EFFECTS OF JOB ENLARGEMENT ON JOB SATISFACTION IN MOSHI DISTRICT COUNCIL

EFFECTS OF JOB ENLARGEMENT ON JOB SATISFACTION IN MOSHI DISTRICT COUNCIL

Hadija M. Msofe

A Dissertation submitted to School of Public Administration and Management (SOPAM) in partial fulfillment for the requirement of an Award of Masters of Social Science in Human Resource Management (Msc. HRM) of Mzumbe University

2018

CERTIFICATION

We, the undersigned, certify that have read and hereby recommend for the acceptance by Mzumbe University, a dissertation entitled **"*Effects of Job Enlargement on Job Satisfaction in Moshi District Council"*** in partial fulfilment of the requirements for the Masters of Social Science in Human Resources Management of Mzumbe University.

....

Dr. Saida Fundi

Major supervisor

....

Internal examiner

....

External examiner

Accepted for the Board of School of Public Administration and Management (SOPAM)

 ....

Chairperson/ School Board

DECLARATION

I, Hadija Musa Msofe, hereby declare that, this Research Report is my own original work and has not been neither nor concurrently submitted for a higher degree award in any other institution.

....

Msofe Hadija. M

(Candidate)

Date ....

COPYRIGHT

©

DEDICATION

This work is dedicated to my beloved friends and classmates thanks to you. I am today because of you, you all mean a lot to me thank you for being there.

I would like to dedicate this master's dissertation also to my family, a special feeling of gratitude to my loving Mother, my brothers and young sister whose words of encouragement gave me the power to move on. There is no doubt that without their continued support and counsel I could not have completed this work.

ACKNOWLEDGEMENTS

This dissertation is a product of various efforts from different individuals, although it is not an easy task to acknowledge all of them, but i will articulate my sincere gratitude to few and foremost I would like to represent my particular gratitude to the Almighty God for his love and protection up to this day who enable me to complete this dissertation. To God be the glory.

I deeply owe a very special word of thank you to major supervisor Dr. Saida Fundi, for her valuable time, advice, support care, tolerance and technical guidance in constructing, writing and submission of my proposal up to the completion of this dissertation. God bless you.

I would like also to express my sincere appreciation to my beloved family for their encouragement and material support during my studies.

Lastly I'm grateful to Moshi District Council employees for their support throughout the collection of data. May Lord God bless you all.

LIST OF ABBREVIATIONS

AHOD   Administration Head of Department

BHRM   Bachelor of Human Resource   Management

CJC   Core Job Characteristics

CPS   Critical Psychological State

DED   District Executive Director

EHOD   Education Head of Department

JCM   Job Characteristic Model

JE   Job Enlargement

MU   Mzumbe University

MDC   Moshi District Council

SOPAM   School of Public Administration and Management

ABSTRACT

Employees' job satisfaction and performance depends upon many factors including job enlargement. It is found that job enlargement is one of the motivating factors towards employee's job satisfaction and performance. This study aimed at evaluating job enlargement and its effects on employees' job satisfaction and performance in Moshi District Council. The study had three specific objectives: to find out the practice of job enlargement in various departments at MDC; to determine the effects of job enlargement on job satisfaction and overall performance of the council; to assess the measures used by MDC to address the challenges arising from enlargement of jobs.

The methodological section employed a case study design interviewing managers/ heads of departments while questionnaires were for both subordinates and managers/heads of departments forming a sample size of 70 respondents. Both purposive and simple random sampling techniques were respectively used. Findings from the field showed that, job enlargement in Moshi District Council (MDC) has led to improvement of employees' job satisfaction and the overall performance of the council because there has been an increase of different skills among the employees and hence tasks are being performed effectively and efficiently. Though there is a problem on satisfaction whereby for example most employees said they were to some extent or lowly satisfied with job enlargement.

Therefore, leaders in the central and local government who are concerned with this issue should ensure that all problems/challenges associated with job enlargement are well dealt with and on time, this is because delaying them discourages employees in their daily work performance.

TABLE OF CONTENTS

LIST OF TABLES

LIST OF FIGURES

xiii

CHAPTER ONE
INTRODUCTION AND PROBLEM SETTING

1.0 Introduction

The study focuses in investigating the effect of Job Enlargement on employees performance and job satisfaction as one of the techniques used to improve of job design in employees performance in public sector in Tanzania specifically Moshi District Council at Kilimanjaro Region. Globally, Job Enlargement has been used both in the public and private sectors the aim being to motivate an employee by increasing his efforts and exposure towards achieving the organizational objectives as set for the job. Through job enlargement, an employee can get a wider range of his objectives without his job in a repetitious manner. However, results from different research have shown that this process can see its effect diminish after a period of time, as even the enlarged job role become the routine, this in turn can lead to similar levels of de-motivation, job dissatisfaction and poor performance at the expense of increased training levels and costs. The continual enlargement of a job over time is also known as 'job creep'.

1.1 Background of the Study

Job enlargement traditions in Tanzania can be traced back during the Local Government Reforms Programme (LGRP) which began in 1998 with the aim of transferring resources from central government and devolving and decentralizing power to create more autonomous LGAs. Programme for government promised reform and rationalization of local authorities, local power, and as part of broader range of spending cuts in response to the state's ongoing financial crisis (operational cost reduction), also the issue of effective management control, effective use of public infrastructures and also increasing accountability and responsibility where behind the reforms.

To make all those objectives a success then, the issue of job enlargement came into practice. For example early in every local government authority in the country there were two separate education departments namely; primary education department and the secondary education department on which each department had its own education

officer. But in 2014 these two departments were enlarged and became one department called the education department under only one education officer to cut the operational costs because having two departments that means every department was provided with its own operational costs and hence more resources were being utilized. Another reason was to enable close monitoring of the activities in the department because unifying two departments into one that means there will be close monitoring.

Job enlargement is a common phenomenon in contemporary organization .It has been used to help organizations meet the customer demands and maintain competitive advantages. Also the increasing number of the population and their demands has led to increase of tasks to be performed by limited number of employees in many of the organizations, public sector inclusively. Therefore to cope with these more tasks, organization are doing job enlargement as the part of job design for employees to serve the customers and communities at the minimum costs.

Job design is the specification of contents, methods and relationships of jobs in order satisfy technological and organizational requirements as well as the social and personal requirements of the job holder (Davis, 1966) as cited by Armstrong (2006). Job design ensures flexibility, commitment and motivation as it includes steps to ensure that employees have the responsibility and autonomy to use their knowledge and skills fully. It entails classifying roles, reducing the danger of role ambiguity and conflict and make people work within defined structure.

Public sector is not spared from the changes in the work set ups, increased tasks and practices. As the result job enlargement is adopted greatly due to limited number of resources against unlimited demands of the public towards their government. New related tasks are assigned to employees in various departments, and this also entails combining previously fragmented roles into one to increase the capacity of handling the challenges. Yet this is not convincing enough as to whether employees are satisfied, motivated, participate and ready to perform efficiently in their jobs. Complains are there, the performance in public sector is unstable and sometime very low as the results the general public is not served well hence discontentment towards

the government. The research has to be done to oversee the planning of the whole process of job enlargement, to see why those employees are not satisfied which clearly bring about poor performance.

1.2 Statement of the problem

As it has been indicated above job enlargement may have considerable effects whether positive or negative on job satisfaction. Various empirical studies have been conducted on job satisfaction however, most of them have linked it with what Herzberg (1966) calls hygiene factors such as salary, leadership, appraisal and work conditions. Generally, the existing studies have selfdom analyzed job satisfaction in relation to the factors relating to the job itself, among them being job enlargement.

The lack of focus on factors relating to jobs is also common among the government reformers generally and particularly in Tanzania. As a result of reforms in Tanzania's Local Government Authorities, the nature of some jobs has changed and some have their scopes increased, subjecting the job holders to more workloads. Considering their effects on employers' job satisfaction, enlargements of jobs must be done carefully. However, in Tanzania the LG reforms have been adopted and implemented without attention on job enlargement and their effects on employee's feeling about their jobs. The aim of this study therefore was to discuss the effects of Job Enlargement on job satisfaction at Moshi District Council (MDC).

1.3 Objectives of the study

1.3.1 General objective

The main objective of the study was to investigate the contribution of job enlargement programs in the performance and job satisfaction of Moshi District Council.

1.3.2 Specific objectives

i.   To find out the practice of job enlargement at Moshi District Council.

ii.   To determine the effects of job enlargement on job satisfaction and overall performance of the Council

iii. To assess the measures used by MDC to address the challenges arising from enlargement of jobs.

1.4 Research questions

  i.   How is jobs enlargement practiced in various departments in the council?

  ii.   How job enlargement motivates or de-motivates employee's performance.

  iii. What are the measures used by MDC to address challenges arising from job enlargement?

1.5 Significance of the Study

This study is useful in various ways. To begin with the study has great contribution on knowledge expansion with respect to the practices and effects of job enlargement. The knowledge added from this study will contribute significantly on improvement of HRM scholars' insights about job design. Apart from theoretical contributions, the study has practical values. Specifically, the lessons from this study may help the policy makers and practitioners to come up with sound human resources policies during reform process in LGAs and public sectors in general.

Last but not least, the findings from this study can help the managers to see great importance of properly planning, organizing and executing job enlargement in various departments at Moshi District Council so as to avoid devastating effects on employees' satisfaction and job performance.

1.6 Scope of the study

The study was conducted at Moshi District Council in Kilimanjaro region due to the nature of the study as well as relevance of data and information.

1.7 Limitations of the study

The study has been met the following constraints but researcher made effort to overcome them in order to make this study valid.

1. Reluctance of some officials to provide data and delaying in answering questionnaire were problems of some of workers at Moshi District Council (MDC) But the researcher spent a considerable amount of time visiting the selected respondents to follow up the collection of the questionnaires and conducted interview with few who did not respondent to questionnaires. However despite of all these

drawbacks, an adequate number of questionnaires were returned to make the study valid.

2. Lack of essential HR and job enlargement records, poor and ineffective information concern job enlargement. But the researcher spent a considerable amount of time visiting the selected organizations to collect questionnaires, made observation and interviews with the respondents, thus helped to get quality and valid information for the study.

3. Although the time constraints for collecting information, data collections, data analysis, report writing and compilation, but the researcher spent time effectively day and night in order to made the quality of the study.

4. The other limitation faced by the researcher during data collection was that the managers had tight schedules and thus most of them requested their assistants to fill in the questionnaires on their behalf. Assistant managers or their equivalent may not have similar experience as the managers concerning matters of job enlargement and its effects on employees' job satisfaction and performance since they are not directly involved in job allocation decisions. Thus, the information provided by the assistant managers may not have been accurate, reliable and detailed as compared to the information that the managers could have provided. But the researcher spent a considerable amount of time visiting the selected managers to follow up the collection of the questionnaires and conducted interview with few who did not respondent to questionnaires

CHAPTER TWO
LITERATURE REVIEW

2.0 Introduction

The chapter brings forth the various literatures reviewed relating to the study topic on the effect of Job Enlargement on employees job satisfaction and performance. Specifically, the chapter presents debates and discussions on the key concepts relating to the concepts of job design, enlargement and employees satisfaction and performance. Apart from conceptual reviews, the chapter also provides reviews on empirical studies relating to the phenomenon under the study, as well as the conceptual framework which guided the study.

2.1 Concept of job Enlargement

Job enlargement can be described as horizontal job loading which is an act of assigning employees additional duties within their work spectrum and increasing activities done (Dessler, 2005). This helps to reduce boredom arising from doing repetitive work daily and it helps motivate workers in an organization. Hulin and Blood (1968) explain that job enlargement enhances the productivity of employees because it allows them to set third desired limits, control their quality, correct their mistakes and plan their work. Gupta (2008) cites that job enlargement makes the job more interesting by increasing its scope on the basis of number of tasks performed. The widened and more complex job is expected to satisfy the higher order needs of employees.

Job enlargement entails adding the number of tasks in a job with an aim of meeting the diverse social and personal needs of the employees. The re-organisation and restructuring of work is based on motivational theories to ensure that the new tasks in the job design meet the employees' expectations.

Job enlargement also considers the elements of work performance and job satisfaction to ensure a balance between organizational needs and employees needs.

While it is important to ensure that personal and social needs of employees are fulfilled, it is crucial to consider organizational performance too. As a trait of job

design, job enlargement reduces the monotony of work by increasing the number of task performed. The formulation of effective job enlargement involves considering two reasons; personal satisfaction of employees and optimal use of resources. According to Wales (2000), job enlargement principles are concerned with specialization and division of labor. The repetitive nature of the divided tasks results into specialization, which increases employee productivity and job satisfaction. Job enlargement has two major reasons to be considered that is improving the level of satisfaction by individuals which is obtained from their work and maximizing on available organizational resources and to use it overcoming barriers towards effective performance. However, division of labor may be counterproductive because of boredom and alienation experience by the employees.

2.1.1 Job Enlargement as a Technique of Job Design

One among the components of job design is job enlargement. So, for one to understand the rationale of job enlargement, insights about job design is very crucial. Fredrick Taylor is one of the well known theorists who wrote much about job enlargement. He talked much about scientific management and its principles. Fredrick Taylor believed that job enlargement identifies tasks, duties and responsibilities of a job to be accomplished. The reasons behind was to construct a clear performance criteria to verify wages and incentives. It highly focuses on the work specialization and division.

As a result, job enlargement appeared as a technique of job design in which employees perform additional tasks in the same level. However, it has criticism that it does not improve the skills and abilities of employees because they are currently working in the same level but also it is regarded as a workload that increases productivity by minimizing the number of employees (Al-Salem, 1999).

Since job enlargement meets employees' expectation and needs and also making the job more satisfying therefore, it can be considered as one of the tool to help organization achieve flexibility and increase productivity. However there are some organizations which deals with job enlargement just as a non-monetary reward and therefore the end products of job design is to minimize the level of employees'

dissatisfaction, enhancing motivation and enhancing employees' engagement at the working place (Donnelly et al, 1992).

One of the purposes of job enlargement is to enable employees improving their job performance and satisfaction. This is being done by shifting the context and process of specific job. This makes job more interesting by allowing employees diversifies their activities. Apart from job enlargement, there are other techniques which job design can be executed. The first one is job enrichment. Involving the workers to managerial functions of the higher ranks is called enrichment. On the other hand enlarged jobs allow workers to perform more tasks by having same position. The job enrichment also increases the self-actualization, self control and self respect of the workers. That thing leads to the success of the employees' performance (Vroom, 1964; Swinth, 1971). Motivation is goal oriented behavior (Likert, 1967 and Odiome, 1970). Locke (1968) showed that, there is always a positive relationship between involvement and the accomplishment of the goals by the workers when these employees' jobs are enriched. The job enrichment also increases the motivation level and the performance of the employees on the work place and their tendency to achieve the goals is also becomes more possible (Bryan & Locke, 1967; Latham & Baldes, 1975; Latham & Kinne, 1974; Latham & Yuli, 1975; Ronan, Latham, & Kinne, 1973; Herzberg & Frederick, 1968; Myers, 1970; Raja, 1974).

The second technique of job design is job rotation. The rotation of workers among a series of different jobs is another approach to the problem of reducing the boredom that is so often caused by performing a repetitive task for an extended period of time. The typical plan involves moving each operator in group of jobs to another position at stated intervals. The attempt is usually made to alternate jobs that are somewhat varied with those that are more repetitive (Daft, 1991). It leads to higher level of satisfaction and commitment because employees feel that they are worthy to the organization because organisation highly cares about reducing the boredom, monotony, and cares about improving the staff as well (Muhsan et al, 2012). In addition, by practicing job rotation, employees are given the chance to improve their

skills and abilities and master new competencies. This tends to motivate and satisfy them (Kaymaz, 2010).

The third technique of job design is job simplification, under this technique of job design, job is segmented into small units and tasks, and accomplished according to simple, repetitive and standardized procedures. Its purpose is to improve task efficiency. This is being done by minimizing the number of tasks performed by a single person. Though, it is urged that job simplification is not a motivational technique but only a job design because employees are continuously repeating the same processes and hence performing their job efficiently (Daft, 1991).

Job characteristic model is the additional technique on how to make a job more motivating. It investigates the impact of job characteristics on job outcome including job satisfaction. According to this model, there are five core job characteristics that have an impact on the critical psychological states namely; high intrinsic work motivation, high quality work performance, low absenteeism, turn over and high level of job satisfaction. These five core job characteristics are skills variety, task identity, task significance. Autonomy and feedback. While the critical psychological states are the experienced meaningfulness of the work, experienced responsibility of the work, without forgetting knowledge of the actual results of the work.

Job characteristics model do suggests that, the highly motivated and satisfied the employees is, depends much on how well and effectively the five core job characteristics are designed. When the five core job characteristics are well designed, apart from motivating and satisfy employees it will also lead to the increase of employees' productivity and performance improvement respectively (Schermerhorn et al 1991).

2.1.2 Forms of Job Enlargement
There are different aspects of job enlargement from which organizations can consider while enlarging their employee's jobs. It can be done through task structuring, job arrangement and checking at the meaningfulness of a job.

2.1.2.1 Task structuring

It is defined as the level at which a task is made clear to its staff who are assigned to perform it. Task structuring entails the magnitude to which job are defined and have a detailed description of process. Employees are made aware of the steps they should take in performing a job for them to be successful. According to Robert House (1996), when employees' tasks are well defined and organized the employees gets motivated to work independently since they are aware on the direction to take. Employees will efficiently achieve their goals and those of the organization at large when work procedures are made clear. Management role entails making analysis and structuring tasks where necessary to remove any form of barriers that might deter workers from executing their duties and finishing their work.

Task structuring also refers to the number of task components into a given responsibility/responsibilities. Complexity involved in a given job could be a reflection of several tasks that might need to be carried out, skills and the competencies needed as well as the decisions that need to be made to make predictions regarding the consequences of a given decision (Lutans, 2011). A complete integrated job consists of three elements namely; planning, executing and measuring each of the task involved. Task structuring makes up one of the three components of leadership theory which stipulates that the objective of a leader is to provide a superior task structure in order to keep employees motivated and efficiency.

A clear distribution of duties in line with set goals enhances employees understanding on their job and this gives them confidence to effectively execute their roles. Task structuring also allow a leader to recognize problems ad hurdles in a job and re-design accordingly.

2.1.2.2 Job arrangement

Hackman and Oldhan (1975) explain that job arrangement aims at ensuring integration of different elements of a job; planning and executing. The management and team leaders are entrusted with the tasks of planning and controlling the job while the employees are responsible for execution of the tasks. Among the leading

factors that promote job arrangement is job enlargement, whose main objective is to integrate the planning and controlling elements into the assigned tasks. Consequently, employees gain empowerment that promotes their career advancement and motivation. One of the leading merits of job arrangements is workers ability to achieve a balance between life and work. It refers to the perceptions that employees gain about the balance between their career and personal achievements. Good work balance allows employees to balance between family care, personal time and career success with minimal conflict For employers to take advantage of the high employee motivation that results from work ;life balance, they implement measures such as quality-of-work-life programs such as flexible work schedules. Through the flexible work schedule, employees are allowed to work when they can as long as the agreed hours o work are covered and the required job output is met. Workplace wellness includes things such as counseling, childcare and family support programs which when taken care of employees are able to concentrate fully on their jobs.

2.1.2.3 Checking meaningfulness of a job

According to Hackman and Oldham (1974), psychological holds that meaningfulness of job and aligning responsibilities to work productivity has a great influence on motivation, satisfaction of the job and performance.

The job characteristic method provides implementing principles that can be used to enrich jobs in an organization. The model provides a set of 5 min traits of a job that include a variety of set skills, identity, importance of work, independence and feedback that impacts the work i.e. satisfaction, motivation, absenteeism and turnover.

Hackman and Oldham (1980) proposed that motivation was linked to an employee experiencing meaningfulness of job that is fundamental to intrinsic motivation. It is the responsibility given to the employees to prove themselves in a job through their performance and knowledge of the outcomes. An employee's needs to the success story of work done to learn from their gaffes, As a result each of the three critical states is derived from the characteristic of the job. Knowledge of the outcomes is

derived from the feedback and employee receives on their performance (Robertson, 1992).

2.1.3 Advantages of Job Enlargement

When job enlargement is well designed and practiced well, it can have the following advantages:

Reduction of job repetitiveness: Whatsoever interesting the job is previously, people often complain from the boredom and repetitiveness of the tasks. They would like to see some changes in the work procedures for the aim of overcoming boredom. By expanding the tasks horizontally, employees are given the chance to utilize their abilities and improve their skills through performance of varieties of new activities within a job In this way, employees will feel that the job is fulfilling and interesting. It also Increases work flexibility: Doing new tasks means practicing new procedures and requires different ways in certain aspects. Moreover, job enlargement increases motivation: Through assignment of new tasks, job enlargement makes employees feel more motivated. Employee will feel have a chance to satisfy their need for self recognition and feel worthwhile to the organization.

2.1.4 Disadvantages of Job Enlargement:

When job enlargement is poorly designed and practiced, can be said to have the following disadvantages:

Increases work burden: enlarging jobs might lead to a work burden and causes pressure and more stress. This makes employees to feel overloaded and dissatisfied. Boredom and fatigue: if the additional tasks do not include a change and variety in the procedures and way of behavior, the routine will be the result. The job will still be boring even with addition of new tasks.

Different perceptions: Employees tends to differ and so they view the concept of job enlargement differently. Some of them see it positively; some think that it is a chance for workload expansion and cost cutting. This depends on the personal perception and awareness. In addition, employees tend to differ in terms of skills, abilities and competencies that prevent the standardization of job enlargement.

Problem with union members: If job enlargement results to workload expansion and work pressure, it will lead to a conflict between employees' representatives and top management. It may also lead to employees' weak loyalty and commitment to the organization. They might hold sit-ins or protests to cancel the additional workload. They might also demand more money which will be seen as an extra cost by the organization.

2.1.5 Requirements of Job Enlargement

Implementation of job enlargement principles can be successful in some situations but not in others. Since organizations tend to differ then Job enlargement can't be viewed as a universal technique of job design that can be implemented in all organizations. For job enlargement to be efficiently, the conditions and arrangements of that particular organization have to be suitable for practicing job enlargement efficiently; otherwise it can lead to negative results that might hurt the employees themselves and the whole organization at large.

For that reason, both employees' abilities and skills and managerial reactions should be considered before executing job enlargement. a number of requirements must be fulfilled to enlarge jobs efficiently:

One of these requirements is Training: In order for employees to successfully handle the enlarged jobs, they need to be trained. It is important for them to acquire knowledge and skills to master the additional tasks, otherwise job enlargement might lead to the increase of stress and decrease job performance.

 Another requirement is feedback: Employees need to be informed continuously with how well they are doing their additional tasks. They feel more satisfied when they are provided with comments and receive recognition when they do well with their new responsibilities.

 Moreover, job enlargement must be accompanied with effective management: During job enlargement employees are exposed to new procedures, so they have to be monitored at the time when they are performing their task for the first time in order for them to effectively perform the job.

Close supervision will provide the chance of quick correction of weak points and supporting the strong points.

Task Variety is also an important factor to make job enlargement effective. One of the objectives of job enlargement is to decrease boredom and get rid of routine activities. So, it is very crucial for the tasks to vary rather than being repetitive to make job enlargement meaningful (Schermerhorn et al, 2005).

Furthermore, job enlargement should increase independence and control over work: It is believed that the most stressful jobs are those in which employees has the least amount of control over their work. Employees whose jobs are enlarged need to feel a sense of independence and participate in making decisions otherwise, they will see job enlargement only as a workload pressure (Denhart and Aristigueta 2009). Generally the additional tasks should be accompanied by freedom, independence and discretion in scheduling the procedures to be used to complete the job (Mcshane and Glow, 2003). In addition, job enragement should be accompanied with adequate recognition and support: Employees who are doing extra tasks in the same level deserve recognition and appreciation from the top management.

Also, they should be supported and provided by any equipment and recourses such as information technology and other functional aids.

Apart from that, linking performance directly to reward and appraisal is crucial for making enlargement effective: Content and process theories of motivation suggest that money influences motivation, satisfaction and performance. And since job enlargement involves extra tasks and responsibilities to be performed, employees have to feel more rewarded and different from those whose jobs were not enlarged. So, the acceptance and fulfillment of these tasks should be linked with pay. Pay is considered as a very important and effective motivator for some people. In addition, employees whose jobs have been enlarged and who performed their tasks and responsibilities efficiently should be recognized and well-evaluated in their performance appraisal.

Last but not least, having a talent matrix is crucial for effective job enlargement: A talent matrix is an organization's accounting for the skills that exist both the mediate and non immediate skills used in the business and those that are critical. All skills are captured from the employees' growth plans in order for managers to decide who is good at what and what individuals like to do. It enables managers to easily assign suitable employees to perform the additional tasks (workbabble, 2013).

2.1.6 Constraints of Applying Job Enlargement:

When applying job enlargement in organizations, top management should consider many aspects relate to employees and organizational climate. These restraints might lead to negative outcomes:

1-Role ambiguity and role conflict: This occurs when compliance with one role makes it difficult to comply with another role. The additional tasks assessed to employees needs to be clearly identified and cause no contradictions with other tasks and employees' permissions (Denhart and Aristigueta, 2009)

Amount of work and level of difficulty: The aim of job enlargement is to decrease boredom and routine of repetitive tasks because when the tasks are burdened and complex, it causes exhaustion, unease and stress. As a result, employees will feel dissatisfied and de-motivated. Employees should be charged with extra activities that are expected to be successfully performed; otherwise employees will reject the idea of enlarging their jobs.

Individual differences: Top management should not ignore that employees are differently in terms of their skills, abilities and level of motivation. Employees can fill in assessments to help managers classify the tasks and charge suitable employees to accomplish.

Work environment: Before job enlargement is determined, employees must reasonably be satisfied with work environment such as working conditions, job security and salaries in order not to decrease motivation problems or reducing work pressure (McShane and Glinow, 2003).

2.2 The Concept of Job Satisfaction

Organizations always make every effort to keep employees satisfied. The reason behind is that, employees becomes more motivated, productive, creative and loyal in performing their daily responsibility as well as the organization at large. For that case both personal employees and organizational goals will be reached. Job enlargement is not just attitudes or internal states. It can be interconnected with the achievement feeling of a personal. It is also considered a matter of perception. It results from an appraisal of an employee's experiences at work.

Since job enlargement is assigning employees with additional same level tasks, there will be associative relationship between job enlargement and job satisfaction. Job enlargement would be an important determinant of employees' behavior at work. Employees might perceive the enhancement of activities positively at the beginning, but if this added workload is not accompanied with rewards then the employees will gain more responsibility and consider the work as fatigue and work loaded. This in turn will negatively affect job satisfaction (Mullins, 2006).

2.2.1 Definition of Job Satisfaction

A clear open definition of job satisfaction is an individual's feelings toward his or her job. It is feeling that people have about their jobs and the organizations in which they execute their jobs (Robbins 2003). It can also be defined as the degree to which individuals perceive their jobs positively or negatively. Employees may have emotional response to their task and environmental conditions of the organization they work in. Another definition of job satisfaction is the contentment (or lack of it) arising out of interplay of employees' positive and negative feelings toward their jobs (Scheremerhorn et al, 2005).

Job satisfaction is a reflection of employees' evaluation of his or her job, so satisfied employees evaluate their job depending on their observations and emotional experiences (McShane and Glinow, 2003). Job satisfaction usually regarded as an employee's attitude toward the job. Other researchers stated that job satisfaction is an internal state more than an attitude. It can be associated with personal feelings of achievement, either quantitative or qualitative (Mullins, 2006). Hence, some

employees enjoy work and consider it an important part in their lives while others work just because they have to. It can be concluded that job satisfaction is a state by which employees feel toward their jobs and organizations they work in.

2.2.2 Importance of Job Satisfaction

It is believed that one of the most important human-related outcomes is job satisfaction. Through this organizations can be able to satisfy their employees and make them more productive and profitable to the organization. Job enlargement always has impacts on the critical aspects with the great influence in the organization.

Job enlargement has been investigated in different studies on it impact on job satisfaction on turnover and absenteeism. The importance of job satisfaction can be viewed in the context of two decisions individuals take about their work. The first one is the decision to belong. It means to decide to join and remain a member in the organization. The second decision is to perform. It involves the internal will through which the employee exert the maximum efforts to accomplish the tasks resourcefully with high performance levels (Schermerhorn et al, 2005).

In general, employees with more regular attendance tend to be those who are mostly satisfied with their job and vice verse are true. Job satisfaction is highly linked with performance. Some experts state the most productive employees in the organization are those are satisfied. Other studies approved a strong relationship between job satisfaction and organizational commitment. When employees are satisfied they will be committed and hence decide to stand and support their organizations at emergency and crisis (Islami and Gharakhani, 2012).

Apart from affecting employees satisfaction, but also job satisfaction can have an impacts on customer satisfaction. The employee-customer-profit chain model makes the relationship between employee's satisfaction and customer's satisfaction and profitability clear. It suggests that increasing employee satisfaction and loyalty leads to higher customer perception of value. This in turn will improve the company's profitability. It has a positive effect on customer service because of two reasons. First, satisfied employees are in a good mood and are likely to show friendliness and

express positive feelings which put customers in a better mood. Second, satisfied employees have low absenteeism and turnover rates. Longer service employees have more experience and better way of communication with customers. Moreover, a lot of customers build their loyalty to specific employees, not to the organization (McShane and Glinow, 2003)

Job satisfaction is also very essential and helpful because it provides management with information about employees, job and environment. These information help in taking the right decisions for correcting behaviors, improving skills and identifying appropriate polices. That is, Job satisfaction is an instrument to know the employees' problems, skills and attitudes. This helps management builds up the most appropriate job design for employees. As a result, placing employees' right and training them effectively will improve their performance and quality of work. Furthermore, job satisfaction strengthens the relationships between employees and management, which in the long run improves loyalty and commitment.

2.2.3 Indicators of Job Satisfaction
Job satisfaction is a wide and complex concept that is affected and does affect various aspects in the organization. A lot of studies were conducted to identify the indicators of job satisfaction.

Promotion and Career Development: The organizations that offer opportunities of promotion and career development have satisfied employees. From the employee's point of view, promotion involves more pay, authority, responsibility and independence. So, it does greatly influence satisfaction. Moreover, the opportunity for promotion and development should be equal regarding gender or race. Employees should be given equal opportunities to have the appropriate training programs and to practice their skills and improve their abilities. (Wadhawa et al, 2011)   The opportunity for promotion is linked with the expectancy theory. When the promotion is more than expected, the employee feels highly satisfied. However, a feeling of unfairness and dissatisfaction will be the result when opportunity of promotion is less than expected. Some experts state that promotion based on performance and positive

results are more satisfying and effective than promotion based on experience (Saleem et al, 2013).

Working Conditions: Physical working conditions influence the degree of acceptance of working conditions. Employees are highly motivated and satisfied with good working conditions that provide comfort and safety and leads to good performance. Temperature, humidity, ventilation, lightings and noise, hours of work, cleanliness of the work place and adequate tools and equipment are all features that affect job satisfaction (Kinicki, 2002).

On the other hand, poor working conditions might cause an unhealthy working atmosphere. This state dissatisfies the workers and causes weak performance and higher rate of absenteeism. The more comfortable working conditions are, the more productive and committed employees will be.

Supervision: At every stage employees need their supervisors' constructive criticism, orientation and instructions. So, a good working relationship between supervisors and their subordinates should be existed. Friendly kind relationship with subordinates increases the feeling of trust, respect, self-esteem and recognition which positively affect job satisfaction. In addition, the good relationship encourages the employees to express their feelings towards their work. The state of expressing emotions and the internal state is a factor of job satisfaction. However, keeping the negative feelings leads to frustration and dissatisfaction (Sageer et al, 2012). When strict supervision is the rule, the employees feel that the boss has no trust in them. This makes employees work because they have to rather than they want to (Murthy, 1996)

Nature of Work: The nature of work has a great effect on job satisfaction and can be the major source of absenteeism and turnover for many employees. One essential aspect of nature of work is the content of work and job design. One of Herzberg's applications is job enrichment which gives individuals the opportunity to practice new tasks through vertical restructuring of work. Job design also includes job enlargement which satisfies the employees' needs of challenging tasks and the need

for recognition. Jobs that have too little challenge create boredom, and too much challenge creates frustration and feelings of failure.

Moreover, It is believed that job rotation also provides employees with chances to master new various skills and abilities which satisfies employees and makes them feel worthwhile to the organization. Furthermore, jobs that are rich with task identity and task significance increase job satisfaction (Kinicki, 2002).

The followings are the outcomes of job satisfaction:

Performance: The relationship between performance and job satisfaction is debatable. Many studies have shown controversial outcomes. Researchers have found a weak relationship between the two variables because general attitudes, such as job satisfaction, don't predict specific behaviors very well (McShane and Glinow, 2003). Some researchers stated that satisfaction causes performance, however job satisfaction alone is not enough to determine or identify the level of performance. Another point of view is that performance causes satisfaction. That is, performance accomplishment leads to rewards, which lead to satisfaction. Accordingly, performance will cause satisfaction only under the condition of being fairly rewarded (Schermerhorn et al, 2005).

Productivity: Another variable that is correlated to job satisfaction is productivity. The early view concerning this issue stated that long-run job satisfaction leads to increased productivity because a happy worker is a productive worker. This point of view was not fully agreed-upon since there are many intervening variables that make the determination of the relationship between productivity and satisfaction very difficult. Some employees who are satisfied with their work are poor performers. On the other hand, there might be employees who are not satisfied, but who are excellent performers (Robbins, 2003).

Absenteeism: The third variable that is correlated with job satisfaction is absenteeism. Organizations always try to reduce the rate of absenteeism because it is costly and can negatively influence organizations' effectiveness. Absenteeism is an unscheduled absence of employees from the job. Some employees are absent because of persuasive reasons such as illness, pregnancy, or death in the family, but some

causes are related to the work environment or simply not being committed or satisfied. Many studies showed that job satisfaction plays a critical role in an employee's decision to be absent. A dissatisfied employee will most likely to be absent. However, the relationship between the two variables is not always consistent because high job satisfaction will not necessarily result in low absenteeism. In addition, the cause of absenteeism is influenced by many interrelated factors like lack of motivation and inability to come to work. (Kehinde, 2011)

Turnover: Another relevant variable that is correlated with job satisfaction is turnover. Employee turnover is the ratio of employees that are leaving the company compared to the average number of total employees working at the company. Excessive turnover is a very costly problem since there is a need to replace the employees who leave the organization. This cost of new recruitment, selection, and training can affect the organization's continuity, stability and success. Many studies showed a correlation between job satisfaction and turnover. Employees with low satisfaction are more likely to leave their jobs. It is therefore important to manage satisfaction level as it might stimulate employees' decisions to leave the organization (Mbah and Ikemefuna, 2012).

Organizational Commitment: The fifth variable that will be discussed is organizational commitment. It refers to the degree that employees feel committed to the organization and its goals. Committed employees are loyal to the company and feel personally defensive when the organization is threatened. Employees who have low organizational commitment are likely to have strong intentions to leave the organization for the first good opportunity. Many studies showed that there is a strong relationship between organizational commitment and job satisfaction. Indeed, job satisfaction is one of the most significant predictors of organizational commitment. Consequently, managers need to focus on satisfying employees in order to make them committed and stay in the company at hard times (Warsi and Shamim, 2009)

Life Satisfaction: It is now generally accepted that individuals who are satisfied with their jobs tend to be satisfied with other parts of their lives and life in general.

Similarly, individuals who are satisfied with their current jobs tend to be dissatisfied with other parts of their lives as well. Researchers have shown that there are three possible forms of the relationship between job satisfaction and life satisfaction. The first one is spill over. It suggests that job experiences spill over into life and vice versa. That is, problems at home can influence satisfaction at work and problems at work can also influence home life. The second form is segmentation. It suggests that job experiences and life are separated and don't affect each other. The third one is compensation, where an individual seeks to compensate for a dissatisfying job by seeking fulfillment in non-work life and vice versa (Rode, 2004)

Job Involvement: Job involvement is the degree of the importance of the job in an employee's perception. Uninvolved employees consider their job as a minor aspect of their life. For them, performing well or poorly is just a minor thing. Studies showed a strong correlation between job satisfaction and job involvement. Satisfied employees tend to be motivated to share and efficiently perform their tasks. Over time, job dissatisfaction will lead to low job interest (Kinicki, 2002).

2.2.4 Measurement of Job Satisfaction

Jobs necessitate communication with co-workers and managers, following organizational rules and policies, meeting performance standards and living with diverse working conditions. So, an employee's evaluation of how satisfied or dissatisfied he or she is with the job is a complicated matter. However, job satisfaction is frequently measured by using general scientific methods such as questionnaires or interviews. Determining which method to use depends on the work situations and business needs. That is, anonymous questionnaires will be more valid than personal interviews when employees softly trust their managers. Further, in situations wherein the company feels that the underlying problem is complex, then interviews may be more suitable for understanding the full coverage of the problem. Some of the most frequently used techniques for measuring job satisfaction include Minnesota satisfaction questionnaire and job description index.

Minnesota Satisfaction Questionnaire is a paper-pencil questionnaire in which twenty work features in five levels are measured. Responding to this questionnaire usually

takes between 15-20 minutes. In this method, respondents reply by circling a number between one and five that corresponds to answers from "highly satisfied "to " highly dissatisfied." Some of the aspects questioned in the questionnaire are co-workers, achievement, activity and compensation (Robbins 2003).

Another widely used technique for measuring job satisfaction is the Job Description Index. It uses five facets; work on present job, present pay, and opportunities for promotion, supervision, and coworkers. Each facet contains either 9 or 18 items. These facets can give organizations a hint at which aspects of the job need improvement and which are in good shape. The JDI Manual provides national norms, where organizations can compare scores of their employees with others of the same organization type, age, gender, etc. The five facets are also good at predicting outcomes such as turnover and intentions to quit (Mishra et al, 2013).

2.2.5 Effect of Job Enlargement on Job Satisfaction

Most studies state that employees are dissatisfied with specialized jobs. They do not like doing particular repetitive tasks. Job enlargement strategy contradicts the principles of specialization and the division of labour whereby work is divided into small units, each of which is performed by a specific individual. In fact, job enlargement supports the increase of work and the variety of skills that help make employees satisfied, motivated and, in the long run, committed. For job enlargement to be effective, it is recommended to train employees to practice the new tasks well though they are in the same level. In addition, the individual differences between employees should not be underestimated (Charles and Milton, 1998).

2.2.5.1 Effects of socio-demographic factors on job satisfaction:

The factors are relating a combination of social and demographic factors. It looks at the life around individuals and characteristics. They highly affect job satisfaction. Some socio-demographic factors are as follows;

Age: Many studies have examined the relationship between age and job satisfaction. The results of the studies showed different correlations depending on the changing characteristics and needs linked with age and the cultural differences as well. Some

studies concluded that younger employees are more satisfied than the older age employees since the younger have more energy. Older age employees are dissatisfied because their work expectations become limited, and they resist change and do not accept new techniques. Other studies showed a u-shaped relationship between these two variables. That is, younger and older age is more satisfied than middle aged employees. It can be said that the relationship between age and job satisfaction is uncertain (Saleem et al, 2013).

Education: A very highly educated people are the ones who are more improved in terms of their personality, ways of thinking and rationally. And hence tends to be more rationally especially in assessing different situations at the working places. Although findings from many studies shows that the increased the level of education, the decrease the level of job satisfaction. Education which is not accompanied with rewards would lead to job dissatisfaction (Saleem et al, 2013).

Gender: This social-demographic factor can also determine the level of job satisfaction of employees in a particular organization. Different researchers have examined the relationship between gender and job satisfaction. And it was found that when a woman and men are employed in the same job, women tends to be more likely satisfied compared to men this is because women are conceivably have les ambition then men (Pavin and Kabir, 2011).

Personality: Personality can have an impact on job satisfaction. That is, it can either affects employees job satisfaction positively or negatively. There is a highly positive connection between job satisfaction and general satisfaction. In addition, it has been shown that irrational tendency causes job dissatisfaction in jobs of greater tension. In general, one of the significant sources of job dissatisfaction in the working places is personality maladjustment (Parvin and Kabir, 2011)

2.3 Concepts of performance

Performance is divided into organizational and employees' performance (Otley, 1999). Job performance in many organizations is however subjectively measured, that is it is not independently measured and will be dependent on other factor in the work environment. Job performance is regarded as the results obtained from the

work of an employee (Hunter, 1986). Staff performance is the measure of whether a person executes their job duties and responsibilities satisfactorily. Employee performance can also be defined as how well employees carry out job related activities assigned to them in regards to facilities provided and their efficiency in utilizing such (Bruce, 2010), Campbell (1993) defines employee performance as a measure of how well an individual carries out tasks assigned to them all dependent on a single person. He further defines performance in relation to behavior which differentiates performance from outcomes. Outcomes result from external influences as well as individual's outcome, which can be in the form of non-observable actions such as decisions and answers. However, performance is under an individual's control whether it is mental or behavioral.

Muhammad (2013) explains that employee performance is among the leading factors that influence an organization's success. The level of productivity of an individual employee is benefits both the employees and the organization. According to Bandura (1997), employees who record high performance show high level of job satisfaction, mastery of job and high self-efficacy. The many rewards associated with high employee performance enhance their career opportunities (Van Scotter et al, 2000)

The significance of measuring performance is cited by Haden (2013), who explains that it should be conducted as an ongoing process. The author further explains that the performance evaluation should entail all the aspects of employee achievements and work ethics. Multiple tools of measuring have been developed and businesses have the liberty of choosing the one that best suits them. However, the 2014 Global Assessment Report points that organizations use either talent metrics or objective metrics to track performance. Rachel Scout, 2016 proposes five metrics for measuring an employee's performance. She says that performance can be measured by looking at the attendance of an employee i.e. punctuality and consistency in carrying out their duties. How helpful employee are to their colleagues and other stakeholders. The output of an employee is determined by their efficiency in carrying out tasks, their initiative and the quality of work they give.

2.3.1 Effects of job enlargement on performance

Many researchers have carried out research that dwelt on the effects of job enlargement on employee performance. Syengo (2008) in his study of factors affecting successful implementation of job enlargement, a study of Nairobi Water Company, suggested that job enlargement aims at increasing the flexibility of the employees and reduce the monotony of work that may have counterproductive effects. The author further explains that monotony reduces employee motivation due to the repetitive nature of tasks. The most effective way of enhancing productivity of employees is through job enlargement. However, efficiency in job enlargement entails training on people and time management skills. Task-related training is also required, but not as much as people and time management because the employees already have the skills.

Lucy (2011) explored on the implications of work design satisfaction of staff, he noted that job enlargement promoted employees motivation. Based on the data collected from Kenya Commercial Bank, it is accurate that job enlargement enhances operational efficiency, organizational productivity and quality of goods and services provided by the workforce. Further job enlargement satisfies individual needs and helps them accomplish their career and personal goals.

Kanka (2003) concluded that job enlargement is a significant variable in employees' motivation. The study associates job enlargement to reduced boredom than increases employee motivation. However critics argue that job enlargement does not necessarily promote employee motivation in practice because a job may still be boring even after the enlargement. This is especially true if the job was already monotonous. On the same note, Herzberg argues that job enlargement does not amount to anything, citing that it is similar to adding a set of boring tasks to another set of the same, leading to a boring job. This is among the few reasons that employers do not support job enlargement. Ngani (2015) found out that enlarging work was s form of design that impacted positively on staff satisfaction levels which resulted into improved performance. He recommended that staff should be utilized optimally at the place of work with the employer being careful not to overwork them.

The study also recommended that employees should be given autonomy and more discretion over how work is done.

2.4 Theoretical review of literature

One cannot discuss job enlargement without having an overview on the job design since the later is the mother of the former. Job design has been discussed by various scholars as Bratton and Gold, (1999) defined job enlargement as a process of combining previously fragmented tasks and responsibilities to form complete jobs and relationship of jobs in the organization. According to Davis1, (1966) defined Job Enlargement as specification of contents, methods, and relationship of jobs in order to satisfy technologically and organizational requirements as well as social and personal requirements of the job holder. Coulter, (2006) defined job design as refers to the way tasks are combined to form complete jobs.

This is the component of human resources strategy which is concerned with how jobs are designed and how relate to the whole business. It is based on soft human resources who encourage the vertical and horizontal compression of tasks, worker autonomy and self centered or accountability. It is something management does consciously in order to provide jobs that have a considerable level of intrinsic satisfaction. The increased tasks in many organizations led them to design jibs so as to save the cost for hiring new employees who will perform the increased tasks.

Always this impact on selection rewards and training of employees as the changes in job design requires formal training and learning. Many organization design jobs in the way that they increase productivity, job fragmentation and easy completion of short term tasks. As organization nowadays are competing globally so as to get customers due to globalization and changes in technology.

The following are some of the importance of job design; it helps to satisfy the requirements of an organization for better and quality products, also job design helps to integrate individual needs with the requirements of the organization.

Therefore the growth of job design forced managers to develop different approaches to job design which includes job rotation, job enrichment and job enlargement.

Under hereby a researcher is going to give a clear explanatory on job enlargement as it is the one which covers this research.

Job enlargement has been defined by different scholars in different ways. As according to kondalkar, (2009) defined job enlargement is a process where two or more simple tasks are combined and allotted to an employee. According to Bratton and Gold, (1999) defined job enlargement as an alternative to job design which involves horizontal expansion of tasks. This involves adding different tasks to employees within their departments. Also Armstrong, (2006) defined job enlargement as the process of combining previously fragmented tasks so as into one job, again to increase the variety and meaning of repetitive work. This aims on making a position more challenging to the job holder.

For example; if an employee has a duty to perform only task A and there is task B within the same department but there is no employee who can perform it, a manager can decide to combine the tasks that is A and B being performed by that employee who at the beginning used only to perform task A. so this addition of tasks horizontal is what is called job enlargement.

Job enlargement should be assigned depending on skills variety, types of tasks, and knowledge of employees. This considers that there is no need for training the employees since the tasks which are assigned do relate in one way or the other, so employees can only use their skills and experience to perform those tasks successfully and within a given time.

Some of the importance of job enlargement are reduction of the cost for hiring new employees also it reduce monotony as a well planned job enlargement helps to reduce boredom and makes the work more satisfying and fulfilling for the employees (Bratton and Gold, 1999). Also it increase work flexibility since various tasks being added to one person or a group of people so they can easily manage to change from doing one task to another, this leads to an increased scope of carrying out tasks that are different but yet very similar in certain aspect. It makes employees feel very responsible and worthwhile in the organization.

So there is a need for a researcher regarding job enlargement and its relationship with job satisfaction and employees performance. Today's word environment plays a great role in performing various tasks in many organizations due to the technological changes and increased number of population which has led to many organizations competing globally.

Job satisfaction is a state of pressure that could be gained by implementing ones value to a job. Locke (1969) as cited by Raza and Nawaz (2011). It can be considered as a global feeling about the job or as related constellation of attitudes about various aspects or facets of the job (Spector, 1997). This occurs when changing individual needs match unchanged and specific characteristics of the job as dissatisfied employees have negative attitude towards the organization and the work in general as the will show low performance and unhappy with the job, absentees and not fully participating in various development tasks and programmes taking place in the organization.

So it is very important to explain clearly how job enlargement leads to job satisfaction by basing on various dimensions which shows job satisfaction among the employees such as completing tasks in time, employees are happy with the work and the way employees offers services and through their interaction with customers and among each other.

Employees' performance is defined as whether employees or a person executes their jobs and responsibility well. Many organization asses their employees performance in annual or quarterly basis in order to define what needs improvement (Cloud, 1986). Performance is measured by the ability of employees to perform their jobs successfully. This is through knowing what employees are required to do and what standards are required to do and at what standards are supposed to meet.

So it is very necessary to explain the relationship that exist between job enlargement and employees performance whereby most organization use performance appraisal to determine whether employees are performing at the required standards or not. This is done through examining how works are planned, monitored, developed, rated performance and through rewarding good performance. So through these an

organization will be able to know how job enlargement leads to employees' performance as through the standard set.

The idea that individual differences are important moderators in the way employees respond to the nature and design of work, irrespectively to any performance or reward elements.

According to Job Characteristic Model by Hackman and Oldham (1975) identified four main important concepts which are core job characteristics, critical psychological state, outcomes and moderators.

When there are mainly core job characteristics such as skills variety, task identity, task significance, autonomy and feedback will only lead to job satisfaction and employees performance when employees engages fully in the work and gets motivated. As the model suggests that different job designs which can be used so as to make employees fully engaged and motivated with the job includes job enlargement whereby employees are being assigned more tasks to perform horizontally. The core job characteristics are discussed as follows,

Skill variety is the degree to which a job requires a variety of different activities in carrying out the work, which involve the use of a number of different skills and talents of the employee. Task identity, the degree to which the job requires completion of a "whole" and identifiable piece of work that is, doing a job from beginning to end with a visible outcome.

Task significance, is the degree to which the job has a substantial impact on the lives or work of the other people whether in the immediate organization or in the external environment.

Autonomy: is the degree to which the job provides substantial freedom, independence, and discretion to the employee in scheduling the work and in determining the procedures to be used in carrying it out.

Feedback from job (itself), the degree to which carrying out the work activities required by the job results in the employee obtaining direct and clear information about the effectiveness of his or her performance.

Figure 2.1 Job characteristics model

| Core Job Characteristics | → | Critical Psychological States | → | Work Outcomes |

Skill variety
Task identity
Task significance

Autonomy

Job feedback

Experienced meaningfulness of the work

Experienced responsibility For outcomes of the work

Knowledge of the actual result of the work activities effectiveness

High internal work motivation
High growth satisfaction
High general job satisfaction
High work

Moderators

- Knowledge and skill
- Growth-need strength
- Context satisfaction

Source; Adopted from PeterJacko (as developed by Hackman and Oldham 1980).

The model do suggests that, there should be the Critical Psychological States (CPSs) which are experienced meaningfulness of the job, experienced responsibility for outcomes of the work and the knowledge of the actual results of the work characteristics makes up the causal core of the model and should fully mediate the effects of the core job characteristics on relevant to individual outcomes. These CPSs are created by the presence of Core Job Characteristics (CJCs) in which they are moderated by different moderators which differ according to employees. The CPSs acts as a mediator towards the positive outcomes which are internal work motivation growth, general job satisfaction and work effectiveness that is employees' performance.

The high levels of outcomes are obtained when the critical psychological states are present for a given employee. Also the model suggests that all three components should be present so as to realize the positive results since they depend up on each other.

For the job enlargement to exist among the employees it is very important to consider a critical psychological state, (Fried and Ferris 1987; Eddy and Lorenzet 2000; Renn and Van denberg, 1995) as cited by Hackman and Oldham 1976, they suggested that job characteristics model fits only to attitudinal outcomes rather than to behavioral outcomes such as performance and efficiency. But also employees have to be matched with the enlarged job with characteristics that best meet their individual attributes. That is to say, the enlarged jobs have to be matched with the employee's skill variety, task identity, task significance, autonomy and feedback which will increase employees desire to perform well and hence job satisfaction and high performance.

2.5 Empirical framework

Raza (2011) on his research about the Impact of Job Enlargement on Employees' Job Satisfaction, Motivation and Organisational Commitment from the Public Sector of Pakistan found that job enlargement was present at the organizations; also it was found that the employees are motivated with the job enlargement and they are satisfied. Also the outcome of the employee's commitment is also high means that employees are committed to their organization.

Kelly (1992) research on the relationship between job satisfactions – job performance as a twin track model suggests that the determinants of performance are different from the determinants of satisfaction. This was proposed and partially accepted (Kelly, 1992; Judge et al, 2001), indicating that the job characteristics theory fits to attitudinal outcomes rather than to behavioral outcomes such as performance and efficiency.

Hulin and Blood (1968) on their study on Job Enlargement, individual differences, and worker responses found that Job enlargement allowing individual workers to determine their own pace (within limits), to serve as their own inspectors by giving

them responsibility for quality control, to repair their own mistakes, to be responsible for their own machine set-up and repair, and to attain choice of method.

Griffin (1991) on his study found that both types of outcomes are predictable by the theory. The behavioral ones just manifest in a long run where as satisfaction and motivations are exercised in much shorter times, as cited by Kelly (1992). Through a twin track model a researcher suggested that job design and redesign appears to give employees higher job satisfaction, though there is no strong evidence that in and of itself it motivates employees to higher performance.

Mahmoud (2014) on his study about the Impact of Job Enlargement on Employees' Motivation and Job Satisfaction found that job enlargement practices were found to be present at the organization and there is a significant relationship between job enlargement and the two variables of motivation and satisfaction. However job enlargement sometimes makes the employees feel work-loaded when repeated practiced with less monetary incentives connected. In addition the employees at the organization are considered to be motivated however they are not involved enough in the process of decision making which lead to lower down their level of motivation.

Sarika (2014) on his study about the Role of Job Enrichment and Job Enlargement in Work Life Balance concluded that the work life balance of a person is dependent upon a personal life so it is essential to maintain equilibrium between the two. Work-Life Balance is an essential requirement for sustainability of business as it improves the quality of life for everyone. Therefore job enrichment and job enlargement in spite of being criticized by having a negative impact on work life balance a researcher recommended that if they are implemented successfully job itself will motivate provide job satisfaction and help in rectifying the problem of imbalance. Job enlargement may remove stress to employees, absenteeism and turnover rate and solve the problem of health. Furthermore it increases the commitment of the employees towards their organization, effectiveness and efficiency performance as a result boost organizationally sustainable

Hellgren & Sverke (2001) on their study on Economic and Social consequences of temporary employees identified that due to increase in competition among every kind

of organization, the employees' tendency to work in one organization for a long time period is decreasing and due to that reasons the management has to face some extra responsibilities as well as the organizations has to suffer extra costs. Due to increase in the work pressure in the work place, it is now very common to transform the work activities of the employees on the work place and make them able to work at every level. That thing has increased the work performance of the employees and decreased the overall cost of the companies.

Siruri, (2014) on his study about a Casual Relationship of Job Design and Employee's Behaviour found that there are commonalities of thought as to the effects of job enlargement, job enrichment and job rotation on employee job satisfaction and workplace productivity. Indeed, such a thread of thought runs through leaving little doubt as to the seemingly positive relationship between the three socio technical designs on employee job satisfaction and productivity.

Dyke (1963) study on the Analysis and the Review of Job Enlargement Concept concluded that all indications are that the enlargement of jobs, when applied under the right conditions, results in lower long-range production costs. In a highly repetitive industry, where changes can be made with a minimum of interruption and expense, and where retraining and upgrading can be conveniently undertaken, it would seem wise to cautiously add to the number of tasks and/or responsibility requirements of a number of selected jobs. No guidelines exist for the decision as to how much production efficiency can be sacrificed for employee job satisfaction; the question must be answered for each individual situation. It would be hoped that comprehensive records would be kept in order to evaluate the desirability of enlarging additional repetitive jobs, including those in both the plant and office environments.

2.5.1 Research gap

Through basing on what has been discussed in both theoretical literature review and the review from earlier studies it has been emphasized that motivating the employees is very important as it brings employees satisfaction and work effectiveness in the organization.

As without motivating employees the work environment may become unattractive as there will be boredom and these might lead to high level of turnover in the organization. Hence it is very important for managers and all members of organization in general to participate actively in designing good job techniques which will make the employees more committed and satisfied with the job which in turn will bring about organization performance since it will impact positively to organization objectives

Many studies have been done on job enlargement towards employees' satisfaction and organization performance in which many of them were done abroad. very few tried to explore and explain about the role of job enlargement and how it impacts to employees job satisfaction but they failed to explain positive impacts of job enlargement as how is being accepted by employees in public organization as employees reacts negatively or positively towards job enlargement

So a researcher is going to have a depth investigation on how job enlargement as one of the job design technique can impact to employees' performance and job satisfaction in public organization basically in MDC.

2.6 Conceptual frameworks

Dependent variable is job satisfaction and independent variables are job enlargement and work performance.

 In job enlargement if employees have different kinds of skills and abilities to perform tasks will enable the manager to group works according to the skills variation and these will lead to employees performance as the tasks assigned to a particular group will be one on time. Also the identification of different tasks by both employees and managers will lead to employees performance since there will be reduction or even the absence of complaints among employees in their work and also from customers during and after service delivery.

Time specification for each task given to employees to perform it is very important since they will be able to know how they should do so as to fulfill the assigned tasks which are given to employees so as to make them work within time limits. This will lead to employees' performance as there will be continuation of different programs

in an organization. Also communication between the managers and employees in planning job enlargement is a crucial factor since the involvement of managers[both middle and line managers] will lead to employees performance since it will help to develop a clear job enlargement as placing proper employees to a proper task and feedback will be given clearly to both managers and employees.

Skills variation among the employees that is different in knowledge and ability to perform tasks can lead to job satisfaction since employees will deliver services to customers effectively and happy as right people will be doing the right job in right time. Identification of different tasks among the employees will lead to job satisfaction since each employee will be aware on what is supposed to do and pay attention in doing it as it is required.

All tasks assigned to employees should be scheduled so as to enable them to know what time they have to make a certain task done as this will lead to job satisfaction since their morale in work will be very high as they will be aware on the time for completion f a particular task. Also effective communication which involves feedback both downward and upward communication which will also enhance job satisfaction since employees will have low stress as they will be able to communicate and helping each other in various situations so as to make their tasks well done.

Figure 2.2 Job Enlargement framework

Independent variable		Mediating factors		Dependent variables
Job enlargement -Skill variety -Task identity -Feedback -Task significant -Autonomy	⇒	-Age, sex, work experience, Education level	⇒	-Job satisfaction and performance
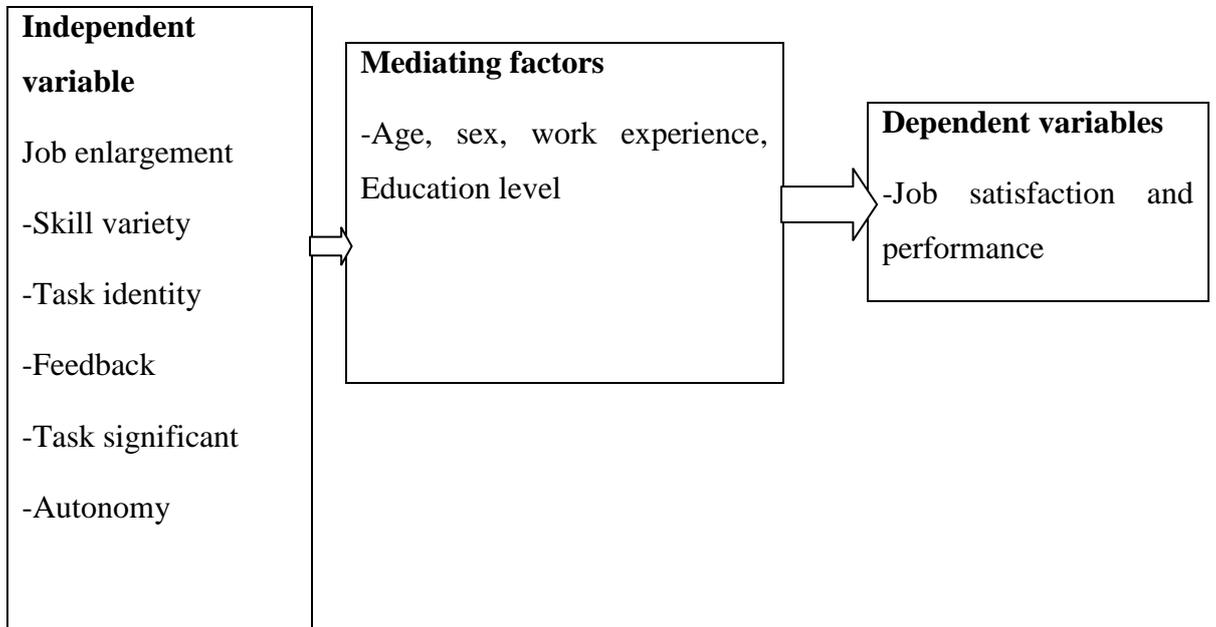
Source: Job Characteristic Model of Work Motivation modified by the researcher

CHAPTER THREE
RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the methodology that was used in carrying out this study. It consist of research design, research approach, study area, sampling procedure and sample size, data collection methods, as well as data analysis. Thus discussion in those matters is made here under.

3.1 Research Area

The study was conducted at Moshi District Council (MDC) in Kilimanjaro Region. The region is located at southern part of Tanzania and was established in January, 1984 by provisions of section 8 and 9 of the Local Government (District Authorities) Act 1982. Moshi District Council is led by the Full Council under the leadership of the Chairperson of the council. 1.6.1 District council location and its boundaries.

Moshi District Council lies between latitude 2^0 -30$^{'}$ – 50 south of Equator and longitude37^0 to 38^0 East of Greenwich. The District is bounded by the Republic of Kenya to the North with the Majestic Mt. Kilimanjaro, Hai District to the West, Simanjiro District to the South, Rombo District to the East and Mwanga District to the South East.

The district has an area of 1,713 square kilometers or 171,300Ha of which square kilometer 124,254Ha is arable land, while 338.125Ha is land covered by forest and 8920Ha is non –arable covered by rocks, hills and gullies.

The district population according to 2002 census is 401,369 out of this 192,238 are males and 209,131 are females. The population is growing at the rate of 1.1 per year. In the year 2011 it is estimated to be 469,593 out of these 228,082 are males and 241,511 females. The population density is 234.3 people per square kilometers, which is a sign of densely populated especially in the upper and middle part of the district.

The human economic activities in the area are mainly agriculture, trade and tourism. The area was selected because it is one of the public organizations   in which the

study could obtain reliable data on the implementation of Human Capital Management Information System as a control tool of Human resource information and practices.

On other hand Moshi district council management was willing to provide the support needed by the researcher to make the whole research work successful.

3.2 Research Design

The research was largely qualitative, using a case study design which is explanatory design in which job enlargement was investigated clearly so as to find out how it brings employees performance and job satisfaction. Apart from being largely qualitative in nature, the study also employed quantitative techniques in collecting and analyzing data. The case study design involved the use of five data collection techniques, namely interview, questionnaire, observation and documentary review. The case study design was chosen in order to get detailed information and provide a comprehensive picture pertaining to job enlargement as to how it brings employees performance and job satisfaction. Furthermore, the case study was used since only one area is chosen for the study as it is not possible for a researcher to conduct a study that can cover the whole country.

3.3 Population of the study

The population of the study was managers and employees of Moshi District Council from various departments such as administration and management, health members employees, education department employees, agriculture department employees, procurement employees, community department, finance, law, water and works employees. According to HR office MDC consisted of 170 employees. Table 3.1 presents the details.

Table 3.1 Units of inquiry

SN	Department/Unit	Number of staff	% of the total
1	Management and Administration	40	23.5
2	Internal auditors	1	0.6
3	Law	1	0.6
4	Planning	6	3.5
5	Finance and business	13	7.7
6	Procurement	9	5.3
7	Land and natural resources	8	4.7
8	Bees	1	0.6
9	Social development	8	4.7
10	Technology and communication	1	0.6
11	Primary education	10	5.9
12	Secondary education	20	11.8
13	Health	20	11.8
14	Building &works	10	5.9
15	Water	7	4.0
16	Husbandry and fishing	5	2.9
17	Agriculture	10	5.9
	Total	**170**	100

Source: The MDC profile, 2018

3.4 Sample, Sampling procedure and Sample size

3.4.1 Sampling procedures

A researcher applied both probability and non-probability procedures in selecting the sample, since it involves the organization of the enquiries purposively choose the particular units of the universe for constituting a small sample on the basis that the small sample that was selected out of the huge was typical or representative of the whole. However, from the pool of sampling methods the researcher selected purposive sampling and simple random sampling. These enabled the researcher to obtain the right sample that provided enough information related to the study area.

3.4.1.1 Simple random sampling

The researcher will use the sample of 70 employees from MDC who will be picked randomly from different departments that constitute employees and the managers. The chosen sample was used as representatives of the majority and a researcher believed that they gave the needed information related to the research topic. The researcher conducted simple random sampling by writing the names of employees **(170 employees)** and their designation on the pieces of papers and then mixed them

up thoroughly in a container and then 70 names were randomly picked and included into the sample.

3.4.1.2 Judgmental or purposive sampling

The employees were selected using this approach by the researcher picking few employees to answer the questions as required. Managers and officers were considered purposely because they are involved and directly engaged with all tasks which are done in the organization which includes job enlargement tasks.

The sample consisted of 70 employees who were constituted from 8 department as administration and management, procurement, finance, health, education, community development, agriculture, livestock and cooperatives and department of works.

Table 3.2 Sample size

	Department/Unit	Number of staff	% of the total
1	Management and Administration	25	38
2	Works	15	23
3	Education	5	8
4	Health	5	8
5	Finance and business	5	7
6	Procurement	5	8
7	Community development	5	8
8	Agriculture	5	8
	Total	70	100

Source; researcher 2018

3.5 Data collection methods

Data were collected by using both primary and secondary data collection methods. Primary methods for collecting data were used due to the nature, scope and object of enquiry. It was chosen because it suits the type of enquiry to be conducted by a researcher also since the data area was not yet available. The availability of funds (very limited to a researcher) so the use of primary data methods for collecting data was suitable for a researcher since the area is more accessible to a researcher. Time factor was another reason for a researcher to choose primary data for collecting data as this made an easy collection in a comparatively short duration. Also a researcher believed that the data collected was very precise and provided clear information's. However a researcher used secondary data method which was documentary review

so as to collect data through reviewing various documents especially those from other researches. These all methods are explained below as follows;

3.5.1 Primary data collection methods

Questionnaire method

Questionnaires were administered to 70 employees from different departments in MDC. They contained both open ended and closed ended questions. Open ended questions were used in order to get the experience and feelings from employees about job enlargement practices. Closed ended questions were used for gathering information that the researcher intended to get which cannot be obtained using open ended questions.

Interview method

Semi-structured interview schedules was used in the data collection especially to the managers/heads of departments in order to get their experience and feeling about job enlargement and state whether it brings employees performance and job satisfaction. Interview allowed flexibility in data collection since the researcher was able to modify and clarify difficult questions so as to make them more clear to the interviewee and even ask some more questions depending on context. Semi structured questions were designed for the purpose of getting intended information in a more systematic way.

3.5.2 Secondary data collection method

Documentary Reviews

Various documents were reviewed in MDC. The documents included records on how job enlargement are planned and distributed among the employees. Also OPRAS documents of various employees who are involved in doing tasks relating to job enlargement in Moshi district council were also reviewed in order to see if their performance has been increased or decreased after their tasks being enlarged**.**

3.6 Data analysis

Data analysis is the examination of what has been collected in a survey or experiment and mankind deduction and inferences (Kombo, 2009).

The collected quantitative data were synchronized and organized as according to the research questions and coded on broad sheets of paper using Excel and Statistic Package for the Social Science (SPSS). Then they were presented in tabular forms, charts with frequencies and percentages being calculated for drawing up conclusions on particular observations. The scale chosen by the researcher is ordinal scale as it represents more than two possible outcomes and these outcomes take on some inherent ordering such as highest to lowest. The researcher applied nominal scale measurement to assign data into groups or categories that were collected from the field area. Non quantifiable data was subjected to content analysis and interpretation basing on their facts and logical expressions in form of words which were used in the investigation, and open-ended responses were organized either according to their relevant subheadings or in tables so as to facilitate comprehension.

3.7 Data presentation

Data presentation is the process of simplifying and presenting analyzed data from the study in order to make them understandable and readable. The researcher under this study used textual for qualitative data and tabular presentations for quantitative data to present data obtained in the study through, questionnaire, interviews, observation and documentary review as the sources of data gathering.

3.8 Ethical consideration of the study

Ethical issues include critical aspects of not harming respondents. In this study the researcher considered the following ethical issues:

Asking a researcher permit to carry out the researcher study from dean of students and following all the protocol procedures from the authority to the respondents. The researcher observed moral obligation to strictly consider the rights of the participants who provided information. The researcher considered very important to establish trust to participants and to respect them as autonomous beings, thus enabling them to make sound decisions (Bush and Grover, 2003).

Ethical measures are as important in mixed methods research as in quantitative and qualitative research and they include ethical conduct towards participants' information as well as honest in reporting the results. The ethical measures in this

study included: confidentiality of respondents' information dissemination of results by ensuring that the respondents' information used for research purpose only, informed consent such that respondents had freedom to participate in this study and hence avoiding plagiarism.

3.9 Reliability and validity of data

Heale and Twycross (2015) propounded that reliability is the extent to which a research instrument consistently has the same results if it is used in the same situation on repeated occasions. It is simply as the degree to which an instrument (mostly questionnaire) measures the same way each time it is under the same condition with the same subjective as Saunders et al. (2007) said, the term reliability meant to what extent does the repeated measurement of the same object, using the same instrument, yields the same or very similar results.

Researcher used the established measures and internal consistency to test the reliability of the data collected, whereby researcher's choice was encouraged by Babbie (2010) who argued that, in order for a researcher to ensure reliability in getting information from people it is necessary to use measures that have proved their reliability in proved their reliability in previous research. In testing reliability, researcher also used internal consistency by looking at how consistent the results are for different items for the same variable within the measures, researcher asked respondents' series of questions for instance does your organization practice job enlargement? The opinions were Yes or No, and then if they experience additional of responsibilities as the results of job enlargement? And if job enlargement influence job satisfaction of the employees. The reasons behind series of question were for researcher to know if these questions are reliably measuring the same variable (job satisfaction). In addition, as it is was encouraged by Mason and Bramble (1989) that, reliability can be tested by describing the way in which data was collected, this study also described the ways of data collection in each question. A good measure is said to not only be reliable but also be valid. Validity therefore refers to the extent to which your research findings can be said to be accurate and reliable, and the extent to which the conclusion are warranted (MacDonald and Headlam, 2008). As according

to the previous definition, it is likely to say that, a measure cannot be valid unless it is reliable.

For the purpose of measuring validity, researcher engaged construct validity to test accuracy of research data. Construct validity is based on the logical relationships among variables (Babbie, 2010). Since the researcher wanted to study about the effect of job enlargement on job satisfaction as part of research, researcher developed measures for job satisfaction and through those validity was assessed.

CHAPTER FOUR
RESEARCH FINDINGS

4.0 Introduction

This chapter provides respondent profiles, findings of research objectives and will end up with general findings. All the findings that were collected via different methods of data collection have been presented with respect to the specific research objectives.

4.1 Respondents' profile

The study used the sample of 70 respondents, who were divided according to their departments, sex, and education level and according to their age. These demographic data are very important to a research especially when they can influence findings of the study. They are the foundation of research as they provide the response through questionnaires, interview and observation.

4.1.1 Respondents according to departments

The research covered seven departments where the respondents were distributed as follows, 25(38%) out of 40 from Administration and Management department, 15(23%) from works department, 5(8%) out of 9 from procurement department, 5(8%) out of 8 from community development department, 5 (7%) from finance department out of 13, 5 (8%) out of 30 from education department, 5 (8%) out of 20 from health department and 5(8%) out of 10 from agriculture department. All these have been clearly described by the pie chart as follows;

Figure 4.1 Respondents distribution according to departments
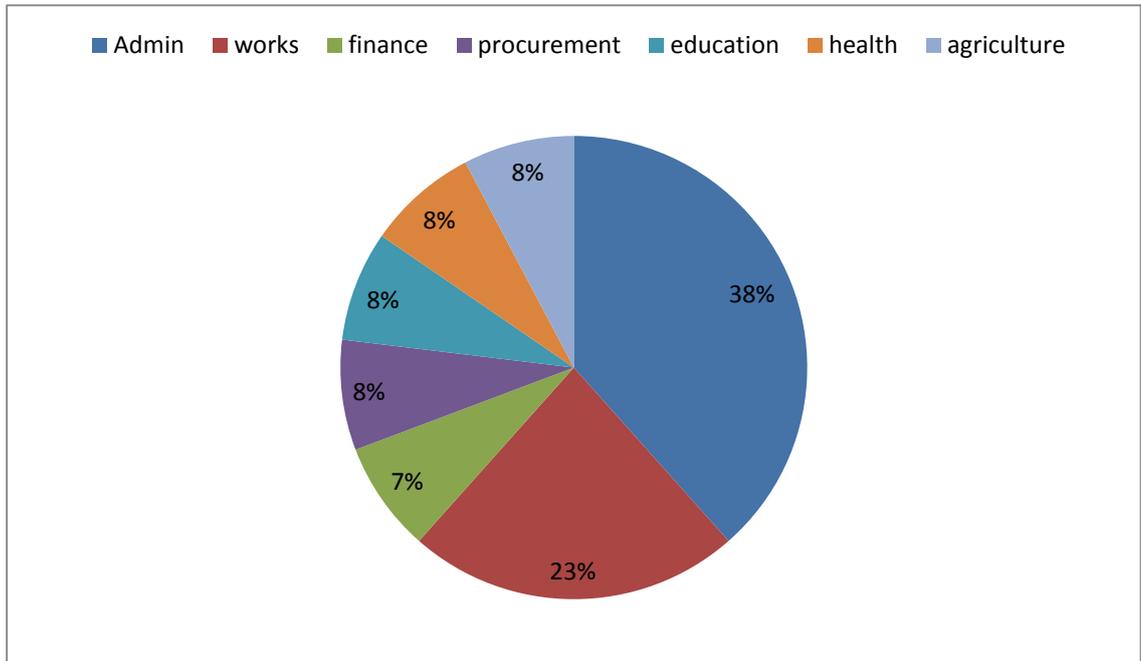
Source: Field data 2018

4.1.2 Respondents according to sex

Respondents were divided according to sex as males and females. In Moshi District Council there is unevenly distribution of employees according to sex as the number of females exceeds that of males. Response from questionnaires indicated that, the number of female was 45equivalents to 64.3% of the total respondents and male respondents were 25 who were about 35.7%. These shows that in Moshi District Council there is large number of females employees compared to that of males. These has been shown in the Table 4.1

Table 4.1 Respondents according to sex

Gender		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Male	25	35.7	35.7	35.7
	Female	45	64.3	64.3	100.0
	Total	70	100.0	100.0	

Source: field data 2018

4.1.3 Respondents according to age

Respondents were divided according to age as they varied from 21 years old to above 51 years old. A researcher found that respondents aged from 21-30 constitute

47

the majority while those above 51 are so few in number as most of them prefer to retire when they reach the age of 55. There is moderate number of the respondents who are aged 31-40 as this seems to be important workforce in any organization. This has been supported by the Table 4.2

Table 4.2 Respondents distribution according to age

Age groups		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	21_30	25	35.7	35.7	35.7
	31_40	20	28.6	28.6	64.3
	41_50	15	21.4	21.4	85.7
	above 51	10	14.3	14.3	100.0
	Total	70	100.0	100.0	

Source**:** Field data 2018

4.1.4 Respondents distribution according to education level

Respondents were also divided according to their education level as it ranges from certificate level to masters level as according to respondents no one was found having the education level above masters. It was found that most of the employees in Moshi District council are diploma holders and very few are Masters Holders. The council have large number of diploma holders since all District Councils in Tanzania have been given the authority by the Public Service Recruitment Secretariat to recruit and select employees in various departments who have certificate and diploma who have qualifications to fill various vacancies in organizations. The Table 4.3 shows the number of respondents according to their education level.

Table 4.3 Respondents distribution according to education level

Levels of educated		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Certificate	10	14.3	14.3	14.3
	Diploma	30	42.9	42.9	57.1
	Degree	28	40.0	40.0	97.1
	Masters	2	2.9	2.9	100.0
	Total	70	100.0	100.0	

Source: Field data 2018

4.2 The practice of job enlargement in various departments at Moshi District Council

In achieving this objective, two issues were discussed; the first was to know what kind of jobs were enlarged in Moshi District Council, the second was to know whether the important requirements were fulfilled or not.

Following the first issue which required respondents to tell about the kind of jobs which were enlarged interview was conducted with the heads of departments from the 8 selected departments and one of the respondents in the education departments said that;

> *"As for education departments previously we had two departments working separately with their own supervision/head of department but now after enlargement we are now one department under the same education officer. So, as the head of this department together with my subordinates, we had to deal with both the primary and secondary education under the same department which is the education department which is different from how we use to do previously".*

In this departments also the researcher found that, they are some jobs which were enlarged this is due to the facts that the key informant said that at first when these two departments were separate one of the duty of the district primary education office was being responsible for the administration of all schools (primary schools) of the district and direct monitoring but after the enlargement took place then as the education departments they have to deal not only with the primary education issues but also with the secondary school issues. As the respondents was quoted said that;

> *"Previously in this department before enlargement we were dealing with only the primary school education but soon after the enlargement we were also enlarged with the secondary school responsibilities such as apart from being responsible with the administration of all primary schools of the district and monitoring them directly we now also deal with the administration and monitoring of secondary school so as the single education department we are dealing with both the primary school education as well as the secondary school education"*

But also the researcher was able to conduct interview with the other key informants from other departments apart from the education department for the aim of finding exactly what kind of jobs were enlarged. This other department was the finance and business departments whereby from this departments the researcher found that apart from the facts that this department

is responsible for financial planning, reporting and control, hedging, cash management, auditing but also they are enlarged also with office assistances works. As the respondents said that;

> *"In our department apart from the responsibilities that we normally do perform as per our job description but we are also enlarged with some other responsibilities such as the office assistances works such as typing, process mail"*

But also an interview was conducted with the key informant from the department of management and administration and said that in their departments there are lots of jobs which were enlarged on which some of them are preparing and coordinating the council legal meetings, preparing the quarter salary reports. As the respondents was quoted said that;

> *"Apart from what we normally do as the departments of management and administration also they were some activities that do perform them now after enlargement of which previously we were not performing them such as preparing and coordination of the council legal meetings but also preparing the quarter salary reports of the council employees but also with some office assistances works"*

The study also intended to find out whether the important requirements were fulfilled or not. As it was discussed in chapter two of this dissertation that according to Denhart and Aristgueta (2009) for the implementation of job enlargement to be effectively executed then there are requirements that organization must consider. These requirements are training, feedback, supervision, task variety, autonomy and control over work, adequate recognition and support, as well as linking performance directly to rewards and appraisal. The researcher was able to conduct interview with the key informants on their view concerning this issue and it was found that these key requirements which are mentioned previously are fulfilled. As the respondents said these requirements are fulfilled. For instance when it comes to training is found that though sometimes the council faced the problem of fund inadequacy but as managers the always tries atleast to provide on-job training if not out-job training to its employees so that they can copy up with the additional responsibilities on their areas. But also they always provide feedback so that their employees can be aware of where he/she stands when it comes to performance for further improvements and rectifications. When it comes to supervision the researcher found that employees are being supervisored so as to be able to facilitate the quick omit of the mistakes when

they occur as well as recognition and support, rewarding and autonomy and control over work. The respondent was quoted said that;

> *"Training is there and as managers we do try our level best to provide training to our subordinates so that they can be able to perform their additional task effectively and sometimes due to money problem the kind of training that is facilitated in on-job training. When it comes to supervision, there is always supervision in different departments the aim is to increase efficiency in performance as well as being able to identify mistakes when they occur"*

But also on the issue of rewards, recognition and autonomy and control over the work the respondent was quoted said that;

> *"Rewards are given to the best performers and this is evidenced during Meimosi day whereby the best performers are being rewarded and recognized at the same time. But as managers sometimes in order to recognize the efforts that employees execute in their work we do announce them during morning gathering /sessions and appreciate them in front of other employees and this is not only for the benefits of the recognized employee but also for inspiring other employees to work hard"*

4.3 The effects of job enlargement on job satisfaction and overall performance of the council

The second specific objective of the study was meant to find out about the effects of job enlargement on employees job satisfaction and the overall performance of the council. This objective was so important since it gave researcher a room of knowing the real situation concerning the effects of job enlargement on job satisfaction and the overall performance of the council, there were five areas that are presented underneath. The first area was to find out whether the key informants (managers/department heads) experienced enlargement of their jobs during reforms; the second area was to find out what were their first responsibilities, the third area was to find out how did the newly added responsibilities affected their feelings, after looking on all those information the forth area was to find out the effects of job enlargement on job satisfaction and the last area was to find out the effects of job enlargement on the overall performance of the council

Following the first area that aimed at finding out whether the key informants (managers/department heads) experienced enlargements of their jobs during the reforms. In finding information about this issue the researcher was able to conducts interview with the key informants and it was found that these managers did

experienced the enlargement of their job and this is evidenced by the additional responsibilities added to them as the results reform. As one of the respondents responded that, *"Yes we did experience the enlargement of our job due to the facts that there are additions of responsibilities differently from what we normally used to do"*. The second issue rose after knowing exactly if these key informants experienced enlargement of the jobs during the reforms aimed at finding out what were their first responsibilities. Through the use of interview the researcher was able to extracts the information concerning this issue as follows; The key informants responded that their first responsibility was to make sure that after they experienced the enlargement of their jobs then the next step was to make sure that the new added responsibilities to be performed with their subordinates are well communicated to them so as to make sure that everything goes according to plans of the council for the aim of making sure that at the end of the day both personal employees and organization goals are efficiently met. Through interview, one among the respondent was quoted saying that;

> *"Job enlargements did not result the additional of tasks to us managers only but it also results to additional tasks or new responsibilities to our subordinates. Therefore we as managers experienced enlargement of our jobs then our first responsibility was to make sure that we communicate with our subordinates on their new added responsibilities because at the end of the day they are the implementers and ensuring that there is a supervision to make sure that though employees are added with the new responsibilities but their performance continue to improve no matter what".*

Concerning the third issue which the researcher intended to find out how did the newly added responsibilities affected their feelings the researcher was able to conduct interview with the key informants the aim was to find out about what they exactly felt when they were added with new responsibilities. The researcher wanted to know if they felt bored, stressed or motivated with the additional responsibilities added to them. As the results of the interviews conducted with the key informants the researcher found that a big number of the key informant (managers/heads of departments) are motivated with job enlargement because they are being exposed with new responsibilities which are not routine which helps them acquire new skills and abilities but also another reason s that they motivated because sometimes they are paid in accomplishing a certain task. One of the respondents was quoted said that;

"Truly speaking job enlargement is only stressing when you are required to stay at work lately performing a certain task otherwise it is so motivating because first we are exposed sometimes with new task with requires additional skills and knowledge so in performing these task we do acquire new skills and abilities but what so motivated is being paid in the accomplishment of some responsibilities".

This question was also asked to the subordinates through questionnaire. whereby Out of 70 respondents 10 (14.3%) of the respondents answered they were bored, 20 (28.6%) answered they were stressed and the remaining 40 (57.1%) answered they were motivated. See table 4.7 below;

Table 4.4 The feelings of respondents after their jobs enlarged

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Bored	10	14.3	14.3	14.3
	Stressed	20	28.6	28.6	28.6
	Motivated	40	57.1	57.1	57.1

Source: Field data 2018

Concerning the forth area which was to find out the effects of job enlargement on job satisfaction research questions given to respondents, questionnaires were distributed to the employees and the researcher realized that, most of the employees are satisfied with job enlargement due to the fact that, large number of employees are provided with training and seminars on how to deal with the increased new tasks added to them and also the communication is convinced. Among 70 respondents only 40 (57.1%) were satisfied with job enlargement and 30 (42.9%) are not satisfied with job enlargement. See table 4.8

Table 4.5 Employees result on satisfaction

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	40	57.1	57.1	57.1
	No	30	42.9	42.9	100.0
	Total	70	100.0	100.0	

Source: Field data 2018

And there comes the last area which talked about the effect of job enlargement on overall performance of the council. For exploration of relevant information about this research question three questions were designed and distributed to respondents through questionnaires and interviews. As in every organization there are various

factors which motivate employees to improve performance such as money, recognition. Also JE can motivate the employees to improve performance as some are being paid after the work assigned being done successful. Through interview which the researcher conducted with the heads of departments the results shows that, as the result of job enlargement the overall performance of the council is improved. This is because a large number of employees in MDC were motivated with job enlargement as there was a continuously improvement in their daily job performance. As the respondents was quoted said that, *"Additional of responsibilities helps as managers as well as our subordinates improve performance as a results the overall performance of the council Is also improved and this is because our employees are motivated and satisfied"* The same issue was asked to subordinates through questionnaire and it was that 45 (64.3%) of the total employees responded that there are changes and improvement in their daily job performance, as through existence of JE they are able to perform more tasks apart from those done in previous days and there was an increase in job skills as they gained new tasks and knowledge and hence improve their individual performance and the performance of the council at large. Whereby according to the findings, the researcher found that, 25 (35.7%) were not motivated as they got tired due to many tasks assigned to them during job enlargement but also because there were no enough seminars, training provided for them to be able to copy up with the newly added tasks which requires additional skills to perform them. This have been described in table 4.9 below

Table 4.6 Employees results on job performance

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	45	64.3	64.3	64.3
	No	25	35.7	35.7	100.0
	Total	70	100.0	100.0	

Source: Field data 2018

4.4 Measures taken by MDC to address the challenges of job enlargement

Under this objective there were two areas which have been developed and they are presented underneath. The first area was to find out if the challenges are there. Interview was conducted with the managers and questionnaires were distributed to

the subordinates. The findings revealed that, there are some challenges faced when introducing job enlargement in the council. Interview was conducted with the managers/head of departments and one among the interviewers mentioned that,

> "The introduction of job enlargement resulted the increase in the number of tasks which are being assigned to a position, therefore challenges which they face are like, due to the increase in the workload some employees do not feel the increased job satisfaction, as the result they end up experiencing an unmanageable workload instead of improving productivity of the council but also confusion regarding how their performance is evaluated and request to performance task outside their job description".

Questionnaires were also distributed to the subordinates and they said that challenges are there and some of the challenges are; JE stresses them because they are not provided with effective training or seminars pertaining new task as the results of job enlargements but also communication is poor between them as their managers. Supervisors. Numerical data from the finding shows that all 70 respondents agreed that the challenges are there. See table 4.10 below;

Table 4.7 Challenges of job enlargement

Responses		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	Yes	70	100.0	100.0	100.0
	No	0	0	0	0
	Total	70	100.0	100.0	

Source: Field data 2018

After finding out in the first place what were the challenges that MDC faced due to job enlargement then the second area of this issue was to examine the measures taken by Moshi District Council to address the challenges due to job enlargement. Interview was conducted with managers/department heads on how are they addressing these challenges and they responded that, provision of short courses/ seminars and training also mentoring are among of the solutions used to address the challenges of JE so as employees can be able to copy with the newly added task. But also influencing effective communication both downwards and upwards. One of the respondents was heard said that;

> "The challenges that we face due to job enlargement are so many and therefore as managers we always try to minimize them. As large number of employees did perceive this negatively so one of the solution was mentoring out employees so that they can be aware of the advantages of job enlargement on their side as well as the

side of the council at large. But also we tried our best to make sure that training and short courses are provided to our employees because sometimes they are being provided with the tasks which requires additional skills and abilities".

CHAPTER FIVE
DISCUSSION

5.0 Introduction

This chapter covers the brief discussion of all findings as provided by a researcher. The discussion is according to research objectives which will facilitate to understand the findings described in chapter four. This chapter has four sections whereby section one to three presents the discussion of findings obtained and section four describes the discussion of the general findings.

5.1 Practice of Job Enlargement at MDC

The study revealed that JE is practiced in MDC and it was impossible to avoid this kind of job design due to the structure and size of the organization. In any organization for all tasks to be performed smoothly top managers need to enlarge the tasks to some of the middle managers and their subordinates.

The researcher used questionnaires which were given to both managers and employees, and non participatory observation and found that job enlargement practice exists and seems to be very important in MDC. Employees reacted in a very positive way as job enlargement helps them to reduce boredom at the work place and acquire new skills which they had no before. To managers also reacted positive as they claimed that job enlargement helps them to use the available employees to perform as many tasks as possible within their particular departments as a result the do not incur the cost for new hiring. Also managers are sure that the available employees, through job enlargement will perform tasks and give positive results as expected.

5.2 Effects of JE to overall performance of the Council

In this was found that job enlargement is motivating factor towards employees' performance as the employees showed that through performing job enlargement there has been a continuous improvement in their daily job performance in terms of skills and ability to do different kinds of tasks within their cadre which could be performed by another person. As in Registry Record Management Assistances are also performing Office Assistance works since they are enlarged within the same

57

cadre and vice versa. This leads to the great performance of the works as the employees understands better what is supposed to be done and sometimes can even take time to correct where any error or mistake appears and employees become full engaged and committed with the work, and this helps them to work with all abilities and capacity for better performance and success of the organization.

Through Job Enlargement the organization makes the proper use of its human resources in an intensive way as this kind of Job design accommodates employees with full of tasks. Employees strongly agreed that job enlargement can increase the flexibility of work and decrease the level of routine work. Results also showed that employees widen their knowledge and increase their skills as every day they perform new activities thus they have a positive attitudes on this job design technique. Therefore, through properly use of Job Enlargement as one of the Job design technique has played a great role in improving the performance of MDC and positive attitude of the employees which indicates a good level of responsibility and commitment to their organization.

5.3 Measures used by MDC to address challenges arising from enlargement of job

As per this objective the researcher found that there are challenges that the council do face due to job enlargement such as the negative perception of some employees towards job enlargement, the problem of training. The finding was the results of interviews that the researcher conducted with the key informants in different department at MDC. It was also found that the council is taking some measures such as providing training (on-job training), short seminars; recognize employees on their contribution to their departments as well as the council at large.

5.4 General findings

It was found that JE impacted positively to managers, employees and the organization. Since each side seem to be benefited from practicing job enlargement at the work place as for organization, reduced the cost for new hiring of the employees, to managers Job Enlargement is reducing the burden of having too many tasks to perform once as some are enlarged to their subordinates, and to employees

there was an increase of skills to perform different tasks, being more committed with the job and sometimes the increase of their payments. Also an organization benefited from the improvement in performance and in service deliverance to customers.

CHAPTER SIX
SUMMARY, CONCLUSION, RECOMMENDATIONS AND POLICY
IMPLICATION

6.0 Introduction

This chapter summarizes the study, draw final conclusion and make recommendations of the findings and discussion as in chapter four and five respectively and finally provides the policy implication as far as the study is concerned.

6.1 Summary

The study assessed Job Enlargement in MDC. The main objective was to investigate the contribution of job enlargement towards the employees' performance in MDC. The research design employed in this study was case study; the case study was selected in order to make the process of collecting data to be flexible and easy since it involves in depth investigation on a single unity. Data were collected by using documentary review, questionnaires and observation and were analyzed qualitatively and quantitatively.

The study findings revealed that, Job Enlargement in MDC has led to improvements of the employees' performance and the organization as a whole since through it there has been a great increase of different skills among the employees and tasks are performed very effectively and efficiently which always brings desired results. Thou little involvement of the employees in planning and distribution of job enlargement tasks has been one of the factor which sometimes hinders employees from smooth running of the tasks and leading to ineffective. Also the researcher found that employees need transparent and being involved in job enlargement planning so as to give a continuous positive results.

6.2 Conclusion
6.2.1 Practice of JE in various departments
Job enlargement in MDC has been very important to both managers and employees in almost all aspects since its existence has led to employees react in a very positive way as their performance has been improved as many tasks which use different skills

assigned to them frequently. As it is said that the more you perform a certain tasks frequently is the more you get used to it and even finding new ways and skills to perform it more successful in another different way.

Under this objective researcher posed questions and interviews aimed at realizing the practice of JE in various departments at MDC. Through all these the researcher was able to discover that; majority of the departments in MDC practiced JE as employees do experience the additional of task. But the practice of job enlargement requires the fulfillment of important requirement as discussed by Dehart and Aristgueta (2009).the researcher was able to conduct interview with the key informants on their view concerning the issue and was revealed that the important requirements are fulfilled as employees are being supervised, trained, rewarded, being provided with feedback, recognition and hence these make them more satisfied and hence increase their performance.

6.2.2 Effect of JE on job satisfaction

Organizations always struggle to keep their employees satisfied. The reasons behind being that, employees becomes more motivated, productive , creative and loyal in performing their daily responsibilities as well as the organization at large. For that case JE would be an important determinant of employee's job satisfaction. Since JE is involves the additional of new task then employees might perceive the enhancement positively at the beginning, but if this added workload is not accompanied with rewards then the employees will gain more responsibility and consider the work as fatigue and work loaded. This in turn will negatively affect job satisfaction.

The findings from the field revealed that, employees in MDC are satisfied with job enlargement the reason behind being that they are being provided with training and short courses which helps then master their work better because sometimes the additional tasks do requires additional skills and knowledge but also adequate communication with their managers and supervisors.

6.2.3 Contribution of JE to overall performance of the Council

Job enlargement as one of the job designs played a great role in improving employee's performance since in one way it avoids the wastage of time as most of time employees are occupied with tasks to perform. Also reduction of too many tasks at the work place since even when one employee is not present the remained ones can help to perform tasks which were supposed to be done by that person.

As in every organization there are various factors which motive employees to improve performance such as money, recognition. Also JE can motivate employees to improve performance. Same goes to MDC where the researcher discovered that the practice of JE lead to the improvement of performance because there is a continuously performance improvement as employees are being trained, engaged in short courses, recognition, rewards

6.2.4 Measures used by MDC to address challenges arising from enlargements of job

Job enlargement at MDC has been very important to both managers and employees and the council at large. Apart from the challenges that the council face but the council works hard in making sure that the challenges are being addressed effectively and this is for the aim of facilitating effective execution of activities in the council.

6.3 Recommendations

6.3.1 Practice of JE in various departments

According to the research question which was the reaction of employees toward job performance I recommend the following;

1. Since employees' reaction positive towards job enlargement practice in SDC, the management should encourage the employees to continue to perform job enlargement tasks as it is very importance for the survival of the organization and meeting the planned goals.

6.3.2 Contribution of JE to job satisfaction and the overall performance

According to the research question how job enlargement enhance job satisfaction and motivates employee's performance the following are the recommendations;

i. Employees should be given incentives when necessary especially when they complete tasks effectively as money, free transport and good working environment. This will enable others to perform assigned tasks so as they can benefit from these incentives. Also there should be recognition for an employee who performs in their best level. This will lead to continuous improvements of the organization as employees will be well engaged and work hard when tasks are given to them.

6.3.3 Measures on addressing the challenges arising from job enlargement

In this research question and findings the following are the recommendations

i. Short courses and seminars

Short courses and seminars should be established for training employees when new tasks are added to their job so as they can be able to cope with them, increase knowledge and skills to perform the enlarged tasks. This kind of training will help the employees to improve and broaden their mind and train for new equipment's and tools such as computers hence improves efficiency and effectiveness of employees performance in service delivery.

ii. Communication

There should be frequently and effective communication both downwards and upwards, that is from the employees to managers and managers to employees which involves feedback. As this will create openness in planning and distributing jobs among the employees hence will lead to good accomplishment of the tasks and success of the organization. Since effective communication is a center for smooth running of the organization as effective communication is the heart of organization success.

6.3.4 General findings

I recommend that there should be greater participation between managers, employees and organization itself so that to facilitate the smooth growth of the organization day after day. As through participation there will be able to plan, control, distribute and perform all enlarged works in a manner that will bring the success of the organization and improvements in various sectors.

Also Job Enlargement should be connected to reward system as monetary and non monetary so as most of the employees are more interested to different incentives and some are interested in recognition.

6.4 Need for further research

Since Job Enlargement is one of the job designs, further research can be done on other job design as job rotation and enrichment so as to compare among the three which one is more applicable and accepted in many organizations. Also since the researcher focused much on how job enlargement brings about employees performance more research can be done to focus on the relationship between managers and employees when practicing job enlargement in the organization.

6.5 Policy Implications

The JE methodology shows aspects in which employees are motivated and improve their performance and success of the organization. Since JE acts as a part and parcel of the success of the organization, policymakers should formulate policies to target resources especially human resources, and develop some rules more effectively which will guide them in planning and distributing job enlargement to employees by following the instructions from the policy designed. As through this human resources will be well utilized for the success of both the employees and the organization as a whole.

REFERENCE

Abdullah, R., Karim, A., Patah, A., Zahari, H., Nair, S., and Jusoff, K. (2009). The linkage of employee satisfaction and loyalty in hotel industry in Klang valley, Mayaysia. *International journal of Business Management*, 4(10)

Agarwala, T, (2007). *Strategic Human Resources Management*. 1st Edition. Oxford University Press.

Al-Omary, (2011). " The Effect of Participation of UNRWAs, Employees in Decision Making Process on their Performance"Islamic University Gaza

Al-Salem M, , (1999). "The Relationship between Dimensions of Job Design and Employees' Creative Behavior" *An Empirical Study in an Iraqi Industrial Firm, Managerial Scientific Studies*, Vol. 26 , No. 1, pp. (98-113).

Al-Tayeb, "(2008). " The Effects of Organizational Climate on the Employees' Job Satisfaction at the Palestinian Telecommunication Company, Islamic University, Gaza.

Armstrong M, (2006), *A Handbook of Human Resource Management*, 10th edition, kogan page, London and Philadelphia

Armstrong, M., (2014*). A Hand Book of Human Resources Management*, Thirteen Edition, London, Kogan Page

Armstrong,M. (2003). *A Hand Book of Human Resources Management*, sixth edition, London, Kogan Page

Blood, M. R. & Hulin, C. L.,(1967). Alienation, environment characteristics, and workers responses. *Journal of Applied Pyschology*, 51, 284_ 290.

Bratton, J & Gold, J., (1996). *Human Resources Management Theory and Practice*, 2th edition. Macmillan Press Limited. London.

Buchanan . D, Huczynski. A, (2001). *Organizational Behavior: An Introductory Text.* 4th edition, Prentice Hall.

Chandan,J. S, (1998). *Management: Concepts and Strategies*, UBS Publishing House PVT.

Daft, L. R., (1991). *Management"* 2nd edition, Dryden Press Holt, Rinehart and Winston, Inc

Hulin, C, L and Blood, M. R, (1998). Job Enlargement, Individual Differences and Work Performance. Psychological Bulletin, Vol. 69, No. 1. P 41-55,

Daft L. Richard. (1991). " Management" 2nd edition, Dryden Press Holt, Rinehart and Winston, Inc

Denhart, R , Denhart, J , Aristigueta, M, (2009)." Managing Human Behavior in Public and Nonprofit Otganizations "2nd Edition, Sage, Inc, USA.

Dessler, Gray, (2005). "Human Resource Management"10th edition, prentice Hall,

Dessler, Gray, (2008)." Human Resource Management" 11th edition, prentice Hall

Donnelley.J, Gibson.J , Ivancevich. J, (1992)." Fundamentals of Management" 8th edition, Richard D Irwin, Inc.

Dyke H. W, (1963), Analysis and Review of Job Enlargement Concepts, "Master's Thesis. University of Tennessee

Erastus and Ocansey" Motivational Factors of Lectureres of Private Univwrsities in Ghana" Arabian Journal of Business and Management, Vol.3, No.1, August 2013.

Ewidah " The Impact of the Relationship between Organizational Loyalty and Job Satisfaction among Non-governmental Organizations Staff"(2008), Islamic University, Gaza.

Ghawash " Level of Job Satisfaction among Banks Employees in Gaza Strip according to Prter and Lawler Model"(2008),Islamiv University, Gaza.

Griffin, R.W. (1983). Objective and social sources of information in task redesign: A field of experiment. Administration science quarterly, 28,184_200

Hajjaj " Job Satisfaction of Employees in the Ministry of Local Government in Palestine"(2007),Islamic University, Gaza.

Hellgren and Sverke (2001). Unionized employees perception of the role of stress and fairness during organizational downsizing: consequences for job satisfaction and well being. Economic and Industrial Democracy, 22,543_567.

Islami and Gharakhani "Organizational Commitment and Job Satisfaction"ARPN Jurnal of Science and Technology, Vol. 2, No. 2, p 85-91. March 2012.

Ivancevich J, Donnelly J , Gibson J," Management Principles and Functions" 4th edition Richard D. Irwin,Inc, Homewood, Illinois.1998. - Johns, G," Organizational Behavior: Under Standing Life at Work" 3rd edition, Scott, Forresman Com, 1998.

Jacko P,(2004). Enriching the Job Enrichment Theory

Jathana et al " Determinants of Job Satisfaction among Healthcare Workers at a Tertiary Care Hospital" Online Journal of Health and Allied Sciences, Vol. 10, No. 3, p. 1-3, Jul-Sep 2011

Kayamaz k" The effects of job rotation practices on motivation" Business and Economics research journal, Vol. 1, No. 3. p. 69-85, 2010.

Kehinde" Impact of Job Satisfaction on Absenteeism: A Correlative Study" European Journal of Humanities and Social Sciences , Vol. 1, No. 1, p 25-49, 2011.

Kinicki. Anjelo, Krietner. Robert and Buelens.Marc, " Organizational Behaviour" 2nd edition, Mcgraw Hill Publishing Company. 2002.

Kothari C,(2004). Research Methodology, Methods And Techniques, 2nd Rev Ed, New Age Publishers, New Delhi.

Mahmoud, A.M. (2014). Impact of Job Enlargement on Employees Motivation and Job Satisfaction, Gaza.

Mbah and Ikemefuna" Job Satisfaction and Employees' Turnover Intentions in total Nigeria plc. in Lagos State " International Journal of Humanities and Social Science Vol. 2 No. 14, p278-287, July 2012.

McShane, S and Glinow, Mary," Organizational Behavior: Emerging Realties for the Workplace Revolution" 2nd edition, McGraw-Hill, Irwin, 2003. - McFarland, D, " Management: Principles and Practices" 4th edition, Macmillan Publishing Co., Inc. 1974.

Megginson.L, Mosley.D, Pietri.P, " Mnagement: Concepts and Applications" Harper and Row Publisher, Inc. 1989.

Mishra et al" Job Satisfaction: Measurements and Determinants" International Monetary Fund, Vol. 13, No. 35, p 3-26.

Moorhead, G and Griffin, R, " Organizational Behavior: Managing People and Organizations" 6th edition, Houghton Mifflin Company, Boston, 2001.

Muheisin: "Satisfaction Level of UNRWA Employees' in Gaza Strip in Respect of Compensation and Incentives Categories"(2004), Islamic University, Gaza.

Muhsan F, Musarrat M ,Sarfraz M" Impact of job rotation on employee motivation, commitment and job involvement in banking sector of Pakistan" African Journal of Management , Vol 6, No. 24. Pp114-119. June 2012.

Mullins, L "Essentials of Organizational Behaviour" Prentice Hall, Inc. 2006.

Murthy, D "Of Man and Management", UBS Publisher, Ltd, New Delhi, 1996.

Noorthcraft, G and Neale, M, " Organizational Behavior, A Management Challenge", The Dryden Press, 1990.

Oldham, G.R. & Hackman, J.R. (1980). Work Redesign. Philippines: Addison _Wesley.

Oldman.G.R and Hackman J.R (1976) Motivation through the Design of Work: Test ot Theory: Organizational behavior and Human Performance.16.250_ 279.

Pavin and Kabir " Factors Affecting Employees Job Satisfaction of Pharmaceutical Sector" Australian Journal of Business and Management Research Vol.1 No.9 ,p113-123, December-2011.

Pearce,J and Robinson. R," *Management*" Random House,Inc, 1998.

Poilt, D., and Hungler, B, " Essentials of nursing research; Methods and applications", J. B. Lippincott company. 1985

Raza M.N and Nawaz M.M, (2011), Impacts of Job Enlargement on Employees satisfaction, motivation and organizational commitment. Vol.2 NO. 18. University of Punjab.

Robbins. S," *Organizational Behavior: Concepts, Controversies, Applications*" 8th edition, Prentice-Hall International, Inc. 2003. –

Schermerhorn R, Hunt J, Obsorn R," *Managing Organizational* Bahaviour" 4th edition, John Wiley and Sons.Inc, USA. 1991.

Rode " Job satisfaction and life satisfaction revisited: A longitudinal test of an integrated model" *Journal of Human Relations Management*, Vol. 57, No. 9, p 120530, 2004.

Sageer et al, "Identification of Variables Affecting Employee Satisfaction and Their Impact on the Organization*" IOSR Journal of Business and Management,* Vol. 5, No. 1, p 32-39. Sep 2012.

Saleem et al " Determinants of Job Satisfaction among Employees of Banking Industry at Bahawalpur" *Journal of Emerging Issues in Economics, Finance and Banking (JEIEFB),* Vol. 1, No.2, p 150-162, February 2013.

Saleem Sh, Shaheen W, Saleem R, " The Impact of Job Enrichment and Job Enlargement on Employee Satisfaction " *Arabian Journal of Business and Management,* Vol. 1, No. 9 ; p 104-113.May 2012.

Sarika Sushil. (2014). Role of Job Enrichment and Job enlargement in Work Life Balance. Volume 6.Number 3. Pp, 239_244

Schermerhorn. J , Hunt. J, Obsorn. R," Organizational Behavior" 7th edition, John Willey and Sons, Inc. 2005.

Siddiq.G. & Hafiz (2005). The Readymade of Industry of Bangladesh.(second Edition). Dhaka Bangladesh: The University Press Limited

The United Republic of Tanzania Employment and Labor Relation Act (Code of Good Practice) Act NO 6 of 2006

Wadhwa et al "A Study on Factors Influencing Employee Job Satisfaction-A Study in Cement Industry of Chhattisgarh" IJMBS Vol. 1, No 3,p 109-111, September 2011.

Wasri and Shamim "Study on Relationship between Organizational Commitment and its Determinants among Private Sector Employees of Pakistan. International Review of Business Research Papers, Vol. 5, No. 3, p 399410, April 2009.

www.managementstudyguide.com (2013) -www.workbabble.com (2013) -UNRWA Website: www.unrwa.org (2014)

Organizational structure of Moshi District Council

```
                          ┌──────────────────┐
                          │   FULL COUNCIL   │
                          └──────────────────┘
                                   │
        ┌──────────────────────────┼──────────────────────────┐
        │                          │                          │
┌───────────────┐         ┌──────────────────┐       ┌──────────────────────┐
│ FINANCE AND   │         │  SOCIAL AND      │       │ ECONOMIC, EDUCATION  │
│ ADMINISTRATIVE│         │                  │       │ AND HEALTH           │
│ COMMITTEE     │         │ SERVICE COMMITTEE│       │ COMMITTEE            │
└───────────────┘         └──────────────────┘       └──────────────────────┘
                                   │
                              ┌─────────┐
                              │   DED   │
                              └─────────┘
                                   │
  ┌──────────────────┐            │           ┌──────────────────┐
  │ INTERNAL AUDITOR │────────────┼───────────│  LEGAL OFFICER   │
  └──────────────────┘            │           └──────────────────┘
                                   │
 ┌────┬────────┬──────┬──────┬──────┬───────┬──────┬──────┐
PHOD  ECO&T  WHOD  AHOD  EHOD  CDHOD  HHOD  FHOD
      HOD
        │                        │
      WOHOD                    ALCHOD
```

| PHOD | ECO &T HOD | WHOD | AHOD | EHOD | CDHOD | HHOD | FHOD |

WOHOD

ALCHOD
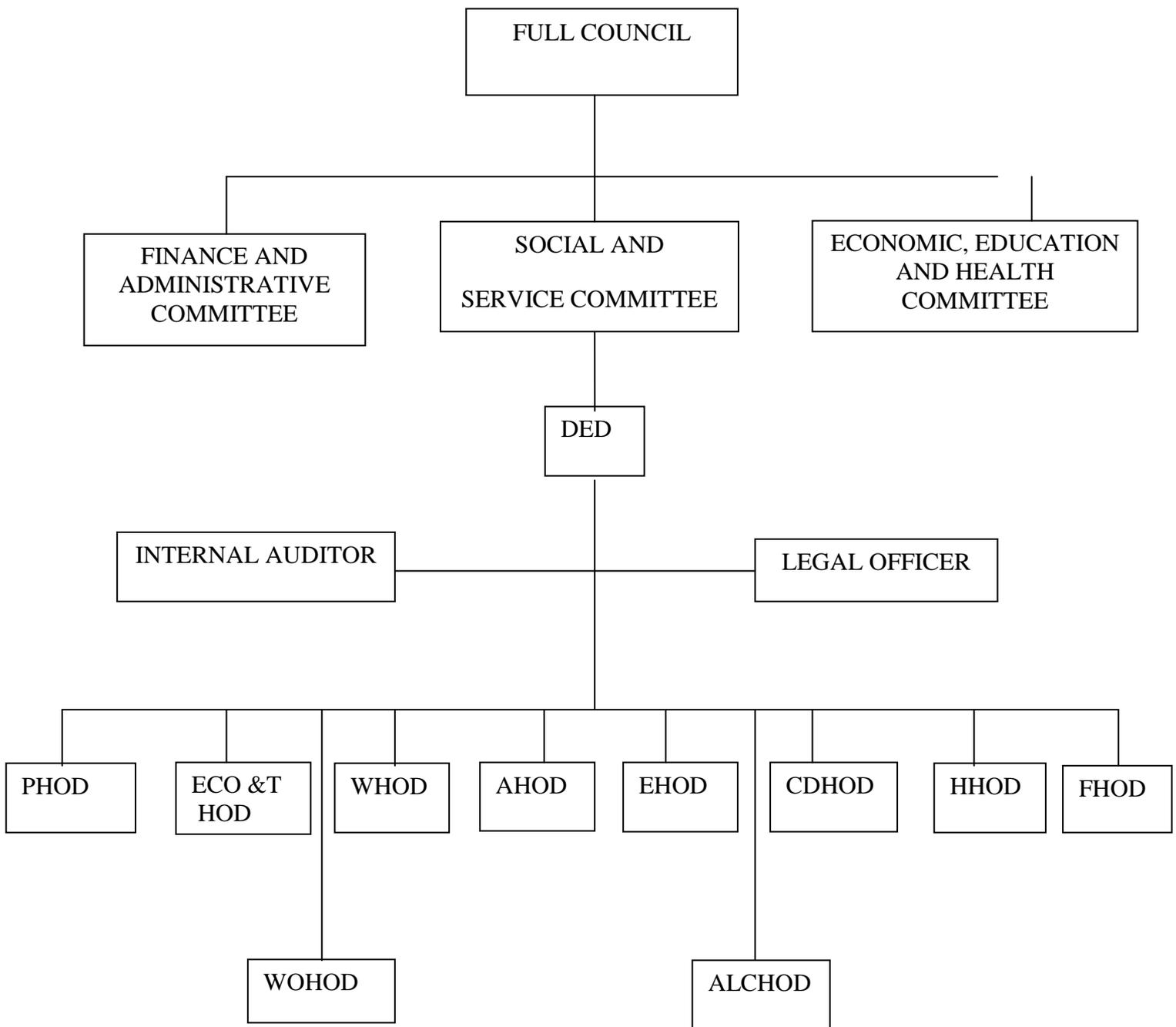
Source; MDC report 2018

The map of Moshi Municipal
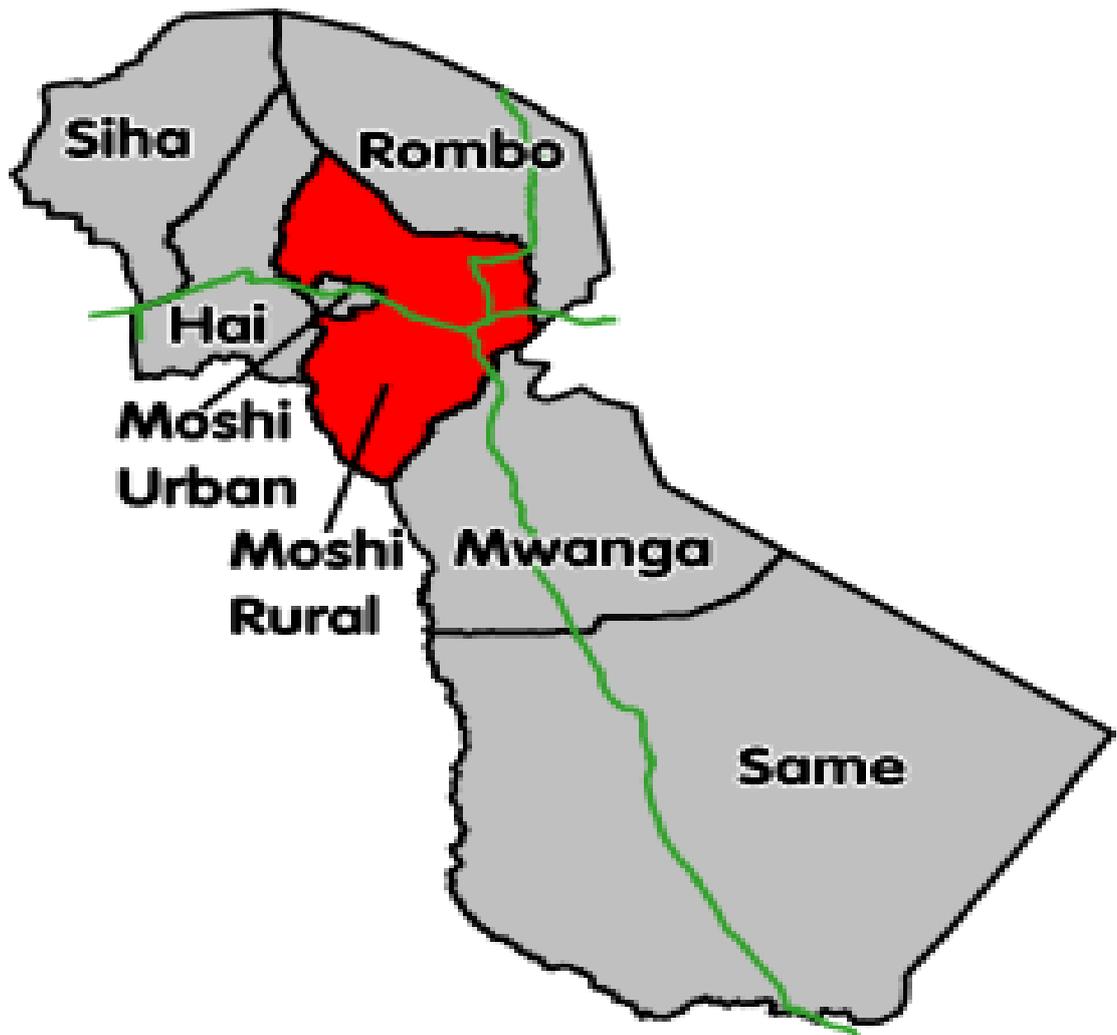
Dear Respondent,

My name is Hadija M. Msofe, a students from Mzumbe University- Morogoro, pursuing Master of Sciencs in Human Resource Managemnet.

I kindly request for your assistance in filling research questionnaires for the completion of my research work whichnis essential part of partial fulfillment of my program. The questionnaires are aiming t gathering information for a purpose of completion of my research work only and will not be used for any other way apart from the intended purpose. For this research work to be successful, I only depend on your cooperation. I\

I will be grateful if you will assist me on this.

Thank you in advance. God blees you.

QUESTIONNAIRES FOR MANAGERS AND EMPLOYEES

Instruction

Please fill the open spaces and put a tick in blanks

PART 1; PERSONAL PARTICULARS

1. Department---------------------------------------
2. Occupation---------------------------
3. Sex

   Male   (…..)

   female   (…..)

4. Age

   21_30   (….)

   31_40   (….)

   41_50   (….)

   Above 51   (….)

5. Education level

   Certificate   (…..)

   Diploma   (…..)

   Degree   (…..)

   Masters   (…..)

   Above   (…..)

RART 11; QUESTIONS ABOUT JOB ENLARGEMENT

6. How do you feel when more tasks are added to your job as extra works?

    stressed   (…..)

    motivated   (…..)

    Not happy   (…..)

7. Are these exta tasks described in your employment letter?

    Yes   (……)

     No   (……)

8. If yes were you given a short course or any additional skills or you used work experience to perform those additional extra tasks?

    Yes   (…….)

    No   (……..)

9. If you were given additional skills was it useful in performing the assigned extra tasks?

    Yes   (……)

    No   (……)

10. If you used work experience did it bring positive result?

    Yes   (……)

    No   (……)

11. Do you think those extra tasks are being done effectively and efficiently as required?

    Yes   (……)

    No   (……)

12. If NO why do you think so?

....
....
....
....

13. Through performing these extra tasks do you see any positive impacts in your daily job performance?

Yes   (……)

No   (…….)

14. If YES which are they?

1)………………………………………………………………………………
…
11)………………………………………………………………………………
……
111)………………………………………………………………………………
……………………………………………………………………………………
……

15. Do you see any significance of giving employees extra tasks at work place?

Yes   (……)

No   (……)

16. Do those addition tasks help you to improve performance in your work and the organization as a whole?

Yes   (…..)

No   (……)

17. How are you satisfied with doing those increased tasks?

High satisfied   (……)

Satisfied   (……)

Low satisfied   (…..)

18. Do you think there is involvement of employees when planning job enlargement?

Yes   (…..)

No   (…...)

19. What are the benefits do you get when performing those increased tasks?

1)……………………………………………………………………………

………………………………………………………………………………………

……

11)…………………………………………………………………………

………………………………………………………………………………………

………

111)…………………………………………………………………………

………………………………………………………………………………………

……

20. What do you suggest to be done so as to increase employee performance and job satisfaction?

(a)……………………………………………………………………

………………………………………………………………………………

………………………………………………………………………………

………………………………………………………………………………

……………………

(b)……………………………………………………………………

………………………………………………………………………………

………………………………………………………………………………

………………………………………………………………………………

…………………

An interview guide

1. How do you plan and execute job enlargement as one of the job designs in this council?

2. Do you see any importance of using job enlargement at the work place?

3. Does the council get any benefit from practicing job enlargement? If YES what are they, if NO why?

4. According to your view do you think job enlargement brings employees performance and job satisfaction?

5. What are the challenges that you face due to job enlargement in your organization and the possible measures towards the challenges.

Observation sheet

Task process being observed	Observer(s)			Time of observation	
Task component	**Observation** **Number**			**Assigned component time**	**Remarks**
Number of tasks which can be enlarged.	1	2	3	4	5 days	
How employees perform tasks which are enlarged					7 days	
Employees expression when performing tasks					4 days	
TOTAL					16 DAYS	