

**INFLUENCE OF STRATEGIC JOB DESIGN TECHNIQUES ON JOB
SATISFACTION AMONG STATE CORPORATIONS IN KENYA**

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**A Research Thesis Submitted to the Institute of Postgraduate Studies and Research,
Kabarak University, in Partial Fulfillment for the Requirements for the Degree of
Master of Business Administration (Strategic Management Option)**

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DECLARATION

Declaration

This research project is my own original work and to the best of my knowledge it has not been presented for examination or awards in any other university or academic institution.

Signature Date

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GMB/NE/0096/01/16

RECOMMENDATION

To the Institute of Postgraduate Studies:

The project entitled “**Influence of Strategic Job Design Techniques on Job Satisfaction among State Corporations in Kenya**” and written by **Simpson Osiemo Onyango** is presented to the Institute of Postgraduate Studies of Kabarak University. We have reviewed the research project and recommend it be accepted in partial fulfillment of the requirement for the degree of Master of Business Administration.

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ABSTRACT

The greatest challenge facing organisations is whether their staffs are motivated to perform their duties and whether employees find their work interesting and meaningful. The ways jobs are designed have an important bearing to an employee's job satisfaction. Understanding job design techniques and their influence on motivation, job satisfaction and performance will lead organisations to keep the best employee pool for themselves and fend off competition from other organisations seeking to get talented employees from the already existing pool. Different strategies such as the more traditional job rotation and other conventional strategies like job enlargement and enrichment have been interchangeably used by organisations to make their employees motivated. State corporations in Kenya are not exception to this kind of job design. The objectives of this study were: to investigate the influence of job rotation strategy on job satisfaction among state corporations in Kenya, to determine how job enlargement strategy influences job satisfaction among state corporations in Kenya, to analyse job enrichment strategy and how it influences job satisfaction among state corporations in Kenya, and to evaluate the influence of flexible work arrangements strategy on job satisfaction among state corporations in Kenya. This study was based on several theories namely: Job Characteristics model, Herzberg's two factor Hygiene theory, Clayton Aldefer's ERG theory, equity theory, family-boarder theory, and boundary theory. The research design for this study was cross-sectional descriptive design. This research sought to interrogate the extent to which the state corporations employ these strategies and their influence on the job satisfaction and suggest possible areas of improvement. The target population was 187 state corporations. The unit of analysis was employees of the state corporations in Kenya. The research studied a sample size of 381 employees in 127 state corporations. The state corporations in Kenya were selected using stratified sampling while employees were purposively selected. To obtain the data, semi-structured questionnaires were used in this research. Data collected were analysed using descriptive and inferential statistics with the aid of SPSS package. The findings of this study show that the most significant strategies in enhancing job satisfaction among state corporations in Kenya are job enlargement, job enrichment and flexible work arrangements. Job rotation strategy on the other hand was found not to have any significance on job satisfaction.

Keywords: *job design, job rotation, job enlargement, job enrichment, job satisfaction, motivation, flexible work arrangements, State Corporation.*

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LIST OF ABBREVIATIONS AND ACRONYMS

JD	Job Design
JS	Job Satisfaction
JCM	Job Characteristics Model
SPSS	Statistical Package for Social Sciences

DEFINITION OF OPERATIONAL TERMS

The research adopted the key terms as defined:

Job design	This is the specification of contents, methods and relationships of jobs in order to satisfy technological and organisational requirements as well as the social and personal requirements of the job holder (Rush, 1971).
Job rotation	A management approach where employees are periodically moved between two or more assignments or jobs in order to expose them to all verticals of an organisation (Wrezesniewski, & Dutton, 2001).
Job enlargement	This is a job design strategy wherein there is an increase in the number of tasks associated with a certain job with the aim of reducing monotony on the job (Armstrong, 2009).
Job enrichment	A managerial concept that involves redesigning jobs so that they are more challenging to the employees and have less repetitive work while entrusting more responsibility to the job holder (Armstrong, 2009).
Job satisfaction	An intrinsic psychological state associated with a personal feeling of achievement, either quantitative or qualitative arising from a combination of external factors and the employee's perception of fair treatment by the employer.
Flexible work arrangement	An arrangement between employer and employee in which they agree to schedule the work flexibly, which will be beneficial to both parties to the agreement (Galea, 2013).
Motivation	The set of psychological forces that compel one to take action (Mullins, 2005).
State Corporation	A legal entity that is created by the government in order to partake in commercial activities on the government's behalf (Companies Act Cap 486, Constitution of Kenya 2010).

CHAPTER ONE

INTRODUCTION

1.1 Background of The Study

Most people assume that pay is the most important motivator. Studies done to determine the major influence of employee motivation, point towards job design. Factors such as job satisfaction, absenteeism, commitment to the organisation, employee motivation and turnover are impacted by how a job is designed. Since the beginning of the 20th Century, managers and researchers have put much attention on designing job strategies so that employees are more satisfied.

Job Design, herein referred to as JD is applied through various strategies such as job enlargement, job enrichment, job rotation or job simplification. Rush (1971) defines JD as ‘the specification of contents, methods and relationships of jobs in order to satisfy technological and organisational requirements as well as the social and personal requirements of the job holder’.

Two categories of job design techniques developed are aimed to engage the motivational force of workers’ needs through establishment of job characteristics. The first group, whose aim is to increase the intrinsic motivation by increasing the variety of tasks, evolved with job rotation and job enlargement (Gallagher & Einhorn, 1976). The second group developed job enrichment to foster intrinsic motivation as granting increased responsibility in the work situation which is also called vertical job enrichment.

Moller et al. (2004) posits regarding the first group of job design strategy, a job enlargement consists of increasing employee motivation by having more tasks to add variety from one task and combine two or more tasks so as to lengthen the work cycle. This is also referred to as horizontal job enlargement. In other words, give a number of different kinds of tasks to employees, in order to reduce boredom and monotony of work (Herzberg, 1968).

Job rotation is another approach closely related to job enlargement. Job rotation means the process of moving at regular intervals of time by operators to perform different tasks (*ibid*). Parker & Wall (1998) opine that the benefit of this process is an increase in workers’

flexibility as well as a reduction in boredom from doing tasks over and over again. Nonetheless, job rotation does not reduce the content of the job and specialisation.

Patterson, West and Wall, (2004) state in contrast with job enlargement and job rotation strategies, the goal of job enrichment strategy is to emphasise the discretion and autonomy of the job. Thus it reveals the vertical division of labour. Job enrichment entails increasing the employees' degree of responsibility (such as decisions about scheduling and allocation of tasks). Usually this approach implies the raise of difficulty and complexity of the job. Also the variety of tasks that job enlargement implies are often increased.

Docherty, Kira and Shani (2009) argue that many theories support that, when job enlargement and enrichment are applied together in work systems, they increase both productivity and satisfaction. Industrial experiences with this work system are generally favourable but with mixed results. Evidence of this is during the industrial revolution in the 1900s at Ford's¹ time whose objective was mainly to produce a very basic car as fast as possible according to History (2009). To achieve this, managers at the assembly department had to think of how to make workers produce more cars, not thinking about the working conditions of their employees.

Over time, there has been a paradigm shift from a traditional approach to job design to a more human friendly approach brought about by changing business environments where competition is more international, rapid technological changes resulting in changing demand patterns (Bengtsson & Olhager, 2002). Due to progress in technology, employees' profile change thus they become more skilful. Therefore Cochran and Lin, (1992) opine that, in order for organisations to keep the best employees, they have to pay more attention on their employees' job satisfaction. This is a question of job design, hence enriching a job is difficult and an expensive proposition because it has to satisfy a number of individual and organisational constraints before it elicits motivational forces (Patterson et al., 2004).

Europe is among the regions of the world that pays much attention to its workers well-being (Drobnic, Beham & Prag, 2010). However, in a country like Brazil, for instance, does not give the same kind of working conditions to its workers compared to Europe (French, 2002).

¹Ford is an American multinational automobile manufacturer of the Ford range of vehicles founded by Henry Ford and incorporated on June 16, 1903.

Thus workers do not have the same degree of exigency to satisfy their motivational needs according to the conditions of their global environment.

State corporations play a very important role in the economic growth and development of their countries. In today's tech-based economy, state corporations have to position themselves to bring positive change in the society. In East Africa, Kenya ranks number one among the five East Africa Community member states in terms of industrial development. This though does not mean that it ranks as high as Europe in paying most attention to the well-being of its employees. Most of the organisations, if not all, do put the interests of their employees in line with their various organisational policies.

Alashloo, Castka and Sharp (2005) assert that today's organisations work in a dynamic, complex environment that is ever changing. Hence organisations are forced to revisit their human resource strategies- and state corporations in Kenya are not an exception. The public sector now recognises the importance of strategic human resource planning so as to keep up with the fast changing environment.

Strategy implementation is one of the critical tasks (and most important stage) of the strategic management process. Strategic management is defined as the set of decisions and actions that result in the formulation and implementation of plans designed to achieve a company's objectives. Without strategy implementation, the whole process of strategic planning will be in futility (Pearce & Robinson, 2009; Njoroge et al., 2015).

A strategy of an organisation forms a comprehensive master plan that states how the corporation will achieve its mission and objectives. Pearce and Robinson (2009) point out that a strategy is an organisation's game plan. The goal and fruits of strategic planning can only be realised through effective implementation of all or majority of the strategies outlined in the strategic plan of an organisation. Hence it remains extremely expensive to fail to implement the well laid down strategies in a strategic plan.

Njoroge et al. (2015) posit that strategy implementation outlines the activities through which organisations define their series of action, and determine how they will navigate or compete. Implementation addresses who, where, when, and how of reaching desired goals and objectives. They further opine that strategy implementation is all about the design and

management of systems in order to achieve the best integration of people, structures, processes and resources in attaining organisational objectives. Thus implementation is the process of translating strategic plans into results. This is through an integrated and dynamic process of institutionalisation and operationalisation of the strategic plan (Hrebiniak, 2008). Institutionalisation entails ensuring that a conducive environment in terms of culture, skills, structures, shared values, style of doing things and resources are available for the implementation of the plan. Conversely, operationalisation of strategy entails breaking down activities into tasks, assigning responsibility and allocating relevant resources. Thus operationalisation of strategy is all about taking practical and hands on approach as an effort to ensure that the strategic plan is implemented.

State corporations in Kenya, for instance, - whose major roles upon their formation include acting as tools of promoting economic growth and development within the country; facilitation of capacity building within the country; the provision of essential services to the public which are best delivered by state owned corporations; and creation of employment opportunities due to the fact that parastatals are usually large and require large number of employees for their operations (GOK, 2013)- apply the more traditional job design strategies which include job rotation, job enlargement and job enrichment in order to achieve their mandate.

However with the introduction of flexible working arrangement strategies like flexi-time, part-time working, job sharing, tele-working among others in some of the private sector organisations in Kenya, there is no literature available to ascertain the level of engagement of such strategies among state corporations in Kenya. It is behind this backdrop that this research seeks to evaluate the various job design strategies, and how they influence job satisfaction among state corporations in Kenya.

1.2 Statement of the Problem

This research focuses on the views of the employees, how they enjoy their work, and how that influences their satisfaction. Organisations face the problem of whether the staff finds their work interesting and meaningful, and if they are motivated to do the job. While there are meaningful contributions in the area of job design strategies and its effect on employee motivation and performance, relatively few studies attempt to combine the two relationships

(motivation and performance) into a larger rational flow between job design, employee motivation and job satisfaction.

According to Vroom (1964) motivation in people depend on how much they want something, and the likelihood that they will get it. He further stated that when effort, employee ability and environmental factors are combined they result in not only performance, but also satisfaction in the long run. Flexibility, in the theoretical sense can be seen as a key motivator to employee job satisfaction through flexible work arrangements.

This research study seeks to evaluate the influence of job design strategies on employee job satisfaction among state corporations in Kenya. .

1.3 Purpose of the study

To evaluate the influence of job design strategies on job satisfaction among state corporations in Kenya.

1.3.1 Specific Objectives

- i. To investigate the influence of job rotation strategy on job satisfaction.
- ii. To determine how job enlargement strategy influences job satisfaction.
- iii. To analyse job enrichment strategy and how it influences job satisfaction.
- iv. To evaluate the influence of flexible work arrangement strategy on job satisfaction.

1.4 Research Hypothesis

H₀₁: Job rotation has no significant influence on job satisfaction.

H₀₂: Job enlargement has no significant influence on job satisfaction.

H₀₃: Job enrichment has no significant influence on job satisfaction.

H₀₄: Flexible work arrangements have no significant influence on job satisfaction.

1.5 Significance of the study

The first and foremost significance of the study arises from the fact that little is known about the extent to which state corporations' management engage in job design for their employees; when it became important to them to design those jobs and how they have implemented such an approach. Very few research studies have actually been conducted on state corporations in

Kenya but there is no evidence that any research on job design strategies and how they influence job satisfaction among state corporations in Kenya has ever been conducted.

Secondly, with the recently increased development of the private sector in the provision of similar services as state corporations, the corporations' unique characteristics, development and implementation of job design in these corporations warrant an in depth investigation. Hence, the purpose of this research study is to conduct a research into how relevant, applicable and operational job design is among state corporations in Kenya.

Research on employee job satisfaction means creativity and innovation. It also means a change for Human Resource policies and practises. The faster organisations nurture their employees, the more successful they would be. The challenge before Human Resource practitioners today is to delight in their employees and nurture their creativity to keep them a bloom. This research study seeks to examine the various job design strategies and also highlight management ideas that can be utilised to innovate employee job satisfaction.

The findings of this research study aim to be useful to the government of Kenya in forming the basis of review of government policy to address issues related to employee satisfaction within state corporations, which will be useful to the vision 2030 program by acting as a reference study for the improvement thereof.

Further, this research study will also benefit individual students, academicians, administrators and other stakeholders in gaining new knowledge and developing better approaches to job design that can aid to improve the relationship between managers and the staff, thus increasing both the financial and work performance in all departments within state corporations in Kenya.

1.6 Scope of the study

The purpose of this study is to bring to the fore how job design, an all-important concept has gained grounds on the Human Resource Management front in terms of their influence on employee job satisfaction.

The scope of the study is the state corporations in Kenya (legal instrument- State Corporations Act, Chapter 446 of the Laws of Kenya). This study will have specific focus on head offices and key divisions in Kenya.

1.7 Limitations of the Study

The researcher encountered some challenges due to some respondents who were not willing and supportive to give information. Some respondents were reluctant to give information on the subject of the study given the sensitivity of the matter. The researcher assured the respondents of their confidentiality. The study also targeted senior officers who are usually very busy and not easy to access. Normally, one would be expected to book an appointment. The researcher remained consistent on visiting the select state corporations until sufficient data were collected.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

To promote organisational competitiveness, human resource practitioners need to implement strategies that will keep the corporations afloat in the constantly changing competitive business environment as they strive towards achieving their goals. A corporation's success lies in the human resource planning as the employees are the most valuable assets an organisation has. A weak human resource system ultimately keeps an organisation below the competition, leading to complete collapse.

Job design is an arrangement or planning of tasks that aim to reduce employee dissatisfaction and monotony of work. In any organisation, there is an increased worker output whenever the employees are satisfied. Satisfaction can only be achieved in a positive labour environment where workers feel they are treated fairly and with respect. The job design processes involve the aspects of job rotation, job enlargement, job enrichment and flexible work arrangements. Strategic human resource managers constantly need to create tasks (which answers the questions; who? What? Where? When? Why? And how a job will be performed) that will keep employees excited and interested in their work thereby reducing staff turnover. This section therefore will review the existing literature by examining the theoretical and practicability of job design and its influence on job satisfaction among state corporations in Kenya.

2.2 Theoretical literature review

The reason for job design as outlined in the study is to create a job specification which will elicit a form of motivation in employees and also bring out their best performance. The study set out to find out how employees view and enjoy the work they do, how best their jobs are designed so as to bring out the best in the employees whilst they stay motivated and also stay aligned with the objectives of the organisation.

The concept of job satisfaction does not have a generally accepted definition yet; most writers define it according to their perspective of what it is or should be. Mumford (1991) sees job satisfaction as a fit between what the organisations requires, what the employee is seeking

and what the employee is receiving. The degree of fit will determine the extent to which the employee is satisfied.

The extent to which person or dispositional variables help to reciprocally determine behaviour in organisations can best be illustrated with the psychological concept of job satisfaction. A psychological contract is a system of beliefs that may not have been articulated. It encompasses the actions the employees believe are expected of them, and what they expect in return from their employer. Armstrong (2009) defines JS as attitudes and feeling people have about their work. Positive and favourable attitudes towards the job lead to engagement² and therefore job satisfaction. Armstrong equates morale to JS.

Attempting to understand the relationship between job satisfaction and its effect on work performance is not easy. Unlike job motivation, which is mostly extrinsic and easy to understand, job satisfaction proves to be more complicated and difficult to apply because of its intrinsic nature. However, due to the intrinsic relationship between work organisation and job design, staff, the nature and content of the jobs most organisations have not fully yielded to its long lasting and desired level of performance and productivity (Graham, 1998). Job satisfaction is all about a person's attitude to his/ her work. Mullins (2005) says that how one perceives his work can be a source of many things. According to him, attitudes to work is a provider of friends gossip, networks, fun, creativity, purpose, comfort, belonging, identity and even love (Mullins, 2008). Mullins continues to say that, people doing the work they enjoy are happy- not only at work but generally in the other areas of their lives too. Happiness lies in meaningful work for us all hence can use the attitude we bring to work.

Several theories have been advanced by different proponents in various fields of social sciences. Those that are applicable in achieving the objective of this research and several publication works that have contributed to the theories of job satisfaction and job motivation are considered.

Employee attitudes toward their jobs are important enough for companies to periodically measure them by means of attitude surveys (Hunsaker & Cook, 2001). Job satisfaction surveys ask employees to rate their attitude toward their work. The value of surveys and related forms of data, as will be carried out at the state corporations headquarters and key

² Engagement takes place when people at work are interested in and positive, even excited about their job and are prepared to go an extra mile to get them done to the best of their ability: commitment to carry out a job well.

divisions in Kenya, depend largely on how skilfully and effectively managers use these results to improve identified problem areas.

The underlying concept behind motivation is some driving force within individuals by which they attempt to achieve some goal in order to fulfil some need or expectation. People’s behaviour is determined by what motivates them. Their performance is just a product of both ability level and motivation. Templer (2005) commented,

‘If your staff do [sic] something good, tell them. And tell them again, and again. Keep it up. Put it in writing; send them a memo- something they can keep. Put in the company newsletter. Add a note to their file. Whatever, but make it widely known they did good. This is a quick and cheap method of prising and motivating your team and it lets everyone know you are monitoring, praising, motivating...’³

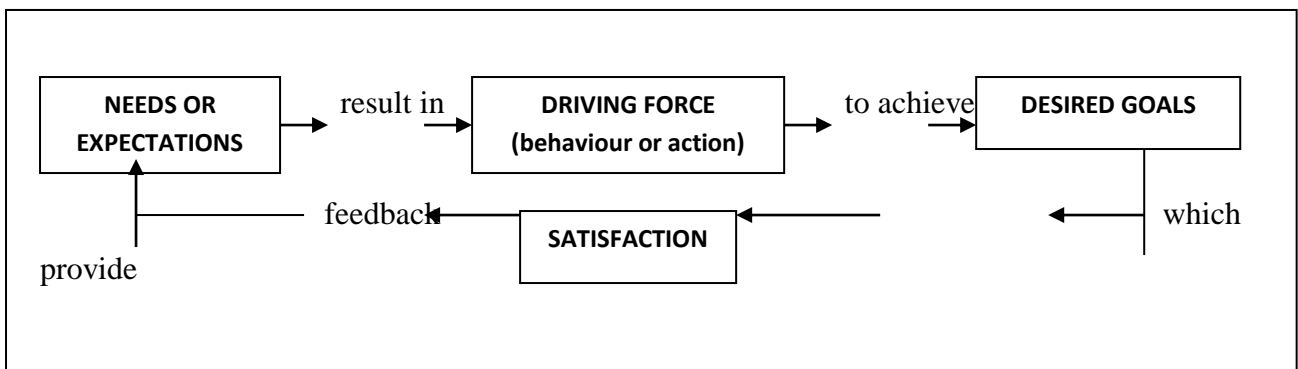


Figure 1: Basic motivational model

These characteristics measure the intrinsic rewards derived by workers via increased knowledge and performance review. Such rewards have led to greater motivation, performance, and satisfaction while decreasing employee absenteeism and turnover rates. According to the job characteristics model, managers should combine tasks to increase skill and task identification; create natural work units to encourage worker-task identification; establish client relationships to increase variety, obtain valuable feedback, and increase worker autonomy; expand jobs vertically via job enrichment; and open feedback channels via employee performance reviews (Robbins & Coulter, 1996).

Locke and Latham, (1990) in his work pegged on work performance stated that setting specific and challenging goals while providing appropriate feedback contribute to improved work performance. As a result, when set goals are attained, the job holder gets motivated to

³ Full text can be found on Templer Richard, Rules of Management, Prentice Hall (2005), p 66.

achieve the next set goal. When human resource managers, in the process of designing tasks for employees, set realistic and challenging goals and communicate them to the subordinates, the outgrowth of the decision leads to employee self-efficiency, commitment and autonomy in operations.

Another theoretical framework regarding motivation is the Equity theory brought forth by Stacy Adams in 1963. Adams was convinced that employees place great emphasis on being treated fairly and equally which if given precedence contributed to increased motivation and performance output. In a cognitive sense, an employee's input is directly proportional to the organisational willingness to meet his/her individual perceived return on equity. The effort, skill, knowledge and experience an employee puts into the organisation coupled with the loyalty he/she gives to the organisation is perceived to yield greater financial rewards commensurate with employee characteristics, an immaterial rewards like recognition for good work, increased responsibility and challenge. In a sense, equity is all about balance where both the employee and the employer (in this case the organisation) compromise on a win-win situation for the greater good of all involved.

Fredrick Herzberg, the proponent of the two factor theory, set out to determine the effect of attitude on motivation and the results were that there are two sets of factors which contribute to job satisfaction; hygiene and motivation factors. He stated that hygiene factors, which are mainly lower level needs, are very important to an individual's pursuit for higher level needs. If human resource managers do not realise these external motivators and not provide the appropriate interventions, it will result in dissatisfaction. On the other hand, motivation factors which are intrinsic in nature propel the employee to greater performance which is critical to the workplace. According to Herzberg, these two factors- hygiene and motivation- have an inverse relationship. That is, the presence of one leads to the absence of another which in turn brings friction among the affected employee. It is therefore the duty of the human resource managers to ensure that they pay attention on the job environment and opportunities that arise therein to ensure a satisfied and productive workforce.

Clayton Aldefer, whose theory is an improvement of Maslow's hierarchy of needs theory, argued that there are three core concepts of needs that elicit both intrinsic and extrinsic motivation. They are existence, relatedness and growth needs. In his argument, existence needs are the basic requirements for an individual's survival. An individual's progression to a

higher need after the lower level need is satisfied leads to relatedness needs which have to do with social interactions. Once the social needs are met, finally an individual is motivated to seek the highest level need which according to Aldefer is the growth need.

This is an internal motivator which elicits the desire for personal development. Employees when they are new in an organisation would give their all towards the success of the employer. This is often to impress the employer to retain him/her. Once the employee's survival in the organisation is assured, will then move to ensure the social interactions with colleagues, superiors and significant others to establish their status in the organisation. Finally, the desire to achieve greater personal goals is induced and the employee will be motivated to reach the top. This therefore puts strategic human resource personnel on alert to help the employee achieve the desired objective by designing challenging tasks that are both beneficial to the organisation and satisfying to the individual performing the tasks.

Other theoretical frameworks that seek to improve flexibility in the work place are the work-life border and boundary theories proposed by Clark (2000) for border theory and Ashforth, Kreiner and Fugate (2000) for the boundary theory. The interest of the border theory revolves around family domains that in the long run will achieve satisfaction and good functioning at work and at home with a minimum role conflict. There exists a very thin demarcation between work and family domains which combine the psychological states and the actual borders associated with work and family. To find work-life balance these two domains incorporates two aspects: flexibility which refers to the degree to which different roles can be accommodated by the demands of another role; and permeability which refers to the extent to which the transition between roles allow the behavioural or psychological states to align with the task at hand.

The boundary theory is more cognitive in nature where individuals assign meaning between home and work, together with the ease of transitioning between roles. Separating work and family roles is dependent on the individual's physical and social environments, and the cultural assumptions attached to the domains. These two theories can be applied together to find the best fit between individual and organisational preferences and set boundaries that are allowable in their social contexts through integration and segmentation; that is having a blend of transitional roles that is clearly definite or having clearly separated roles that are easily maintained and roles clearly defined. On the other hand, Ashforth (2001) argues that since

individuals transit between more than one domain, a line has to be drawn to distinguish the macro-role transitions (permanent) and the micro-role transitions (temporary). In order to maintain a clear boundary between work and family life, then adaptive decisions have to be made and clearly communicated to those involved.

2.3 Empirical literature review

This section reviews literature by other scholars on the various job design strategies adopted by strategic human resource personnel. They are discussed as per the objectives of this study.

2.3.1 Job Rotation and Job Satisfaction

Eriksson and Ortega (2002) in their paper, the adoption of job rotation: testing the theories, argue that job rotation practices in organisations increases with firm size, stronger presence of unions, the gender proportion in the organisation's workforce and the homogeneity with respect to the workforce. They further acknowledged that the job rotation program is an effective training tool for short-tenured employees. They were however silent on its influence on overall employee job satisfaction.

Patrick, Christine and Dirk (2016), in their study, job rotation and employee performance in the financial services industry investigated the determinants and performance effects of job rotation. Findings revealed that rotation was frequent among low performers as compared to their counterparts. Findings also revealed that there were no significant relationship between the rotation program and future performance on low performers. They concluded that the job rotation program be focused on high performers.

Van Wyk, Swarts and Mukonza (2018), in their study on job rotation and employees' perceived job satisfaction found that there was a general feeling that the implementation of the job rotation strategy would positively impact job satisfaction. They further acknowledged that the job rotation strategy should be well communicated to all employees and the involvement of all the stakeholders, including employees, be sought when such a strategy is being developed.

Tarus (2014) in his study on the effects of job rotation strategy on high performance workplace in Lake Victoria North Water Services Board in Kenya espoused that organisations' need for sustainable competitive advantage and performance adopt job rotation

as a strategy to sustain their existence in the industry. Findings revealed that organisations can improve performance by enhancing job rotation strategy.

Saravani and Abbasi (2013) in their work on the influence of job rotation on performance by considering skill variation and job satisfaction of bank employees in Keshavarzi banks of Gilan investigated the effects of job rotation patterns with moderating factors being skill variety and job satisfaction. Findings revealed that job performance was not directly influenced by job rotation. Further findings revealed that job rotation positively influenced job performance mediated by job satisfaction and skill variation.

2.3.2 Job Enlargement and Job Satisfaction

Raza and Nawaz (2011) in their study on the impact of job enlargement on employee's job satisfaction, motivation and organisational commitment in the Pakistan public sector espoused that there exists no significant relationship between job enlargement and job satisfaction in public sector organisations. They further found that job enlargement practises were not contributing towards motivation and job satisfaction of the employee as they considered the additional work as burden that lead to fatigue and extra load of work.

Gichuki and Munjuri (2018) in their study on the influence of job enlargement on employee performance in the railway industry in Kenya revealed that job enlargement contributed positively in enhancing employee performance. They further found that several aspects of job enlargement contributed highly to employee performance of the railway staff.

Sushil (2014) opined that the work-life of a person is dependent on the private and the professional life. She further argued that the disturbance of one affects the other and the quality of life is not achieved. In order to solve the problem of work-life imbalance, she proposed that job enlargement if implemented properly would provide job satisfaction, and help in rectifying the problem of imbalance.

Saleem, Shaheen and Saleem (2012) in their study conducted in Pakistan on the impact of job enrichment and job enlargement on employee satisfaction, findings revealed that employees' performance could be enhanced by increasing their satisfaction levels. They further argued that the satisfaction level can be enhanced by enriching and enlarging their jobs in the organisation.

2.3.3 Job Enrichment and Job Satisfaction

Asl, Nazari and Raadabadi (2015) in their investigation on the relationship between job enrichment and its dimensions on nurses' performance in Iran indicated that there was no statistically significant importance between job performance and job enrichment. They further concluded that the degree of the nurses' job enrichment is low though they have high job performance hence the insignificance.

Choudhary (2016) in her study, job enrichment: a tool for employee motivation, argues that job enrichment is an excellent means of enhancing employee job satisfaction and prevention of staff turnover or intention to leave an organisation. She further states that job enrichment has become an essential aspect for motivation leading to greater satisfaction.

Vijay and Indradevi's (2015) investigation on job enrichment and individual performance among faculties with special reference to a private university, revealed that individual performance is influenced by job enrichment whose aspects of task identity helps employees to meet the standard of work and cope with the changes in the institution.

Sushil (2017) in her study on the effect of job enrichment on the competency development and job satisfaction of employees with special reference to multinational companies in India found that, there exists a positive association between job enrichment and competency development and job satisfaction. She therefore concluded that job enrichment is a motivational job design tool that entrusts responsibilities on employees by giving them autonomy, achievement, growth and recognition. Thus, this satisfaction helps both the organisation and the employee resulting in higher profits and commitment to the organisation.

2.3.4 Flexible Work Arrangements and Job Satisfaction

'Flexible work arrangements are practices which spur performance through alternative forms of work schedules and are useful for achieving organisational efficiency through its human resource personnel. This is so as it provides opportunities to allocating employees time depending on the nature of work being done' (Berkery et al., 2017). Recent literature on large scale surveys such as the European Working Conditions Surveys (Eurofound, 2017), the Workplace Employment Relations Series and the Work Life Balance Study (De Menezes and

Keltcher, 2011) confirm the rising popularity of flexibility practices in both developed and underdeveloped economies in Europe.

Berkery et al. (2017) espoused the possibility of employees increasing their output if flexible work arrangements, non-financial performance indicators such as absenteeism, turn over, and retention will suffice. Employees will try to manage their work- family life balance by reducing the amount of work and/or calling in sick even when they are not (Battisti & Vallanti, 2013). It was confirmed by a meta-analysis conducted by De Menezes and Keltcher (2011) that 61% of studies are reporting that flexible work arrangements are associated with lower levels of absenteeism and turn over.

Klindzic and Maric (2017) in their study on flexible work arrangements and organisational performance argue that employee driven flexible work arrangements provide significant contribution to an organisation's success than those which are employer driven. Jane, Simon and Amos (2015) in their study on the effect of flexibility in work arrangement programs on job satisfaction of nurses in public hospitals in Nakuru County, Kenya established that there exists a statistically positive relationship between flexibility in work arrangements and job satisfaction of nurses in public hospitals in Nakuru County. Kiprono (2018) in his study flexible work arrangements on employee performance in Kericho County Referral Hospital, Kenya concluded that flexible work arrangements contributed highly to employee performance. He further argued that, flexibility is a very important aspect of employee job satisfaction.

2.4 Research gap

With the emerging trends in the human resource practice, there is a constant need to review the strategies used in order to tailor them to suit the demands of the workplace. Existing literature reveals some knowledge gaps that this research study seeks to address. Eriksson and Ortega (2002) found that job rotation practices increases with firm size and demographic proportions of the workforce. They further concluded that job rotation programs are effective training tools for short-term employees. Their study did not provide any finding on job rotation's influence on employee job satisfaction, a gap that this particular study seeks to address.

Raza and Nawaz (2011) in their investigation of the impact of job enlargement on employee job satisfaction, motivation and organisational commitment in public sector organisations in Pakistan pointed to low job satisfaction, a fact that this study seeks to confirm owing to the similarity in the choice of target population. Other researchers have conducted studies on job enlargement’s impact on work performance but have not addressed its contribution to overall job satisfaction which is the objective of this research study.

On flexibility in the workplace and their perceived influence on job satisfaction, researchers have concentrated on the private sector and provided findings yet very few have been conducted in the public sector. This study seeks to investigate the influence of flexibility among public sector employees on overall job satisfaction and further make recommendations on their applications.

2.5 Conceptual Framework

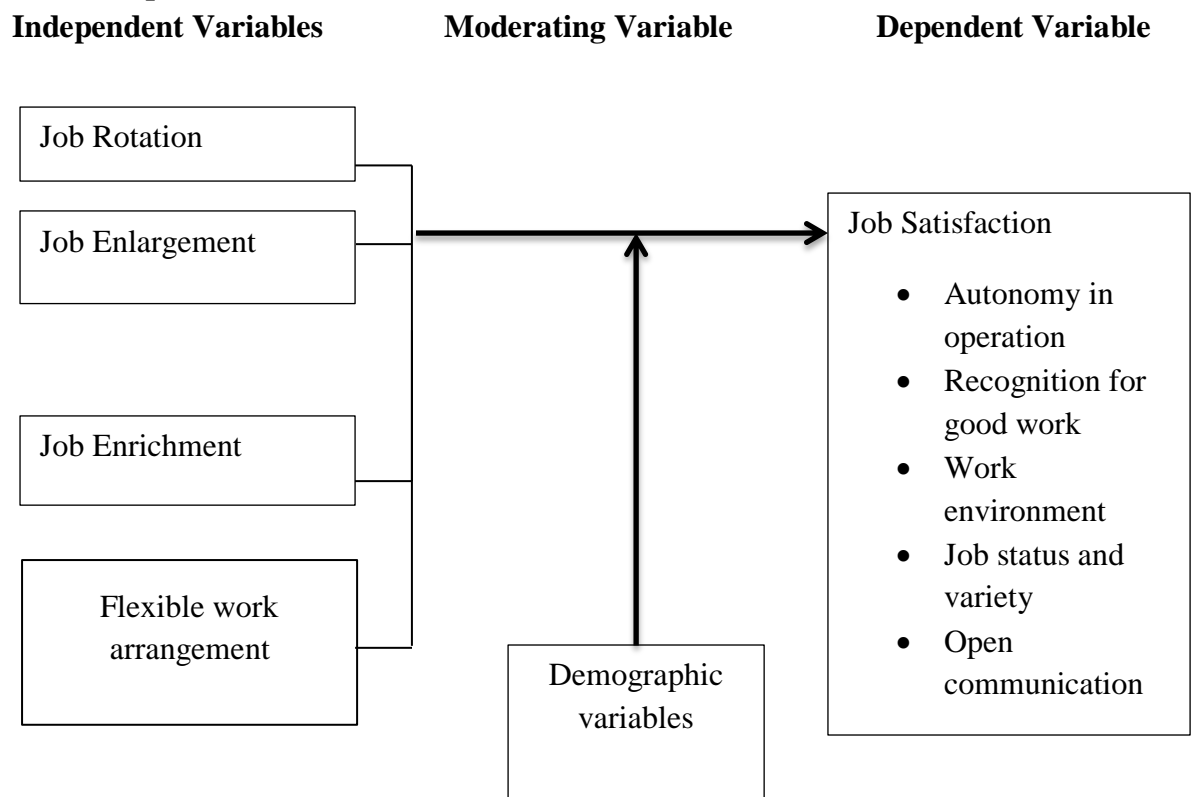


Figure 2: Conceptual framework
Source: Researcher, 2018.

Job rotation, enlargement and enrichment together with flexible work arrangements play a key role in determining the extent to which work design influences overall job satisfaction. The key measurements of job satisfaction are mainly attitudinal and will be arrived at using Likert scales revolving around the following parameters: Autonomy, recognition for good work, work environment, job status and variety, and open communication. How job satisfaction is derived is based on the Herzberg's Two Factor Hygiene and Clayton Aldefefer's ERG theories which outline the motivational factors that point towards satisfaction. Aldefefer's theory is a summary of Maslow's Hierarchy of needs theory. Work-Family, Border and Resource theories explain the work-life balance issues and how they influence job satisfaction. Availability and uptake of flexible work arrangements are the key contributors towards overall job satisfaction.

CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter covers the methodology, procedures that were used, a description of the research area, an outline of the study population, sample size, sampling techniques, data sources, research instruments, data collection procedures, data analysis and presentation.

3.2 Research Design

Research design is the plan that will be used in the collection and analysis of data with the end goal of answering the research question (Bryman & Bell, 2011). Descriptive cross-sectional design was used in this study to evaluate the job design strategies and its influence on job satisfaction among state corporations in Kenya. Descriptive research is a study designed to depict the participants in an accurate way. The study concentrated on state corporations' headquarters within Nairobi County. The data was gathered at a particular point in time with the intention of describing the nature of the existing conditions, identifying the standards against which existing conditions can be compared by determining the relationship between specific events.

3.3 Target Population

The target population is that population to which the researcher wants to generalise the results of the study. A population is defined as a complete set of individuals, cases or objects with some common observable characteristics. The total population comprises of 187 state corporations in Kenya and the list is presented in Appendix III (GOK, 2013).

3.4 Sample Size

Cramer & Howitt (2004) assert that a sample is a set of entities drawn from a population with the aim of estimating the characteristics of a population. The sample of the state corporations was determined using the Yamane (1969) formula which is as follows:

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

Where

n = Optimum sample size,

N = Total population

e = level of precision.

The study allowed an error sampling of 0.05. The sample size was 127 state corporations. The research study targeted three employees in each of the 127 sampled state corporations. A human resource manager and two middle level employees from other functional departments were considered for this study. In organisations where a human resource manager was not available, a senior administrator, and two junior employees from different departments were considered. Total respondents were 381 employees.

3.5 Sampling and Sampling design

Sampling is the process of selecting a sufficient number of elements from the population, so that a study of the sample and an understanding of its characteristics would make it possible for us to generalise (Sekaran, 2003).

Stratified sampling design was adopted. The researcher adopted this sampling because of the differentiated functions that the study population undertakes. Respondents were purposively selected. Purposive sampling is a technique that allows the researcher to use knowledge of the population to meet the research goals (Datallo, 2008). Purposive sampling is advantageous because it allows the researcher to get information from respondents who are knowledgeable about the area of study and are crucial to the study (Gray, Williamson, Karp & Dalphin, 2007). Table 1 presents the distribution of respondents.

Table 1: Distribution of sample state corporations from the target population

Strata of state corporation	Frequency	Sample (State Corporation)	Number of respondents in the sample
Commercial State Corporations	34	23	69
Commercial State Corporations with strategic functions	21	14	42
Executive Agencies	62	42	126
Independent Regulatory Agencies	25	17	51
Research Institutions, Public Universities, Tertiary Education and Training Institutions	45	31	93
Total	187	127	381

3.6 Data Collection Instrument

The data collection instruments are tools to collect information from the intended target population/sample. Cooper and Schindler (2014) argue that data collection procedures specify the details of the task with focus on the data to be obtained and their sources. The researcher used primary data that were mainly quantitative in nature. To obtain the data,

semi-structured questionnaires were used in this research. The researcher formulated the questionnaires guided by the research objectives. The researcher provided a wide range of questions to harness divergence of views from various respondents.

The researcher was guided by the concepts of this study, theory and other previous studies to develop closed ended perception questions as well as a few open ended ones. The researcher sought permission from the target state corporations' headquarters through their human resource managers to collect data. The respondents were assured of their confidentiality and of any information they would supply. This was a data collection tool to which a respondent was expected to react in writing. The designed questions or items in hard copies were distributed to the respondents. This method collects a lot of information over a short period of time. The method is suitable when the information needed can be easily described in writing and if time is limited.

In this study, the respondents were given enough time to complete the questionnaires and the researcher returned to collect the filled questionnaire. In some select state corporations, the researcher had to personally administer the questionnaires to the respondents and made clarifications on areas in the data collection tool where respondents were not knowledgeable about. The questionnaire included both structured and semi-structured questions. This was to allow the respondents to give their own/institutional opinions. The questionnaires were in four parts. The first part sought to highlight socio-demographic data; the next part to obtain specific information in relation to job design techniques and its influence on job satisfaction. The third part sought to obtain data relating to flexible work arrangements and their perceived influence on job satisfaction. The fourth part sought to obtain data relating to job satisfaction. Likert scales and semantic differentials were incorporated to gauge the attitudes of the respondents.

3.6.1 Validity and Reliability of the Research Instrument

Validity is the degree to which results obtained from analysis of the data actually represent the phenomenon under study. It is the accuracy and meaningfulness of inferences, based on research results; agreement between value of measurements and its true value. Validity is quantified by comparing measurements with values that are as close to the true values as possible. Poor validity also degrades the precision of a single measurement, and it reduces the ability to characterise relationships between variables in descriptive studies. The researcher

ensured the content validity of the questionnaire by involving the supervisor and human resource consultants to ensure relevance, preciseness and clarity of questions. In order to ascertain validity of the research instruments, the researcher piloted the instruments by distributing twenty (20) questionnaires to two branches of state corporations in Nakuru County, Agricultural Finance Corporation and Kenya Seed Company, which were not part of the sample. The results of the pilot questionnaires enabled the researcher to determine the consistency of responses to be made by respondents and adjust the items accordingly by revising the document.

Reliability is the measure of the degree to which a research yields consistent results or data after repeated trials, degree of consistency that the research instruments or procedures demonstrate. It is qualified by taking several measurements on the same subjects. Poor reliability degrades the precision of a single measurement and reduces the ability to track changes in measurement in a study. The reliability of data collection instruments was determined from the pilot study. The research instruments were administered to the same respondents twice in a span of two weeks. Cronbach's alpha was used to test the reliability of research instruments and obtained a result of 0.695.

3.7 Data Analysis

Data processing was run concurrently with data collection process. Data analysis is comprised of the following steps; questionnaire checking, data sorting, data editing, data coding, data entry, data processing, data cleaning, and interpretation of the results.

Data analysis applied both descriptive and inferential statistics. Descriptive statistics comprised of frequency distribution, mean scores, coefficients of variation and one sample t-tests. Qualitative data was analysed through content analysis and backed up with quantitative data. Before conducting multiple regression analysis and hypothesis testing, factor analysis and test of normality were conducted to test the validity of the variables. Factor analysis was employed to reveal the underlying factors that illustrate relationships among sets of related items. Factor analysis is a preferred tool because of its ability to single out small number of factors that are critically linked to the area of study of interest and grouping similar variable indicators together.

Test of normality on the other hand is used to determine if a data set is normally distributed. Variables that are not normally distributed can distort relationships and significance tests thus causing problems in multiple regression analysis. This means that if normality assumption is violated, then interpretation and inferences may not be reliable or valid thus negatively affecting the results. The hypothesis testing was done using multiple regression analyses at 95 percent confidence level. The data were analysed through regression analysis. Multiple regression analysis was applied to yield the coefficient of determination (R^2) and indicated the degree of variance in the independent variable as a result of a combination of a number of predictors.

The relationship between the dependent variable and the predictor variables was measured by use of multiple linear regression analysis presented as a model. The results of the measurement were then interpreted using coefficients of variation, coefficient of determination (R^2), multiple R, F-statistic, coefficient of the variables and significance levels. The regression analysis model is presented as follows:

$$Y = \alpha_0 + \alpha_1 X_1 + \alpha_2 X_2 + \alpha_3 X_3 + \alpha_4 X_4 + \mu$$

Where:

Y = Dependent variable (Job satisfaction)

α_0 = Constant term

X_1 = Job rotation (Independent variable 1)

X_2 = Job enlargement (Independent variable 2)

X_3 = Job enrichment (independent variable 3)

X_4 = Flexible work arrangements (Independent variable 4)

α_1 to α_4 = the parameters to be estimated

μ = the error term with zero mean and a constant variance.

3.8 Ethical Considerations

The research was preceded by application for research permit from the National Commission for Science, Technology and Innovation (NACOSTI) after receiving approval of the research proposal by the Institute for Postgraduate Studies, Kabarak University. Upon receiving the permit from NACOSTI and an acknowledged letter from NACOSTI signed by the County Commissioner and the County Director of Education in Nairobi County, the researcher initiated access of heads of selected state corporations. In addition discussed fully the purpose of the research, its requirement, and the benefits that were to accrue which fully informed

each administrator before granting authority to carry out the research in their organisation. In each organisation, the researcher sought informed consent from the employees as their personal right as far as the study is concerned after introduction by the Human Resource managers.

The researcher when executing the questionnaires affirmed to the respondents the need for observing voluntary consent and liberty of not participating, and assured not to reveal the identity of the respondent and guaranteed them anonymity and confidentiality as stipulated by the university's code of ethics of Kabarak University.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND DISCUSSION

4.1 Introduction

This chapter presents the results of data analysis, which have been organised into four main sections, including questionnaire response rate, as well as bivariate analysis of job satisfaction and background attributes. This is followed by a section on bivariate analysis of job design techniques and job satisfaction, whose key concepts include job rotation, job enlargement, job enrichment and flexible work arrangements. The last section presents results of a multivariate analysis of the job design techniques and job satisfaction. Details are presented and discussed under the following sections and sub-sections.

4.2 Response Rate

The number of participants that successfully fills and returns self-reporting questionnaires, as a proportion of the total number of people issued with such questionnaires is what constitutes the questionnaire return rate. The return rate is a crucial indicator of the accuracy of research findings. In this regard, a low questionnaire return rate widens the margin of sampling error, which in turn, might affect the accuracy of conclusions derived from samples. In this study, 381 self-reporting questionnaires were issued to employees of state corporations in Kenya, who were requested to fill in the requisite information and return the same within a period of fourteen days. The results show that 185 questionnaires were successfully filled and returned within the specified period; thus, suggesting that the questionnaire return rate was 49%. The success rate was attributed to the support provided by human resource managers, who implored employees to cooperate and provide necessary support; as well as explanations provided by the investigator about the study, detailing its purpose, significance and the need for voluntary participation.

4.3 Participants background profile and Job satisfaction

In order to facilitate bivariate analysis, the scale at which job satisfaction was measured was changed from ordinal to scale by collapsing the continuous data into categories. This was cross tabulated with the various proximate attributes of participants including gender, age, marital status, highest level of education, job tenure and length of service at the time of study.

The results presented in Table 2 show that of the 184 valid participants 87 (47%) were male and 97 (53%) were female. This was influenced by the fact that majority of the non-technical staff are female.

In relation to age, the results showed that 2 (1%) participants were aged <24 years, 24 (13%) participants were in the 25-29 years category, 41 (22%) participants were in the 30-34 years category, 31 (17%) participants were in the 35-39 years category, 40 (22%) participants were in the 40-44 years category, 27 (15%) participants were in the 45-49 years category, 16 (8%) participants were aged between 50 and 54 years, and 3 (2%) participants were above the age of 55 years. Based on this, the analysis obtained that majority of the employees in the public service are between the age of 25 and 44 years are low and middle level employees. This suggests up to 99% chance that job satisfaction is significantly associated with their age. In other words, employees' age influences job satisfaction.

The results in Table 2 further show that of the participants in this particular study 47 (26%) were single, 134 (73%) were married and 3 (1%) participants were divorced. Analysis suggests over 95% chance that marital status contributes to job satisfaction. The results also show that 1 (0.5%) participant had secondary school qualification, 32 (17%) attained college certification, 104 (56.5%) had under graduate qualification and 47 (26%) had post graduate qualification. Based on this, the analysis revealed a significant association between level of education and job satisfaction. The results suggest that level of education influences job satisfaction. The Table 2 also shows that 37 (20%) participants were engaged on contractual terms, 142 (77%) were engaged on permanent terms, 2 (1%) were engaged on part time basis and 3 (2%) participants were engaged on other terms. Based on the cross tabulations, the analysis obtained suggests there is over 90% chance that job tenure influences job satisfaction.

Further results show that 47 (26%) participants have been in service for less than 4 years, 53 (29%) have been in service for between 5 and 9 years, 44 (24%) have been in service for between 10 and 14 years, 20 (11%) have been in service for between 15 and 19 years, 16 (8%) have been in service for between 20 and 24 years and 4 (2%) participants have been in service for over 25 years. The analysis obtained suggested a strong association of length of service and job satisfaction. This therefore means that job satisfaction is influenced by the length of service an employee offers in an organisation.

Table 2: Cross-tabulation of participants' profile and job satisfaction

participants' attribute				Test Results		
	<i>Freq</i>	<i>%</i>	<i>Cum %</i>	χ^2	<i>df</i>	<i>sig.</i>
<i>Gender</i>						
Male	87	47	47	34.797	4	.000***
Female	97	53	100			
Total	184	100				
<i>Age</i>						
<24 years	2	1	1	116.386	28	.000***
25-29 years	24	13	14			
30-34 years	41	22	36			
35-39 years	31	17	53			
40-44 years	40	22	75			
45-49 years	27	15	90			
50-54 years	16	8	98			
55 years +	3	2	100			
Total	184	100				
<i>Marital status</i>						
Single	47	26	26	23.352	8	.003**
Married	134	73	99			
Divorced	3	1	100			
Total	184	100				
<i>Education level</i>						
Secondary	1	0.5	0.5	80.218	12	.000***
College	32	17	17.5			
Graduate	104	56.5	74			
Post Graduate	47	26	100			
Total	184	100				
<i>Job tenure</i>						
contract	37	20	20	27.305	12	.007*
Permanent	142	77	97			
Part-time	2	1	98			
Others	3	2	100			
Total	184	100				
<i>Length of service</i>						
<4 years	47	26	26	65.307	20	.000***
5-9 years	53	29	55			
10-14 years	44	24	79			
15-19 years	20	11	90			
20-24 years	16	8	98			
25-29 years	4	2	100			
Total	184	100				

*, **, *** show significance at $p < 0.1$, $p < 0.05$, and $p < 0.01$ error margins

Based on the analysis of participants' background profiles, it is evident that majority of the public sector employees are graduates and the length of service taken in public service is between 10 and 14 years. This is expected as the data shows consistency in the age bracket, marital status, education level and in the terms of service. The other reason behind few respondents above 55 years of age is because majority of the respondents were low and middle level employees and that very few top level management respondents participated in the study.

4.4 Descriptive Analysis of job design strategies and job satisfaction

Job design is the intentionally planned structuring of work effort performed by an individual. Job rotation is a way of designing jobs for employees to learn the required skills from different departments and get rid of exhaustion arising from repeated tasks. Job rotation leads employees to have positive perception of their jobs and organisation and at the same time reduce improper organisational behaviours such as leaving, absence and working poor. As an alternative tool for job design, job rotation helps in recognition of different skills of different jobs, while new challenges motivate employees to improve their outputs by boosting their morale (Jorgensen, 2005).

Job enlargement on the other hand involves increasing the scope of the job and the range of tasks that a person carries out. Job enlargement makes a job structurally bigger, lengthens the time cycle of operations and may give the person greater variety, meaningful work module and performance feedback. Job enrichment incorporates motivating or growth factors such as increased responsibility and involvement, opportunities for advancement and the sense of achievement (Mullins, 2006). Hackman and Oldham (1975) developed a model that views job enrichment in terms of increasing five core job dimensions: skills variety, task identity, task significance, autonomy and feedback.

Flexible work arrangements are a high performance job design tool introduced to respond to the needs and expectations of employees. Flexibility helps employees to combine work and non-work life and to schedule and organise their life according to their own preferences. The general aim of flexibility is to strike a balance between employment and domestic commitments that is equitable and beneficial to both employer and employee (Galea, Houkes & De Rijk, 2013). There are three major forms of flexible work arrangements: flexibility in the scheduling of hours; flexibility in the place of work; and flexibility in the number of work

hours. Participants were then requested to indicate their honest views regarding each perception statement on a five-point scale, that is, Likert scale. The views expressed by participants were cross-tabulated against job satisfaction, which was operationalised in terms of categories. The results are presented under each of the following sub-sections which correspond to the objectives of the study.

4.4.1 Job Rotation and Job Satisfaction.

From the analysis of job rotation, majority of the respondents agree that they are happy to work between departments as evidenced by the percentage who agree which is 36.22%. In fact their performance levels are not affected negatively every time they shift between departments. The rotation actually brings in a degree of differentiation with respect to different jobs. It is clear that majority of the respondents are satisfied with the job rotation program as a way of developing their skills sets on the job, and learning different jobs to make their work more interesting. This finding corroborates the assertion of Eriksson and Ortega (2002) that job rotation program is an effective training tool for employees, and also helps to solve staffing and manpower problems. And the exercise can also help employees develop a broader view of the occupations and the organisations in which they work. Hence, adopting job rotation programs in organisations can help new employees gain skills, enhance staff productivity and reduce boredom.

Another finding is that when there is job rotation, they quickly adapt to new settings and colleagues. Their roles and responsibilities are clearly stated as is shown by 54.6% who agree with that statement. When it comes to shifting between departments and getting adequate training before being shifted between departments, most respondents were neutral about it. In fact, they were also neutral when asked if shifting between departments is boring. Further, majority neither agreed nor disagreed when asked if they feel a sense of accomplishment every time they shift between departments.

When respondents were asked if they were completely independent of others, majority disagreed and strongly disagreed. They also disagreed when they were asked if they were shifted more than once in the past year.

Table 3: Descriptive Results of Job Rotation and Job Satisfaction
Descriptive Results of Job Rotation and Job Satisfaction

JOB ROTATION	SD	D	N	A	SA	χ^2	P> χ^2
I am happy to work between departments	3.24	9.73	18.38	36.22	32.4	74.6	<0.01
My performance levels are affected negatively every time I shift between departments	18.92	30.27	24.32	21.08	5.41	31.4	<0.01
There exists a degree of differentiation with respect to different jobs	5.41	8.11	29.73	32.43	24.3	57.7	<0.01
My relationship with my superiors and colleagues is affected	18.92	27.03	37.84	16.22		20.9	<0.01
I prefer shifting between departments	8.11	24.32	35.14	27.03	5.41	60.3	<0.01
I get adequate training before being shifted between departments	10.81	24.86	40.54	15.68	8.11	63.8	<0.01
I quickly adapt to new settings and colleagues	2.7	15.68	21.62	29.73	30.3	48.2	<0.01
Shifting between departments is boring	18.92	32.43	35.14	10.81	2.7	71.1	<0.01
My roles and responsibilities are clearly stated		5.41	10.27	54.59	29.7	110.9	<0.01
I am completely independent of others	29.73	27.57	18.92	23.78		4.9	0.17NS
I get agitated when shifting between departments	29.73	37.84	23.78	8.65		33.7	<0.01
I feel a sense of accomplishment every time I shift between departments	13.51	14.05	40	18.92	13.5	48.2	<0.01
I have shifted between departments more than once in the past year	33.51	32.43	24.32	9.73		26.7	<0.01

And therefore when they were asked if they get agitated when shifting between departments, majority disagreed and strongly disagreed. This is so because the rotation program in the public service takes between 2 to 3 years and is done for those employees who are absorbed into the system.

4.4.2 Job Enlargement and Job Satisfaction

Analysis of job enlargement reveals that there is a general practice to assign employees additional tasks other than the regular job duties. This is seen as a way of improving employee abilities and skills while decreasing the routine and boring activities. Majority of the respondents actually felt that performing additional tasks makes the job more challenging and interesting. They also made it clear that they consider job enlargement satisfies their need for self-esteem, autonomy, recognition and accomplishment. This finding aligns with the findings of Gichuki and Munjuri (2018) who stated that increased worker authority and understanding of the magnitude of work show increased work quality in typically mundane tasks, in which autonomy gives employees a greater sense of trust from the management and the ability to employ their knowledge and skill.

Moreover, majority of respondents prefer accomplishing same level duties with the view that it is helpful for promotion and advancement while also being a good chance to communicate and learn from others. Inasmuch as public servants would perform additional tasks as efficiently as other regular tasks, they would volunteer to do the extra tasks in purpose of fulfilling certain duties completely as it increases flexibility in the work. Such a trend reflects a degree of responsibility and commitment to an organisation. Jackson (2004) further espoused that work design that is satisfying has the potential to incite workers to go above and beyond normal work behaviours; though desire to do so is often dependent on alignment of individual personal goals with organisational commitment.

Majority of the respondents were however neutral when asked if performing additional same level duties is connected with offering non-monetary incentives. On job enlargement being a technique the organisation uses just to reduce the cost of hiring new employees, the respondents were also neutral. Further analysis reveal that respondents strongly disagreed that repeatedly allocating them additional same level duties make them feel work loaded, leading them to take days off. They also disagreed that performing extra duties is connected to monetary benefits.

Table 4: Descriptive Results of Job Enlargement and Job Satisfaction

JOB ENLARGEMENT	SD	D	N	A	SA	χ^2	P>
			10.8	48.9	30.4	137.	<0.0
There is a general practice to assign employees additional tasks other than the regular job duties	2.72	7.07	7	1	3	5	1
Performing the additional same level duties is connected with offering additional financial benefits			27.7	29.8			
	21.2	21.2	2	9		4.4	0.22
		22.2	43.4	23.9			<0.0
Performing additional same level tasks is connected with offering non-monetary incentives	7.61	8	8	1	2.72	94.2	1
				47.2	47.2		<0.0
Assigning me additional tasks improves my abilities and skills			5.43	8	8	64.4	1
Assigning me extra tasks is a technique the organisation follows just to reduce the costs of hiring new employees	10.8	17.3	36.4	24.4	10.8		<0.0
	7	9	1	6	7	42.6	1
			26.6	34.7	21.7		<0.0
Allocating me extra tasks decreases the routine and boring job activities	8.15	8.7	3	8	4	49.1	1
			13.0	48.9	38.0		<0.0
Assigning me additional tasks to perform makes the job challenging and more interesting			4	1	4	37.3	1
			10.3		35.3	140.	<0.0
Performing additional same level duties help me improve my growth opportunities	2.72	5.43	3	46.2	3	3	1
Allocating me additional same level duties satisfies my need for self-esteem, autonomy, recognition and accomplishment			23.9	42.9			<0.0
	2.72	5.43	1	3	25	99.1	1

			13.0		36.9		<0.0
Assigning me additional same level tasks is a good chance to communicate and learn from others		4	50	6	38.8	1	
	22.8	27.1	30.9	19.0			
I prefer accomplishing extra various same level duties	3	7	8	2	6	0.11	
	16.8	36.4	23.9	16.8			<0.0
Assigning me additional same level tasks make me feel work loaded	5	1	1	5	5.98	46.1	1
	10.8		13.5	55.4	11.9	145.	<0.0
Doing additional same level duties is helpful for promotion and advancement	7	8.15	9	3	6	8	1
	39.6	19.0	27.1				<0.0
Repeatedly allocating me additional same level duties leads me to take days off	7	2	7	8.7	5.43	71.7	1
	10.8			54.8	17.9		<0.0
I perform the additional same level tasks as efficiently as the regular tasks	7	16.3	9	3	89.7	1	
	17.3	14.1	49.4	19.0			<0.0
Charging me with additional same level tasks increases the flexibility in the work	9	3	6	2	59.6	1	
	19.0	14.6	52.7	13.5			<0.0
I volunteer to do extra tasks in purpose of fulfilling certain duties completely	2	7	2	9	76.6	1	

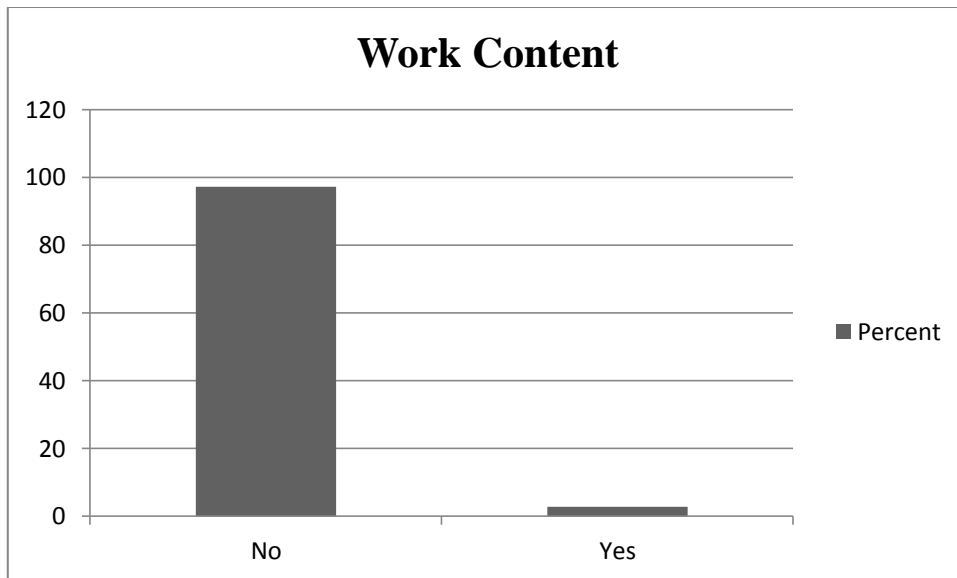


Figure 3: Suggestion on improvement of work content.

When respondents were asked to give their own opinion on improvement of their work content, very few responded by suggesting training be incorporated in the programs so they can be in tandem with the current trends in their fields of expertise which would lead to improved service delivery to the citizens.

4.4.3 Job Enrichment and Job Satisfaction

In this section, random perception statements relating to work environment, work conditions, work content and leadership were given to respondents in order to get their views on them. The dimension of work environment relates to the facilitation of efficiency and effectiveness of the employee in accomplishing expected goals. It is intuitive to learn that participants are largely happy with the work environment as depicted by perception statement 2 *“I am happy with my work”*. Employees’ perception on work conditions, results show that respondents agreed that the amount of work expected to be done is reasonable and that work is given according to skills held. Work content relate to the position the employee holds within the organisation. As depicted in Table 5, most participants recorded very high scores on interest in their work, task variety and independence in scheduling of work. However, on statements relating to

Table 5: Descriptive Results of Job Enrichment and Job Satisfaction

JOB ENRICHMENT	SD	D	N	A	SA	χ^2	P> χ^2
I have the skills and abilities to do more jobs		10.8		59.7	26.6	140.	<0.0
		7	2.72	8	3	5	1
I am happy with my work				61.4	28.2	157.	<0.0
		2.72	7.61	1	6	2	1
The amount of work I am expected to do on my job is reasonable for me				69.0	22.8	207.	<0.0
		2.72	5.43	2	3	7	1
I have adequate knowledge and information which enables me do my job well				10.8	47.8		<0.0
			7	3	41.3	43	1
My job does not give me the opportunities to try out new and innovative ways to carry out my job responsibilities	13.0	35.8	32.0	13.5			<0.0
	4	7	7	9	5.43	64.3	1
I have independence in scheduling my work and determine how I do it				10.8	60.8	22.8	137.
		5.43	7	7	3	9	1
I am not given adequate freedom by my supervisor to do my work efficiently	39.1	46.7				164.	<0.0
	3	4	5.98	5.43	2.72	5	1
I am personally responsible for my success or failure						32.6	<0.0
		13.0	8.15	46.2	1	68.7	1
The job does not allow me to make a lot of decisions on my own	19.0	39.6	30.4				<0.0
	2	7	3	2.72	8.15	86.1	1
My organisation does not create autonomous work teams with responsibility and authority	21.7	30.4	31.5	13.5			<0.0
	4	3	2	9	2.72	53.8	1
I would not like to spend the rest of my career with this organisation							<0.0
		32.0	26.0	19.5			
	16.3	7	9	7	5.98	36.2	1
I enjoy discussing my organisation with people outside it							<0.0
		14.6	33.1	33.1	10.8		
I do not really feel as if this organisation's problems are my own	8.15	7	5	5	7	55	1
	21.7	33.7	22.2	14.1	8.15	34.1	<0.0

	4		8	3			1
		30.9	32.0	25.5			<0.0
I think I could easily become as attached to another organisation as I am to this organisation	3.26	8	7	4	8.15	66	1
			27.1	48.3	19.0	133.	<0.0
I feel like 'part of the family' at my organisation	2.72	2.72	7	7	2	8	1
		13.5		36.4	10.8		<0.0
I feel emotionally attached to this organisation	5.43	9	33.7	1	7	73	1

independence in decision making and autonomy, the participants were less enthusiastic. Based on the results, it is realised that state corporations have positively challenging jobs which employees appreciate. On leadership quality and its contribution on employee job satisfaction, respondents agreed that their superiors delegate responsibilities and give them freedom to do their work effectively. This is indicative of the extent to which employees can go in seeking the greater good for the organisation through the leader's influence.

As Heizer and Render (2005) suggest, good leaders enable employees to contribute to continuous improvement and on-going success of their organisation. They are team players, decisive, delegators of responsibilities, providers of guidance, professional, competent and are able to inspire employees to reach higher goals.

4.4.4 Flexible Work Arrangements and Job Satisfaction

In this section, the analysis of the qualitative information generated by open-ended perception questions, respondents were asked to give their opinions based on what they know about their organisations. The first opinion question was "Does your department/organisation have flexible work arrangements?" Of the valid responses, 67 (36.4%) respondents affirmed that their departments/organisations have flexible work arrangements; 108 (58.7%) respondents said their organisations/departments do not have flexible work arrangements while 9 (4.9%) respondents did not know what flexible work arrangements are.

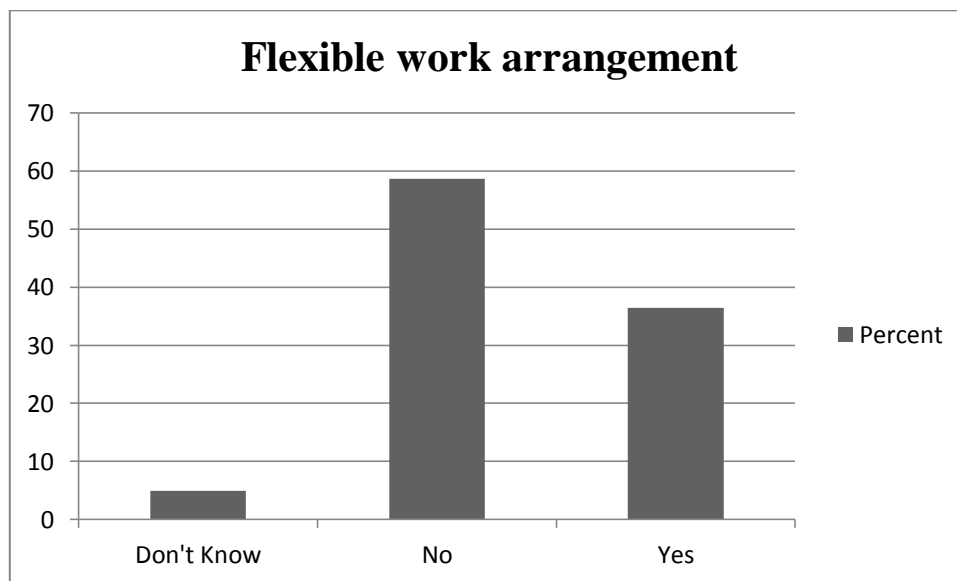


Figure 4: Does your department/organisation have flexible work arrangements?

Respondents were further asked if they had access or applied for a flexible work arrangement. Of the 112 valid responses, 12 (10.7%) respondents acknowledged having had access or applied for flexible work arrangements, while 100 (89.3%) respondents did not have access or apply for flexible work arrangement. Of the 12 respondents who had applied or had access to a flexible work arrangement, 8 (66.7%) respondents were granted flexible arrangement while 4 (33.3%) respondents were denied application.

Employees were further asked the reasons for application of flexible work arrangements. The reasons were varied ranging from studies, home emergencies among others. It also emerged that majority of those who sought flexibility were young parents. These findings are consistent with Masuda’s (2011) examples that socio-demographic changes as increased number of women and employees with relatively young families in the workplace and an ageing workforce. Data presented also showed that for those who were not granted flexible arrangement, reasons behind it were also varied.

One respondent claimed *“My superior regrettably told me there is no ready replacement to stand in for me when I will be away for studies”*. Another respondent stated that the main reason behind his disqualification of a flexible work arrangement was that it is only granted to high level employees.

To fully understand if the employees had knowledge of the various flexible work arrangements, they were asked to list the types of arrangements available to them. The results were aggregated and presented in a bar graph as shown.

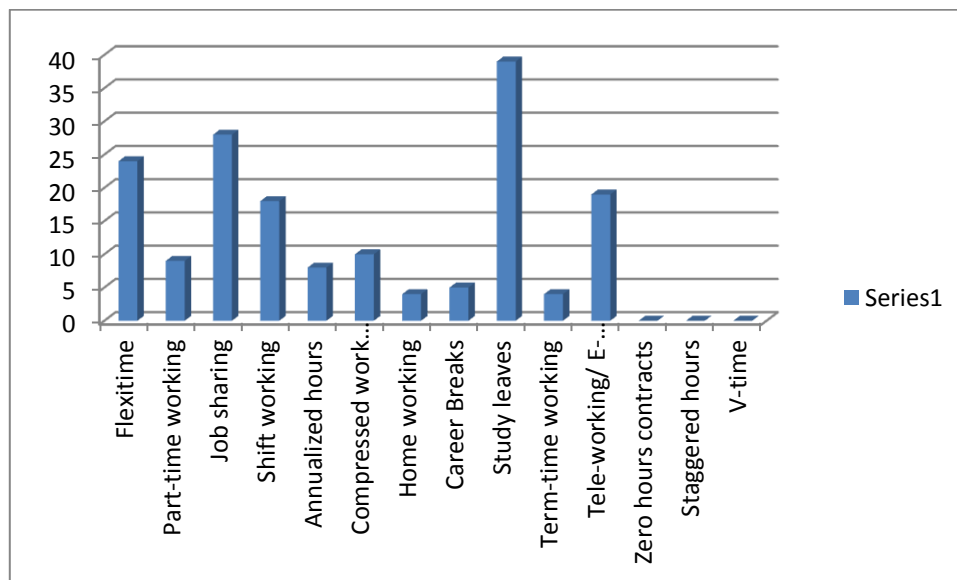


Figure 5: Types of flexible work arrangements

The last question sought the perception of the respondents on how flexible work arrangements contribute to overall job satisfaction. Varied opinions were given and the most consistent feature was that it pointed towards self-management of time, productivity and

motivation. Further, an aspect of work-family life balance was evident as a respondent opined that “*it gives me ample time to balance work related duties with family*”. This finding is in agreement with Klindzic and Maric (2017) who opined that employee driven flexibility has greater rewards than employer driven flexibility; thus may help to manage these issues by transferring personal resources to meet the demands of different domains.

4.4.5 Job Satisfaction

This study sought to find the influence of job design techniques on job satisfaction among state corporations in Kenya. To answer this question, the study measured job satisfaction by assessing the attitude of the participants towards their jobs and fulfilment of expectations from the job. In order to arrive at a credible conclusion, job satisfaction is measured by collapsing the perception statements into the following thematic areas; work withdrawal behaviours (Absenteeism and lateness), turnover intention, reward system, performance system and job performance.

4.4.5.1 Work Withdrawal Behaviours (Absenteeism and Lateness)

The competency of an individual may be compromised by perpetual lateness and/or absenteeism, eventually affecting work outcomes. The respondents disagreed to the question regarding regular absence and lateness. Similarly, they agreed to the question that they call absent only when faced with emergencies or illness. These findings lead to the conclusion that employees are generally enthusiastic about their work.

4.4.5.2 Turnover Intention

A low turnover rate may be good for an organisation. However, if it is rampant, the adverse effects may outweigh the benefits. The study found that employees were on average never considering changing jobs though neutral responses were received when asked whether they have actually been looking for other jobs. Employees tend to carry out job searches before disengaging completely from their current employer and it is likely that they would not disclose this intention until they are ready to leave. Employee turnover may occur as a result of low satisfaction relating to various aspects of the job as well as lack of equity. As revealed by Khatri and Fern (2001), there is a modest relationship between job satisfaction and turnover intentions and that job satisfaction is a strong predictor of turnover intentions.

Table 6: Questions on Job Satisfaction

Job Satisfaction	S	D	N	A	S	χ^2	P
	D	D	N	A	A	χ^2	χ^2
I am usually absent from work for several days in a month	7	2				1	<
	0.	6.	2.			3	0.
	6	6	7			1.	0
	5	3	2			1	1
I call absent only when I am faced with emergencies or illness				4	4	1	<
		2.	8.	4.	4.	1	0.
		7	1	5	5	3.	0
		2	5	7	7	8	1
I rarely report late for work		1		4	3	1	<
	2.	4.	5.	5.	2.	2	0.
	7	1	4	1	6	2.	0
	2	3	3	1	1	8	1
My lateness has been regular and is considered the norm	6	2				1	<
	7.	9.	2.			1	0.
	9	3	7			8.	0
	3	5	2			7	1
I have received a warning for tardiness	8	1					<
	2.	7.				7	0.
	0	9				5.	0
	7	3				7	1
I have considered changing jobs	2	2	2	1			<
	4.	7.	6.	9.	2.	3	0.
	4	1	6	0	7	8.	0
	6	7	3	2	2	2	1
I have been looking for another job	4	1	2	1			<
	1.	7.	7.	0.	2.	8	0.
	8	3	1	8	7	4.	0
	5	9	7	7	2	4	1
I am thinking of resigning	4	1	3				<
	1.	7.	5.	5.		6	0.
	8	3	3	4		1.	0
	5	9	3	3		2	1
The reward system in the organisation encourages me to increase my performance continually		1		2			<
	8.	9.	4	3.	8.	6	0.
	1	0	1.	3	1	8.	0
	5	2	3	7	5	7	1
If there were no rewards I would continue working for the organisation	1	2	2	1	5.	3	<
	9.	8.	6.	9.	4	0.	0.
	5	8	6	5	3	7	0

	7		3	7			1
		1	2	3			<
	5.	6.	9.	1.	1	4	0.
If there were no rewards I would still work hard to meet my targets	4	8	8	5	6.	2.	0
	3	5	9	2	3	9	1
				3	3		<
	2.	8.	2	5.	2.	7	0.
I would leave if I were offered better rewards by another organisation	7	1	1.	3	6	6.	0
	2	5	2	3	1	8	1
		4	4	1		1	<
	2.	0.	2.	1.	2.	4	0.
I would choose to stay if the reward system in the organisation collapsed	7	2	9	4	7	7.	0
	2	2	3	1	2	7	1
		1		2	1		<
Individual-based performance system (performance appraisal, pay increases, bonuses and promotions etc.) are based primarily on individual achievement of strategic goals	1	3.	2	9.	9.	1	0.
	6.	5	1.	8	0	4.	0
	3	9	2	9	2	3	1
	2	1			1		<
	4.	3.	1	3	1.	3	0.
My work outcomes (e.g. pay, promotion, bonuses etc.) reflect the effort I have put in my work	4	5	6.	3.	9	0.	0
	6	9	3	7	6	1	1
				3		1	<
	5	5.	5.	2.	2.	8	0.
	3.	4	4	6	7	6.	0
I work extra hard to reach the goal(s) set by my supervisor	8	3	3	1	2	3	1
		1	2	4	1		<
	2.	3.	4.	0.	9.	7	0.
I perform work related tasks for my manager that go beyond what is specified in my job description	7	5	4	2	0	0.	0
	2	9	6	2	2	8	1
				5	3		<
			8.	7.	4.	6	0.
		1	6	2	7.		0
My supervisors are satisfied with my performance		5	1	4	6		1

4.4.5.3 Reward Systems

A reward system as a whole is important for job satisfaction since it enables organisations to reward employees fairly by establishing measures, methods and linking pay and other incentives to performance. Reward systems can also be used by employees to understand where the organisation lays its emphasis based on the importance attached. The job itself can be seen as conveying certain amount of rewards besides the explicit rewards associated with the job. The idea that individuals would continue working even if the explicit reward system collapsed received neutral response. This question asked differently; whether they would

continue working for the organisation despite absence of rewards, participants disagreed with this statement; asked whether the reward system motivates higher performance, the response was neutral.

This means that effectiveness of the system influences motivation and job satisfaction of individuals. The results in table 6 are consistent with the findings of Cameron, Banko and Pierce, (2001) that rewards increase the level of intrinsic motivation and can be used to enhance time and measure performance on tasks that initially hold little satisfaction. Additionally, people work partly out of necessity, but actually what is going to determine if they stay on the job are the positive things that come out from the job, organisation or career (Riggio, 2009).

4.4.5.4 Performance systems

The study also sought to find out whether job satisfaction leads to higher work output or vice versa but instead assumed that workers are likely to perform better when they are happy. As table 6 shows, respondents held the view that individual based performance systems are truly a result of individual achievement of strategic objectives. However, they were indifferent to the question that work outcomes such as pay, promotion and bonuses reflect their effort towards work. A satisfied worker is a better worker and this can be judged using performance systems. It can be concluded therefore, that state corporation employees have more expectations regarding work outcomes in relation to their contributions to strategic goals.

4.4.5.5 Job Performance

The study assumed that supervisors are generally happy with employees whose performances is acceptable and that they will have better working relationship resulting in a greater commitment to work. As shown in table 6, supervisors are generally happy with the performance of their employees since workers are willing and able to reach set goals and even go beyond set targets.

The findings on job satisfaction confirm the ideas of Hackman and Oldham presented in their Job Characteristics Model. They suggest that job characteristics such as skill variety, task identity, task significance, autonomy and feedback contribute to certain psychological states (meaningfulness, responsibility, knowledge of results) which lead to important personal and

work outcomes (high internal work motivation and satisfaction, high quality work performance, low absenteeism and turnover).

4.4.6 Importance of Job Aspects on Job Satisfaction

Table 7: Importance of job aspects on job satisfaction

Importance of job aspects	NI	LI	N	I	VI	χ^2	$P > \chi^2$
				32.6	65.2		
Salary			2.17	1	2	109.7	<0.01
Benefits (holidays, pensions, health care etc.)			2.17	33.7	3	106	<0.01
		2.7		38.5	40.7		<0.01
Autonomy in operation	2.72	2	15.22	9	6	128.5	
				48.9	45.6		<0.01
Recognition for good work			5.43	1	5	64.7	
					45.6		<0.01
Desired job			13.04	41.3	5	34.6	
				38.5	40.2		
Opportunity for compensatory time			21.2	9	2	12.3	0.02
				33.1	66.8		<0.01
Training and Development				5	5	20.9	
				27.7	72.2		<0.01
Open communication				2	8	36.5	
		3.2		32.6	36.9		<0.01
Job status	2.72	6	24.46	1	6	96.2	
				29.8	67.3		<0.01
Participatory decision making			2.72	9	9	116.4	
				38.0	61.9		
Work environment				4	6	10.5	0.01
		5.4		40.2	51.6		
Relation with colleagues		3	2.72	2	3	134	<0.01
				35.8	40.2		
Job variety			23.91	7	2	7.9	0.02
		5.4		43.4	42.9		<0.01
Working hours		3	8.15	8	3	97.9	
				27.1	59.2		<0.01
Flexible work arrangements			13.59	7	4	60.7	

In order to answer the resultant question on the perception of employees on existing rewards, respondents were asked to give the relative importance attached to the various job aspects. Results in table 7 show that of the 15 job aspects, the most important aspects are salary, benefits, work environment, recognition for good work, flexible work arrangements, participatory decision making, open communication, and training and development. Autonomy in operations, opportunity for compensatory time and job status ranked lowest

meaning that these aspects have relatively low contribution to overall employee satisfaction compared to the others.

4.5 Factor Analysis

Before carrying out regression and correlation analysis, factor analysis was carried out to extract four factors namely, job rotation, job enlargement, job enrichment and job satisfaction. Factor analysis was employed to unearth underlying factors that illustrate relationships among sets of interrelated items. It is preferred due to its ability to identify small number of factors that are linked critically to the domain of interest and grouping similar variable indicators together.

Factor analysis is used to test the validity of the model constructs by assessing the variable item responses from the questionnaires. Kothari (2004) points out that validity indicates the degree to which an instrument measures what it is supposed to measure. Validity is the extent to which differences found within a measuring instrument reflect true differences among those being tested. The exploratory factor analysis (EFA) presents the least number of factors that account for the common variance of a set of variables.

In this study, the analysis outcome of the process supported distinct constructs of job rotation, job enlargement, job enrichment and job satisfaction.

Table 8: Total Variance explanatory components

Variable	Eigenvalue
Job Satisfaction	3.92234
Job Rotation	3.58739
Job Enlargement	3.66746
Job Enrichment	3.24436

Source: Research Data, 2019

4.5.1 Factor Analysis for Job Satisfaction

Job satisfaction was loaded onto by eighteen questions touching on work withdrawal behaviours, turnover intentions, reward systems, performance systems and job performance. Majority of the variable indicators of the dependent variable (job satisfaction) had a factor loading greater than 0.4. Table 9 presents the results.

Table 9: Factor loadings for Job Satisfaction

Variables	Statements in questionnaire	Factor loadings
Job Satisfaction $\alpha=0.218$	I am usually absent from work for several days in a month	-0.2423
	I call absent only when I am faced with emergencies or illness	0.4534
	I rarely report late for work	-0.2362
	My lateness has been regular and is considered the norm	-0.1128
	I have received a warning for tardiness	-0.2623
	I have considered changing jobs	-0.6817
	I have been looking for another job	-0.6651
	I am thinking of resigning	-0.6137
	The reward system in the organisation encourages me to increase my performance continually	0.7759
	If there were no rewards I would continue working for the organisation	0.6024
	If there were no rewards I would still work hard to meet my targets	0.2804
	I would leave if I were offered better rewards by another organisation	-0.4168
	I would choose to stay if the reward system in the organisation collapsed	0.5513
	Individual-based performance system (performance appraisal, pay increases, bonuses and promotions etc.) are based primarily on individual achievement of strategic goals	0.6393
	My work outcomes (e.g. pay, promotion, bonuses etc.) reflect the effort I have put in my work	0.6393
	I work extra hard to reach the goal(s) set by my supervisor	0.4607
	I perform work related tasks for my manager that go beyond what is specified in my job description	-0.0045
	My supervisors are satisfied with my performance	-0.2697
		0.1492

Results show that questions relating to turnover intentions, reward systems and performance systems loaded highly onto the dependent variable.

4.5.2 Factor Analysis for Job Rotation

With the independent variable strategy job rotation was loaded onto by thirteen questions touching on ease of working between departments, performance and attitudinal feelings resulting from rotation. Factor loading ranged between 0.0255 and 0.7968. Table 10 presents the results.

Table 10: Factor Loadings for Job Rotation

Variables	Statements in questionnaire	Factor loadings
Job Rotation $\alpha=0.276$	I am happy to work between departments	-0.6207
	My performance levels are affected negatively every time I shift between departments	0.6754
	There exists a degree of differentiation with respect to different jobs	0.2987
	My relationship with my superiors and colleagues is affected	0.7968
	I prefer shifting between departments	-0.4896
	I get adequate training before being shifted between departments	-0.4372
	I quickly adapt to new settings and colleagues	-0.7156
	Shifting between departments is boring	0.6854
	My roles and responsibilities are clearly stated	-0.2285
	I am completely independent of others	0.0255
	I get agitated when shifting between departments	0.5395
	I feel a sense of accomplishment every time I shift between departments	-0.4403
	I have been shifted between departments more than once in the past year	0.2670

The item with the highest factor loading was “My relationship with my superiors and colleagues is affected” while the item with the lowest factor loading was “I am completely independent of others”.

4.5.3 Factor Analysis for Job Enlargement

In the independent variable job enlargement strategy, was loaded onto by seventeen questions touching on the perception of employees regarding the practice, its adoption on self-fulfilment, communication, and feeling of accomplishment resulting from enlargement. Seven items had factor loading of less than 0.4. Results are presented in Table 11.

Table 11: Factor Loadings for Job Enlargement

Variables	Statements in questionnaire	Factor loadings
------------------	------------------------------------	------------------------

Job Enlargement $\alpha=0.216$	There is a general practise to assign employees additional tasks other than the regular job duties	0.5293
	Performing the additional same level duties is connected with offering additional financial benefits	-0.2823
	Performing additional same level tasks is connected with offering non-monetary incentives	-0.3580
	Assigning me additional tasks improves my abilities and skills	0.4183
	Assigning me extra tasks is a technique the organisation follows just to reduce the costs of hiring new employees	0.0639
	Allocating me extra tasks decreases the routine and boring job activities	0.4192
	Assigning me additional tasks to perform makes the job challenging and more interesting	0.3809
	Performing additional same level duties help me improve my growth opportunities	0.6993
	Allocating me additional same level duties satisfies my need for self-esteem, autonomy, recognition and accomplishment	0.6511
	Assigning me additional same level tasks is a good chance to communicate and learn from others	0.7579
	I prefer accomplishing extra various same level duties	0.4169
	Assigning me additional same level tasks make me feel work loaded	0.0086
	Doing additional same level duties is helpful for promotion and advancement	0.5311
	Repeatedly allocating me additional same level duties leads me to take days off	-0.0424
	I perform the additional same level tasks as efficiently as the regular tasks	0.4964
	Charging me with additional same level tasks increases the flexibility in the work	0.6052
I volunteer to do extra tasks in purpose of fulfilling certain duties completely	0.3489	

The variable indicators with the highest loadings touched on communication and feeling of accomplishment resulting from enlargement.

4.5.4 Factor Analysis for Job Enrichment

Job enrichment was loaded onto by sixteen questions touching on skills set, opportunities for responsibility, and level of commitment arising from enrichment. Table 12 presents the findings as shown below.

Table 12: Factor Loadings for Job Enrichment

Variables	Statements in questionnaire	Factor loadings
Job Enrichment $\alpha=0.203$	I have the skills and abilities to do more jobs	-0.5089
	I am happy with my work	-0.6795
	The amount of work I am expected to do on my job is reasonable for me	-0.5452
	I have adequate knowledge and information which enables me do my job well	-0.4775
	My job does not give me the opportunities to try out new and innovative ways to carry out my job responsibilities	0.5716
	I have independence in scheduling my work and determine how I do it	-0.0595
	I am not given adequate freedom by my supervisor to do my work efficiently	-0.0610
	I am personally responsible for my success or failure	-0.2139
	The job does not allow me to make a lot of decisions on my own	0.6700
	My organisation does not create autonomous work teams with responsibility and authority	0.6097
	I would not like to spend the rest of my career with this organisation	0.5583
	I enjoy discussing my organisation with people outside it	-0.0412
	I do not really feel as if this organisation's problems are my own	0.3335
	I think I could easily become as attached to another organisation as I am to this organisation	0.4515
I feel like 'part of the family' at my organisation	-0.1544	
I feel emotionally attached to this organisation	-0.3818	

a represents Cronbach's alpha, which is the average of the factor loadings in each category

In the independent variable job enrichment strategy, the variable indicator show that opportunities for responsibility scored highest with factor loading of 0.6700.

The factor loadings of each statement in the variable are arrived at by selecting the factors with the highest Eigen values then averaged to arrive at the Cronbach's alpha. This resulted in a combined sum of 0.695 which meets the reliability threshold of 0.7.

4.5.5 Test of Normality

Decision making that is based on statistical tests is usually prone to making errors. In hypothesis testing, we can make two kinds of errors: Type I error and Type II error. To ensure that findings make sense in decision making, various assumptions are made about variables during statistical tests. The process of testing for assumptions is important since it takes care of any assumptions in the analysis and also helps avoid any errors (Osborne, Christensen, and Gunter, 2001). This study therefore performed one test of normality.

Normality tests in statistics are used to determine if a data set is normally distributed. Variables that are not normally distributed can distort relationships and significance tests thus causing problems in multiple regression analysis. This means that if normality assumption is violated, then interpretations and inferences may not be reliable or valid thus negatively affecting results (Razali and Wah, 2011).

All regression analyses assume normal distributions and thus the variables must be normally distributed. Normality testing can be done through several methods including Shapiro- Wilk, Shapiro- Francia, Kolmogorov- Smirnov, Lilliefors and Anderson- Darling. Shapiro- Wilk, Shapiro- Francia, and Kolmogorov- Smirnov are the most preferred (Razali and Wah, 2011).

4.5.5.1 Shapiro- Wilk test of Normality

This study adopted Shapiro- Wilk method. Table 13 presents results of Shapiro- Wilk test of normality.

Table 13: Shapiro- Wilk test of normality

Shapiro- Wilk		
Variable	P- Value	Z- Value
Job Rotation	0.96572	3.585
Job Enlargement	0.96857	3.374
Job Enrichment	0.96557	3.583
Flexible Work Arrangement	0.91652	5.612
Job Satisfaction	0.94613	4.609

The data presented in the Table 13 reveal that the Shapiro- Wilk statistics for all the study variables were greater than 0.5 hence the distribution is normal. According to Field (2009) in large samples, Shapiro- Wilk statistics can be significant even when the scores are only slightly different from a normal distribution. This confirmation is positive for further multiple regression analysis.

4.6 Multivariate Analysis of Job design strategies and their influence on Job Satisfaction

The study focused on determining the influence of job design strategies on job satisfaction among state corporations in Kenya. In this regard, the job design strategies namely, job rotation, job enlargement, job enrichment and flexible work arrangements, were designated as independent variables. Besides participants profile attributes, including age, gender, marital status, level of education, terms and length of service (whether tested or not), were designated as intervening variables; while the dependent variable was job satisfaction.

The independent variables were regressed against the dependent variable and the moderating variables were incorporated in the process to provide the best estimate of the causal relationship between job design techniques and job satisfaction. In this regard, three models were generated. The results are presented in Table 15 and model 1 presents results on variables computed using percentages⁴. Model 2 presents results in which the variables were computed using factor analysis. Because of the correlation between job enrichment and flexible work arrangements, model 3 presents results after dropping flexible work arrangements.

4.6.1 Correlation Analysis

The results in Table 14 show the relationship between job rotation, job enlargement, job enrichment, flexible work arrangements and job satisfaction. It is notable that the relationship between job satisfaction and the independent variables is both positive and negative, implying that as job design practices improve, employee job satisfaction in the public sector improves. Job enrichment and flexible work arrangements have a strong positive correlation with job satisfaction. It is also noted that job rotation and job enlargement are weakly correlated with job satisfaction.

Table 14: Correlations: Job Rotation, Job Enlargement, Job Enrichment, Flexible, Job Satisfaction

	Job Rotation	Job Enlargement	Job Enrichment	Flexible
Job Enlargement	-0.5154* (0.0000)			
Job Enrichment	0.2751* (0.0002)	0.0889 (0.2300)		
Flexible	0.0466 (0.5297)	-0.1024 (0.1676)	-0.0073 (0.9219)	
Job Satisfaction	0.2993* (0.0000)	-0.1358 (0.0660)	0.5066* (0.0000)	-0.2531* (0.0005)

There is also a weak correlation between the independent variables; that is between job enrichment and flexible work arrangements. This then implies that as jobs are enriched and more flexibility adopted in equal measure, job satisfaction increases at a matching measure.

⁴ Percentages were computed using scores given on specific questions e.g. if the score is 1 we take (1/5 *100) to get the percentage score.

4.6.2 Regression analysis

The broad objective for this study was to determine the influence of job design techniques on job satisfaction among state corporations in Kenya. To achieve this, specific objectives were determined and corresponding hypothesis stated. Multiple regression analysis was used to determine combined effects of the independent variables on the dependent variable. The test of hypothesis using t-values were carried out at 95 per cent significant level $p < 0.05$, $p < 0.01$ and $p < 0.1$.

Table 15: Influence of job design techniques on job satisfaction

Variables	Model 1 (All variables)	Model 2 (All variables)	Model 3 (Drop Flexible)
Constant	0.851 (2.86)	0.1650 (2.54)	0.8359 (2.84)
Job rotation	-0.0710 (-0.93)	0.1060 (1.39)	-0.0711 (-0.94)
Job enlargement	0.0705 (1.11)	-0.15626 (-2.11)**	0.0764 (1.24)
Job enrichment	0.6183 (7.81)***	0.5052 (7.71)***	0.615 (7.85)***
Flexible work arrangement	-0.0893 (-0.40)	-2.4668 (-4.52)***	-
R ²	0.3300	0.3738	0.3296
Adjusted R ²	0.3150	0.3597	0.3184
Root MSE	0.29656	0.7376	0.29505
F	21.92 [0.000]	26.57 [0.000]	29.50 [0.000]
No. of observations	183	184	184

*The values in parenthesis are the t-values. The asterisks *, **, and *** represent significance at 10%, 5% and 1% respectively*

The results presented in model 1 whose variables were computed using percentages, three of the four independent variables namely, job rotation, job enlargement and flexible work arrangement do not have any statistical significance on the dependent variable job satisfaction as depicted by the t-values. Only one variable namely job enrichment has statistical significance at 99% confidence level.

As for the results in model 2, whose variables were computed using factor analysis, only one independent variable job rotation does not have any statistical significance on job satisfaction while the other three independent variables, job enlargement, job enrichment and flexible work arrangement are significant at 5% and 1% significance levels respectively.

Regarding job rotation, results presented in Table 15 show that in models 1 and 3, job rotation caused a negative influence on job satisfaction as compared to model 2 which caused a positive influence on job satisfaction. The results suggest that increased application of the job rotation program causes a proportionate increase in overall job satisfaction. This is true as the research findings show that majority of the respondents in the public sector are satisfied with the job rotation program as a way of developing skills sets on the job. Nonetheless, based on the magnitude of the *alpha* weight and t-statistic, the influence of job rotation on job satisfaction seems to be weaker. Speculatively, the results imply that application of job rotation alone does not improve an employee's job satisfaction in the long run. Based on the t-statistics, the variable's effect on job satisfaction is not significant at 90%, 95% and 99% confidence level. Although Arnold and Fieldman (2003) asserted that job rotation broadens employees' skills, they were neutral on its overall influence on job satisfaction. This means that certain methods of job design like job rotation are primarily interested in improving performance. In view of this, the first null hypothesis (H_01) which postulated that *job rotation has no significant influence on job satisfaction* is being accepted for being consistent with the results.

The results further show that the influence of job enlargement on job satisfaction was negative in the model 2 while it was positive in models 1 and 3 respectively. The results suggest that in models 1 and 3, job enlargement caused a proportionate increase in job satisfaction. Notably, though the influence of job enlargement seemed to be smaller, this in turn suggests that speculatively, employees dislike having the scope of their jobs enlarged. Thus, the variable's effect was not significant at 95% confidence level. Unlike in the second model, where the influence of job enlargement on job satisfaction was negative, the variable effect was significant at 95% confidence level. Findings reveal that enlargement of jobs satisfies the need for self-esteem, autonomy, recognition and accomplishment. This is confirmed by the work of Jackson (2004) who stated that work design that is satisfying has the potential to incite workers to go above and beyond normal work behaviours (as research findings reveal of the extent to which public servants would volunteer to accomplish certain duties completely); although the desire to do so is often dependent on alignment of individual personal goals with organisational commitment. Based on the second null hypothesis (H_02), which stated that *job enlargement does not have a significant influence on job satisfaction* was rejected for being inconsistent with the results.

The results presented in Table 15 further show that in all the models, job enrichment caused a positive influence on job satisfaction. Findings reveal that majority of the employees in the public sector are satisfied with their work environment, content and leadership as they are given freedom of responsibility and accountability. Morrison et al., (2005) in his work about how job design affects level of employee control alludes that high levels of employee control provide increased opportunities for the development and exercise of skill. In the view of Garg and Rastogi (2006) on the study of how a new model of job design affect motivated employees' performance, espoused that well designed jobs can have a positive impact on both employee satisfaction and quality of performance. This means that the more jobs are enriched; it causes a proportionate increase in job satisfaction. Based on this, the third null hypothesis (H₀3) stating that *job enrichment does not have a significant influence on job satisfaction* was rejected for being inconsistent with the results.

On flexible work arrangements, the results show that it caused a big negative influence on job satisfaction. This suggests that flexibility in the scheduling of work, time and productivity among employees in state corporations is very rigid and thus this rigidity would contribute highly to job dissatisfaction. This resonates well with the argument of Robert & Carl (1978) that programs of flexibility have a reputation for broad and substantial effects in organisations. They concluded that despite real limitations in available studies, both behavioural and attitudinal data encourage flexible work applications that from the organisational perspective imply handsome dividends on several organisational critical measures. In addition, the results in the model 2 suggest up to 99% chance that the influence would be significant. Based on this, the null hypothesis (H₀4) which postulates that *flexible work arrangements do not have a significant influence on job satisfaction* is rejected for being inconsistent with the results.

The regression equation is

$$JOBSATISFACTION = 0.1650 + 0.1060JOBROTATION - 0.15626JOBENLARGEMENT + 0.5052JOBENRICHMENT - 2.4668FLEXIBLE$$

4.6.3 Model's goodness of fit and significance

The goodness of fit of a regression model is the strength with which it explains a dependent variable from an independent or a set of independent and intervening variables. In multiple linear regression analysis, the strength of a model is interpreted from the adjusted R², also

known as the coefficient of determination. In this study, the results presented in the Table 11 show that the model 2 obtained an adjusted R^2 of 0.3597, which suggests that the job design aspects involved in the study accounted for 36% of job satisfaction.

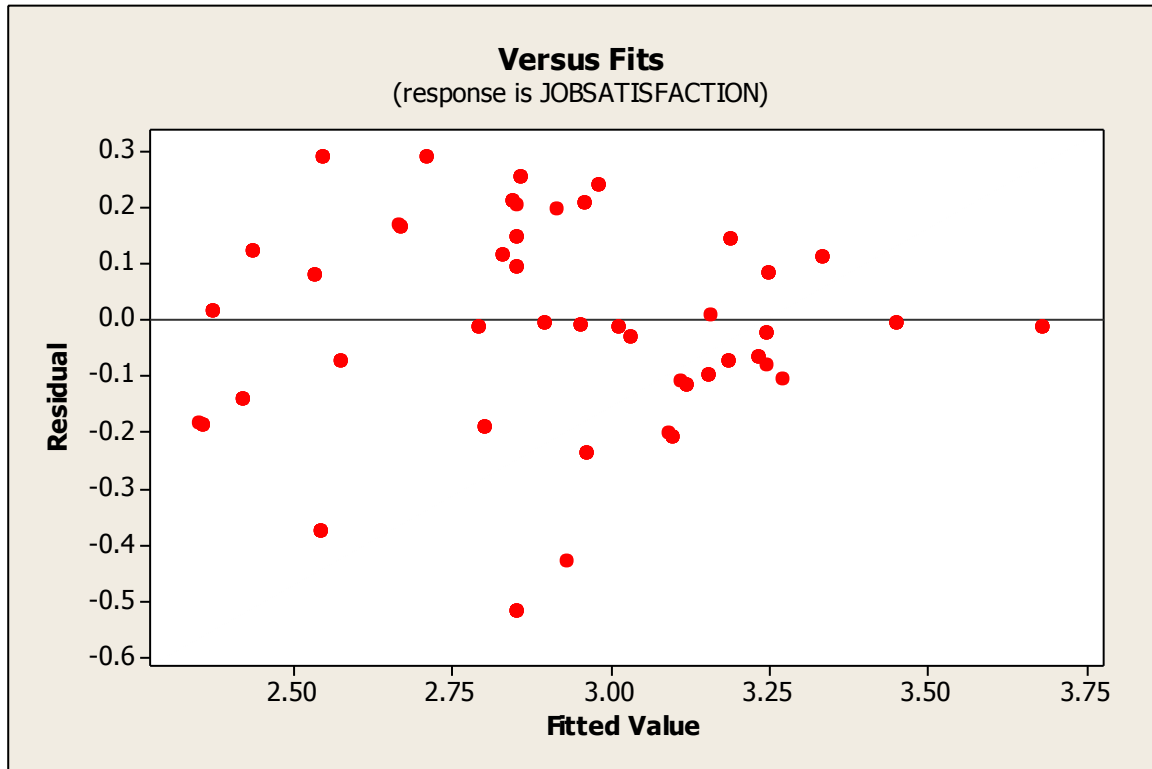


Figure 6: Model's goodness of fit

The results further suggest that the model is fairly strong in estimating the influence of job design techniques on job satisfaction among state corporations in Kenya. The Analysis of Variance (ANOVA) results further show the model's strength was statistically significant at 95% confidence level which means that the combined influence of job design techniques on job satisfaction was significant.

CHAPTER FIVE

SUMMARY, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This final chapter will look back at the project and also consider ways forward. It gives a summary of the literature review and the methodology, then a summary of the findings and analysis will be organised around the research aim and objectives with a view to evaluating if they were met. Recommendations are then given. Finally, further avenues for future research are highlighted.

5.2 Summary of findings

The study first determined the characteristics of the respondents and the variables. It was established that majority of the public sector employees are graduates and have been in employment for between 10 and 14 years. It was further established that majority of the respondents were between the 30 and 44 years age bracket. In the short medium term, public service will have a vibrant workforce though would soon have to contend with an ageing workforce if succession planning is delayed. The study also established that state corporations in Kenya employ job enlargement and job enrichment strategies to a moderately large extent. The study further revealed that respondents agreed to the fact that flexibility in the place of work, in the scheduling of work hours and flexibility in the number of work hours would contribute to overall employee job satisfaction to a large extent.

The current study sought to examine the influence of job design techniques on job satisfaction among state corporations in Kenya. Several hypotheses were formulated and empirically tested guided by the following objectives. First, to investigate the influence of job rotation strategy on job satisfaction. The second objective was to determine how job enlargement strategy influences job satisfaction. The third objective was to analyse job enrichment and how it influences job satisfaction. The fourth objective was to evaluate the influence of flexible work arrangements on job satisfaction.

5.2.1 Job Rotation and Job Satisfaction

The study established that job rotation had no statistically significant influence on job satisfaction. Results further show that public service gave less weight to job rotation strategy which speculatively based on the magnitude of the alpha weight and t-statistic imply that

application of job rotation strategy does not improve an employee's job satisfaction in the long run. Results show that R^2 explained contribution of job rotation strategy to a certain extent while other factors were at play.

5.2.2 Job Enlargement and Job Satisfaction

The study also established that job enlargement had a statistically significant influence on job satisfaction. When the scope of a task is increased it causes a proportionate influence on job satisfaction. When jobs are enlarged, it satisfies the need for self-esteem, autonomy, recognition and accomplishment. Results show that R^2 explained contribution of job enlargement strategy to a certain extent while other factors contributed to the remaining percentage.

5.2.3 Job Enrichment and Job Satisfaction

The study established that job enrichment strategy was statistically significant on job satisfaction. This implies that the public service is keen on continuously improving the work environment, work content and leadership. This actually show the weight to which public service attach to job enrichment in their process of job designing. The findings were consistent with the existent literature that the more jobs are enriched; it causes a proportionate increase in overall job satisfaction. This is explained by the R^2 contribution to the model.

5.2.4 Flexible Work Arrangements and Job Satisfaction

The study also established that flexible work arrangements were statistically significant on job satisfaction. Due to the rigid nature of the public service in terms of flexibility, the resultant influence on job satisfaction was negative and its contribution explained by the R^2 . A summary of the hypothesis test results are presented in Table 16.

Table 16: Summary of Results of Test of Hypothesis

Objective	Hypothesis	Decision
Objective one To investigate the influence of job rotation strategy on job satisfaction	Ho₁ : Job rotation has no significant influence on job satisfaction.	Accepted
Objective two To determine how job enlargement strategy influences job satisfaction	Ho₂ : Job enlargement has no significant influence on job satisfaction.	Rejected
Objective three To analyse job enrichment strategy and how it influences job satisfaction	Ho₃ : Job enrichment has no significant influence on job satisfaction.	Rejected
Objective four To evaluate the influence of flexible work arrangements strategy on job satisfaction	Ho₄ : Flexible work arrangements have no significant influence on job satisfaction.	Rejected

5.3 Conclusion

This part aims to assess if the research objectives were met. The findings of objective one established that job rotation strategy had a positive but no statistically significant influence on job satisfaction. Job rotation strategy was found to positively develop the skills sets of employees on the job. Based on this finding, the study concludes that job rotation strategy is not effective in contributing to overall job satisfaction. This confirms the proposition of Arnold and Fieldman (2003) that job rotation broadens employee skills in the workplace. This therefore affirms that job rotation strategy is primarily for the improvement of performance.

The second objective established that job enrichment strategy had a statistically significant influence on job satisfaction. The study established that job enlargement had a positive influence on needs for self-esteem, autonomy, recognition and accomplishment. This led to the conclusion that an increase in the scope of work determines the contribution towards

overall job satisfaction. This is in line with the work of Jackson (2004) who opined that work design that is satisfying has the potential to incite workers go above and beyond normal work behaviours. This led to the conclusion that state corporations human resource managers ought to align their organisational goals with employees' personal goals for greater satisfaction.

The third objective established that there is a statistically significant relationship between job enrichment strategy and job satisfaction. The study established that job enrichment positively influenced job satisfaction and spur overall performance. This finding agrees with Garg and Rastogi's (2006) view that enriched jobs can have a positive impact on both employee satisfaction and quality of performance.

The fourth objective established that flexible work arrangements had a negative and statistically significant influence on job satisfaction. The study established that state corporations approach to flexibility is very rigid. Based on this finding, the study concludes that flexibility is a key ingredient to improved job satisfaction. This confirms Robert and Carl's (1978) argument that programs of flexibility have a reputation for broad and substantial effects in organisations and imply handsome dividends on organisations critical measures. This led to the conclusion that flexible work arrangement strategy is not given much weight by the public service.

5.4 Recommendations

Employees expect return on their contribution, therefore a balance should be ensured when designing jobs so that each party attains majority of their expectations. The level of job satisfaction will to a great extent determine the position of the organisation in terms of service delivery. A revered strategy is one that is looked at holistically to achieve the best case scenario for all. Therefore, to improve autonomy, state corporations management can authorise staff to schedule their own work, decide on their preferred type of flexible work arrangement to work with and monitor the quality. Performance reports could be used in this case.

Also jobs need to continuously be enriched so that those repetitive tasks become more challenging and exciting to employees. Further, flexibility need to be encouraged and implemented at all levels of the organisation. This can be done by establishing teams where members periodically switch tasks. This will help improve skill variety, task variety as well as interdependence. Further, public service should have a clear flexibility plan especially for

the young staffs that have young families because they feel insecure when they have to be replaced on the job. Finally, the public service also needs to re-introduce training for its specialised staff so that they can get the skills required to keep up with the changing technological and professional needs.

5.5 Areas for further research

This study was approached from the perspective of job design aspects being factors that influence job satisfaction among state corporations in Kenya. The same can be carried out among private sector employees to find out the extent to which job design influences employee job satisfaction.

Another finding of this research found that job rotation is mainly done to the new entrants in the public service. A further research on job rotation for those employees who have worked for less than five years in the public sector and how it influences job satisfaction.

Furthermore, one of the findings of this research was that flexible work arrangements influences job satisfaction among state corporations in Kenya. A further research can be carried out on the adoption and implementation of flexible work arrangements and their perceived influence on job satisfaction in the private sector.

Further, a comparative analysis of the job design techniques can be carried out in select organisations in both public and private sector in view of the changing workplace demands and a model derived for the future of job design practices.

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A= Agree (4)

SA= Strongly Agree (5)

Please tick inside the box (only one) that represents your opinion for each statement.

I. JOB ROTATION

9a		SD	D	N	A	SA
I.	I am happy to work between departments					
II.	My performance levels are affected negatively every time I shift between departments					
III.	There exists a degree of differentiation with respect to different jobs					
IV.	My relationship with my superiors and colleagues is affected					
V.	I prefer shifting between departments					
VI.	I get adequate training before being shifted between departments					
VII.	I quickly adapt to new settings and colleagues					
VIII.	Shifting between departments is boring					
IX.	My roles and responsibilities are clearly stated					
X.	I am completely independent of others					
XI.	I get agitated when shifting between departments					
XII.	I feel a sense of accomplishment every time I shift between departments					
XIII.	I have been shifted between departments more than once in the past year					

b) Are there any recommendations you would like to make for improvement of job rotation in your department? Yes () No (). If yes, please explain.....

.....
.....

II. JOB ENLARGEMENT

10a		SD	D	N	A	SA
I.	There is a general practise to assign employees additional tasks other than the regular job duties					
II.	Performing the additional same level duties is connected with offering additional financial benefits					
III.	Performing additional same level tasks is connected with offering non-monetary incentives					
IV.	Assigning me additional tasks improves my abilities and skills					
V.	Assigning me extra tasks is a technique the organisation follows just to reduce the costs of hiring new employees					
VI.	Allocating me extra tasks decreases the routine and boring job activities					
VII.	Assigning me additional tasks to perform makes the job challenging and more interesting					
VIII.	Performing additional same level duties help me improve my growth opportunities					
IX.	Allocating me additional same level duties satisfies my need for self-esteem, autonomy, recognition and accomplishment					
X.	Assigning me additional same level tasks is a good chance to communicate and learn from others					
XI.	I prefer accomplishing extra various same level duties					

XII.	Assigning me additional same level tasks make me feel work loaded					
XIII.	Doing additional same level duties is helpful for promotion and advancement					
XIV.	Repeatedly allocating me additional same level duties leads me to take days off					
XV.	I perform the additional same level tasks as efficiently as the regular tasks					
XVI.	Charging me with additional same level tasks increases the flexibility in the work					
XVII.	I volunteer to do extra tasks in purpose of fulfilling certain duties completely					

b) Are there any suggestions you can think of for improvement of your work content? Yes () No (). If yes, please explain.....

III. JOB ENRICHMENT

11a		SD	D	N	A	SA
I.	I have the skills and abilities to do more jobs					
II.	I am happy with my work					
III.	The amount of work I am expected to do on my job is reasonable for me					
IV.	I have adequate knowledge and information which enables me do my job well					
V.	My job does not give me the opportunities to try out new and innovative ways to carry out my job responsibilities					
VI.	I have independence in scheduling my					

	work and determine how I do it					
VII.	I am not given adequate freedom by my supervisor to do my work efficiently					
VIII.	I am personally responsible for my success or failure					
IX.	The job does not allow me to make a lot of decisions on my own					
X.	My organisation does not create autonomous work teams with responsibility and authority					
XI.	I would not like to spend the rest of my career with this organisation					
XII.	I enjoy discussing my organisation with people outside it					
XIII.	I do not really feel as if this organisation's problems are my own					
XIV.	I think I could easily become as attached to another organisation as I am to this organisation					
XV.	I feel like 'part of the family' at my organisation					
XVI.	I feel emotionally attached to this organisation					

b) Are there other ways through which your work could be made more meaningful? Yes
 () No (). If yes, please
 state.....

SECTION C: Questions on Flexible work arrangements

1a) Does your department/organisation have flexible work arrangements? Yes () No ()
don't know ()

b) If yes, which flexible work arrangements are available to you? (Check the ones available to you)

- Flexi-time ()
- Part-time working ()
- Job sharing ()
- Shift working ()
- Annualised hours ()
- Compressed work week ()
- Home working ()
- Career breaks ()
- Study leaves ()
- Term-time working ()
- Tele-working/E-working ()
- Zero hours contracts ()
- Staggered hours ()
- V-time ()

2a) Have you had access to or applied for a flexible work arrangement? Yes () No ()

b) If yes, was it granted you? Why?

.....

.....

.....

.....

c) What were your reasons for an application of flexible work arrangement?

.....

.....

.....

.....

.....

3) In your opinion, how does flexible work arrangement contribute to your overall job satisfaction?

.....

.....

.....

.....

.....

SECTION D: Questions on Job Satisfaction

Rate your level of agreement to the following statements using the scale below:

SD= Strongly Disagree (1)

D= Disagree (2)

N= Neutral (3)

A= Agree (4)

SA= Strongly Agree (5)

Please tick inside the box (only one) that represents your opinion for each statement.

	Job Satisfaction	SD	D	N	A	SA
I	I am usually absent from work for several days in a month					
II	I call absent only when I am faced with emergencies or illness					
III	I rarely report late for work					
IV	My lateness has been regular and is considered the norm					
V	I have received a warning for tardiness					
VI	I have considered changing jobs					
VII	I have been looking for another job					
VIII	I am thinking of resigning					
IX	The reward system in the organisation encourages me to increase my performance continually					
X	If there were no rewards I would continue working for the organisation					
XI	If there were no rewards I would still work hard to meet my targets					

XII	I would leave if I were offered better rewards by another organisation					
XIII	I would choose to stay if the reward system in the organisation collapsed					
XIV	Individual-based performance system (performance appraisal, pay increases, bonuses and promotions etc.) are based primarily on individual achievement of strategic goals					
XV	My work outcomes (e.g. pay, promotion, bonuses etc.) reflect the effort I have put in my work					
XVI	I work extra hard to reach the goal(s) set by my supervisor					
XVII	I perform work related tasks for my manager that go beyond what is specified in my job description					
XVIII	My supervisors are satisfied with my performance					

Rate your level of importance of the following job aspects in contributing to your overall job satisfaction using the scale below

NI= Not Important at all (1)

LI= Less Important (2)

N= Neutral (3)

I= Important (4)

VI= Very Important (5)

	Importance of job aspects	NI	LI	N	I	VI
I	Salary					
II	Benefits (holidays, pensions, health care etc.)					
III	Autonomy in operation					
IV	Recognition for good work					
V	Desired job					
VI	Opportunity for compensatory time					
VII	Training and Development					

VIII	Open communication					
IX	Job status					
X	Participatory decision making					
XI	Work environment					
XII	Relation with colleagues					
XIII	Job variety					
XIV	Working hours					
XV	Flexible work arrangements					

Thank you

APPENDIX II: DISTRIBUTION OF STATE CORPORATIONS IN KENYA

Item	Number
Commercial State Corporations	34
Commercial State Corporations with strategic functions	21
Executive Agencies	62
Independent Regulatory Agencies	25
Research Institutions, Public Universities, Tertiary Education and Training Institutions	45
Total Inventory of State Corporations as of October 9, 2013	187

Table 1: Distribution of state corporations in Kenya

Source: Executive Office of the President- Republic of Kenya 2013.

APPENDIX III: LIST OF STATE CORPORATIONS IN KENYA

Commercial State Corporations

1. Agro-chemical and Food Company*
2. Kenya Meat Commission*
3. Muhoroni Sugar Company Ltd (Under Receivership)
4. Nyayo Tea Zones Development Corporation*
5. South Nyanza Sugar Company Ltd*
6. Chemelil Sugar Company Ltd
7. Nzoia Sugar Company Ltd
8. Simlaw Seeds Kenya
9. Simlaw Seeds Tanzania
10. Simlaw Seeds Uganda
11. Kenya National Trading Corporation*
12. Kenya Safari Lodges & Hotels Ltd*
13. Golf Hotel Kakamega
14. Kabarnet Hotel Ltd
15. Mt. Elgon Lodge
16. Sunset Hotel Kisumu
17. Jomo Kenyatta Foundation
18. Jomo Kenyatta University Enterprises Ltd
19. Kenya Literature Bureau*
20. Rivatex (East Africa) Ltd
21. School Equipment Production Unit
22. University of Nairobi Enterprises Ltd*
23. University of Nairobi Press (UONP)*
24. Development Bank of Kenya Ltd*
25. Kenya Wine Agencies Ltd
26. Kenya Wine Agency Holdings
27. New Kenya Cooperative Creameries*
28. Yatta Vineyards Ltd
29. National Housing Corporation*
30. Research Development Unit Company Ltd
31. Consolidated Bank of Kenya*
32. Kenya National Assurance Co. (2001) Ltd*

33. Kenya Reinsurance Corporation*
34. Kenya National Shipping Line*

Commercial State Corporations with Strategic Functions

1. Kenya Animal Genetics Resource Centre
2. Kenya Seed Company
3. Kenya Veterinary Vaccine Production Institute
4. National Cereals and Produce Board*
5. Kenyatta International Convention Centre*
6. Geothermal Development Company*
7. Kenya Electricity Generating Company (Kengen)
8. Kenya Electricity Transmission Company (KETRACO)*
9. Kenya Pipeline Company*
10. Kenya Power & Lighting Company*
11. National Oil Corporation of Kenya*
12. National Water Conservation and Pipeline Corporation*
13. Numerical Machining Complex*
14. Kenya Broadcasting Corporation*
15. Postal Corporation of Kenya*
16. Kenya Development Bank (To be enacted after merger of TFC, ICDC, KIE, IDB, AFC)
17. Kenya EXIM Bank (To be enacted)
18. Kenya Post Office Savings Bank*
19. Kenya Airports Authority*
20. Kenya Ports Authority*
21. Kenya Railways Corporation*

State Agencies – Executive Agencies

1. Biashara Kenya (To be enacted)
2. Internal Revenue Service*
3. Kenya Intellectual Property Service (To be enacted)
4. Kenya Investment Promotion Service (To be developed)
5. Konza Technopolis Authority
6. Bomas of Kenya*

7. Water Services Trust Fund*
8. Leather Development Council
9. Agricultural Development Corporation*
10. Anti-Female Genital Mutilation Board*
11. Constituency Development Fund*
12. Crops Development and Promotion Service (To be developed)
13. Customs and Border Security Service (To be developed)
14. Drought Management Authority
15. Export Processing Zones Authority (EPZA)*
16. Financial Reporting Centre*
17. Fisheries Development and Promotion Service(To be developed)
18. Higher Education Loans Board*
19. Information and Communications Technology Authority
20. Investor Compensation Fund Board
21. Kenya Academy of Sports*
22. Kenya Accountants & Secretaries National Examinations Board (KASNEB)*
23. Kenya Deposits Protection Authority
24. Kenya Ferry Services Ltd*
25. Kenya Film Development Service
26. Kenya Institute of Curriculum Development*
27. Kenya Law Reform Commission*
28. Kenya Medical Supplies Authority*
29. Kenya National Bureau of Statistics*
30. Kenya National Examinations Council (KNEC)*
31. Kenya National Highways Authority (KeNHA)*
32. Kenya National Innovation Agency
33. Kenya Ordnance Factories Corporation (KOFC)
34. Kenya Roads Board (KRB)
35. Kenya Trade Network Agency
36. Kenya Wildlife and Forestry Conservation Service (To be enacted)
37. Kenyatta National Hospital*
38. LAPSET Corridor Development Authority
39. Livestock Development and Promotion Service (To be enacted)
40. Local Authorities Provident Fund

41. Moi Teaching and Referral Hospital
42. Nairobi Centre for International Arbitration*
43. National Aids Control Council*
44. National Cancer Institute of Kenya
45. National Coordinating Agency for Population & Development*
46. National Council for Law Reporting
47. National Council for Persons with Disability*
48. National Hospital Insurance Fund*
49. National Industrial Training Authority*
50. National Irrigation Board*
51. National Museums of Kenya*
52. National Quality Control Laboratories
53. National Social Security Fund Board of Trustees*
54. National Youth Council
55. Nuclear Electricity Board
56. Policy Holders Compensation Fund
57. Sports Kenya*
58. The Kenya Cultural Centre*
59. Tourism Fund*
60. Unclaimed Financial Assets Authority
61. Water Resources Management Authority*
62. National Campaign Against Drug Abuse Authority*

State Agencies – Independent Regulatory Agencies

1. Agricultural, Fisheries and Food Authority*
2. Commission for University Education*
3. Communications Commission of Kenya
4. Competition Authority*
5. Council for Legal Education
6. Energy Regulatory Commission*
7. Health Services Regulatory Authority (To be enacted)
8. Kenya Bureau of Standards*
9. Kenya Civil Aviation Authority (KCAA)*
10. Kenya Film Regulatory Service

11. Kenya Maritime Authority*
12. Kenya National Accreditation Service
13. Kenya Plant and Animal Health Inspectorate Service (To be enacted)
14. Livestock Regulatory Authority (To be enacted)
15. National Commission for Science, Technology and Innovation (NACOSTI)
16. National Construction Authority*
17. National Environmental Management Authority (NEMA)*
18. National Transport & Safety Authority (NTSA)*
19. Public Benefits Organisations Regulatory Authority
20. Public Procurement Oversight Authority
21. Technical and Vocational Education and Training Authority*
22. Tourism Regulatory Authority
23. Water Services Regulatory Board*
24. Financial Supervisory Council (To be enacted)
25. Mining & Oil Exploration Regulatory Service (To be developed)

State Agencies – Research Institutions, Public Universities, Tertiary Education and Training Institutions

1. Bukura Agricultural College
2. Chuka University
3. Cooperative University College
4. Dedan Kimathi University*
5. Egerton University*
6. Embu University College
7. Garissa University College
8. Jaramogi Oginga Odinga University of Science & Technology
9. Jomo Kenyatta University of Agriculture & Technology*
10. Karatina University
11. Kenya Agricultural and Livestock Research Organisation*
12. Kenya Forestry Research Institute*
13. Kenya Industrial Research & Development Institute*
14. Kenya Institute of Mass Communication*
15. Kenya Institute of Public Policy Research & Analysis (KIPPRA)*
16. Kenya Marine and Fisheries Research Institute

17. Kenya Medical Research Institute (KEMRI)
18. Kenya Medical Training College (KMTC)
19. Kenya Multi-Media University*
20. Kenya School of Government*
21. Kenya School of Law
22. Kenya Utalii College (KUC)*
23. Kenya Water Institute*
24. Kenyatta University*
25. Kibabii University College
26. Kirinyaga University College
27. Kisii University
28. Laikipia University
29. Maasai Mara University
30. Machakos University College
31. Maseno University
32. Masinde Muliro University of Science & Technology
33. Meru University of Science & Technology
34. Moi University
35. Murang'a University College
36. National Crime Research Centre
37. Pwani University*
38. Rongo University College
39. South Eastern Education, Science & Technology Kenya University
40. Taita Taveta University College
41. Technical University of Mombasa*
42. The Technical University of Kenya*
43. University of Eldoret
44. University of Kabianga
45. University of Nairobi*

APPENDIX IV: DATA COLLECTION AUTHORISATION



INSTITUTE OF POST GRADUATE STUDIES

Private Bag - 20157
KABARAK, KENYA
E-mail: directorpostgraduate@kabarak.ac.ke

Tel: 0773265999
Fax: 254-51-343012
www.kabarak.ac.ke

17th September, 2018

Ministry of Higher Education Science and Technology,
National Council for Science, Technology & Innovation,
P.O. Box 30623 – 00100,

Dear Sir/Madam,

RE: RESEARCH BY SIMPSON OSIEMO ONYANGO- GMB/NE/0096/01/16

The above named is a student at Kabarak University taking Masters Degree in Business Administration. He is carrying out research entitled “**Influence of Job Design Techniques on Job Satisfaction among State Corporations in Kenya**”

The information obtained in the course of this research will be used for academic purposes only and will be treated with utmost confidentiality.

Please provide the necessary assistance.

Thank you.

Yours faithfully,

Dr. Betty Tikoko
DIRECTOR - (POST GRADUATE STUDIES)

Kabarak University Moral Code

As members of Kabarak University family, we purpose at all times and in all places, to set apart in one's heart, Jesus as Lord. (1 Peter 3:15)



Kabarak University is ISO 9001:2015 Certified

APPENDIX V: NAIROBI COUNTY RESEARCH AUTHORIZATION



Republic of Kenya
MINISTRY OF EDUCATION
STATE DEPARTMENT OF EARLY LEARNING & BASIC EDUCATION

Telegrams: "SCHOOLING", Nairobi
Telephone: Nairobi 020 2453699
Email: rce@kenya.go.ke
rcdenairobi@gmail.com

REGIONAL COORDINATOR OF EDUCATION
NAIROBI REGION
NYAYO HOUSE
P.O. Box 74629 - 00200
NAIROBI

When replying please quote

Ref: RCE/NRB/GEN/1/VOL. 1

DATE: 8th January, 2019

Simpson Osiemo Onyango
Kaabara University
Private Bag -20157
KABARAK

RE: RESEARCH AUTHORIZATION

We are in receipt of a letter from the National Commission for Science, Technology and Innovation regarding research authorization in Nairobi County on "**Influence of job design techniques and their influence on job satisfaction among Stat Corporations in Kenya**".

This office has no objection and authority is hereby granted for a period ending **30th October, 2019** as indicated in the request letter.

Kindly inform the Sub County Director of Education of the Sub County you intend to visit.



ANTHONY MBASI
FOR: REGIONAL COORDINATOR OF EDUCATION
NAIROBI

c.c

Director General/CEO
National Commission for Science, Technology and Innovation
NAIROBI

APPENDIX VI: NACOSTI RESEARCH AUTHORIZATION



NATIONAL COMMISSION FOR SCIENCE, TECHNOLOGY AND INNOVATION

Telephone: +254-20-2213471,
2241349, 3310571, 2219420
Fax: +254-20-318245, 318249
Email: dg@nacosti.go.ke
Website: www.nacosti.go.ke
When replying please quote

NACOSTI, Upper Kabete
Off. Waiyaki Way
P.O. Box 30623-00100
NAIROBI-KENYA

Ref. No. **NACOSTI/P/18/53844/25996**

Date: **1st November, 2018**

Simpson Osiemo Onyango
Kabarak University
Private Bag - 20157
KABARAK.

RE: RESEARCH AUTHORIZATION

Following your application for authority to carry out research on *“Influence of job design techniques and their influence on job satisfaction among State Corporations in Kenya”* I am pleased to inform you that you have been authorized to undertake research in **all Counties** for the period ending **30th October, 2019**.

You are advised to report to **the Chief Executive Officers of selected State Corporations, the County Commissioners and the County Directors of Education, all Counties** before embarking on the research project.

Kindly note that, as an applicant who has been licensed under the Science, Technology and Innovation Act, 2013 to conduct research in Kenya, you shall deposit a **copy** of the final research report to the Commission within **one year** of completion. The soft copy of the same should be submitted through the Online Research Information System.


BONIFACE WANYAMA
FOR: DIRECTOR-GENERAL/CEO

Copy to:

The Chief Executive Officers
Selected State Corporations.

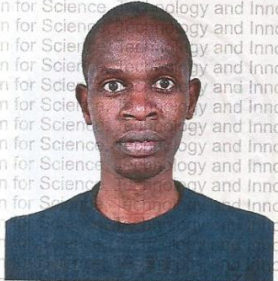
The County Commissioners
All Counties.




APPENDIX VII: NACOSTI RESEARCH LICENSE

THIS IS TO CERTIFY THAT:
MR. SIMPSON OSIEMO ONYANGO
of KABARAK UNIVERSITY, 10470-20101
Nakuru, has been permitted to conduct
research in All Counties
on the topic: INFLUENCE OF JOB DESIGN
TECHNIQUES AND THEIR INFLUENCE ON
JOB SATISFACTION AMONG STATE
CORPORATIONS IN KENYA
for the period ending:
30th October, 2019.


Permit No : NACOSTI/P/18/53844/25996
Date Of Issue : 1st November, 2018
Fee Received :Ksh 1000



Applicant's Signature



Director General
National Commission for Science,
Technology & Innovation




THE SCIENCE, TECHNOLOGY AND
INNOVATION ACT, 2013

The Grant of Research Licenses is guided by the Science, Technology and Innovation (Research Licensing) Regulations, 2014.


CONDITIONS

1. The License is valid for the proposed research, location and specified period.
2. The License and any rights thereunder are non-transferable.
3. The Licensee shall inform the County Governor before commencement of the research.
4. Excavation, filming and collection of specimens are subject to further necessary clearance from relevant Government Agencies.
5. The License does not give authority to transfer research materials.
6. NACOSTI may monitor and evaluate the licensed research project.
7. The Licensee shall submit one hard copy and upload a soft copy of their final report within one year of completion of the research.
8. NACOSTI reserves the right to modify the conditions of the License including cancellation without prior notice.

National Commission for Science, Technology and Innovation
P.O. Box 30623 - 00100, Nairobi, Kenya
TEL: 020 400 7000, 0713 788787, 0735 404245
Email: dg@nacosti.go.ke, registry@nacosti.go.ke
Website: www.nacosti.go.ke



REPUBLIC OF KENYA



National Commission for Science,
Technology and Innovation

RESEARCH LICENSE

Serial No. A 21597

CONDITIONS: see back page