisfaction by building into people's jobs a greater scope for personal achievement and recognition, more challenging and responsible work, and more opportunity for individual advancement.

The findings of the correlation analysis indicated that there existed a significant relationship, which also indicated that the variables had a strong positive correlation. This finding implies that the bank had put considerable emphasis on job design, and it was being strongly reflected in employee performance. According to Waiyaki (2017), noted that job design of one's own decision brings Involvement, fulfilment, and inspiration. The employees bear more torment for their work and make the most of their work. They think about work as excellence for them and a piece of their lives; they feel that they are getting what they need from their employment and satisfy their obligations as a moral duty.

An employee's job involvement and performance increase if the job design is aligned with the employee's performance in the bank. The effectiveness of job design for the employees can increase their involvement in the job, as they enjoy performing tasks and exert all cognitive, emotional, and physical energies to achieve goals (Chung, 2013). Employees with a job design due to their determination invest their hands, head, and heart into their job. Job design of one's own choice, which has been seen in the findings of

the study. Employees bear more pain for their work; they appreciate their work and normally spend extra time at work voluntarily. They take into account work as a prudence for them and an element of their lives, and feel that they're obtaining what they require from their employment and satisfy their obligations as a moral duty.

Despite what might be expected if the workers are not happy with their job design, they feel depleted and reluctant to work appropriately just for hierarchical objectives (Omollo, 2015). Disappointed staff don't use every one of their endeavours; rather, they squander their time on non-productive issues. This is the thing that we see in most parts of open division associations. These kinds of workers decimate the hierarchical culture. Disappointed and de-persuaded workers become a burden for the association on the off chance that they remain or quit or move to another organization, they cause high representative turnover cost for the company, which this couldn't help contradicting the discoveries of the research findings.

Conclusions

Job design brings involvement, fulfilment, and inspiration to employees in working together, setting goals towards the performance of the bank.

Recommendations

Employees should be given an opportunity to make their own decisions and exercise autonomy in their work, as it makes them feel valued in an organization.

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The success and final outcome of this project required a lot of guidance and assistance from many people, and I am extremely privileged to have got this throughout the completion of my project. I wish to express my profound and genuine gratitude to Richard Semanda, my research supervisor. The guidelines and instructions she provided me with were really progressive and helped me a lot to complete this research proposal work successfully. Whenever I tried to contact him, he responded to my query very promptly, which was really appreciated. Finally, I must express my very profound gratitude to my parents, siblings, and friends for providing me with unfailing support and continuous encouragement throughout my years of study and through the process of researching and writing this proposal. This achievement would not have been viable without them. Thank you.

List of abbreviations

ANOVA

Analysis of Variance

Source of funding

The study did not have any funding

Conflict of interest

There was a conflict of interest

Author biography

Teopista Poni is a student of master's degree at Team University.

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