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## Does task importance affect hospital employee performance? Evidence from the Kenyan context

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### Abstract

**Purpose:** The primary goal of this research is to determine the impact of task importance on employee performance.

**Approach and Design:** The target group consisted of 1945 nurses who work at Moi Teaching and Referral Hospital in Eldoret. Simple random selection was used to pick a sample of 320 nurses. A 5-point Likert scale questionnaire was employed as the study tool. Questionnaires were utilized to collect data for the study. Tables, pie charts, one-way ANOVA, and multiple regression analysis were used to examine data using descriptive and inferential statistics.

**Findings:** The null hypothesis that there is no association between task significance and employee performance was rejected based on the data. This is because the study's findings revealed that task significance has a favorable impact on employee performance ( $\beta=0.12$ , P-value 0.024).

**Practical implications:** According to this study, task significance enhances employee performance, which is important for nurses.

**Originality and value:** According to the findings, a high proportion of task importance leads to improved employee performance, and management should develop appropriate work design techniques to boost employee performance.

**Keywords:** Hospital employee performance, ANOVA, null hypothesis

### Introduction

Workers' personal well-being and professional performance both benefit from research into what makes work worthwhile. One factor that influences meaningfulness is task importance, or the extent to which one's labor benefits others, which has been associated to improved job performance (Grant, 2007, 2008). Task-significant work is especially meaningful, according to studies (Allan, Autin, & Duffy, 2014; Humphrey, Nahrgang, & Morgeson, 2007), and experts claim that meaningfulness mediates the relationship between task importance and job performance (Hackman & Oldman, 1976; Humphrey *et al.*, 2007) [8]. To far, however, no research have combined task importance, meaningfulness, and job performance. As a result, the current study builds on past research by examining work meaning as a mediator between task significance and job performance.

### Literature review and hypothesis development

Staff must feel accountable for their work and comprehend the importance of their work and how it affects others, according to task significance. People like to feel accomplished during their working day. It's critical that they understand the significance of the tasks they're working on and how they contribute to the organization's success. The degree to which a job has a significant impact on patients/families/communities, the nursing unit, or the organization is referred to as work significance in nursing.

Birnbaum and Somers (1995) [3] discovered that nurses prefer to complete more vital duties and fewer of those that could be better handled by unit clerks, nurses' aides, housekeeping, and others. It's crucial to remember that the value of a job is determined by the contribution that nurses make to good patient outcomes, not by the accomplishment of the assignment.

According to Baumann *et al.* (2001) [2], nurses work best when their expertise is valued. Traditional job designs, according to Wrezesniewski and Dutton (2001), deal with employees' perception of task elements and social information to develop motivational and attitudinal responses to work.

The meaning of work and the social environment in which employees operate should be addressed and revised as part of our concept of job relevance.

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Employees' view of the purpose of their work and role identity is linked by the meaning of work. Wrezesniewski and Dutton (2001) propose job crafting as a way for redefining the job's purpose and consequently the meaning of employment.

**Methodology and procedures**

Both qualitative and quantitative research was used in the study. A descriptive study was also conducted to determine and describe job design methodologies and levels of work performance among healthcare workers. The total number of nurses in this study was 1945. (MTRH database, 2012). Because the population was under 10,000, a sample of 320 nurses was chosen. According to Mugenda & Mugenda (2003) [13], the sample was calculated using a formula. The population in this study is 1945; hence the formula for a population of 10,000 or less was utilized. There were two portions of the questionnaires that were used.

**Table 2:** Task Significance

	SA	A	N	D	SD		Mean	Skewness	Kurtosis
	%	%	%	%	%	S.D			
My employment gives others with acknowledgement and recognition.	22.4	68.7	7.5	1.5	0	0.851	4.76	7.447	54.557
My employment allows me to communicate with other people.	82.1	14.9	3	0	0	0.882	4.8	-2.225	4.328
To others, what I accomplish is insignificant and unimportant.	4.5	0	1.5	31.3	7.5	1.001	1.49	2.647	7.938
My work makes me proud in front of others.	4.5	4.5	1.5	14.9	74.6	0.997	1.43	2.546	5.713
Task significance mean							3.87	0.453	-0.561

Source: (Survey Data, 2022)

According to the results, 22.4 percent strongly agreed that a good work should provide appreciation and recognition from others to boost performance in any firm, whereas 9.0 percent disagreed. Is relevant at MTRH based on these findings? Nurses are motivated to enhance their performance when they are recognized and recognized. According to the findings, 82.1 percent of respondents strongly agreed that their profession allowed them to

**Results and Discussion**  
**Demographics**

**Table 1:** Gender of job Delivery

	I am satisfied with my job delivery			
	Disagree	Neutral	Agree	Strongly Agree
Female	4	5	11	90
Male	1	2	30	150
Pearson Chi-Square	16.947			
P-Value	0.002			

Source: (Survey study, 2022)

**Task significance**

To determine the effect of work significance, the researcher used numerous criteria, including the job offering acknowledgement and recognition from others, the job providing the possibility for social integration, and the job affecting many people. The table below shows the results.

communicate with others. Only 3.0 percent of respondents disagreed, while 14.1 percent agreed. This discovery suggests that MTRH nurses have jobs that allow them to interact with one another. As a result of interaction m, more ll is tied to coworkers, which increases job performance. When asked if the job affected many individuals, 77.6% strongly disagreed, 7.5 percent disagreed, and only 10.5 percent did not believe that nurses in MTRH were affected.

**Table 3:** Coefficient of Estimates

	Unstandardized Coefficients		Standardized Coefficients			Collinearity	
	B	Std. Error	Beta	T	Sig.	Tolerance	VIEW
(Constant)	3.774	0.275		13.702	0.000	.497	2.012
Skills (β <sub>1</sub> )	-0.456	0.066	-0.422	-6.934	0.000	.786	1.272
Tasks significant	0.051	0.052	0.054	0.988	0.324	.787	1.271
Dependent Variable: Employee Performance							

Source: (Survey Study, 2022)

**Conclusion and suggestions**

The study discovered empirical evidence to support the notion that employees' performance is significantly and positively connected to their perceived systematic application of Job Design.

It is more likely that systematic application of Job Design has a good and significant impact on a company's employees' performance. These findings empirically support the theoretical reasons advanced by Al-Ahmadi (2009), Ivancevich (1998), Kahya (2007) [11], Garg & Rastogi (2006) [6], Aswathappa (2006), Mathis and Jackson (2003) [12], Campion *et al.* (2005) [4], and Perry *et al.* (2006) [15].

Traditional health-care delivery methods cannot and should not be perpetuated, especially when substantial nursing shortages loom and evidence suggests that health professionals are underutilized. We must support job redesign activities targeted at improving nurse roles,

reducing role ambiguity and tension, increasing job satisfaction and motivation, fostering high-quality work performance, and promoting effective care delivery.

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