

**EFFECT OF JOB DESIGN ON EMPLOYEE SATISFACTION IN AN
EDUCATIONAL INSTITUTION: A CASE OF KYAMBOGO UNIVERSITY**

RITAH FLAVIA NAMBASA

KJ22M17/009

**A DISSERTATION SUBMITTED TO THE SCHOOL OF BUSINESS IN PARTIAL FULFILMENT
OF THE REQUIREMENTS FOR THE AWARD OF THE DEGREE OF MASTER OF HUMAN
RESOURCES OF UGANDA CHRISTIAN UNIVERSITY**

May, 2025



**UGANDA CHRISTIAN
UNIVERSITY**

A Centre of Excellence in the Heart of Africa

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BY

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
MAY, 2025

DECLARATION

I Nambasa Ritah Flavia declare that this dissertation is my original work; it has never been presented to any university or institution of learning for the award of any academic qualification.

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Date: 24th May 2025

APPROVAL

This dissertation has been submitted for examination with approval as a University Supervisor.

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Date: 24th May, 2025

DEDICATION

With special regard, I wish to dedicate this piece of work to my family who have always been there to support me in my education. May the Almighty God richly bless you.

ACKNOWLEDGEMENT

I would like to thank the Almighty God for the gift of life and guiding me throughout my education; it has not been easy but it was possible. My heartfelt gratitude goes to my supervisor, Dr. Komunda Mable for the tireless efforts and expertise she rendered to me during her supervision.

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ABSTRACT

The study examined the effect of job design on employee satisfaction at Kyambogo University. Specifically, the study examined the effect of job rotation on employee satisfaction; determined the effect of Job Enlargement on employee satisfaction; assessed the effect of Job Enrichment on employee satisfaction; and examined the extent to which job design approaches affect employee satisfaction at Kyambogo University. A cross-sectional survey design was adopted with a quantitative research approach. Data was collected from a sample of 200 staff at Kyambogo University, using a questionnaire. Findings indicated the effects of job design on employee satisfaction as job rotation programs positively impact employee satisfaction at Kyambogo University. Job enlargement is effective to employee satisfaction as it improved morale of employees at Kyambogo University. Job enrichment is effective to employee satisfaction as it improved employee satisfaction at Kyambogo University. The study concluded that job rotation, job enlargement and job enrichment as components of job design are effective to employee satisfaction at Kyambogo University. The study recommended that there was need for: implementing structured job rotation programs to diversify employees' roles and enhance their skills across departments, ensuring clear guidelines and training modules for each rotation; expanding job roles through effective job enlargement initiatives should focus on utilizing skills, fostering diversity, and aligning tasks with employees' capabilities and career goals; enriching job roles with decision-making authority and skill development opportunities is crucial, supported by a conducive environment for innovation and feedback mechanisms to boost job satisfaction and organizational performance at Kyambogo University.

CHAPTER ONE

INTRODUCTION

1.0 Introduction

This study examined the effect of job design on employee satisfaction in an educational institution, a case of Kyambogo University. Job design is conceived as an independent variable in this study while employee satisfaction is the dependent variable. This chapter presents the background to the study, statement of the problem, general and specific objectives of the study, research questions, scope of the study, significance and conceptual framework.

1.1 Background to the study

The subject of work design has garnered significant interest from academics and human resource professionals worldwide (Dibua et al., 2023). Job design (JD) is as old as the human species and has been evolving as long as there have been workers. In their theory of job characteristics model, Johari et al. (2019) identified five job qualities that influenced employees' performance and, consequently, their motivation to carry out their tasks. These qualities include autonomy, diversity of skills, job identity, task importance, and job feedback. Within the operational framework of a company, job design is a crucial activity that can improve worker performance (van Schie et al., 2019).

A well-designed job usually fosters employees' well-being, commitment and performance (Li & Lin, 2021; Qawasmeh et al. 2022). Thus, it is not unexpected that studies have started looking at which aspects of a job positively affect an employee's performance, commitment, well-being, job stress, and which negatively impact these aspects. The qualities of a job combined make up the job design (Parker & Grote, 2022). More precisely, job design defines the structures, enactments, and alterations of job activities and roles as well as the effects they have on individual, group, and organizational outcomes (Nurmi & Hinds, 2020).

The assessment of employee satisfaction is a key component of human resource management. In order to increase productivity, responsiveness, quality, and customer service, businesses must ensure that employee satisfaction is high among their workforce (Ali & Anwar, 2021). Because they frequently lack motivation, perform poorly, and have unfavorable attitudes, employees who are not happy in their jobs can have a detrimental impact on a business. Furthermore, their actions

may have an impact on the productivity of other staff members. The financial line of a business may be immediately impacted by these symptoms (Dziuba et al., 2020).

Scholars have reiterated employee satisfaction is a critical aspect of every organization's performance. According to Spector (2019) employee satisfaction is defined as "the extent to which people like or dislike their jobs". The degree of contentment that employees have with their jobs and workplace is measured by employee satisfaction. Organizations that are successful should foster a culture that prioritizes employee pleasure (Paais & Pattiruhu, 2020; Akdere & Egan, 2020). On the other hand, satisfaction of institution employees, according to Human Resource Management refers to the extent to which employees find contentment, fulfillment, and positive engagement in their work environment. It encompasses their overall feelings and attitudes towards their job, colleagues, workplace conditions, and the organization as a whole (Salem & Yousif, 2023).

The way a job is designed has a big impact on how people feel about their jobs and how they carry out their responsibilities (tasks). When it was discovered that changes in the work environment were correlated with changes in employees' attitudes and satisfaction, managers and researchers began picking interest in the impact of job design on employees' actions and attitudes (Moro et al., 2021). Successful workplaces in the current knowledge economy era are probably those that make effective use of their employees' technical talents through well-designed job design mechanisms that impact organizational productivity and employee satisfaction (Bajrami et al., 2021).

Numerous human resources specialists have found that work design has a significant impact on employees' motivation, job happiness, and productivity within a business (Ali & Anwar, 2021). Alternative approaches and strategies for job design, such as job rotation, job enrichment, job engineering, quality of work life, sociotechnical designs, the Social Information Processing Approach (SIPA), and the job characteristics approach, should be considered in order to prevent these problems (Davidescu et al., 2020). The majority of firms in Uganda take advantage of their workers by using bad job design, which frequently results in the exploitation of weaker employees who are powerless to stop it, which leaves workers dissatisfied.

1.2 Statement of the problem

There has been a great concern among educational institutions' employees within Uganda on the level of job rotation, job enlargement and job enrichment practiced by their employers (Aliwaru, 2019). According to Onyango (2019) majority of the employees in such institutions are not enjoying the new jobs environments despite many of them been fresh graduates of various universities and colleges. More so, a report conducted by the Ministry of Labour, Gender and Social Development (2022), revealed that more than 20% of employees are leaving their jobs in less than a year. It is unknown whether ineffectiveness in job design is the major cause.

Furthermore, there is no sufficient information on the impact of job design on employee satisfaction, despite the fact that it is a well-known operational strategy that many firms have adopted (Okiko, 2020). To improve employee performance within an educational institution, Gagne et al. (2019) conducted a comparative review on the usage of job design to create employee motivating mechanisms. The results of the study indicated a correlation between employee performance and the effectiveness of ongoing capacity building. Qureshi et al. (2019) carried out an evaluation of job design for socio-technical systems. They discovered that socio-technical systems, which are key factors influencing employee performance, included work design. The studies listed above concentrated on the organizationally driven work design programs that aim to achieve employee satisfaction. The research falls short in proving how crucial job design is to worker satisfaction. In light of this, the researcher aims to evaluate the impact of job design on employee satisfaction in Kyambogo University.

This study is anticipated to contribute by examining the specific impact of diverse job design approaches on employee satisfaction at Kyambogo University, offering insights into how these approaches uniquely influence the workforce in this context. By focusing on a specific institution and considering various job design approaches, the research aimed to provide tailored recommendations for enhancing employee satisfaction, filling a gap in understanding how different job design approaches may yield varied outcomes in the university setting.

1.3 General objective of the study

To assess the effect of job design on employee satisfaction in an educational institution; a case of Kyambogo University.

1.3.1 Specific objectives of the study

- i. To examine the effect of Job Rotation on employee satisfaction at Kyambogo University.
- ii. To determine the effect of Job Enlargement on employee satisfaction at Kyambogo University.
- iii. To assess the effect of Job Enrichment on employee satisfaction at Kyambogo University.

1.4 Research questions

- i. What is the effect of Job Rotation on employee satisfaction at Kyambogo University?
- ii. What is the effect of Job Enlargement on employee satisfaction at Kyambogo University?
- iii. What is the effect of Job Enrichment on employee satisfaction at Kyambogo University?

1.5 Hypotheses of the study

- i. **H₁**: There is a statistically significant relationship between Job Rotation and employee satisfaction at Kyambogo University.
- ii. **H₂**: There is a statistically significant relationship between Job Enlargement and employee satisfaction at Kyambogo University.
- iii. **H₃**: There is a statistically significant relationship between Job Enrichment and employee satisfaction at Kyambogo University.

1.6 Scope of the study

1.6.1 Content scope

The study focused on assessing the effect of job design on employee satisfaction at Kyambogo University. It was limited to; examining the effect of job rotation on employee satisfaction, determining the effect of job enlargement on employee satisfaction and assessing the effect of job enrichment on employee satisfaction.

1.6.2 Geographical scope

This study was conducted at Kyambogo University, located on Kyambogo Hill, approximately 8 kilometers (8km), by road, east of the central business district of Kampala, the capital city of Uganda. The institution provides an optimal location for the study because over the years, it has faced a high staff turnover rate as a result of employees not being satisfied at the place of work.

1.6.3 Time scope

The study was done in the year 2023. This time was chosen because the researcher intends to look at the trends/ levels of employee satisfaction among employees in that year and establish whether Kyambogo University has fulfilled their role of ensuring that they carry out effective job design.

1.7 Significance of the study

It is predicted that the study's findings will assist Kyambogo University's management in developing suggestions for how to conduct job design in a way that will positively impact employee satisfaction and ultimately lead to increased performance. Furthermore, the study anticipates that its recommendations will assist Kyambogo University's administration in identifying proactive strategies for carrying out efficient work design in order to have a beneficial impact on higher employee satisfaction.

The government and other policy makers are expected to benefit from the study's findings, which will be used to develop suggestions on the topic of employee satisfaction through efficient job design frameworks. Accordingly, the study expects that these suggestions will serve as a guide for policy makers and Human Resource specialists in putting industry norms into practice when it comes to educational institution's job design initiatives.

The study's conclusions boost morale, which improves worker performance. The results serve as a tool to support the organization's adoption of job design as a service delivery method while increasing high productivity and stability. The study's conclusions also serve as inspiration for prospective workers who are ready to pick up skills and obtain experience.

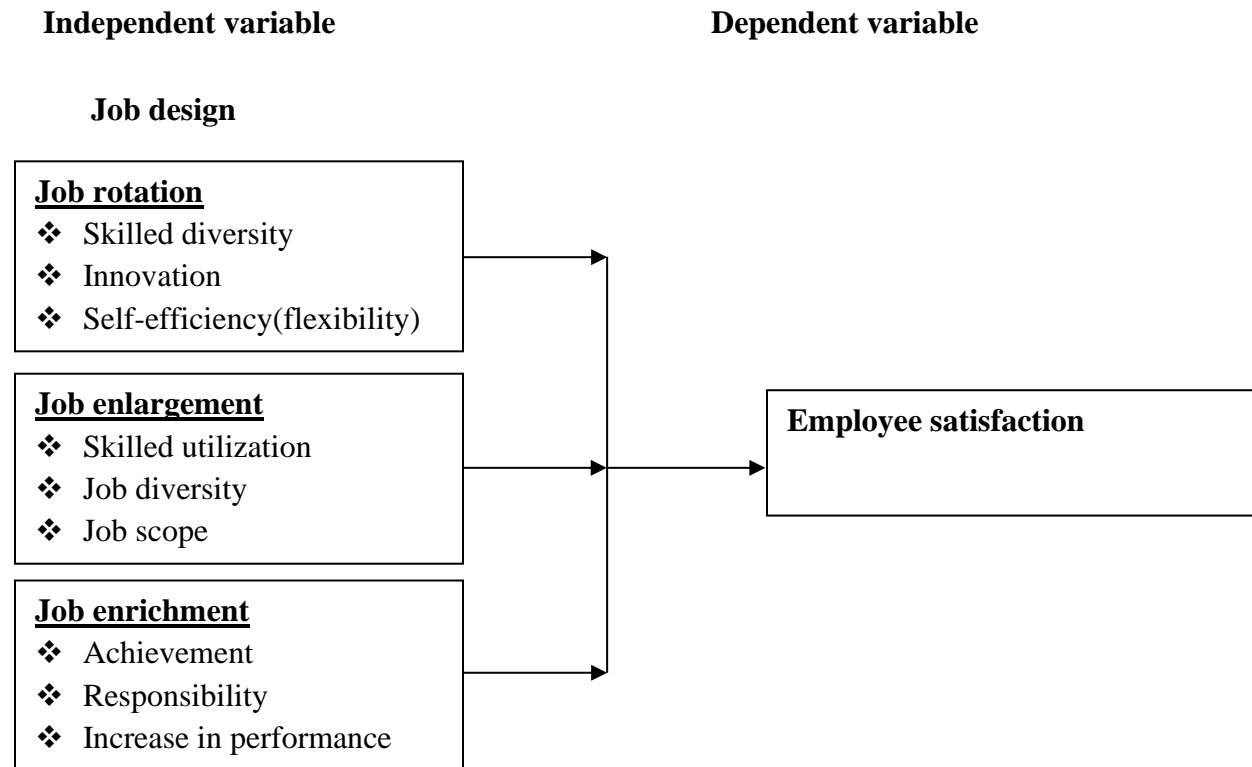
The study adds to scholars' understanding of how job design affects worker satisfaction within a company. As a result, the study anticipates that this will advance organizational development and provide additional resources that scholars and students studying organizational development can use.

1.8 Justification of the study

From the different literature carried out by different scholars, there is great need of availing information on the effects of job design on employee satisfaction at Kyambogo University. Despite the fact that work design is a widely accepted operational approach, its impact on employee

satisfaction has not received much attention (Okiko, 2020). To improve employee performance inside a business, Gagne et al. (2019) conducted a comparative review on the usage of job design to create employee motivating mechanisms. A socio-technical system job design review was conducted by Qureshi et al. (2019). The previously mentioned research focused on the organizationally driven job design programs that aim to achieve organizational performance. The studies fail to demonstrate the importance of job design on the employee satisfaction within the purview of organizational operational framework which created a gap that the researcher intended to fill. Therefore, once the research was finalized, it helped in giving a clear insight on how best educational institutions like Kyambogo University can effectively carry out job design to achieve enhanced employee satisfaction levels.

1.9 Conceptual framework



Source: Adapted from Dibua et al. (2023) and modified by the researcher (2024)

Figure 1.1: Conceptual Framework

The above conceptual framework shows the relationship between the independent variable (job design) and the dependent variable (employee satisfaction). The dimensions of job design are; job rotation which involves skilled diversity, innovation and self-efficiency (flexibility), followed by job enlargement which involves skilled utilization, job diversity and job scope; and lastly, job enrichment which involves achievement, responsibility and increase in performance. The dependent is employee satisfaction.

1.10 Operational definition

Job design: This is the process of reorganizing a work's tasks, roles, responsibilities, and duties

Job rotation: Job rotation is defined as the practice of working at various tasks or positions for predetermined amounts of time.

Job enrichment: Job enrichment is the process by which management gives employees more responsibility from their superiors.

Job Enlargement: It is a tactic in which the number of tasks related to a specific job is increased. It also implies that one's responsibilities have a wider reach.

Employee satisfaction: is the result of an individual's attitudes toward their employment, both positive and negative.

CHAPTER TWO

LITERATURE REVIEW

2.0 Introduction

This chapter critically analyzes the current literature on the subject of the effects of job design on employee satisfaction, which has been presented by a variety of academics and scholars. An objective review of the literature was conducted by first defining a concept and then going over the goals. Publications, e-books, and periodicals about the individuals were among the sources consulted.

2.1 Theoretical review

2.1.1 Theory of Herzberg's Two-Factor

The study was guided by Herzberg's Two Factor Theory. Frederick Herzberg, a psychologist, developed the two-factor theory in 1959. It is also known as the dual-factor theory and Herzberg's motivation-hygiene theory. Herzberg postulated that job satisfaction and discontent operate independently of one another (Rai et al., 2021). According to the hypothesis, certain aspects of the workplace contribute to job happiness, while other variables lead to job discontent. Frederick Herzberg's (1966, 1968) response to the "blue-collar blues" and "white collar woes" (Alrawahi et al., 2020) that pervaded the 1960s and 1970s provided the majority of the impetus for improving job quality. Workers responded to their jobs in a variety of "unproductive ways" during this time, such as sabotage, absenteeism, strikes, and turnover. This response was thought to be partly the result of a general increase in people's abilities and aspirations brought about by improved access to education.

The fundamental idea of the theory is that improving one's hygiene could combat unhappiness but not motivation or satisfaction. A work's intrinsic qualities can be changed to inspire job satisfaction. According to reports, working in a motivation-seeking state is more diligent than working in a hygiene-seeking condition. For this reason, it is believed that increasing the number of motivators at work will make work more fulfilling (Thant & Chang, 2021).

Managers at Kyambogo University, regardless of rank, have the ability to influence employee satisfaction levels through job design. According to Bajrami (2021), well-designed assignments help achieve two important goals: they challenge and motivate employees and ensure that the

necessary work is completed in a suitable and experienced manner. The management of Kyambogo University and the employee gain from a successful work design.

2.1.2 Theory of Socio-Technical Systems

Trist and Bamforth created the theory of socio-technical systems in 1951. It suggests that design work should focus on an institution's technical and social systems. There is debate over whether employment designs that are merely based on technical systems, without taking social factors into account, are considered to be less than ideal. The main premise of the theory, according to Lawler (2019), is founded on the idea that job designs should, therefore, fit between the design elements of institutions and, as equally important, fit between the institution and its surroundings. According to Alrawahi et al. (2020), the idea of socio-technical systems fundamentally provided a shift in the way work and organizations should be designed. According to the theory's framework, self-managing teams serve as the fundamental building blocks of organizational designs (Lawler et al., 2019; Pasmore, 2019).

The notion of socio-technical systems, according to Cummings & Worley (2017), has been functional in a number of ways in many nations with relatively high success rates across the globe. Socio-technical theorists emphasize that combined optimization of the technical and social systems is necessary. The approach states that managers should highlight the areas of work that are unemployed before cutting work to simple tasks for which employees may be swiftly trained and replaced if necessary. Employees should be given multiple duties and allowed to make mistakes on their own. Employees ought to be assigned tasks beyond their job duties.

2.2 Review of Related Literature

2.2.1 Job Rotation and Employee Satisfaction

Job rotation is the process by which workers laterally mobilize and carry out their duties in several organizational levels; as a worker experiences various positions and responsibilities within an organization, his/ her capacity to assess his/ her own performance within the company grows (Suleman et al., 2022). In several texts, job rotation is referred to as service training. As a result, a worker in a unit can learn various job skills in a predetermined amount of time. Work rotation is seen as a useful strategy for improving and developing jobs. Job rotation promotes intellectual growth and innovation by increasing individual knowledge and experience while lowering burnout and tiredness (Agustian & Rachmawati, 2021).

Job rotation's primary goal is to routinely transfer employees from one position to another in order to boost their excitement and drive. Work rotation is a highly effective training strategy since it allows employees to gain new job skills while working in a variety of roles. Consequently, moving workers to other positions permits greater flexibility (Idris & Wahyudi, 2021). Job rotation helps an organization's administration and oversight, and it can successfully prevent corruption within the organization. Job rotation can contribute to the development of an interactive control system inside the company. Additionally, individuals within these unique networks can depend on and assist one another in specific situations. Decisions are based on rich information with the least amount of error when they are made thanks to a frequent rotation mechanism, which can help validate decisions and reduce needless operational errors. Additionally, carrying out routine could foster mutual trust among employees and assist them in doing their jobs better (Al-Romeedy, 2019).

Job rotation minimizes friction caused by personality conflicts or personal feuds, tests the individual, eliminates the assumption that one has a "vested right" in a particular job, and expands the trainee's network of acquaintances among company executives—all of which contribute to the individual's development (Gomez & Lorente, 2020). In conclusion, the trainee in the rotating employment learns by doing. In order to enable employees to acquire a variety of knowledge, skills, and competencies, rotation can be defined as working at different tasks or indifferent positions for predetermined periods of time in a planned manner using lateral transfers. It is also viewed as an on-the-job training technique (Karadimas & Papastamatiou, 2020), and as such, it is known to have an effect on employee satisfaction (Huang, 2019).

Organizational theorists have long acknowledged the benefits of job rotation. According to Lambert (2019), a job rotation plan gives employees a diverse background in training and experience; it streamlines the organization by introducing new managerial perspectives on a regular basis; and it gives employees responsibility and the expectation that they will function as a regular member in each assignment (Jaturanonda, Nanthavanij & Chongphaisal, 2019).

According to Ho et al. (2019), rotation is also a method of on-the-job training that promotes the idea of "learning by practical experience." The study conducted by Eriksson and Ortega (2019) shown that work rotation programs facilitate learning for both employers and employees. It is a method of training that makes the acquisition of skills necessary to increase productivity at work

easier. People in various functional areas get more connected as they rotate jobs. Additionally, it gives them a deeper understanding of the other aspects of the business.

According to Fernando and Dissanayake's (2019) investigation on the impact of job rotation on performance can foster institutional learning more than specialization in situations where there is little to no information regarding the very dissimilar job duties. The study also discovered that a key component of work designs is job rotation, which accrues profits from institutional learning. The study suggested that in order to improve staff capacity and consequently boost job productivity and performance, well-thought-out job rotation should be used.

In their investigation into the effects of job rotation on employee performance, Ostroff and Kozlowski (2019) discovered that job rotation promotes socialization and information sharing, which results in a more knowledgeable workforce. This, in turn, leads to workers assuming their responsibilities much better, which in turn improves workplace productivity for both individual and collective workers. Furthermore, a study on the effect of job rotation on employee performance discovered that, in addition to being a useful system for enhancing employees' job involvement and task commitment, job rotation also significantly eases the typical performance of institutions, supporting both compel effectiveness and efficiency, all of which eventually bring about increased workplace productivity (Zeira, 2020).

2.2.2 Job Enlargement and Employee Satisfaction

According to Dessler (2021) job enlargement is the practice of assigning employees to complete extra identical tasks, hence increasing the total number of obligations they carry out. According to Raza & Nawaz (2021), job expansion is associated with the fundamental factors that determine an employee's behavior at work. Therefore, additional research is required to ascertain the consequences of employment expansion and how they relate to worker motivation, loyalty to the company, and job satisfaction. Siruri and Muathe (2020) suggest that expanding employment opportunities is a different justification for rethinking work. Because firms conduct job expansion without taking into account the implications it would have on employee motivation, the majority of employees perceive the move as lacking the motivating factor. That is, if the fundamental goal of such actions is defeated and they are doomed to fail because they do not prioritize the needs of the workforce. Any benefits of expanding jobs are rendered useless for the business and the employees due to low employee motivation.

The efforts taken to broaden an employee's position and increase their primary task are informed by initiatives towards job enlargement in the modern business environment (Raza & Nawaz, 2020). Companies expand their workforces in order to handle more workers, improve organizational capacity to handle new clients, or mitigate the effects of excessive employee turnover (Hellgren & Sverke, 2020). Employees may initially embrace job improvement in a favorable way, but as time passes and the workload increases without remuneration, they may lose motivation and start to see the additional responsibilities as a burden (Dessler, 2019). Some academics contend that the goal of job expansion is to satisfy Maslow's lower needs. According to Raza & Nawaz (2020), it is feasible for jobs enlargement to lead to higher job satisfaction.

The goal of job enlargement is to advance particular modifications in the volume of work that an employee is expected to complete by the organization. According to Aina and Omoniyi (2020), at a specific occupational level. The process of reassigning duties to employees through employee reforms comprises appraisal activities (Saleem, Shaheem & Saleem, 2019). It is possible to execute seamless task reassignment after determining the employee levels of skills, abilities, and general devotion to their daily activities (Dessler, 2019).

According to research, increasing job size can help reorganize employees' capacities to implement operational improvements that will improve worker performance and overall organizational productivity (Saleem, Shaheen & Saleem, 2019). According to Aswathappa (2019), expanding work duties was a crucial human resource endeavor that aided in redefining employee duties and responsibilities in order to achieve operational and organizational goals. The company must increase the efficiency of crucial operational tasks that are considered to be performing below average in order to reach maximum production.

By conducting an underperformance evaluation, the human resources department reassigns employees to their areas of excellence by profiling their capacities based on their unique abilities in certain areas of responsibility (Oladapo, 2020). In their 2020 paper, Raza and Nawaz discussed the topic of evaluation and reassignment and emphasized the significance of continuing the process. The management views job expansion as a strategic initiative to carry out a staff rotation plan in order to maintain the highest level of dedication from employees for assigned work.

According to Mahmoud (2020), job enlargement is a sort of horizontal restructuring that is used to address several performance-related aspects, including matching individual positions and duties to aptitude and abilities. In order to address the underlying performance deficiencies, appraisal helps determine whether personnel of the business are fit for the task at hand (Ewidah, 2019). According to Muhsan (2019), in order to maintain consistency and effectiveness in the organization's operational responsibilities, employee rotation is contingent upon the assessment of each worker's abilities and technical skills.

The implementation of job enlargement was studied by Mahmoud (2020), and Muhsan (2019) using a variety of appraisal models. Of particular interest were the aspects of the tasks currently being performed and the employee capacity to fulfill operational responsibilities effectively. The process of allocating additional roles in the context of closing the apparent "gap" is not covered by the studies.' This means that before job expansion is impacted, it is assumed that assessment processes begin with determining an employee's capacity and then move on to assigning them additional responsibilities after providing a clear understanding of their capabilities. Furthermore, the studies do not provide a clear road map for assigning consistent timeframes for transferring staff members from their existing posting to the new duties.

2.2.3 Job Enrichment and Employee Satisfaction

Scholars view Job enrichment as a process where management allocates more duties to the superiors and the employees (Salau, Adeniji & Oyewunmi, 2020). Job enrichment makes employees develop a sense of responsibility and gain satisfaction in their jobs. Besides, Williams (2019) postulated that job enrichment is an essential aspect encouraging employees to put more efforts in their work processes by adding them more work responsibility and according them more control over their jobs. Job enrichment is an organized way of inspiring employees by according them the opportunity to employ their various skills and abilities in carrying out a task (Feder, 2019). Kotila (2020) linked Job enrichment with job satisfaction and explained that by giving employees more autonomy and control over their duties, they are bound to gain more interest in their jobs leading to job satisfaction.

According to Pillai et al. (2019), job enrichment centers in the evaluation of jobs to meet the individual needs and aspirations of the workers. The study insisted that job enrichment programs begin with defining the jobs that had to be done and which did the program effect. The scholars

further suggested that a project team made up of the task holder should be put in place to oversee the job enrichment initiative on behalf of the organization. According to Newstrom (2020) 'brainstorming' sessions involving jobholders could suggest as many changes as possible and invariably make the jobs more challenging and exciting, as well as provide ways to make the jobs more productive. Researchers further observed that job enrichment is not the only a strategy, but a way of managing all aspects of the organization and such job enrichment should include the full participation of the workers (Pillai, Mashood, Amoodi, Husain & Koshy, 2019).

Job enrichment increases employee's autonomy over the planning and execution of their own work. Job enrichment has the same motivational advantages of job enlargement; however, it has the added benefit of granting workers autonomy. Frederick Herzberg viewed job enrichment as 'vertical job loading' because it also includes tasks formerly performed by someone at a higher level where planning and control are involved. Job enrichment refers to "the development of work practices that challenge and motivate employees to perform better" (Durai, 2020).

The main characteristics that play a crucial role in job enrichment are variety, the belief that the task is important, the use of abilities, and feedback. Job enrichment includes a number of different workplace practices, such as quality circles, self-directed teams, job rotation, and information sharing (Mohr & Zoghi, 2019). The goal of job enrichment is to provide an enhanced autonomy for the employees of an organization and increased operational efficiency for the organization itself (Durai, 2020).

According to Robbins and Judge (2020), job enhancement develops jobs vertically and increases the number of tasks in a job whereas job enlargement increases the span of the job. What this means is that job enrichment enables the employees to exercise greater influence in their jobs. Rentsch and Steel (2019) stated that the range of tasks in an enhanced job enables an employee to carry out the assigned duties with independence, originality, and responsibility (Kamal, Chegg, Malcolm, Andrew, Chris, Toby & Wood, 2019). Organizations should give sufficient feedback to employees to enable them carry out an appraisal of their performance (Armstrong, 2019). In situations where job enrichment has taken place, employees display satisfaction when labour turnover reduces and as well as absenteeism (Saavedra & Kwun, 2020).

According to Choudhary (2019), Job enrichment is an approach to redesign jobs to improve intrinsic motivation and increase job satisfaction. Workers are given power over their work, and they can make their work more specialized and straightforward. Because the job enrichment requires workers to do the job on their abilities. Job enrichment is expanding the design task to give more meaning and provide job satisfaction by involving workers with job planning, implementation of organizational and work supervision. Job enrichment aims to increase responsibility in decision-making, increase autonomy and authority to design jobs and expand the horizons of work, the addition of these elements to work is sometimes called the working load vertically (Davoudi & Mehdi, 2019).

Job enrichment itself is one of the engineering design works. Job enrichment can increase a person's autonomy in organizing their work (Choudhary, 2019). According to Hackman and Oldham (1980) classical approach of the job, the design is by the job characteristics theory. The theory holds the premise that jobs can give rise to three psychological states pertaining to meaning, responsibility, and knowledge of work. Williams & Kinicki (2019) noted that job enrichment is a basic aspect of motivating employees to put more effort by increasing jobs responsibility.

Kelley (2019) study found out that, enrichment of job is efficient in organizations that are less complex that is in small companies. It is important to note that the research defines companies' complexity as their size rather than just their structure. Therefore, the study's findings are significant because they pique interest in whether job redesigns which would essentially require upending established structures have an effect on workers' performance levels. According to Drago, Estrin, and Wooden (2019) study on the impact of job enrichment control on performance, employee job satisfaction and managing workplace parameters are positively correlated. The study's explanation helps researchers understand that if involvements intended to change jobs' features be implemented, it was predicted that the association would improve employee satisfaction and, consequently, improve performance.

The study conducted by Brenner, Fairris, and Ruser (2020) concerning job enrichment and related work injuries discovered a correlation between the two. The study emphasizes how important it is to realize that job enrichment should be implemented carefully as a redesign since it may have unfavorable effects on workers by increasing the risk of injuries, which would lower productivity.

This study is important because it identifies the causal relationship between improved worker job performance and job enrichment.

2.3 Job Design Approaches and Employee Satisfaction

Al-Ahmadi (2019) looked into how job design affected workers' performance in the Sri Lankan school system's Kalmunai Zone. Task qualities including feeling important in the eyes of others, acknowledging one's own competence, and having the freedom to make judgments were all substantially correlated with performance. According to Al-Ahmadi's research, companies need to focus more on enhancing task identification, feedback, and autonomy to raise the caliber of job design, which will enhance worker performance and lead to higher-quality outcomes.

Rainer, Hamp and Verlag (2021) conducted research on job design and satisfaction. The investigator made inquiries about job design and working environment. He took a sample of individuals under 65 to get data on their level of job satisfaction. He discovered that regardless of an employee's fitness for such a workplace, assigning him to one with an enriched job—that is, one with a high degree of autonomy and a variety of tasks—will boost his job satisfaction. All employees are more satisfied when their occupations are enriched.

The four aspects of job design; variety, identity, importance, and feedback are highly correlated with job satisfaction, according to a study conducted in Nigerian hospitals by Akpoyomare and Adebakin (2021). The study focused on the effect of job design on job satisfaction among doctors and nurses. Since work design was only related to 65% of the variation in job satisfaction, correlation analysis demonstrated the existence of additional factors influencing employee satisfaction. Job satisfaction, employee engagement, and loyalty are the three main ideas in human resource management. Poloski & Hernaus's (2019) study at a large-scale Croatian business discovered interactions between these concepts. There was a significant correlation between the three ideas. After conducting interviews with a sample of 567 workers, correlations between loyalty, work satisfaction, and employee engagement were found. The study found a casual-effect association between work engagement and employee loyalty that is both significant and beneficial. Employee engagement acted as a mediator in the link between job satisfaction and employee loyalty.

In a study on the benefits of intrinsically rewarding work, Renard & Snelgar (2017) developed a model to engage, motivate, and retain non-profit employees. It found that giving non-profit employees psychologically fulfilling work raises their levels of intrinsic motivation and lowers their intentions to leave. Jobs that are well-designed and satisfy employees' interests and goals yield intrinsic pleasures (Jenkins, 2020). According to Renard & Snelgar (2019), there are five inherent qualities of work that provide positive psychological rewards to employees: demanding work, varied work, entertaining work, flexible work, autonomy and freedom at work, meaningful work, identity with fulfilling job activities. In a UK consulting firm, Shantz et al. (2023) looked into engagement as the mediator of the relationship between work design and performance. In this survey-based study, 283 workers from construction and consulting organizations were chosen. The supervisors provided reports from their independent performance evaluations. The study's conclusions demonstrated that employees with greater autonomy, who carry out a variety of activities with a high degree of task relevance, and who receive feedback from their supervisors exhibit higher levels of engagement and performance as well as more organizational citizenship behaviors and fewer deviant behaviors.

In a 2019 study, Chiekezie and Onyekachukwa investigated the connection between work design and worker engagement in a subset of Nigerian manufacturing firms. Data was gathered from 368 respondents, or a sample size, out of 8319 workers across 3 manufacturing organizations. 324 (88%) of the self-administered questionnaires that were distributed were returned. Cross-sectional descriptive study design was used in the investigation. The study's conclusions demonstrated that while task identity had a weak positive link and task significance had a positive relationship with employee engagement, skills variety had a substantial positive association with employee engagement. Significant relationships were also found between work autonomy and feedback and employee engagement.

2.4 Literature Gap

The existing studies indicate that with the exception of the service sector and particularly educational institutions, the majority of research so far has been on manufacturing companies. In their study of the healthcare industry's service sector, Akpoyomare & Adebakin (2021) only examined physicians and nurses, not the complete team of healthcare professionals. Previous research pertaining to job design has focused on specialist personnel, such as consultants, and so may not have provided a comprehensive view of the systems used by educational institutions.

Therefore, since there were limited studies found that have been done in the private education sector, and specifically in tertiary learning institutions setting on job design and employee satisfaction, this study contributed immensely to the literature and knowledge available in this particular field.

CHAPTER THREE

RESEARCH METHODOLOGY

3.0 Introduction

This chapter presents the study design, population and the sample size, sampling methods, data types and sources, data collection instruments, data analysis, validity and reliability ethical considerations and limitations of the study.

3.1 Research Design

Robson (2019) defines research design as organizing the approach to performing research. In order to obtain data from respondents at a single point in time without repeating the process from the representative population, this study employed a cross-sectional survey research methodology. The design was selected since it required less time to complete (Barley, 2017). Additionally, it was employed because it made it easier for the researcher to record information depending on data gathered at a certain moment in time. The factors used to collect the data were a group of volunteers with a range of traits and demographics. Furthermore, by using a cross-sectional survey research design, the research findings assisted in replacing presumptions with factual information on the particular variables under study.

Furthermore, the researcher employed a quantitative research approach. The use of the quantitative research approach was motivated by its increased objectivity and reliability, as well as its ability to help the researcher test theories and hypotheses, determine the relationship between the two variables, and use statistics to generalize the findings (Bhawna & Gobind, 2015). Thus, using researcher-administered questionnaires and a quantitative study approach, statistical data was collected from the chosen employees at Kyambogo University (Haradhan, 2021).

3.2 Area of the study

The study was conducted at Kyambogo University. The university is situated on Kyambogo Hill, some 8 kilometers (5 miles) east of Kampala, Uganda's capital city's core business district. The school provides an optimal location for the study because over the years, the school has faced a high staff turnover rate as a result of employees not being satisfied at the place of work.

3.3 Study population

According to Trochim (2019), a population is the group from which a researcher wishes to select a sample in order to draw conclusions. According to the Human Resource Manager of Kyambogo University, the institution has 488 staff that are both teaching and non-teaching staff from different departments and faculties. Therefore, inclusive of the target population was all the administrative staff in the institution. These employees were identified and got from the human resource department files on the employees in the institution (Kyambogo University HRD, 2023).

3.4 Sampling procedure and sample size

The sample size was computed basing on Taro Yamane's (1970) method of calculation of sample size. Below is a presentation of the computation and formula;

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

Where n= sample size, N= population and e = margin of error/0.05

$$n = \frac{488}{1 + 488(0.05)^2}$$

$$n = \frac{488}{1 + 488(0.0025)}$$

$$n = \frac{488}{1 + 1.22}$$

$$n = \frac{488}{2.22}$$

$$\underline{n=220}$$

Therefore, from the table above, the sample size was 220 respondents got from a total population of 488 administrative staff both teaching and non-teaching staff from Kyambogo University.

3.5 Sampling methods

The researcher used simple random sampling method. Due to their large number, the employees from Kyambogo University's various departments were chosen using simple random sampling.

This method made the selection process easier and allowed every individual to participate in the study. Simple random sampling was chosen because it prevents bias in the research process and makes research on large populations more practical. Therefore, to select these respondents, a table of random numbers was used where the researcher pointed to a pseudo-random starting place on the table without looking, to identify a case number that were the starting point.

3.6 Sources of data

3.6.1 Primary source

Primary data source provides precise information regarding the outcomes of an experiment or observation, they are crucial for all fields of study. Self-administered questionnaires were used to collect primary data from the field by gathering respondents' opinions from a chosen group of people. Primary data aided the researcher in gathering details for the particular goals of their investigation. By using questionnaires, the researcher herself gathered the data.

3.6.2 Secondary source

Secondary data refers to handling, collecting and possibly processing data by people other than the researcher in question. For the objectives of a historical research study, secondary sources are often scholarly books and articles. This source was utilized to acquire data from already written literature for example e-books, journals, published articles and periodicals. Documentary resources are grouped in order to assist the data gathering and textual analysis (Mubazi 2018).

3.7 Data collection method

The study used a survey as the data collection method. A survey, according to Amin (2019), is a self-report study designed to collect data regarding variables of interest. Because a survey allows participants to express thoughts in an unbiased and impartial manner, it is considered appropriate. Shyness and other emotional impacts are lessened. They also benefit from the ability to quickly gather data from a large population. Mchumu made this determination (2020).

3.8 Data collection instrument

A systematic questionnaire was employed in the study to gather data. According to Mugenda & Mugenda (2019), the questionnaires consisted of closed-ended questions with a list of potential answers. Respondents were asked to choose the answers that best reflected their opinions about the situation and problem under consideration. The answers were predetermined things in the

questionnaire, which made it stiff, standardized and allowed no room for flexibility. This makes it easier to regulate the unnecessary variables and ensure validity (Sarantakos, 2019). To gather data on the topic, a structured questionnaire with sections based on study factors was created. It was given to the participants. The response options on the five-point Likert scale were: (5) strongly Agree, (4) Agree, (3) Not sure, (2) Disagree, and (1) Strongly Disagree. Likert style was chosen because it offers respondents a range of options for responses and makes it simple to tabulate the data collected for comparison.

3.9 Data collection procedure

The researcher obtained a recommendation and an introductory letter from the Uganda Christian University Research Ethics Committee, after which she sought permission from the different respondents in Kyambogo University to use as a case study. The researcher approached various respondents to distribute the questionnaires.

3.10 Quality and error control

Oso and Onen (2020) define managing quality as making sure the study's validity and reliability are at acceptable levels by appropriately controlling extraneous variables.

3.10.1 Validity

Cohen, Manion, and Keith (2019) state that the following steps are necessary to ensure validity: selecting a suitable scale; guaranteeing the availability of sufficient resources for the necessary research to be conducted; choosing a suitable methodology for ensuring the research questions; avoiding having an excessively long or short interval between the pre- and post-tests; ensuring standardized procedures for data collection or for information administering tests; and customizing the instruments to the respondents' attention. To ascertain whether the questions are able to capture the desired data, a validity analysis was conducted. The questions were examined by the two research supervisors to make sure they were able to elicit the desired response. To determine the validity of the study instrument, a Content Validity Index (CVI) was computed using the following formula.

$$\text{Content validity Index (CVI)} = \frac{\text{Number of items declared valid}}{\text{Total number of items in the tool.}}$$

Table 3.1: Results of Validity test

Variable	Number of Items	Expert 1	Expert 2
		Items rated right	Items rated right
Job rotation	7	7	7
Job enlargement	7	6	7
Job enrichment	7	6	6
Employee Satisfaction	6	6	6
Total	27	25	26
Mean (Item rated relevant/ total no. of items)		0.92	0.96
Overall CVI (0.92 + 0.96/2)		0.94	

Source: *Primary Data (2024)*

Results from table 3.1 show an overall CVI of 0.94 which is above the acceptable threshold of 0.7 thus accepted as valid for the study according to Oso and Onen (2008), who opined that the items with validity co-efficient of at least 0.70 is considered valid for the study.

3.10.2 Reliability

Reliability is defined by Mugenda and Mugenda (2020) as the extent to which a research tool produces consistent data or results following multiple trials. Using Cronbach's coefficient alpha, the research instrument's reliability was evaluated using data from 10 respondents who were piloted. Results of the reliability test are indicated in table 3.2.

Table 3.2: Reliability test results

Variable	Cronbach's Alpha	Number of items
Job rotation	.786	7
Job enlargement	.709	7
Job enrichment	.741	7
Employee Satisfaction	.787	6
Overall Cronbach value	0.756	27

Source: *Primary Data (2024)*

Results from table 3.2 indicate a Cronbach, alpha value of 0.756, which is greater than 0.7 thus, considered reliable for the study, as revealed by Mugenda and Mugenda (2007) that a Cronbach's Alpha coefficient of at least 0.7 is appropriate.

3.11 Measurement of variables

The questionnaire was accompanied with an ordinal measurement, which categorizes and ranks the variables. Thus, the variables were measured by the parameters or dimensions set from both the outcome variable and the independent variables. Employee satisfaction was measured in terms of; recognition autonomy, decision making and professional development. The independent variable for this study was job design and it included the following parameters; job rotation (Skilled diversity, innovation and self-efficiency); job enlargement (Skilled utilization, job diversity and job scope) and job enrichment (Achievement, responsibility and increase in performance). The items were anchored on a 5-point Likert scale where 5 (Strongly Agree), 4 (Agree), 3 (Not sure), 2 (Disagree) and 1 (Strongly Disagree).

3.12 Data Analysis

Data analysis is the act of converting unprocessed data into useful knowledge that is frequently given as a published analytical article (Amin, 2019). The study used quantitative data analysis as detailed below;

3.12.1 Analysis of quantitative data

Data analysis was done with the aid of the package (SPSS) version 26 which is not only user-friendly but also suitable for managing the study's regressions and correlations between the variables. Descriptive statistics namely frequency counts and percentages were used to analyze the respondents' demographic characteristics, the mean and standard deviation were used to analyze the respondents' opinions on the study variables. Bivariate, and multivariate statistics were used to examine quantitative data in order to ascertain the relationship and the degree of correlation between the independent and dependent variables.

3.13 Ethical Considerations

The researcher considered several ethical issues, such as:

Respondent confidentiality was maintained; they were not required to disclose names or contact information on the questionnaires; names were replaced with identification numbers to prevent information from being linked to a respondent; all data collected was used exclusively for this study; informed consent was obtained from all respondents prior to participation in the research; all sources of literature were acknowledged throughout the study through appropriate citations and

referencing; and personal bias was avoided throughout the entire investigation, including interviews, data analysis, and reporting.

3.14 Methodological constraints

The researcher declared an acceptable 5% margin of error at 0.05 (level of significance) in light of the following threats to validity. Additionally, steps are suggested to reduce, if not completely eliminate, the risks to the reliability of the study's conclusions

- i. Extraneous variables were beyond the researcher's control such as respondents' honesty, personal biases and uncontrolled setting of the study.
- ii. Instrumentation: The research instruments were not standardized. Thus, in order to provide a reliable measurement of the research variables, validity and reliability tests were conducted.
- iii. Testing: The use of research assistants resulted in inconsistent questionnaire administration with regard to timing, comprehension of the items in the questionnaires, and remarks provided to the respondents. In order to reduce this risk, the research assistants received orientation and training on the steps involved in gathering data.
- iv. Attrition: Due to respondent conditions including travel, illness, hospitalization, and refusal or withdrawal from participation, not all surveys were returned, neither fully answered nor even retrieved. The researcher reserved a larger number of responses by going above the required minimum sample size in anticipation of this. Additionally, the respondents were constantly monitored regarding the date of retrieval and were cautioned not to leave any questions unanswered in the surveys.

CHAPTER FOUR

DATA ANALYSIS, PRESENTATION AND INTERPRETATION OF RESULTS

4.0 Introduction

This chapter presents the results of the analysis conducted to examine the particular study objectives and their relationship to the examined literature. Questionnaires were used to collect data from Kyambogo University's teaching and non-teaching staff. Tables are used in the presentation of the results to aid with comprehension.

4.1 Response rate

A total of 220 questionnaires were distributed and 200 were fully filled and returned. The response rate for the questionnaires was therefore 90.9% as shown in the table 1 below;

Table 4.1: Response rate

	Frequency	Percentage (%)
Questionnaires disseminated	220	100%
Fully completed questionnaires	200	90.9%
Non Response	20	9.1%

Source: *Primary data*

Table 4.1 above shows a summary of the response rate, indicating data was collected from a reasonable number of respondents, hence, the collected data and the findings sufficiently represent the population, based on Creswell (2017) indication that a response rate of 50% is adequate for analysis and reporting; a rate of 60% is good and a response rate of 70% and above is excellent. Therefore, the response rate of 90.9% was excellent and sufficient enough. The reason as to why some of the respondents did not respond to the study was due to some having a busy schedule whereas others delayed to return the questionnaires.

4.2 Findings on demographic characteristics of respondents

This section presents the general background information about the respondents in relation to their gender, age bracket, level of education, directorate and period spent working with Kyambogo University as shown in the table below.

Table 4.2: Background Information about the respondents

Item	Description	Frequency	Percentage (%)
Gender	Male	107	53.5
	Female	93	46.5
	Total	200	100.0
Age group	21-30 years	65	32.5
	31-40 years	74	37.0
	41-50 years	39	19.5
	Above 50 years	22	11.0
	Total	200	100.0
Level of education	Diploma	45	22.5
	Bachelors	64	32.0
	Masters	33	16.5
	Others	58	29.0
	Total	200	100.0
Directorate	Dean of Students	60	30.0
	Estates and Works Department	77	38.5
	Finance Department	29	14.5
	Directorate of Human Resources	34	17.0
	Total	200	100.0
Period spent working with Kyambogo University	Less than 1 year	17	8.5
	1-5 years	56	28.0
	6-10 years	75	37.5
	Above 10 years	52	26.0
	Total	200	100.0

Source: *Primary data (2024)*

From table 4.2 above, the gender distribution of the respondents indicates that a slight majority were male, comprising 53.5% of the sample, whereas female respondents made up the remaining 46.5%. This shows a near balance in gender representation among the respondents, though males were slightly more prevalent.

Furthermore, regarding the age distribution, the largest proportion of respondents fell within the 31-40 years age bracket, accounting for 37.0% of the total. This was followed by those aged 21-30 years, who represented 32.5% of the respondents. Individuals in the 41-50 years age group constituted 19.5%, while those above 50 years made up the smallest group at 11.0%. This demographic data suggests that the majority of respondents were relatively young, with a significant portion under 40 years old.

More so, the educational background of the respondents revealed that the highest percentage, 32.0%, held a Bachelor's degree. This was closely followed by respondents with other forms of education like post graduate diplomas, CIPS, ACCA and CPA among others at 29.0%. Those with a diploma made up 22.5% of the respondents, while the smallest group, 16.5%, held a Master's degree. This diversity in educational attainment indicates that while a significant number of respondents have advanced education, there is also a substantial representation of individuals with other educational qualifications.

In addition, the distribution of respondents across different directorates showed that the Estates and Works Department had the highest representation at 38.5%. This was followed by the Dean of Students office, which accounted for 30.0% of the respondents. The Directorate of Human Resources had 17.0% of the respondents, and the Finance Department had the smallest representation with 14.5%. This distribution highlights that the majority of the respondents were from operational and student-focused directorates.

Lastly, the length of time respondents had spent working at Kyambogo University varied, with the largest group having worked for 6-10 years, representing 37.5% of the sample. Those who had worked for 1-5 years comprised 28.0%, while 26.0% had been with the university for more than 10 years. The smallest group, 8.5%, had worked at the university for less than one year. This indicates that a significant portion of the respondents had a considerable amount of experience working at the university.

4.3 Descriptive Statistics of the study variables

In this section, descriptive data was analyzed using mean and standard deviation. The mean shows the incidence of a response and the Standard Deviation shows the extent to which scores deviate from the mean. The Standard Deviation (SD) shows the variability among the responses. The standard deviation ($SD < 1$ is interpreted to mean low deviation and $SD > 1$ is interpreted to mean high deviation. The scale for interpreting mean is: 4.21-5.00 (very high); 3.41-4.20 (high); 2.61-3.40 (moderate); 1.81-2.60 (low); 1.00-1.80 (very low), as advances by Dawes (2008). Descriptive statistics are presented on the basis of the study objectives as laid out in chapter one.

4.3.1 Job rotation and employee satisfaction

Table 4.3 summarizes respondents' responses on the effect of job rotation on employee satisfaction at Kyambogo University by using means and standard deviations.

Table 4.3: Job rotation at Kyambogo University

Statements	Mean	Std. Dev.
I am not stressed when shifting to a new job at my work place	3.64	1.154
My knowledge in doing different activities has been broadened due to job rotation	4.02	0.996
Better understanding and cooperation between diverse department units has been attainable as a result of job rotation	3.91	1.085
I am less bored at my workplace when job rotation is done and I become eager to learn more	4.15	0.589
I have been able to gain new skills as a result of bring rotated on my job	4.28	0.510
I have developed self-efficacy as a result of bring rotated on my job	3.88	1.033
Job rotation helps with career planning and progression	4.00	0.933

Source: *Primary data (2024)*

The findings presented in table 4.3 reveal that on average, the majority of respondents agreed that they are not stressed when shifting to a new job at their workplace, as represented by a (mean score = 3.64; standard deviation = 1.154). This indicates that job rotation reduces stress related to job changes for most employees. This aligns with Lee and Choi (2019), who highlighted that job rotation can mitigate stress by providing employees with varied job experiences and reducing monotony. By enabling employees to explore different roles within the institution, job rotation not only decreases stress levels but also enhances job satisfaction.

Furthermore, respondents agreed to a large extent that their knowledge in performing different activities has been broadened due to job rotation, as indicated by a (mean score = 4.02; standard deviation = 0.996). This high level of agreement suggests that job rotation significantly enhances

employees' skill sets. This is supported by Santos and Abreu (2021), who emphasize that job rotation enhances employees' skill sets and knowledge base by exposing them to different tasks and challenges. By aligning with these scholarly perspectives, the findings suggest that Kyambogo University's implementation of job rotation positively impacts employee development and organizational effectiveness through knowledge enhancement.

Findings also show that, on average, the majority of respondents agreed that job rotation has led to better understanding and cooperation between diverse department units, represented by (mean score = 3.91; standard deviation = 1.085). This suggests that job rotation fosters interdepartmental collaboration. By promoting interdepartmental cooperation, job rotation not only enhances operational efficiency but also strengthens organizational culture and teamwork, which are essential for sustained organizational success. This finding resonates with Hernandez and Morgeson (2023), who argue that job rotation facilitates cross-functional collaboration and breaks down silos within organizations. This collaborative environment is vital for promoting organizational cohesion and achieving common goals across departments.

In addition, the study revealed that respondents agreed to a large extent that they are less bored at their workplace when job rotation is implemented and that it makes them eager to learn more, as shown by a (mean score = 4.15; standard deviation = 0.589). This implies that job rotation effectively reduces boredom and increases enthusiasm for learning. This agrees with Zhang et al. (2022), who emphasize that job rotation stimulates employee engagement and motivation by introducing variety and novelty into daily work routines. Moreover, the findings indicated a strong agreement among respondents that they have been able to gain new skills as a result of job rotation, with a (mean score = 4.28; standard deviation = 0.510). This demonstrates that job rotation is a key driver in skill acquisition for employees.

Last but not least, the majority of respondents agreed that they have developed self-efficacy as a result of being rotated on their job, as evidenced by a (mean score = 3.88; standard deviation = 1.033). This suggests that job rotation enhances employees' confidence in their abilities. Lastly, respondents agreed to a large extent that job rotation helps with career planning and progression, indicated by a (mean score = 4.00; standard deviation = 0.933). This highlights that job rotation is perceived as beneficial for career development and progression among employees. This resonates with Zhang et al. (2022) who opined that job rotation heightens interest in learning new skills and

tackling different challenges, which leads to increased job satisfaction and personal growth opportunities for employees.

Overall, the findings suggest that job rotation at Kyambogo University has a positive impact on various aspects of employee satisfaction. The high mean scores across the different statements indicate that job rotation reduces stress, broadens knowledge, fosters interdepartmental cooperation, alleviates boredom, enhances skill acquisition, boosts self-efficacy, and supports career planning. Consequently, job rotation is an effective strategy for improving employee satisfaction at Kyambogo University.

4.3.2 Job enlargement and employee satisfaction

Table 4.4 summarizes respondents’ responses on the effect of job enlargement on employee satisfaction at Kyambogo University by using means and standard deviations.

Table 4.4: Job enlargement at Kyambogo University

Statements	Mean	Std. Dev.
Boredom at workplace has been reduced as a result of job enlargement	3.99	0.967
Job enlargement ensures utilization of employee skills effectively	3.78	1.050
Job diversity among employees in the institutions has been achieved as a result of job enlargement	3.68	1.187
Job enlargement has made work more meaningful due to job enlargement	3.74	1.006
Job enlargement has enhanced employees’ job scope as a result of job enlargement	3.61	1.208
Job enlargement has increased the volume of work to be done by the employees in the institution	4.12	0.406
Job enlargement has encouraged employees to create self-motivation strategies in the institution	4.05	0.555

Source: *Primary data (2024)*

Findings presented in table 4.4 show that on average, the majority of the respondents agreed that boredom at the workplace has been reduced as a result of job enlargement represented by a (Mean score = 3.99; Standard deviation = 0.967). This indicates that employees find their work more engaging and less monotonous when their job roles are expanded. This is consistent with Lee and Choi (2019), who argued that job enlargement alleviates monotony by expanding employees' tasks and responsibilities. By offering a broader range of job activities, job enlargement enhances job variety and complexity, thereby enhancing employee satisfaction through increased engagement and reduced boredom.

Similarly, the majority of the respondents also agreed that job enlargement ensures the effective utilization of employee skills represented by a (Mean score = 3.78; Standard deviation = 1.050). This suggests that expanding job roles allows employees to apply their skills more fully, enhancing their sense of competence and satisfaction. This aligns with Santos and Abreu (2021), who highlight that job enlargement optimizes employee skills by assigning tasks that match their competencies and interests. This effective utilization not only enhances job satisfaction but also contributes to organizational efficiency and performance.

Furthermore, job diversity among employees at the university has been achieved as a result of job enlargement, as indicated by the agreement of the majority represented by a (Mean score = 3.68; Standard deviation = 1.187). This means that employees experience a variety of tasks, which can enhance their job satisfaction by making their work more interesting. More so, the findings show that job enlargement has made work more meaningful to employees represented by a (Mean score = 3.74; Standard deviation = 1.006), suggesting that employees feel a greater sense of purpose when their roles are expanded. Additionally, the enhancement of employees' job scope due to job enlargement also received agreement from the majority represented by a (Mean score = 3.61; Standard deviation = 1.208). This implies that employees perceive their roles as broader and more comprehensive, which can contribute to a greater sense of responsibility and achievement. The findings are consistent with Hernandez and Morgeson (2023), who emphasize that job enlargement increases task variety, thereby enhancing workforce diversity in terms of job experiences and skills. This diversity is crucial for organizational adaptability and innovation, as it enables employees to develop a broader understanding of various functions within the institution.

Last but not least, the respondents strongly agreed that job enlargement has increased the volume of work to be done by employees in the institution represented by a (Mean score = 4.12; Standard deviation = 0.406). This indicates that while job enlargement increases workload, it is viewed positively as it likely comes with more engaging tasks. Lastly, the majority of the respondents agreed that job enlargement has encouraged employees to create self-motivation strategies represented by (Mean score = 4.05; Standard deviation = 0.555). This finding suggests that employees feel more empowered and motivated to take initiative and manage their own performance when their job roles are expanded. The findings agree with Zhang et al. (2022), who argues that job enlargement enhances job significance by empowering employees with challenging and impactful tasks. Employees perceive their roles as more meaningful when they can see the direct impact of their contributions to the organization's objectives. Therefore, by incorporating job enlargement practices, Kyambogo University can enhance employee motivation and commitment by fostering a sense of purpose and fulfillment in their work responsibilities.

Overall, the study findings indicate that job enlargement positively impacts employee satisfaction at Kyambogo University. Employees perceive job enlargement as a way to reduce boredom, effectively utilize their skills, enhance job diversity, make work more meaningful, broaden job scope, increase work volume, and encourage self-motivation. These factors collectively contribute to higher levels of job satisfaction among employees, suggesting that job enlargement is a valuable strategy for improving employee satisfaction in the institution.

4.3.3 Job enrichment and employee satisfaction

Table 4.5 summarizes respondents' responses on the effect of job enrichment on employee satisfaction at Kyambogo University by using means and standard deviations.

Table 4.5: Job enrichment at Kyambogo University

Statements	Mean	Std. Dev.
Job enrichment has increased employee self-management in executing their duties in the institution	4.63	0.352
Job enrichment has increased my responsibility in decision making at my workplace	4.31	0.525
Job enrichment has improved the quality of work that I deliver at my workplace	4.20	0.601
Job enrichment has increased levels of employee commitment towards the task execution in the institution	4.58	0.475
Job enrichment has a positive effect on skill improvement of employees in the institution	4.41	0.496
Job enrichment has increased employee job attendance in the institution	4.60	0.491
By being given more responsibilities at work, I will be able to advance my career and grow	4.19	0.607

Source: *Primary data (2024)*

The findings presented in table 4.5 revealed that on average, the majority of respondents strongly agreed that job enrichment has increased employee self-management in executing their duties at Kyambogo University represented by a (mean score = 4.63; standard deviation = 0.352). This high level of agreement indicates that employees feel empowered to manage their tasks more independently, which contributes positively to their job satisfaction. This aligns with Grant and Parker (2019), who emphasized that empowering employees with greater autonomy and decision-making authority fosters intrinsic motivation and job satisfaction. This empowerment not only enhances job performance but also cultivates a sense of ownership and accountability among employees.

Similarly, one average, majority of the respondents agreed to a large extent that job enrichment has increased their responsibility in decision-making at the workplace, represented by a (mean score = 4.31; standard deviation = 0.525). This suggests that taking on more decision-making roles enhances their engagement and satisfaction. The finding agrees with Jiang et al. (2021), who

highlighted that involving employees in decision-making processes enhances their engagement and satisfaction by acknowledging their expertise and insights. This participatory approach not only improves decision quality but also strengthens employee commitment and organizational loyalty.

Furthermore, on average, most of the respondents agreed that the quality of work delivered at the workplace was perceived to have improved due to job enrichment, represented by a (mean score = 4.20; standard deviation = 0.601). This demonstrates that employees believe that job enrichment leads to higher performance standards. This is supported by Liu and Kao (2022), who purported that enriched job roles that challenge and stimulate employees contribute to higher standards of performance and output quality. This improvement in work quality is attributed to employees' enhanced skills, motivation, and job satisfaction resulting from enriched job responsibilities.

More so, on average, majority of the respondents strongly agreed that job enrichment has increased levels of employee commitment towards task execution, represented by a mean score = 4.58; standard deviation = 0.475). This indicates that enriched job roles foster greater dedication to work tasks. In addition, on average, the positive effect of job enrichment on skill improvement among employees was also widely acknowledged by the respondents, represented by a (mean score = 4.41; standard deviation = 0.496). This reflects a strong belief that job enrichment facilitates skill development. This resonates with Parker and Wu (2020), who argued that enriched job roles that align with employees' skills and interests foster a stronger commitment to organizational goals. Such alignment enhances employees' sense of purpose and fulfillment, thereby increasing their commitment to task completion and organizational success.

Most of the respondents strongly agreed that job enrichment has significantly increased employee job attendance, as represented by a (mean score = 4.60; standard deviation = 0.491). This suggests that enriched jobs encourage more consistent attendance. On average, quite a big number of respondents agreed that being given more responsibilities at work would enable them to advance their careers and grow, as represented by a (mean score = 4.19; standard deviation = 0.607). This indicates that employees see job enrichment as a pathway to career advancement and personal growth.

Overall, the findings indicate that job enrichment positively affects various aspects of employee satisfaction at Kyambogo University, including self-management, decision-making responsibility, quality of work, commitment, skill improvement, job attendance, and career growth opportunities. These results underscore the importance of implementing job enrichment strategies to enhance employee satisfaction and overall performance.

4.4 Correlation Analysis

To establish the relationship between job design (job rotation, job enlargement and job enrichment) and employee satisfaction at Kyambogo University, a Pearson correlation analysis was performed using the Statistical Package for Social Scientists (SPSS) version 25. The results of this test are presented in table 4.6.

Table 4.6: Pearson’s Correlation Coefficient for the relationship between study variables

Independent Variable	Pearson’s Correlation	Employee satisfaction
Job rotation	Pearson Correlation	.757**
	Sig. (2-tailed)	.000
	N	200
Job enlargement	Pearson Correlation	.699**
	Sig. (2-tailed)	.000
	N	200
Job enrichment	Pearson Correlation	.623**
	Sig. (2-tailed)	.000
	N	200

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

Source: Primary Data (2024)

Table 4.6 shows the matrix of Pearson’s correlation coefficient for the study variables. In the first place, the study tested the relationship between job rotation and employee satisfaction at Kyambogo University and found a significant positive relationship between the study variables ($r = .757^{**}$, $p < 0.05$). The implication of the correlation coefficient is that implementing job rotation programs can be an effective strategy for enhancing employee satisfaction at Kyambogo University.

The study also tested the relationship between job enlargement and employee satisfaction at Kyambogo University and found a significant positive relationship between the two variables (r

=0.699**, $p < 0.05$). This implied that job enlargement significantly improves employee satisfaction at Kyambogo University. This further highlights the importance of job enlargement as a potential tool for management to improve employee morale and engagement within the university. This agrees with Parker and Wu (2020), who argued that a comprehensive approach to job design, encompassing elements such as autonomy, skill variety, and task significance, significantly enhances employee engagement and satisfaction.

The study further tested the relationship between job enrichment and employee satisfaction at Kyambogo University and found a significant positive relationship between the two variables ($r = 0.623$ **, $p < 0.05$). This implied that job enrichment significantly contributes to employee satisfaction, where an improvement made in job enrichment leads to improvement in employee satisfaction at Kyambogo University.

4.5 Multiple Regression Analysis

In order to determine the effect of job design (job rotation, job enlargement and job enrichment) on employee satisfaction at Kyambogo University, a multiple linear regression analysis was conducted. The results are summarized in table 4.7.

Table 4.7: Summary of multiple regression results

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	
	B	Std. Error	Beta			
1	(Constant)	.448	.256		1.749	.042
	Job rotation	.332	.056	.332	4.686	.000
	Job enlargement	.350	.182	.317	5.003	.004
	Job enrichment	.213	.291	.248	3.076	.003

R = .669^a

R Square = .639

Adjusted R Square = .637

F statistics = 39.742

Sig. = .000^b

a. Dependent Variable: Employee satisfaction

Source: Primary Data (2024)

Table 4.7 shows an adjusted R square of 0.637 indicating that job rotation, job enlargement and job rotation, jointly account for 63.7% of the variation in employee satisfaction at Kyambogo University, while the remaining 36.3% can be explained by other factors not included in this study.

Findings also show a significant value from the Analysis of Variance of 0.000, indicating that the regression model accurately predicts the job design on employee satisfaction.

Table 4.7 further indicates that job rotation has a statistically significant positive effect on employee satisfaction at Kyambogo University (beta = 0.332, $P < 0.05$). This implied that job rotation significantly affects employee satisfaction at Kyambogo University by 33.2%.

Findings also show that job enlargement has a statistically significant positive effect on employee satisfaction at Kyambogo University (beta = 0.317, $P < 0.05$), implying that job enlargement significantly affects employee satisfaction at Kyambogo University by 31.7%.

Findings further indicate that job enrichment has a statistically significant positive effect employee satisfaction at Kyambogo University (beta = 0.248, $P < 0.05$). This implied that job enrichment as a job design strategy significantly affects employee satisfaction at Kyambogo University by 24.8%.

The general implication of the findings is that job rotation, job enlargement and job enrichment as integral components of job design, are significant contributors of employee satisfaction at Kyambogo University, with job rotation being the biggest contributor, followed by job enlargement and lastly job enrichment as per this study.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.0 Introduction

This chapter presents the summary of study findings, draws conclusions and recommendations in accordance with the study objectives and suggests areas for further research.

5.1 Summary of Findings

This study sought to assess the effect of job design on employee satisfaction in an educational institution; a case of Kyambogo University. The study was guided by the following study objectives: to examine the effect of Job Rotation on employee satisfaction at Kyambogo University; to determine the effect of Job Enlargement on employee satisfaction at Kyambogo University; and to assess the effect of Job Enrichment on employee satisfaction at Kyambogo University.

Findings indicate that job rotation ($r = 0.757^{**}$, $p < 0.05$) is effective in enhancing employee satisfaction at Kyambogo University. Job enlargement ($r = 0.699^{**}$, $p < 0.05$) is effective in improving employee satisfaction at Kyambogo University. Job enrichment ($r = 0.623^{**}$, $p < 0.05$) contributes effectively to employee satisfaction at Kyambogo University.

Findings also indicate that the independent variable job design (job rotation, job enlargement and job rotation) jointly account for 63.7% of the variation in employee satisfaction at Kyambogo University, (Adjusted R-squared = 0.637). Regression results indicated that job rotation ($\beta = 0.332$, $p < 0.05$) affects employee satisfaction at Kyambogo University. Job enlargement ($\beta = 0.317$, $p < 0.05$) affects employee satisfaction at Kyambogo University. Job enrichment ($\beta = 0.248$, $p < 0.05$) affect employee satisfaction at Kyambogo University.

5.2 Conclusions

In conclusion, the comprehensive findings from the study underscore the significant positive impact of job rotation, job enlargement, and job enrichment on employee satisfaction at Kyambogo University. Each job design approach was found to contribute uniquely to enhancing various aspects of employee well-being and professional development. Job rotation was particularly effective in reducing stress, broadening skills, and fostering career progression, supported by a strong correlation with employee satisfaction. Similarly, job enlargement positively influenced

workplace engagement, skill utilization, and task diversity, while job enrichment empowered employees through increased autonomy, decision-making responsibilities, and career advancement opportunities. The regression analysis further validated these relationships, emphasizing the substantial role of these job design strategies in shaping a satisfying work environment and promoting organizational success at Kyambogo University. Therefore, integrating these effective job design practices is crucial for sustaining high levels of employee satisfaction and achieving long-term organizational goals.

5.3 Recommendations

Based on the findings of the study, the following recommendations have been found necessary concerning the effects of job design on employee satisfaction of an organization; a case of Kyambogo University.

The study recommends the need to implement structured job rotation programs that systematically expose employees to different roles within the university. This approach not only alleviates workplace stress associated with job transitions but also enhances employees' skills and knowledge across various departments. To maximize effectiveness, Kyambogo University should establish clear guidelines and training modules tailored to each rotation, ensuring employees gain diverse experiences that contribute to their professional growth and job satisfaction.

The study also recommends the need to expand job roles through job enlargement initiatives that effectively utilize employees' skills and foster job diversity. By enlarging job roles, Kyambogo University can reduce workplace monotony and increase employees' engagement and motivation. It is essential for the university to periodically assess workload distribution and task complexity to ensure that enlarged roles align with employees' capabilities and career aspirations. Additionally, providing adequate resources and support will enable employees to manage expanded responsibilities effectively, contributing positively to their satisfaction and performance.

The study further recommends the need to enrich job roles by empowering employees with greater decision-making authority, autonomy, and opportunities for skill development. Job enrichment initiatives at Kyambogo University should focus on enhancing the meaningfulness of work, improving work quality, and promoting career advancement. It is crucial for the university to create a supportive environment that encourages innovation and initiative among employees in enriched

roles. Regular feedback mechanisms and mentoring programs can further enhance job satisfaction and ensure that job enrichment strategies align with organizational objectives and employee aspirations.

More so, the study recommends fostering a culture of continuous learning and development alongside job design interventions. Implementing regular training programs, workshops, and skill enhancement courses can complement job rotation, enlargement, and enrichment efforts. Kyambogo University should invest in professional development opportunities tailored to the evolving needs of employees and the institution. This approach not only supports job satisfaction by keeping employees engaged and motivated but also ensures they remain competitive in their roles and abreast of industry trends.

The study also recommends establishing clear communication channels and transparent policies regarding job design practices. Effective communication is crucial to ensure that employees understand the objectives, benefits, and expectations associated with job rotation, enlargement, and enrichment. Kyambogo University should promote open dialogue where employees can provide feedback, raise concerns, and suggest improvements related to their job experiences. Clear communication fosters trust, reduces ambiguity, and enhances the overall effectiveness of job design initiatives.

In addition, the study recommends conducting regular assessments and evaluations of job design programs to measure their impact on employee satisfaction and organizational performance. Kyambogo University should implement performance metrics and feedback mechanisms to monitor the effectiveness of job rotation, enlargement, and enrichment strategies. These assessments can identify strengths, weaknesses, and areas for improvement, allowing the university to adjust its approaches and ensure alignment with strategic goals. Continuous evaluation ensures that job design practices remain relevant, impactful, and supportive of both employee and institutional objectives.

Furthermore, the study recommends fostering leadership support and commitment to job design initiatives. Strong leadership endorsement is essential to drive the implementation and sustainability of job rotation, enlargement, and enrichment programs at Kyambogo University. Leaders should advocate for these practices, allocate resources effectively, and lead by example in

embracing change and innovation. Leadership support fosters a culture that values employee development, recognizes the importance of job satisfaction, and promotes a collaborative and supportive work environment.

Lastly, the study recommends leveraging technology to enhance the implementation and effectiveness of job design strategies. Kyambogo University can utilize digital tools and platforms to streamline job rotation processes, facilitate remote learning opportunities, and support virtual collaboration among employees in enriched roles. Embracing technology not only enhances operational efficiency but also expands access to learning resources and promotes flexible work arrangements, which are increasingly valued by today's workforce.

5.4 Areas for further research

Since this study assessed the effects of job design on employee satisfaction of an educational institution; a case of Kyambogo University, therefore, the study recommends the following areas for further research;

Firstly, exploring the long-term impacts of job rotation, enlargement, and enrichment on career progression and professional growth among employees would provide valuable insights.

Additionally, investigating the effectiveness of combining different job design approaches or implementing hybrid models could shed light on optimizing employee satisfaction and organizational outcomes.

Furthermore, examining the role of organizational culture, leadership styles, and contextual factors in shaping the implementation and success of job design strategies would offer a deeper understanding of their dynamics within the university setting.

Lastly, exploring the influence of emerging trends such as remote work, digital transformation, and sustainability practices on job design and employee satisfaction could pave the way for innovative approaches to enhancing workplace dynamics at Kyambogo University.

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e) Others Specify.....

5. How long have you been working with Kyambogo University?

a) Less than 1 year b) 1-5 years

c) 6-10 years d) Above 10 years

Note: In these subsequent sections, use the scale provided to tick in the box of the relevant answer that describes your opinion. NB: 5=Strongly Agree, 4=Agree, 3= Not Sure, 2= Disagree and 1= Strongly Disagree.

SECTION B: JOB DESIGN

	Questions	Responses				
		5	4	3	2	1
PART 1	Job Rotation	5	4	3	2	1
JR1	I am not stressed when shifting to a new job at my work place					
JR2	My knowledge in doing different activities has been broadened due to job rotation					
JR3	Better understanding and cooperation between diverse department units has been attainable as a result of job rotation					
JR4	I am less bored at my workplace when job rotation is done and I become eager to learn more					
JR5	I have been able to gain new skills as a result of bring rotated on my job					
JR6	I have developed self-efficacy as a result of bring rotated on my job					
JR7	Job rotation helps with career planning and progression					
PART 2	Job Enlargement	5	4	3	2	1
JE1	Boredom at workplace has been reduced as a result of job enlargement					
JE2	Job enlargement ensures utilization of employee skills effectively					
JE3	Job diversity among employees in the institutions has been achieved as a result of job enlargement					

JE4	Job enlargement has made work more meaningful due to job enlargement					
JE5	Job enlargement has enhanced employees' job scope as a result of job enlargement					
JE6	Job enlargement has increased the volume of work to be done by the employees in the institution					
JE7	Job enlargement has encouraged employees to create self-motivation strategies in the institution					
PART 3	Job Enrichment	5	4	3	2	1
JEN1	Job enrichment has increased employee self-management in executing their duties in the institution					
JEN2	Job enrichment has increased my responsibility in decision making at my workplace					
JEN3	Job enrichment has improved the quality of work that I deliver at my workplace					
JEN4	Job enrichment has increased levels of employee commitment towards the task execution in the institution					
JEN5	Job enrichment has a positive effect on skill improvement of employees in the institution					
JEN6	Job enrichment has increased employee job attendance in the institution					
JEN7	By being given more responsibilities at work, I will be able to advance my career and grow					

SECTION C: EMPLOYEE SATISFACTION

No.	Statements	Responses				
PART 4	Employee Satisfaction in Kyambogo University	5	4	3	2	1
ES1	I feel satisfied since my work has high chances for career development and independence in my work					
ES2	I feel satisfied with my work since I have a good relationship with my supervisor and my colleagues					
ES3	I feel satisfied with my job since i am consulted and my suggestions may be incorporated in major decisions					
ES4	I feel satisfied with my work since my supervisor recognizes and appreciates my work					
ES5	I feel satisfied since my supervisor gives me autonomy and independence in my work					
ES6	I feel satisfied since I have been given a chance to put my various skills into practice in different jobs					

Thank you very much for your cooperation

Appendix 2: Informed Consent Form (ICF)

Information sheet and informed consent form

Dear sir/madam,

My name is Nambasa Ritah Flavia (KJ22M17/009), I am a student from Uganda Christian University located in Mukono district, Uganda.

Introduction

You are kindly being requested to take part in answering this questionnaire that will last for about 10 to 15 minutes. In this questionnaire, questions related to the effects of job design on employee satisfaction of an organization; a case of Kyambogo University will be asked and you will only be required to tick the best option.

Title of the Study:

The effects of job design on employee satisfaction of an organization; a case of Kyambogo University

Purpose of the study:

The purpose of the study is to assess the effects of job design on employee satisfaction of an organization; a case of Kyambogo University. In our discussion, I will be asking you questions related to justifications concerning how job design has enhanced your satisfaction levels with your work as an employee.

Procedure for the study:

In this dialogue, the researcher will sit with you and ask you a few questions related to this study as she probes deeper to understand why and how the issues raised are the way they are and this process will take approximately 15 minutes to answer the questions. The respondents will only be required to tick the best suitable option with the help of the researcher who will assist in case any question is not understood by the respondent.

Voluntary Consent:

It is not a must that you should take part in this interview, participation is not by force and you are free to say you do not want to take part in this interview. I will then allow you to leave if you wish to do so. No one will blame or ask you any questions if you choose to leave this discussion. You are also free to ask any questions during or after the discussion.

Confidentiality:

Your response to this study will be anonymous and the information you provide is confidential and will be used purely for the intended purpose and it will not be shown to anyone else. The researcher will ensure that your identity and the answers you provide remain unknown to anyone else and this will be done through some of the following:

- ✓ Through assigning code names/numbers for participants that will be used on all research notes and documents containing information from this discussion.
- ✓ By keeping interview notes and any other identifying participant information in a lockable file cabinet in the personal possession of the researcher and also ensuring that after transcribing, the audio files are deleted from the audio recorder.

Participants' data will be kept confidential at all times except in case where the researcher is legally obligated to report specific incidents, for example incidents of abuse and torture.

Benefits:

The information generated from this study will be useful to you especially learning about the benefits of implementing job design in an educational institution. This knowledge may also encourage your employers to strategize in terms of implementing better job designs that can enable you work better and attain satisfaction with your work.

Risks:

Taking part in this discussion may lead to not being liked by your fellow colleagues especially those that think that the study is a waste of time or those that think you got some financial benefit from your participation in the study. In addition, it might be challenging for some of the people to disclose key important information due to fear of being apprehended by their bosses at work.

Compensation:

If you take part in this discussion, no money or any other gifts will be given to you during the study. However, the information you share will help to draw strategies on how best job designs can be used to improve the work environment and satisfaction of the employees at work.

You can get answers to your concerns or complains through the contacts below:

If at any moment you have queries, concerns or complaints about this study, or experience an adverse event or unanticipated problem, contact the researcher on 0778 359 283.

Sign this form only if you:

..... have understood what you will be doing for this study,
..... have had all your questions answered, agree
to take part in this research

Your Signature.....

Name.....

Date.....

Researcher explaining study

Signature.....

Name.....

Date.....

Appendix 3: Proposed Budget for the Research

S/NO	ITEM	COST (UG SHS)
1.	General transport (travelling in data collection)	200,000
2.	Meals, airtime and transport for data collection	200,000
3.	Incentives for the respondents	200,000
4.	Stationery	100,000
5.	Data for internet	150,000
6.	Binding and printing final copies	150,000
	TOTAL	1,000,000

Appendix 4: Time Schedule for the Research

S/NO	Research Activity	Time
1.	Selection and approval	January 2024
2.	Presentation of concept note	January 2024
3.	Proposal writing	February-March 2024
4.	Data collection	April 2024
5.	Data analysis	April 2024
6.	Report writing	May 2024
7.	Submission of research report	May 2024

VIVA VOCE COMPLIANCE REPORT

Name: Ritah Flavia Nambasa

Registration Number: KJ22M17/009

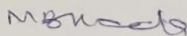
Title: The Effect of Job Design on Employee Satisfaction in an Educational Institution: A Case of Kyambogo University

This table summarizes how the VIVA VOCE, Internal Examiners, and External Examiner's comments were addressed in the revised dissertation, including actions taken and page locations of revisions.

SN	Observation from VIVA VOCE, IE, and EE Reports	Action taken by the candidate	Page number in the book where the action was effected
1.	Understanding of job rotation	Job rotation is the practice of working at various tasks or positions for predetermined amounts of time.	Page 7
2.	Remove fourth objective	Objective removed	Page 4
3.	Remove concept under the DV on the conceptual framework	Concept removed	Page 7
5.	Issues with methodology	Issues addressed	Page 20
6.	Modify cover page	Cover page modified	Cover Page
7.	Adjust abstract findings from significance to effect of the job design dimension to employee satisfaction	Findings clearly indicate the effect of job design dimensions to employee satisfaction.	Page ix
8.	Indicate references in cited in Chapter two under the reference list	References included	Page 43-47
9.	Re-write summary of findings to match with objectives of study.	Summary of findings adjusted to match with the objectives of study.	Page 40
10.	Grammatical errors	Entire report edited	All pages

Signed: 

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 Name of Candidate
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