



**EFFECT OF JOB DESIGN ON EMPLOYEE SATISFACTION LEVELS IN PRIVATE UNIVERSITIES IN KENYA; A CASE STUDY OF MOUNT KENYA UNIVERSITY**

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Accepted: October 26, 2015

### ABSTRACT

Many managers in Kenya and around the world are faced with the problem of determining if employees are satisfied with their jobs. There is need to determine if the way a job is designed has an impact on an employee's satisfaction level.

The purpose of this study was to determine the role of job design on employee satisfaction levels in private universities in Kenya, using Mount Kenya University as a case. The study used a case study research design to allow detailed examination of a single subject group and make conclusions.

The study covered a sample of 89 respondents drawn from a total population of 176 employees of Mount Kenya University, Thika Campus. The sample was selected through stratified sampling techniques. Primary data was collected through the use of questionnaires. A pilot study was undertaken on nine employees to test the reliability and validity of the questionnaire. The qualitative data was analyzed using content analysis. Qualitative data was analyzed using descriptive statistical tool namely frequencies, percentages, mean and standard deviation while inferential statistical tools such as correlation and regression were used to determine and explain relationships between variables.

From the findings of the regression analysis, The R square value is 0.627 which clearly suggests that there is a strong relationship between Job Satisfaction and Job Enlargement, Job Enrichment and Job Rotation. This indicates that the Job Enlargement, Job Enrichment and Job Rotation share a variation of 62.7 % of Job Satisfaction. The remaining 37% implies that there are other factors that have not been studied in this research that affect employee Job Satisfaction levels at Mount Kenya University. The results of the ANOVA test show that the mean square is 1.618 and the F-test result was 32.514 with a p-value of  $0.000 < 0.05$  level of significance. Therefore a significant relationship was present between the independent variables (Job Enlargement, Job Enrichment and Job Rotation) and the dependent variable (Job Satisfaction). The most important independent variable in the regression model was Job Enlargement as it had the highest Beta value of 0.474, followed by Job Enrichment with a Beta value of 0.467 and lastly Job Rotation with a beta of 0.395.

The study found out that job design affects employee satisfaction levels in Mount Kenya University, both variables move in the same direction, good job design brings more job satisfaction and bad job design brings job dissatisfaction for the employee. The study recommends that employees should be optimally utilized at the workplace though employers should be careful not to overwork their employees. It also recommends that job rotation should be done as a routine and employers should consider giving employees some sort of control over their work and more discretion over how it gets done.

**Key Words:** Job Design, Employee Satisfaction, Private Universities

## **INTRODUCTION**

### **STATEMENT OF THE PROBLEM**

The top management of an organization needs to establish how committed the workforce is to the organization and if workers are really contented with the way of things for gauging their likelihood to stay with the company. One of the main aspects of Human Resource Management is the measurement of employee satisfaction. Companies have to make sure that employee satisfaction is high among the workers, which is a precondition for increasing productivity, responsiveness, and quality and customer service (Sageer, 2012).

This attitude leads to an emotional orientation that has to do with the individual's general attitude towards the job which is either job satisfaction or dissatisfaction (Hukpati, 2009). Employees with low job satisfaction can negatively affect a company because they typically lack motivation, perform poorly and possess negative attitudes. In addition, their behavior can also affect other employee's performance. These symptoms can directly affect a company's bottom line (McFarlin, 2015).

The expansion of universities has seen the universities deteriorate in all dimensions and the staff are disillusioned due to a variety of factors, including inadequate and non-competitive salaries and dissatisfaction with non-monetary factors such as poor working conditions, heavy workload, institutional governance among others (Tetty, 2006). Low staff morale and motivation has been a problem afflicting most universities in Africa and Kenya in particular, leading to the loss of qualified personnel (Tetty, 2006).

Research was conducted in Chuka University in Kenya on employees' satisfaction levels and work environment by Peak Network Consultants Ltd, (2011) among 50 employees consisting of senior management, supervisory staff, teaching staff and non-teaching staff. The research looked at various issues such as the day to day duties of the staff, the use of technology to improve efficiency, if the job causes stress and dissatisfaction to the employee, if the job is a good fit with skills and qualifications, if the supervisor assigns the employee challenging work, if the job offers opportunities for career growth, if the job holder is given opportunities to provide input into decisions that affect work and if the job gives some sense of accomplishment to the employee. It revealed clearly that a large percentage of staff were not satisfied with their jobs and they would quickly move to another job should the opportunity present itself. This is despite the management of the university offering salaries that are at par with the market rate, all types of leaves and opportunities for staff to further their education, a good medical cover for the staff and their dependents. There is also a growing concern over the high rate of staff turnover and employees seemed to be stressed at the workplace. Based on this information, the researcher selected Mount Kenya University as it is one of the leading private universities in Kenya and it has grown immensely within a very short period of time. Also, by virtue of the fact that the aforementioned research was done four years ago in a public university, the researcher would like to assess the situation in a private university.

### **LITERATURE REVIEW**

## **Theoretical Framework**

A theory is a reasoned statement or groups of statements which are supported by evidence, meant to explain phenomena. Theories provide indicators and examples of what is incorporated in the framework. A theoretical framework is a collection of interrelated ideas based on the theories (Kombo & Tromp, 2006). The study was based on three theories of job design.

### **Herzberg's Two Factor Theory**

According to the Herzberg's Two Factor Theory, there are certain factors at the workplace that cause job satisfaction while a separate set of factors cause dissatisfaction so therefore people are influenced by these two factors. Job Satisfaction is a result of motivation. Managers have the opportunity to influence the satisfaction levels of their employees through design of their jobs. Well-designed jobs help accomplish two important goals: getting the necessary work done in a timely and competent manner, and motivating and challenging employees (Borman, 2004). Both the business and the employee benefit from successful job design. Poorly designed jobs leave to chance whether the expected tasks would get done in a timely and competent manner. Poorly designed jobs, moreover, are likely to be discouraging, boring and frustrating to employees.

According to this theory, only a challenging job has the opportunity for achievement, recognition, advancement and growth that will motivate employees.

### **Hackman and Oldham's (1976) Job Characteristics Model**

Hackman and Oldham's (1976) job characteristics model (JCM) superseded the two-factor theory which identified five core job characteristics, namely: skill variety, task identity, task significance, autonomy and

feedback. The core job characteristics were followed by three critical psychological states, namely: experienced meaningfulness, experienced responsibility and knowledge of results.

In turn, the critical psychological states are accountable for increased work satisfaction, internal work motivation, performance and reduced absence and employee turnover. The model assumes that autonomy and feedback are more important than the work characteristics, and that individuals with higher growth need strength (i.e. desire for challenges and personal development) will respond more positively to enriched jobs than others. To this end, an extension to job design has been proposed that would help organizations and employees to survive in the turbulent marketplace.

The job characteristic theory proposed by Hackman & Oldham (1976) states that work should be designed to have five core job characteristics, which engender three critical psychological states in individuals—experiencing meaning, feeling responsible for outcomes, and understanding the results of their efforts. In turn, these psychological states were proposed to enhance employees' intrinsic motivation, job satisfaction, quality of work and performance, while reducing turnover.

The core job characteristics are: Skill variety: This refers to the range of skills and activities necessary to complete the job. The more a person is required to use a wide variety of skills, the more satisfying the job is likely to be. Task identity: This dimension measures the degree to which the job requires completion of a whole and identifiable piece of work. Employees who are involved in an activity from start to finish are usually more satisfied. Task significance: This

looks at the impact and influence of a job. Jobs are more satisfying if people believe that they make a difference, and are adding real value to colleagues, the organization, or the larger community. Autonomy: This describes the amount of individual choice and discretion involved in a job. More autonomy leads to more satisfaction. For instance, a job is likely to be more satisfying if people are involved in making decisions, instead of simply being told what to do. Feedback: This dimension measures the amount of information an employee receives about his or her performance, and the extent to which he or she can see the impact of the work. The more people are told about their performance, the more interested they will be in doing a good job.

The outcomes of the above job dimensions are motivation, performance, satisfaction, reduced absenteeism and a lower rate of employee turnover.

### **Socio-technical Systems Theory**

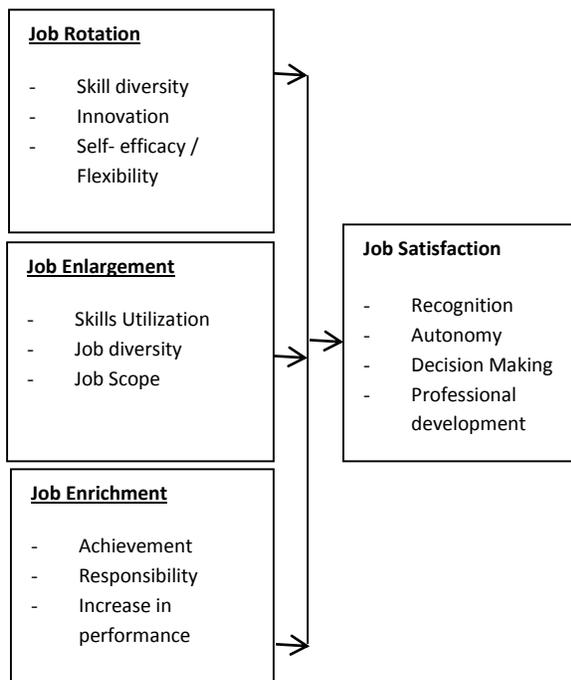
This theory was put forward by Eric Trist, Ken Bamforth and Fred Emery at the Tavistock Institute in London, with a background in the behavioral sciences (Sociology, Psychology and Anthropology) suggested that what was needed was a fit between the technical sub-system and the social subsystem which together make up an organization. The technical subsystem comprises the device, tools and techniques needed to transform inputs into outputs in a way which enhances the economic performance of the organization. The social system comprises the employees (at all levels) and the knowledge, skills, attitudes, values and needs they bring to the work environment as well as the reward system and authority structures that exist in the organization.

Socio- Technical theorists emphasize that both the social and the technical systems must be jointly optimized. Rational approaches ignore the psychological and social needs of the employees when using new technologies and tend to over formalize employees activities and interactions in forcing a fit between employees and the technology.

They believe that repetitive, undemanding work undermines commitment and performance motivation. At the work group level, competition and close supervision causes stress, petty deceptions, scapegoating and low morale. The theorists disagree with the rational system perspective that by standardizing and routinizing work demands, work performance is enhanced. Instead, a large body of socio- technical research has focused on the social psychological aspects of work and job characteristics required in effective work design. In situations of high uncertainty, the socio technical approach emphasizes the redundancy of parts rather than reducing jobs to simple tasks that employees can be quickly trained and replaced if necessary, train workers for multiple roles and allow them to be self-regulating. Put employees in roles other than jobs

### **Conceptual Framework**

Mugenda, (2008) defines a conceptual framework as a concise description of the phenomenon under the study accompanied by a graphical or visual depiction of the major variables of the study. The study postulates that job satisfaction (dependent variable) is a result of three determinants namely; job rotation, job enlargement and job enrichment (independent variables) as presented in figure 2.2.



Independent Variable      Dependent Variables

**Figure 2.2 Conceptual Framework**

**Review of Variables**

**Job Rotation**

Job rotation is a process by which employees laterally mobilize and serve their tasks in different organizational levels; when an individual experiences different posts and responsibilities in an organization, ability increases to evaluate his capabilities in the organization (Bennet, 2003).

Job rotation is a job design method which is able to enhance motivation, develop workers' outlook, increase productivity, satisfaction levels and improve the organization's performance on various levels by its multi-skilled workers, and provides new opportunities to improve the attitude, thought, capabilities and skills of

workers. Job rotation is called service training in some documents. Thus, an employee working in a unit can train different job skills in a certain time period. Job rotation is considered a functional method for enrichment and development of jobs. Rotation in jobs results in increased individual knowledge and experience and decreased burnout and exhaustion; this leads to intellectual development and innovation (Deplasand, 2010).

The main objective of job rotation is regularly shifting employees from a job to another in order to increase their motivation and enthusiasm. Job rotation is a very effective training method since worker serves in different jobs and can earn more job skills. Thus shifting employees to new jobs allows more flexibility. Job rotation improves management and supervision in an organization; it can effectively avoid organizational corruption. Job rotation can help form an interactive control mechanism in the organization; moreover, members of these special networks can rely on and support each other under certain circumstances. A regular rotation system can help validate decisions and decrease unnecessary operational errors; therefore decisions are made based on rich information with minimum error. Furthermore, performing regular job rotation could create a mutual trust between the staff and help them to improve their job (Bei, 2009).

In order for the job rotation procedure to be effective and the employee not be rotated in an inappropriate job position, four factors should be taken into account: a) the gender of the employee, b) the physical demands of the job position, c) the knowledge, skills and capacities of the employee and d) the demands and the time needed for performing other tasks. Job rotation has many advantages, such as

improvement of productivity, provision of training possibilities, increase of employees' retention, enhancement of employees' career (Jorgensen, 2005), while at the same time the employee gains a better insight on the organization's operations (Ali & Aroosiya, 2012).

The job rotation applications are significant not only for production workers but also for employees considered as manager candidates. In US and Japanese firms, qualified workers who are expected to be promoted as managers are required to have a broad view of the entire firm. The workers have experienced various production segments by rotating through different jobs, effectively learning many aspects of the company from a manager point of view (Eguchi, 2005).

Furthermore, job rotation seems to foster employee learning, increase employee motivation and human capital accumulation, while at the same time it leads to reduced employee boredom (Bhadury & Radovilsky, 2006), reduced employee absenteeism, and inclusion of workers with disabilities in job positions suitable for their capacities and skills (Asensio-Cuesta, 2012), and finally increases employees problem solving skills (Allwood & Lee, 2004). Additionally, two more factors that may drive the decision of an organization for job rotation are the restructuring of the organization and the periodic reshuffling of employee-job assignments (Jaturanonda, 2006).

Apart from the above, job rotation is regarded as a method for controlling the work-related musculoskeletal disorders to reduce the exposure to work-related injuries and hazardous noise levels as well as to reduce exposure to strenuous materials handling (Jorgensen, 2005). This is because "the premise of job rotation is that workers rotate from job to job in a given

time period, with the objective of minimizing the accumulated biomechanical loading on a particular body part for all workers" (Jorgensen, 2005). In addition, "the general principle of job rotation is to alleviate the physical fatigue and stress for a particular set of muscles by rotating employees among other jobs that use primarily different muscle groups" (Frazer, 2003).

Moreover, the study of Hsieh and Chao (2004) indicated that job rotation has a positive impact on job burnout, whereas the first studies of the early 1950s argued that job rotation may be used in order to reduce employees' monotony, boredom and fatigue derived either from the mechanical and repetitious job characteristics or the job specialization and the mass production of that decade. However, there are some obstacles in implementing an effective job rotation procedure, such as the negotiation power of labor unions, the job rotation to another job position with similar risks, and lack of knowledge and skills on behalf of the employees for a specific job. One more factor that hinders job rotation is the gender stereotypes in the working environment. (Jorgensen,2005).

### **Job Enlargement**

Job enlargement "transforms the jobs to include more and/or different tasks" (Durai, 2010). The basic aim of job enlargement is to stimulate the interest of employee in the job, namely increasing job attraction, through the differentiated and various tasks that the employee performs in his/her job. Consequently, the objective of job enlargement is to design jobs where the needs of employees meet the interests of the organization (Durai, 2010). When an employee feels that the job he or she is currently performing is less challenging, oversimplified, lacks diversity and is less meaningful, job enlargement is usually done.

There are two approaches of job enlargement. The first is the horizontal enlargement, which 'refers to the degree to which a job contains many tasks' (Durai, 2010). This is achieved through adding more tasks to the existing tasks performed by an employee at the same skill level. The overall goal of horizontal enlargement is to reduce the level of specialization and boredom of work, to reduce the number of difficult tasks, and finally to lead towards the development of

new employee skills. For these reasons, this approach is usually preferred in the case of complex and highly structured tasks (Durai, 2010).

The second type is vertical enlargement, which refers to "the degree to which the employees decide how the task is to be done" (Durai, 2010). The main goal of this technique is to enhance the status and the self-fulfillment needs of the employees, while it gives the employees the opportunity to take part in the organization, the planning and the control of tasks (Durai, 2010). The potential benefits of job enlargement are; reduction in the level of boredom, utilization of skills, increased efficiency by employees and job enjoyment.

### **Job Enrichment**

Job enrichment increases employee's autonomy over the planning and execution of their own work. Job enrichment has the same motivational advantages of job enlargement; however it has the added benefit of granting workers autonomy. Frederick Herzberg viewed job enrichment as 'vertical job loading' because it also includes tasks formerly performed by someone at a higher level where planning and control are involved. Job enrichment refers to "the development of work practices that challenge and motivate employees to perform better" (Durai, 2010). More precisely, job

enrichment "is the technique entails enriching job, which refers to the inclusion of greater variety of work content, requiring a higher level of knowledge and skill, giving workers, autonomy and responsibility in terms of planning, directing, and controlling their own performance, and providing the opportunity for personal growth and meaningful work experience" (Ali & Aroosiyah, 2012).

The main characteristics that play a crucial role in job enrichment are variety, the belief that the task is important, the use of abilities, and feedback. Job enrichment includes a number of different workplace practices, such as quality circles, self-directed teams, job rotation, and information sharing (Mohr & Zoghi, 2006). The goal of job enrichment is to provide an enhanced autonomy for the employees of an organization and increased operational efficiency for the organization itself (Durai, 2010).

### **Job Satisfaction**

Job satisfaction is a pleasurable and positive emotional state resulting from the appraisal of one's job and job experience (Locke, 2006). Spector (1985) found that if the employees find their job fulfilling and rewarding, they tend to be more satisfied with their jobs. Job satisfaction therefore can be conceptualized as an assessment of one's job in terms of whether it allows fulfilment of one's important job values, which are congruent with one's needs (Hackman & Oldham, 1975). Job satisfaction is made up of different sets of variables which include economic rewards, social rewards, company policy and its administration, interpersonal relationships, working conditions, achievement, recognition, the job itself, responsibility and advancement (Nnadi, 2007). Kalleberg (1977) proposed that job satisfaction consists of two components; these are intrinsic (referring to the work itself) and Extrinsic (representing facets of

the job external to the task itself). Hirschfield (2000) stated that intrinsic job satisfaction refers to how people feel about the nature of the job tasks themselves whereas extrinsic job satisfaction refers to how people about aspects of the work situation that are external to the job tasks of work itself. Among the factors that determine job satisfaction is job design.

### **Empirical Review**

Job design can also be defined as changing the content and processes of a job to increase employee's satisfaction, motivation and productivity (Knapp & Mujtaba, 2010). Aswathappa, (2006) explained that there are various approaches to job design are namely; Job Rotation, Job Re-engineering, Job Enlargement, and Job Enrichment. The term job satisfaction refers to an individual's general attitude towards his or her job. A person with a high level of job satisfaction holds a positive attitude towards the job, while an unsatisfied employee holds negative attitude about work.

Job satisfaction can also be defined as "the extent to which people like or dislike their jobs (Oghojafor, 2012). In the view of Garg & Rastogi, (2006), well designed jobs can have a positive impact on both employee satisfaction and quality of performance. Job satisfaction describes how content an individual is with his or her job. It is a relatively recent term since in previous centuries the jobs available to a particular person were often predetermined by the occupation of that person's parent. There are a variety of factors that can influence a person's level of job satisfaction. Some of these factors include the level of pay and benefits, the perceived fairness of the promotion system within a company, the quality of the working conditions, leadership and social relationships, the job itself (the variety of tasks involved, the

interest and challenge the job generates, and the clarity of the job description/requirements). The happier people are within their job, the more satisfied they are said to be (Parvin, 2011). Job satisfaction is not the same as motivation, although it is clearly linked Motivation is what is believed to be behind the behavior or employees. It also regulates the performance levels. Satisfaction is joy or pleasure of working and it is the sense of accomplishment after having done a job in a flawless manner.

Job design aims to enhance job satisfaction and performance methods include job rotation, job enlargement and job enrichment (Sageer, 2012). Job satisfaction is impacted by job design. Jobs that are rich in positive behavioral elements- such as autonomy, task identity, task significance and feedback contribute to employee's satisfaction.

According to Hodgetts and Hegar, 2005, job design is a very important issue in human relations as well. After all, as job design give the feeling to the employee regarding understanding of work, identification of task and its significance and provided with skills variety, independence and feedback stimulate motivation and by extension, job satisfaction. As satisfaction of the employee is the key step to sustain the employee and keep him/her loyal to the organization. Parvin (2011) stated that the purpose of job design is to increase the level of job satisfaction which shall ultimately cause the good performance of the employee. The effect of job design on job satisfaction should never be underestimated. Any attempt to assume that job design is irrelevant to productivity and performance is hazardous to the good name and long term survival of any organization because absenteeism, high turnover of labor and low performance will each take its toll on the organization.

Jobs that are rich in positive behavioral elements- such as autonomy, task identity, task significance and feedback contribute to employee's satisfaction. Job design aims to satisfy the requirements of the organization for productivity, operational efficiency and quality of product or service, satisfy the needs of the individual for interest, challenge and accomplishment thus commitment for carrying out the job well.

Al-Ahmadi (2009) in his study about the impact job design on job performance, investigated the impact of job design on employees' performance in the school of Kalmunai Zone in Sri Lanka. He also tried to find out the factors of job design that highly influenced employees' performance in the organizations. Al-Ahmadi (2009) therefore indicated that the nature of job itself was found positively correlated with performance, which indicated that satisfaction with amount of variety and challenge in one's job actually influence performance. The sense of job significance, feeling important in eyes of others, realizing ones' competence, and freedom to make decisions are positively related to performance. An implication here was that more attention had to be given to improving task identity, feedback and autonomy so as to improve quality level of job design that can improve employees' performance in achieving quality results.

Rainer Hampp Verlag (2011) carried out a study on job design and satisfaction. The researcher inquired on work conditions and job design. He sampled people under the age of 65 years to provide information concerning their job satisfaction. The researcher did not sample people in the education sector, pensioners, apprentices, trainees, interns, people in the military or those doing community service. He found out that when assigning an employee to a workplace with an enriched job in the sense that

he has a high degree of autonomy and varied tasks, this will increase the job satisfaction independent of his personal suitability for such a workplace. Enriched jobs increase the satisfaction of all employees.

Abid (2013) carried out a study on the effect of job design on employee satisfaction fertilizer companies listed in Lahore stock exchange in Pakistan. The researcher selected Dawood Hercules Corporation and Engro Corporation limited. The respondents were selected from lower and middle level management. A questionnaire was used to collect the data and the data was analyzed using descriptive statistics using mean, median and standard deviation. Linear regression analysis and correlation techniques were also implemented. Simple random sampling was done to select the sample and 50 employees were selected from the two companies. The sample size was taken from the entry level employees to middle level as they bear most of the workload in an organization. They concluded that there is a strong positive relationship between job design and job satisfaction meaning that both variables move in the same direction. A good job design brings more job satisfaction and vice versa.

Ali (2014) carried out a survey on the impact of job design on employee performance, a mediating role of job satisfaction: A study of FMCG sector in Pakistan. The researchers decided to do a survey since nearly all companies in the FMCG industry are multi nationals; they follow the same procedures and policies of their parent company with minute changes. A questionnaire was used to collect data from a sample size of 150 respondents and they received a 90% response. The research shows that job design has sufficient role in employee satisfaction and performance in the FMCG

industry. The researcher found out that in the past, both employers and employees did not consider job design and the concept was not implemented in Pakistani organizations. The most important factor in a job is deemed to be monetary rewards instead of career growth. But the work environment is changing very rapidly and it has affected the trends in Pakistani organizational cultures. People are keen to learn and grow. They are asking for freedom in work related decisions, polish their skills with training and development courses and exposure. The study shows that job design plays a significant role in employee satisfaction in the FMCG sector. People prefer to have autonomy in their work i.e. self-determination in accomplishing tasks. Organizations also have to adapt to cultural patterns of the host country and the multinationals have modified their norms and processes.

**Critique of Existing Literature**

From the existing literature, it’s very evident that the characteristics of a job affect the performance hence satisfaction levels of an employee. From the research done, Most of the researchers have focused on Job design as a whole and it is not clear which aspect of job design has the most impact on satisfaction levels.

For example, in the research done by Ivancevich in 1998 where he suggested that certain methods of job design are primarily interested in improving performance while others are more concerned with satisfaction, the researcher should have indicated which methods of job design improve employee’s performance and which methods improve satisfaction levels. Researchers should therefore carry out further research on each of the aspects of Job design.

**RESEARCH METHODOLOGY**

**Research Design**

Orodho (2008) defines a research design as the scheme, outlines or plan that is used to generate answers to research problems. It is the conceptual structure within which research is conducted. It constitutes the blueprint for the collection, measurement and analysis of data. (Kothari, 2008) The study used a case study. Robinson (2002) defines a case study as a “strategy for doing research which involves an empirical investigation of a particular contemporary phenomenon within its real life context using multiple sources of evidence” The study adopted a case study since it provides a detailed examination of a single subject group or phenomena to understand the study area and make conclusions.

**Target Population**

Population refers to the entire group of people or things of interest that the researcher wishes to investigate (Sekaran, 2010). The target population for the study included all the administrative staff working at the Mount Kenya University main campus in Thika. The administrative staff at the main campus are one hundred and seventy six (176) in number as per the Mount Kenya University employee database.

**Table 3.2: Target Population**

Employee Cadre	Population
Top Management- Grade 14 to 16	6
Head of Directorates- Grade 12 to 13	17
Administrators and other middle level staff– Grade 7 to 11	79
Support Staff- Grade 1 to 6	74
<b>Total</b>	<b>176</b>

**Source (MKU, 2015)**

### Sampling Frame and Techniques

A sampling frame is a list, directory or index of cases from which a sample can be selected (Mugenda & Mugenda, 2008). The sampling frame comprised all the administrative staff at the various schools and directorates at the main campus. The study covered a sample of eighty nine (89) respondents which translates to 50% of the population. The sample size is consistent with the recommendation by Fisher, Laing and Stoeckel (1983), who argue that if there is no estimate available of the proportion in the target population assumed to have the characteristics of interest, a sample of 50% is adequate.

Stratified sampling technique was used. Stratified sampling groups a population into homogeneous groups that share similar characteristics to ensure equitable representation of the population in the sample (Mugenda & Mugenda, 2008). The respondents were grouped according to their job grades to enable the researcher to obtain reliable information.

**Table 3.3 Sampling Frame**

Employee Cadre	Target Population	Percentage	Sample Size
Grade 14 to 16: Top Management	6	50%	3
Grade 12 to 13: Directors and Heads of Institutes	17	50%	9
Grade 7 to 11: Administrators and other middle level staff	79	50%	40
Grade 1 to 6: Support Staff	74	50%	37
<b>Total</b>	<b>176</b>	<b>50%</b>	<b>89</b>

### Research Instruments

Data was collected by the use of a questionnaire. Bell (1999) states that questionnaires will enable the respondents to obtain clarification concerning the questions since they contain structures and close ended type of questions and a list of all possible alternatives from which the respondents select the answers that best describes their situations.

### Data Collection Techniques

Data was obtained by the researcher from primary data.

### Primary Data

Primary data refers to information that the researcher obtains from the field i.e. the subjects in the sample of which questionnaires will be used. The primary data used structured (closed-ended) and unstructured (open-ended) questionnaires that captured the various variables of the study and the Likert scale was used for consistency and ease of answering.

### Data Collection Procedures

The researcher obtained a letter of authorization from the Jomo Kenyatta University of Agriculture and Technology and Mount Kenya University allowing her to carry out the study.

The researcher then moved into the area of study identified the target population and then proceed to select the respondents. The questionnaires were then be administered.

### Pilot Testing

The rule of thumb is that at least 10% to 20% of the sample should constitute the pilot test (Baker, 2004). A pilot study was undertaken on

nine employees to test the reliability and validity of the questionnaires. The researcher distributed the questionnaires to be filled to get the employee's view about the questions and possible areas that need to be corrected for accuracy. Cronbach's alpha type of reliability was used to test the reliability and validity of the questionnaire. A co-efficient value of 0.70 or higher is considered as usually sufficient (Sekaran, 2003). Values above 0.70 were obtained implying that the instrument was sufficiently reliable for measurement.

**Data Processing and Analysis**

Since the research design is a case study, the data was qualitative in nature. The qualitative data was analyzed using content analysis. The data was captured in the Statistical Package for Social Scientists (SPSS) software version 22 which helped in generating percentages and tables to answer the research questions. The research also used a numeric approach of descriptive statistics to analyze and summarize the data. This entailed the use of frequencies and percentages. Findings were presented using tables and charts. It was also presented in the form of percentages, means and modes. Data from the comment boxes and open ended questions were grouped into clusters of responses based on similarity to the major concepts emerging and presented in summarized explanations for those that cannot be clustered and tabulated.

**RESEARCH FINDINGS AND DISCUSSION**

**Introduction**

This chapter presents the data analysis results, interpretation and presentation. The data analysis was in line with the specific objectives where patterns were investigated, interpreted and implications were drawn.

**Response Rate**

The response rate of the respondent is presented in table 4.1

**Table 4.1 Response Rate**

Category	Frequency	Percentage
Responded	69	69
Did not Respond	20	20
Total	89	100

Out of 80 questionnaires 69 were returned hence a response rate of 78%. According to Mugenda and Mugenda (2003), a 50% response rate is adequate.

**Demographic Data.**

**Gender Distribution**

According to the study findings, 39 (57%) of the respondents were female while 30 (43%) were male as indicated in figure 4.1. This shows that the organization has a higher number of females than male.

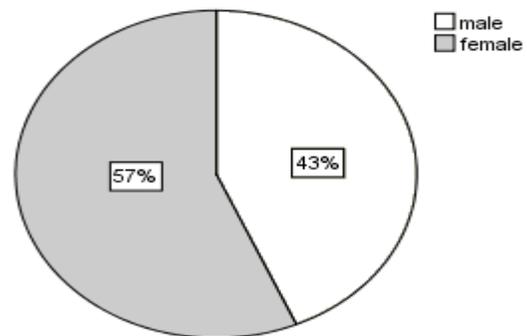
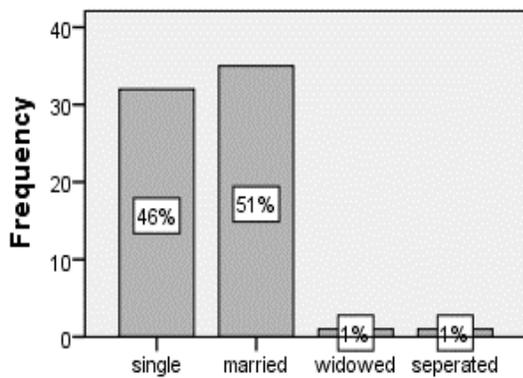


Figure 4.1: Gender of the respondents.

**Marital Status of The Respondents**

The respondents were asked to indicate their marital status whether single, married, widowed or separated. From the findings represented in figure 4.2, it was clear that majority of respondents 35(51%) were married followed by 32(46%) who were single, 1(1%) widowed and separated. This findings indicate that majority of the employees are married.



**Figure 4.2:** marital status of the respondents

**Age of Respondents.**

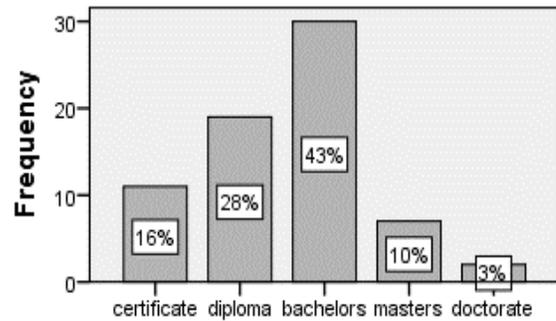
In the study, the respondents were asked to state the age category they were in. Out of 69 respondents, 39(57%) were between 26-35 years of age, 17(25%) of the respondents were between 36-45 years of age, 10(14%) were between 18-25years of age while only 3(4%) were of above 45 years.

**Table 4.2: Age of the respondents**

Age	Frequency	Percent	Cumulative Percent
18-25	10	14	14
26-35	39	57	71
36-45	17	25	96
above 45	3	4	100
Total	69	100	

**Academic Qualifications**

From the study findings shown in figure 4.3, 30 (43%) of the respondents were bachelors holders, 19(28%) of them were diploma holders, 11(16%) were certificate holders, 7(10%) had a master’s degree, while only 2(3%) were doctorate holders. These results indicate that most respondents are first degree holders.



**Figure 4.3:** academic qualifications

**Length of Service**

As shown in table 4.3, 37(54%) respondents had worked at the organization for between 1-5 years while 12(17%) respondent had worked for between 6-10 years, 11(16%) respondents had worked for below one year and 5(7%) respondents had worked for 15years and above while 4(6%) had worked for between 11-14 years.

**Table 4.3 Length of Service**

Length of service	Frequency	Percent	Cumulative Percent
below 1 year	11	16	16
1-5 years	37	54	70
6-10 years	12	17	87
11-14 years	4	6	93
15 years and above	5	7	100
Total	69	100	

## Reponses per Category.

**Table 4.4 Responses**

Employee Cadre	Target Population	Sample Size	Responded
Grade 14 to 16: Top Management	6	3	2
Grade 12 to 13: Directors and Heads of Institutes	17	9	8
Grade 7 to 11: Administrators and other middle level staff	79	40	32
Grade 1 to 6: Support Staff	74	37	27
<b>Total</b>	<b>176</b>	<b>89</b>	<b>69</b>

## Analysis of Study Variables

The study Sought to determine the role of job design on employee satisfaction levels in private universities in Kenya. It focused on Job satisfaction as the dependent variable and Job Rotation, Job Enlargement and Job enrichment as the independent variables.

## Factor Description

**Table 4.5 Factor description**

ITEM	DESCRIPTION	CONSTRUCT
JR1	job rotation: encourages innovation	JOB ROTATION
JR2	I am not stressed when shifting to a new job at my work place	
JR3	job rotation helps with career planning and progression	
JR4	job rotation leads to better understanding and cooperation between diverse business units	
JR5	job rotation helps to broaden an employee's knowledge	
JR6	I am less bored at the workplace when job rotation is done I become eager to learn more	
JR7	job rotation helps me develop self-efficacy	
JR8	job rotation helps an employee develop new skills	

JE1	job enlargement: ensures utilization of employee skills effectively	
JE2	enhances an employee's job scope	JOB ENLARGEMENT
JE3	ensures job diversity	
JE4	reduces boredom at work place	
JE5	makes work more meaningful	
JEN1	job enrichment: has a positive effect on skill improvement on employees	
JEN2	by being given more responsibilities at work, I will be able to advance my career and grow	
JEN3	there is a sense of accomplishment and achievement in performing tasks assigned to me by my supervisor	JOB ENRICHMENT
JEN4	it helps me increase my performance	
JEN5	the organization gives me opportunities to use my various varieties of skills	
JS1	job satisfaction: I feel satisfied with my job since i am consulted and my suggestions may be incorporated in major decisions	
JS2	I feel satisfied with my work since my supervisor recognizes and appreciates my work	
JS3	I feel satisfied since my work has high chances for career development and independence in my work	JOB SATISFACTION
JS4	I feel satisfied since my supervisor gives me autonomy and independence in my work	
JS5	I feel satisfied with my work since I have a good relationship with my supervisor and my colleagues	

## Reliability Analysis

Reliability refers to the extent to which a measuring instrument contains variable errors, that is, errors that appear inconsistently from observation to observation during any one measurement attempt or that vary each time a given unit is measured by the same instrument. Cronbach's alpha type of reliability co-efficient value of 0.70 or higher is considered as usually sufficient (Sekaran, 2003). The results in the tables below show Cronbach's alpha of well

above 0.7 implying that the instruments were sufficiently reliable for measurement.

**Table 4.6 Reliability Test of The Constructs**

Construct	Cronbach's Alpha	Comments
Job Satisfaction	0.807	Accepted
Job Enlargement	0.791	Accepted
Job Enrichment	0.742	Accepted
Job Rotation	0.796	Accepted

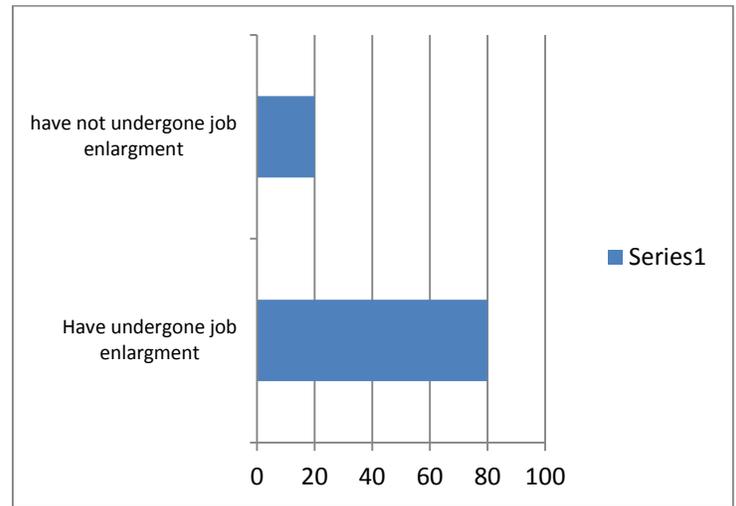
### Descriptive Analysis

#### Job Enlargement

The study sought to examine the respondent's level of agreement with the variable that relates to Job Enlargement. From the findings in table 4.7, majority of the respondents (58%) agreed that job enlargement ensures utilization of employee skills effectively by mean of 3.23 and a standard deviation of 0.645. they (61%) also agreed that job enlargement enhances an employee's job scope giving a mean of 3.19 and standard deviation of 0.670. 55% of the respondents also agreed that job enlargement ensures job diversity by a mean of 3.30 and standard deviation of 0.602. 41% of the respondents agreed that job enlargement reduces boredom at work place by a mean of 3.07 and standard deviation of 0.880. 52% of the respondents agreed that job enlargement makes work more meaningful by a mean of 3.04 and standard deviation of 0.759. 33% of the respondents strongly agreed that job enlargement ensures utilization of employees skills effectively.

Eighty percent of the sampled employees had undergone the process of job enlargement at the Mount Kenya University, main campus as shown in the table below. They were of the opinion that by being given more tasks, it would improve their skills, it makes work more interesting, and

enables utilization of skills and it makes them more marketable in the job market.



**Figure 4.4: Numbers of Employees and job enlargement**

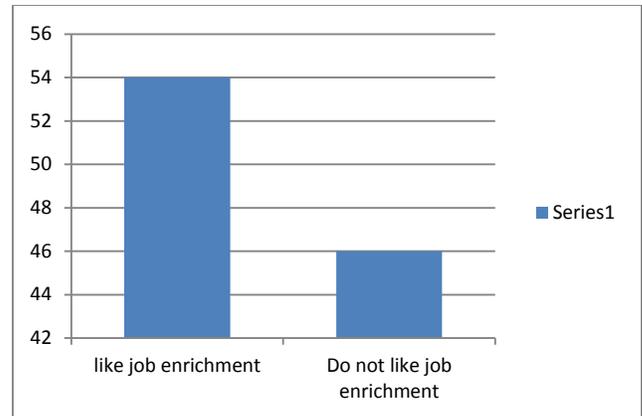
Empirical studies that are in agreement with these findings include research done by Mohmoud (2014) which indicate that there is a significant relationship between job enlargement and the variables motivation and job satisfaction, job enlargement can improve the employees' abilities and skills and provide them with the chance to communicate and learn from others. In addition, a study done by Saleem et al, (2014) revealed that there is a moderate level of interdependence between job enlargement and employee's satisfaction.

**Table 4.7 Job Enlargement**

Item	SD	D	A	SA	Mean	Std. deviation
JE1	1(1%)	5(7%)	40(58%)	23(33%)	3.23	.645
JE2	2(3%)	4(6%)	42(61%)	21(30%)	3.19	.670
JE3	0(0%)	5(7%)	38(55%)	26(38%)	3.30	.602
JE4	4(6%)	12(17%)	28(41%)	25(36%)	3.07	.880
JE5	2(3%)	12(17%)	36(52%)	19(28%)	3.04	.759

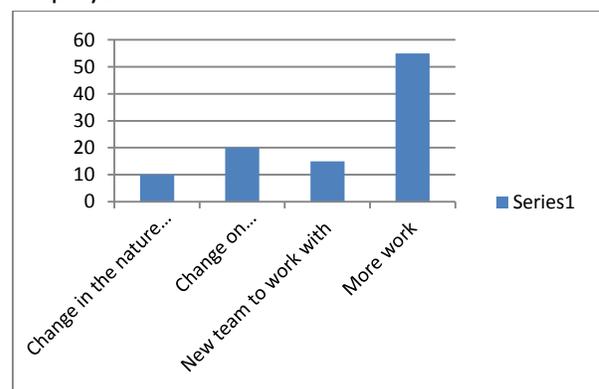
## Job Enrichment

The study sought to examine the respondent's level of agreement with the variable that relates to Job Enrichment. From the findings in table 4.8, majority of the respondents (53%) strongly agreed that job enrichment has a positive effect on skill improvement on employees by mean of 3.48 and a standard deviation of 0.609. 52% of the respondents strongly agreed that by being given more responsibilities at work, the respondent are able to advance their career and growth by a mean of 3.35 and standard deviation of 0.801. 58% of the respondents agreed that there is a sense of accomplishment and achievement in performing tasks assigned to them by their supervisors by a mean of 3.30 and a standard deviation of 0.577. 57% of the respondents agreed that job enrichment helps them increase their performance by a mean of 3.29 and standard deviation of 0.577. 55% of the respondents strongly agreed that the organization gives them opportunities to use their various varieties of skills by a mean of 3.36 and a standard deviation of 0.857. The respondents were of the opinion that job enrichment should be done on merit as they felt that it was only practiced on some few individuals in various departments. The fact that if job enrichment was done, monetary consideration was not awarded to the employee made the employees not so enthusiastic about job enrichment.



**Figure 4.5: Number of employees and job enrichment**

Empirical studies that are in agreement with these findings include research done by Farh, (2015) which concludes that there is clear evidence that enriched job increases the job satisfaction of all employees. Mohr and Zoghi, (2008) also found out that even employees who seem not to fit into an enriched workplace according to their observed characteristics report higher job satisfaction when working in an enriched workplace. Judge et al., (2001) implied that happier employees working in enriched workplaces are more productive irrespective of whether they fit to these workplaces according to the preferences or characteristics. A study done by Saleem et al, (2012) also shows that there is a moderate level of interdependence between job enrichment, job enlargement, employees' satisfaction.



**Figure 4.6: Modes of job enrichment**

**Table 4.8 Job Enrichment**

Item	SD	D	A	SA	Mean	Std. deviation
JEN1	1(1%)	1(1%)	31(45%)	36(53%)	3.48	.609
JEN2	2(3%)	8(12%)	23(33%)	36(52%)	3.35	.801
JEN3	0(0%)	4(6%)	40(58%)	25(36%)	3.30	.577
JEN4	0(0%)	5(7%)	39(57%)	25(36%)	3.29	.597
JEN5	4(6%)	5(7%)	22(32%)	38(55%)	3.36	.857

**Job Rotation**

The study sought to examine the respondent's level of agreement with the variable that relates to Job Rotation. From the findings in table 4.9, majority of the respondents (54%) agreed that job rotation: encourages innovation by mean of 3.12 and a standard deviation of 0.850. 46% of the respondents agreed that they are not stressed when shifting to a new job at their work places by a mean of 2.67 and standard deviation of 0.834. 51% of the respondents agreed that job rotation helps with career planning and progression by a mean of 3.09 and a standard deviation of 0.762. 57% of the respondents agreed that job rotation leads to better understanding and cooperation between diverse business units by a mean of 3.30 and standard deviation of 0.626. 56% of the respondents strongly agreed that job rotation helps to broaden an employee's knowledge by a mean of 3.51 and standard deviation of 0.609. 46% of the respondents agreed that they are less bored at the workplace when job rotation is done and that they become more eager to learn by a mean of 3.04 and standard deviation of 0.848. 57 % of the respondents agreed that job rotation helps

them develop self-efficacy by a mean of 3.29 and standard deviation of 0.597. 51% of the respondents strongly agreed job rotation helps an employee develop new skills by a mean of 3.46 and standard deviation of 0.531.

**Table 4.9: Departments where the respondents worked**

Department	Frequency	Percent
Information Technology	1	2
Linkages And Resource Mobilization	11	24
Human Resource	1	2
Marketing	26	52
Finance	4	8
Procurement	1	2
Construction	1	2
Security	4	8
Total	49	100

The various departments that the respondents worked are shown in table 4.9 above with marketing having the highest percentage. The respondents also agreed that job rotation helped them gained confidence. The also added that the management should make job rotation be viewed as positively, not as a means of disciplining employees as is the current situation.

Empirical studies that support these results include research done by Saravani & Abbasi, (2013) which shows that there is a positive significant relationship between job rotation and job satisfaction and a direct relationship between job rotation and job satisfaction. The study also stated that job rotation can result in increased job satisfaction and motivation of employees in job enrichment and job design guidelines; job rotation can increase commitment to organizational goals among employees and improve performance in the organization. Moreover, the findings of the study are consistent with the study done by Kaymaz (2010) which conclude that there is a positive

significant relationship between job rotation and skill diversity including technical and soft skills indicating a direct relationship between job rotation and satisfaction. The study done by Saravani & Abbasi, (2013) also outlines positive consequences of job rotation including decreased job stresses; help improving employee interactions; social interaction along with sharing information improve their morale to perform team activities. On the other hand, job rotation system and its effects on training multi-skilled employees result in integrity and modulation of employee capabilities and indirectly increased productivity in labour force.

**Table 4.10 Job Rotation**

Item	SD	D	A	SA	Mean	Std. deviation
JR1	6(9%)	3(4%)	37(54%)	23(33%)	3.12	.850
JR2	6(9%)	21(30%)	32(46%)	10(15%)	2.67	.834
JR3	2(3%)	11(16%)	35(51%)	21(30%)	3.09	.762
JR4	1(1%)	3(4%)	39(57%)	26(38%)	3.30	.626
JR5	0(0%)	4(6%)	26(38%)	39(56%)	3.51	.609
JR6	4(6%)	11(16%)	32(46%)	22(32%)	3.04	.848
JR7	0(0%)	5(7%)	39(57%)	25(36%)	3.29	.597
JR8	0(0%)	1(1%)	35(51%)	33(48%)	3.46	.531

### Job Satisfaction

The study sought to examine the respondent's level of agreement with the variable that relates to Job Satisfaction. From the findings in table 4.10, majority of the respondents (54%) agreed that they feel satisfied with their job since they are consulted and their suggestions may be incorporated in major decisions by a mean of 2.68 and standard deviation of 0.947. 57 % of the

respondents agreed that they feel satisfied with their work since their supervisor recognizes and appreciates their work by a mean of 2.90 and standard deviation of 0.926. 51% of the respondents agreed they feel satisfied since their work has high chances for career development and independence by a mean of 2.87 and standard deviation of 0.890. 39% of the respondents agreed that they feel satisfied since their supervisor gives them autonomy and independence in their work by a mean of 3.07 and standard deviation of 0.913. 61% of the respondents agreed that they feel satisfied with their work since they have a good relationship with their supervisor and their colleagues by a mean of 3.22 and standard deviation of 0.798.

**Table 4.11 Job Satisfaction**

Item	SD	D	A	SA	Mean	Std. deviation
JS1	12(17%)	9(13%)	37(54%)	11(16%)	2.68	.947
JS2	9(13%)	6(9%)	37(54%)	17(24%)	2.90	.926
JS3	7(10%)	11(16%)	35(51%)	16(23%)	2.87	.890
JS4	5(7%)	11(16%)	27(39%)	26(38%)	3.07	.913
JS5	2(3%)	5(7%)	42(61%)	20(29%)	3.22	.798

### Inferential Statistics

#### Correlation

**Table 4.12 Correlation**

Correlations		Job Satisfaction	Job Enrichment	Job Rotation	Job Enlargement
JS	Pearson Correlation	1	.306*	.672**	.752**
	Sig. (2-tailed)		.016	.000	.000
	N	62	62	62	62

\*. Correlation is significant at the 0.05 level (2-tailed).

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

Table 4.11 shows the correlation coefficient between Job Satisfaction and Job Enlargement,

Job Enrichment and Job Rotation. The findings reveal that there is a statistically significant positive relationship between, Job Satisfaction and Job Enrichment ( $r=0.306$ ,  $p<0.05$ ). There is a strong significant positive relationship Between Job Satisfaction and Job Rotation ( $r=0.672$ ,  $p<0.01$ ). There is a strong significant positive relationship Between Job Satisfaction and Job Enlargement ( $r=0.752$ ,  $p<0.01$ ).

### Regression Analysis

**Table 4.13: Model Summary**

Model	R	R Square	Adjusted Square	R Std. Error of the Estimate
1	.792 <sup>a</sup>	.627	.608	.22309

a. Predictors: (Constant), Job Enlargement, Job Enrichment, Job Rotation

b. Dependent Variable: Job Satisfaction

The model analysis of regression is shown in the table above. Regression indicates the strength of the relationship between the independent variables (Job Enlargement, Job Enrichment and Job Rotation) and the dependent variable (Job Satisfaction). The R square value in this case is 0.627 which clearly suggests that there is a strong relationship between Job Satisfaction and Job Enlargement, Job Enrichment and Job Rotation. This indicates that the Job Enlargement, Job Enrichment and Job Rotation share a variation of 62.7 % of Job Satisfaction.

**Table 4.14: ANOVA**

Model	Sum of Squares	df	Mean Square	F	Sig.
1 Regression	4.855	3	1.618	32.514	.000 <sup>b</sup>
Residual	2.887	58	.050		
Total	7.741	61			

a. Dependent Variable: Job Satisfaction

b. Predictors: (Constant), Job Enlargement, Job Enrichment, Job Rotation

The F-test value result was 32.514 with a p-value of  $0.000 < 0.05$  level of significance. Therefore a significant relationship was present between the independent variables (Job Enlargement, Job Enrichment and Job Rotation) and the dependent variable (Job Satisfaction). In other words the entire model was a good fit.

**Table 4.15: Coefficients**

Model	Unstandardized Coefficients		Standardized Coefficients Beta	t	Sig.
	B	Std. Error			
1 (Constant)	.689	.239		2.880	.006
Job Enrichment	.139	.059	.194	2.377	.021
Job Rotation	.208	.097	.262	2.142	.036
Job Enlargement	.501	.119	.521	4.219	.000

a. Dependent Variable: Job Satisfaction

The established multiple linear regression equation becomes

$$JS = 0.689 + 0.139X_{JEN} + 0.208X_{JR} + 0.501X_{JE}$$

For the constant, if all the independent variables are held constant then the Job Satisfaction will be 0.689. The coefficient of the constant is significant since  $t\text{-value}=2.880$  ( $p\text{-value}=0.006<0.05$  level of significance)

The regression coefficient of Job Enrichment is 0.139 with a  $t\text{-value}=2.377$  ( $p\text{-value}=0.021<0.05$  level of significance) .This shows that one unit change in Job Enrichment results in 0.139 unit increase in Job Satisfaction.

The regression coefficient of Job Rotation is 0.208 with a  $t\text{-value}=2.142$  ( $p\text{-value}=0.036<0.05$  level of significance) .This shows that one unit change in Job Rotation results in 0.208 unit increase in Job Satisfaction.

The regression coefficient of Job Enlargement is 0.501 with a t-value =4.219 (p-value=0.000<0.05 level of significance) .This shows that one unit change in Job Enlargement results in 0.501 unit increase in Job Satisfaction.

## **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

### **Introduction**

This chapter presents the summary of findings and conclusions drawn from the findings. The conclusions and recommendations are focused on addressing specific objectives and the research questions. Areas for further research have also been outlined in this chapter.

### **Summary of the findings**

#### **i) Summary of the study variables**

From the findings, the study found out that job design affects employee satisfaction levels in Mount Kenya University. The study zeroed down on job rotation, job enlargement and job enrichment as the independent variables. From the findings, majority of the respondents felt that that job enlargement ensures utilization of employee skills effectively, enhances an employee's job scope, ensures job diversity, reduces boredom at work place and makes work more meaningful. The respondents also felt that job enlargement ensures utilization of employee's skills effectively.

In addition, the study sought to examine the respondent's level of agreement with the variable that relates to Job Enrichment. From the findings, majority of the respondents felt that job enrichment has a positive effect on skill improvement on employees, being given more responsibilities at work enabled the respondents to advance their careers, there is a sense of accomplishment and achievement in performing

tasks assigned to them by their supervisors, job enrichment helps them increase their performance and the University gives them opportunities to use their various varieties of skills.

The study also established that the respondents felt that job rotation encourages innovation, employees are not stressed when shifting to a new job at their work places, job rotation helps with career planning and progression, job rotation leads to better understanding and cooperation between diverse business units, job rotation helps to broaden an employee's knowledge, employees are less bored at the workplace when job rotation is done and that they become more eager to learn , job rotation helps them develop self-efficacy and it helps an employee develop new skills.

The findings also indicate that the most important independent variable in the regression model is job enlargement. It has the highest Beta value of 0.521 then followed by job rotation with a Beta of 0.262 and lastly job enrichment with a Beta of 0.194.

#### **ii) Summary of Correlation and Regression Findings**

From the results of the correlation analysis done, it revealed that that there is a statistically significant positive relationship between, Job Satisfaction and Job Enrichment and there is a strong significant positive relationship between Job Satisfaction and Job Rotation, a strong significant positive relationship between Job Satisfaction and Job Enlargement.

The findings of the regression analysis clearly suggest that there is a strong relationship between Job Satisfaction and Job Enlargement, Job Enrichment and Job Rotation. The results of the ANOVA test show that there is a significant relationship was present between the

independent variables (Job Enlargement, Job Enrichment and Job Rotation) and the dependent variable (Job Satisfaction).

### **Conclusions**

From the presentations of chapter four and the summary done, the study concludes that there is a significant positive relationship between job enlargement and job satisfaction levels of employees in private universities in Kenya. The study concludes that Job enlargement ensures that an employee's skills are utilized effectively because when an employee is given more duties at work, it allows employees to use their innate skills fully, providing them with greater satisfaction, job enlargement can improve the employees' abilities and skills and provide them with the chance to communicate and learn from others. It makes employees feeling that the organization is actually owning them and that boosts their satisfaction levels.

The study also concludes that job enlargement enhances an employee's job scope to a great extent because it aims to encourage job performance and satisfaction through changing the context and process of a specific job. It allows workers to diversify their activities in an attempt to make work more interesting, fulfilling and to reduce boredom and routine. Job itself is motivating and if it is designed in such a manner that they are challenging, interesting and meaningful the employees feel that the organization owes them and ultimately boost their performance and motivates them.

The study further concludes that job rotation affects employee satisfaction levels in Private Universities in Kenya. Employees are not stressed when shifting to a new workstation and they view job rotation as an opportunity for them to broaden their knowledge, understand how the different business units operate, develop new skills and they also view it as a

learning opportunity. Majority of the employees at Mount Kenya University were of the opinion that job rotation encourages innovation and gives an individual an opportunity to come up with new ways of doing things.

Finally, the study concludes that job enrichment affects employee satisfaction levels in private universities in Kenya to a large extent. Job enrichment increases responsibilities and autonomy in work. The feeling of employees towards job insecurity turns to security and employees feel that they are being valued. The competency of employees is improved which helps in their career development, career growth and ultimately job satisfaction. Autonomy in work helps them to be stress free as they have not to work under undue pressure of their seniors rather have freedom in work and decision making. So by satisfying their higher order needs they can make equilibrium in personal and professional life (Sushil, 2014).

Based on the findings, job design has an effect on the satisfaction levels of employees in private universities in Kenya. This study is in line with the study done by Abid & Sarwar et al (2013), which found out that there is a strong positive relation between job design and job satisfaction. Both variables move in the same direction, good job design brings more job satisfaction and bad job design brings job dissatisfaction for the employee. The management of organizations should therefore make sure that jobs are well structured to keep employees satisfied apart from giving them monetary and non-monetary rewards.

### **Recommendations**

The university's management should consider using the job enlargement technique for the administrative staff so as to utilize employee's skills effectively. Job enlargement in this case

includes giving employees jobs that are challenging hence not too simple, jobs that are diverse and meaningful. The job enlargement may be done through the horizontal technique or the vertical technique.

Job rotation should be done as a routine at Mount Kenya University as employees view it as an opportunity to grow and develop their skills and come up with new ways of doing things. Many of the administrative staff sampled felt that they had worked for too long in the same office, doing the same duties leading to boredom and lack of creativity and innovation. Some of them also felt that they had stagnated career wise.

Employees should be given an opportunity to make their own decisions and exercise autonomy in their work as it makes them feel valued in an organization. It will also benefit an organization by having employees who are productive in the workplace, it improves employee morale, the organization saves money by utilizing the talent of its employees other than sourcing for talent externally and it also fosters teamwork and cooperation among employees which is vital in any organization.

The University's management and other organizations should realize that job design is very important. If the jobs are designed properly, then highly efficient managers will join the organization. They will be motivated to improve the productivity and profitability of the organization. However, if the jobs are designed badly, then it will result in absenteeism, high labor turnover, conflicts, and other labor problems. Currently, the university is having problems attracting and retaining qualified staff despite offering favorable financial and non-financial rewards that are at par with the market rate. The overall design of jobs should be looked at.

When designing jobs, the career progression and development of an individual should be considered so that there is no disconnect between the personal goals of an employee and the goals of an organization. If the job is well designed and it has high chances of career development, employees feel satisfied hence perform better at work leading to achievement of the goals of an organization. The job an employee is given should have perceivable results to the end product.

With advancement in technology, methods and processes of getting work done also keeps on changing. The management of Mount Kenya University and other organizations need to keep abreast with changes in technology and implement new technology so as to optimize productivity.

The researcher also noted that administrative staffs are not allowed to teach though some of them have the relevant qualifications. The management of universities may also consider making provisions for them to teach as a way of motivating them.

The management of the University should also consider giving some form of allowance to those employees who are being given duties performed by someone at a higher level. It was noted that some responsibility positions are being given to staff but no compensation of the same is given hence staff become reluctant to take them up as they only see it as a stress factor. Finally, employers should not exploit the concept of Job Enrichment. Employees feel good when they are adequately utilized in the workplace. A lot of work that is not manageable however kills employee's morale.

### **Suggestions for further research**

Since the study was limited to private universities in Kenya with Mount Kenya University as a case study, a similar study may be

carried out in the public sector focusing on the public universities. The study may also be done on multinational corporations or local companies and the results may be compared.

The study was restricted to job design and how it affects employee satisfaction levels in private universities in Kenya. Research may be done on job design and its effect on employee retention levels. This can be done on organizations both in the public and private sector.

Research can also be done on how jobs influence work life balance as some jobs are demanding and may lead to stressed employees which has an influence on employee productivity at the workplace. The researcher also noticed that not much research has been done in the field of Job re-engineering. This can also be an area for further research.

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