

**EFFECT OF JOB ENLARGEMENT ON EMPLOYEE
PERFORMANCE AT THE RIFT VALLEY RAILWAYS
(K) LTD**

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DECLARATION

This research project is my original work and has never been submitted for examination to any other University.

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This research project has been submitted with my authority as the university supervisor.

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DEDICATION

This project is devoted to my parents, Mr. and Mrs. Gichuki for instilling in me virtues of discipline and hard work.

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ABSTRACT

There are numerous factors that affect the level of job satisfaction and this is highly influenced by the design and the nature of tasks assigned to the employees. The main goal for this study was determining the contribution of work enlargement on the performance of employees at Rift Valley Railways (K) Ltd. A descriptive design was implemented to detect the link between work enlargement and employees' performance at Rift Valley Railways (K) Ltd. The targeted population included 2000 employees drawn from executive and non-executive management in the sales, operations and human resources departments. The size of the sample involved 400 employees and a systematic random sampling approach was applied to select the respondents. Raw data was utilized with the help of questionnaires. Descriptive statistics and regression analysis approaches were utilized in data analysis. Data was interpreted using frequencies, percentages, standard deviation and mean. It was concluded that job enlargement elements: task structuring and enlargement contributed positively in enhancing employee performance. There lacked clarity on whether job meaningfulness led to an improvement in employees performance. Regression results showed that task structuring and work arrangement resulted into employee performance. Work meaningfulness was inversely linked to employee performance. Structuring tasks was related significantly to performance of employees' while job meaningfulness and arrangement were insignificantly related to employee performance. The researcher recommends that the government should institute training and development programs to nurture employee knowledge and skills on how job enlargement can be aligned into employee duties and responsibilities to boost their understanding of organisational processes and procedures. The organisation should think through implementing a flexible structure that accommodates environmental changes and as such employees can identify tasks more efficiently and achieve their set targets. A major limitation for this study was time and cost and this necessitated the researcher to explore a single organisation. The results obtained in this study cannot be applied directly in any other parastatal or generalization. Future researchers ought to conduct an analogous study in the private sector to establish whether the results realized under this study would hold.

ABBREVIATIONS AND ACRONYMS

RVR Rift Valley Railways (K) Ltd

UK United Kingdom

USA United States of America

CHAPTER ONE

INTRODUCTION

1.1 Background of the Study

Organizational performance is affected by various factors including satisfaction of job level, which is influenced by the nature and design of the assigned tasks. Employee needs in an organization vary and in the same way the needs are to be met in different ways. Armstrong (2003) defines job design as the methods of performing tasks, aimed at meeting the needs of the organization as well as the job holder. The author further reveals that job design ensures that the assigned tasks match their skills and interests. Job enlargement being one of the forms of job design is aimed at improving job satisfaction, improve output, work quality and reduce employee grievances and dissatisfaction. According to Atkinson (1984), job enlargement aims at meeting the personal needs of employees by re-organizing and restructuring work such that the nature and content of the assigned tasks meets the social and personal needs of employees.

Herzberg in his two factor theory recognized two sets of factors, the hygiene factors which are external to the job and the motivators which directly relate to the job that need to be met to ensure staff are motivated. To motivate employees, Herzberg stated that flat job enlargement, which is increasing the scope of work and by so developing a job from narrow specialization improves performance of an employee. Maslow (1953) indicate that individuals could be inclined to accomplish specific wants and when one need gets satisfied, he then seeks to satisfy the next.

Employee needs are no different and an employee will want to derive full satisfaction from the work they engage in daily. Employees want to fulfill their physiological, safety, belonging, esteem and self-actualization needs. Kenya has an extensive network of different transportation channels all of which are managed and regulated by the Ministry of transport. The railway system in Kenya links the nation's ports and major cities as well as connecting the country to other nations like Uganda. There are a number of airports too that serve both the nation locally and internationally. The diverse activities in the transport industry create a challenging environment to implement job enlargement. This is because logistics which transport is a component contains other job activities that need to be carried out to ensure the movement of goods and services is efficient, some of these tasks are related while others are very different.

Infrastructure is one of the main variables of development based on the Kenya Vision 2030 manual. The long-term development policy aspires for the nation to have good connection of roads, airports, and railway, telecommunication as well as water and sanitation facilities. Efficient transport is pivotal in facilitating economic development both in the global and national level. Transport availability impacts global development in that it can be a boost or barrier. A good transport network has enabled the country to morph into a twenty four hour economy. Movement of goods and services from one region to another has been eased and essential facilities like hospitals, schools, banks and markets have also been established in areas with good networks. Investment into the transport sector helps develop a strong relationship between the consumers and producers. It improves performance and thus mitigating overall firm outcome. It widens market scope and enhances production and economies of scale.

Performance and productivity are increased as time for movement of raw materials from one point to another is reduced; it broadens the market creating a more diverse platform for outputs, energy and labor (PPIAF- World Bank, 2011).

1.1.1 Job Enlargement

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

Job enlargement entails adding the number of tasks in a job with an aim of meeting the diverse social and personal needs of the employees. The re-organization and restructuring of work is based on motivational theories to ensure that the new tasks in the job design meet the employees' expectations. Job enlargement also considers the elements of work performance and job satisfaction to ensure a balance between organizational needs and employee needs.

While it is important to ensure that personal and social needs of employees are fulfilled, it is crucial to consider organizational performance too. As a trait of job design, job enlargement reduces the monotony of work by increasing the number of tasks performed. The formulation of effective job enlargement involves considering

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

1.1.2 Employee Performance

Performance is divided into organisational and employees' performance (Otley, 1999). Job performance in many organizations is however subjectively measured, that is it is not independently measured and will be dependent on other factors in the work environment. Job performance is regarded as the results obtained from the work of an employee (Hunter, 1986). Staff performance is the measure of whether a person executes their job duties and responsibilities satisfactorily. Employee performance can also be defined as how well employees carry out job related activities assigned to them in regard to facilities provided and their efficiency in utilizing such (Bruce, 2010). Campbell (1993) defines employee performance as a measure of how well an individual carries out tasks assigned to them all dependent on a single person. He further defines performance in relation to behavior which differentiates performance from outcomes. Outcomes result from external influences as well as an individual's outcome, which can be in the form of non-observable actions such as decisions and answers. However, performance is under an individual's control whether it is mental or behavioral.

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

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

1.1.3 The Transport Industry in Kenya

The transport sector refers to the transport structure across the country. It contains a network of roads, railway, airports and waterways. Kenya Roads Board (2015), indicates that Kenya has about one hundred and sixty thousand eight hundred kilometers of paved roads and about eleven thousand kilometers of unpaved roads. The roads are further classified into trunk roads that connect centers and cross-international boundaries, national trunk roads link nationally important centers, Primary roads, Secondary roads, minor roads and special purpose roads also referred to as rural roads or county roads (www.krb.go.ke). The airports are a major player in the network with Jomo Kenyatta International Airport being a major gateway to the international world. Other airports which serve the country are Moi International Airport in Mombasa, Wilson Airport in Nairobi and the Kisumu airport.

The country also has private purpose airports which serve game parks and safari lodges managed by private individuals and organizations (Airport Technology, 2008). The port of Mombasa opens up the country to other international countries and it serves as an import and export channel. The Kilindini harbour run by the Kenya Ports Authority is the commercial port which handles majority of the goods coming into and going out of the country (Port Reform Toolkit- World Bank, 2004). There is a total of two thousand and sixty-six kilometers of metre gauge railway track in Kenya. In 1977 the East African Railway Corporation was dissolved making Kenya Railways Corporation to run the Kenya-Uganda Railway which cuts across the port of Mombasa to Uganda through the border of Malaba.

.In 2006, the RVR Consortium headed by South African firms took over the operations of Kenya-Uganda railway on a concession that lasted for 25 years, renewable. With Kenya Railways being the controller Rift valley railways has had to

double the frequency of services and comply with the regulations to mitigate inefficiencies from aged infrastructure. RVR is running a passenger train from Nairobi to Mombasa and vice versa but freight services is the bulk of its operations. Currently Kenya is constructing a standard gauge railway that will run adjacently with the existing metric gauge. The new railway is intended to link the East African community of Kenya, Uganda and Ethiopia. The first phase of the project from Mombasa to Nairobi is almost complete with a projection of it beginning operations in 2017 (krc.co.ke/sgr).

1.1.4 Rift Valley Railways (K) Ltd

Rift Valley Railways (K) Ltd is part of the greater Rift Valley Railways running between Kenya and Uganda from the port of Mombasa to Kampala Uganda. The operation of the Kenya and Uganda railways activities is managed by RVR, which took effect from November 2006 following an agreement between the two nations Kenya and Uganda agreed to offer freight services for twenty five years and passenger services for five years. The main objectives of RVR is improve efficiency in its operations and effective management of financial resources of the two railway networks in a coordinated manner; foster regional economic integration and growth, standardize infrastructure maintenance and operations as well as improve competitiveness of the northern corridor and the port of Mombasa.

The vision of RVR is to be the leading transport and logistics solution provider in Africa by the year 2020. RVR is managed by a board of directors which is headed by a chairman; the members are the company's directors and the group chief executive officer. The organization is ran under four departments; Human Resource, Marketing, Operations and Finance all of which are headed by chief officers. The chief officers

report directly to the board and they are tasked with ensuring their departments work towards attaining the overall company goals.

RVR Kenya has an employee population of about one thousand staff spread across its three distinctive regions i.e. coastal region which covers operations between Mombasa and Makindu, central region from Makindu to Eldoret and the north western region from Malaba to Kampala Uganda. All the regions are headed by general managers. Each region is divided into departments; the infrastructure department, operations department and the mechanical departments all headed by line managers who are in charge of the daily work plans in their departments. Rift Valley Railways is currently in its tenth year of operations since the concession was signed (Railway Gazette, 2015).

1.2 Research Problem

If well applied job enlargement is very important in any organization as it enhances positive effects on the productivity of its employees. Hellgren and Sverke (2001) posit that as a result of the increase in the pressure of work it is worthwhile to transform employees work activities and expose them to broader levels. Job enlargement increases employee interest to perform the job. Routine tasks without change might make employees bored in the work place and impact negatively on their level of motivation (Dessler, 2005). **Job enlargement impacts on motivational and satisfaction levels and organisational level of commitment** (Hellgren & Sverke, 2001).

Rift Valley Railways (K) Ltd has numerous positions which are related as duties performed in one department will in one way or the other influence the duties performed by another department and overall influence the performance of another

department. Job enlargement is based on how closely the roles are related or similar to each other.

For example locomotive drivers whose role is to ensure movement of load from the supplier to the customer have their roles enlarged to include ensuring the locomotives are in good working condition as well as ensuring documentations handed over to them on the load they are transporting are correct. Sales managers are given extra roles of ensuring all goods are invoiced and the same delivered to the correct customers and loadings are done other than just connecting the clients to the organization through their sales duties. Job rotation is also encouraged as staff can be assigned jobs in other departments as long as they have the qualifications and experience. This has led to increased employee morale, efficiency and output.

Researchers in the past have studied the outcomes of job enlargement on various employee parameters. Shakeela et al (2012) explored the effectiveness of job expansion on satisfaction of employees in Pakistan and established that job enlargement impacted positively on employee satisfaction especially job performance. Mohamoud (2015) assessed the contribution of job increase on employees' motivation and satisfaction, it was found that well managed and designed, job enlargement causes employees to feel interested and as a result motivated and satisfied. Employees expressed that enlargement widens abilities and skills while providing staff with a chance to communicate and learn from others. Sushil (2014) tested the effect job upgrade, job enlargement and work life balance, it was concluded that if implemented properly the job become a motivation in itself. This enhances job satisfaction and thus improves work-life imbalance. It also increases commitment and overall effectiveness and efficiency of organizations making them sustainable.

Studies done on job enlargement were conducted under specific set conditions. The conditions given in the various studies had contradictions and this posed a danger of having biased opinions on the value of job enlargement. The aim of this research was to fill the knowledge gap by attempting to answer the question; what is the true effect of job enlargement of employee performance at Rift Valley Railways (K) Ltd?

1.3 Research Objective

The objective of this study was to establish the effect of job enlargement on employee performance at Rift Valley Railways (K) Ltd.

1.4 Value of the Study

Findings from the study will to reveal the value job enlargement adds to the expected performance of employees in an organization that implements job enlargement in the correct way. The findings will help Rift Valley Railways to implement job enlargement in a more strategic manner to enable them get high performance results from their employees. The organization will also be able to develop policies aimed at supporting job enlargement as a tool to bolster performance.

Policy makers in the field of human resources will be able to use information from the findings to make policies surrounding job enlargement to ensure staff are not exploited during such exercises e.g. giving staff additional duties and not compensating them for the same. Findings obtained will assist the policy industry in formulating and implementing policies in human resources.

To the human resource practice, the study will assist policy makers in formulating and implementing polices related to rewards and especially those attached to performance.

The study will also enable them amend any form of bureaucracy that may be existing in the performance management structures and policies.

CHAPTER TWO

LITERATURE REVIEW

2.1 Introduction

The purpose of this review was to evaluate what had been written by various authors and researchers about the topic on the effects of job enlargement on employees' performance. The key components of the chapter included a review of theories that guided the study, review of past studies and critical review gaps identified.

2.2 Theoretical Foundation of the study

This study was guided by motivational theories specifically Herzberg two factor theory and Maslow's hierarchy of needs theory. The theories have been discussed below.

2.2.1 Herzberg Two Factor Theory

One of the primary interests of organizations is to satisfy the needs of employees, which is described in the Herzberg's (1957) Two Factor Theory. Based on the approach, employee motivation is greatly influenced by their attitude towards work. The theory holds that employee attitude towards work is determined by the work situations that define how they feel about their jobs.

According to Hertzberg, the factors that promote employee motivation differ from those that cause their job dissatisfaction. This implies that satisfaction cannot be considered as an opposite of dissatisfaction. Employee motivation is influenced by the ability of the company to meet physiological and psychological needs. The former refers to monetary compensation that enables employees to pay for basic necessities such as food and shelter while the latter refers to factors such as working conditions that promote employee career development. Employee satisfaction is determined by

intrinsic or motivating factors while dissatisfaction results from hygiene factors or extrinsic motivators.

Hertzberg argues that the extrinsic motivating factors have no effect on the satisfaction of employees but their absence results into dissatisfaction. These factors include job security, salary and other fringe benefits. The intrinsic motivators, on the other hand, provide employees with extra motivation to work hard. They include involvement in decision-making and recognition. Both the extrinsic and intrinsic motivators are independent such that the presence of one factor does not affect the other.

The Two Factor Theory holds that organizations should combine both the hygiene and motivating factors for optimal employee productivity. Businesses should structure the jobs in a way that makes it interesting to the employees. Aspects such as job enlargement are useful in promoting employee motivation because they are offered a wide variety of tasks that reduce monotony and boredom. Additionally, the employees are empowered make decisions about their jobs, which motivate them further.

The Two Factor Theory holds similar principles with McClelland's achievement need theory as well as Maslow's needs hierarchy. It is crucial for organizations to understand that the failure to provide the expected hygiene factors may lead to loss of motivation by the employees, which affects organizational success negatively. While the extrinsic motivators present the lower level of hierarchy in Maslow's theory, the intrinsic motivators present the upper levels in the hierarchy such as self-esteem and self-actualization. It is crucial for the management to understand that these factors are crucial to team performance and individual empowerment.

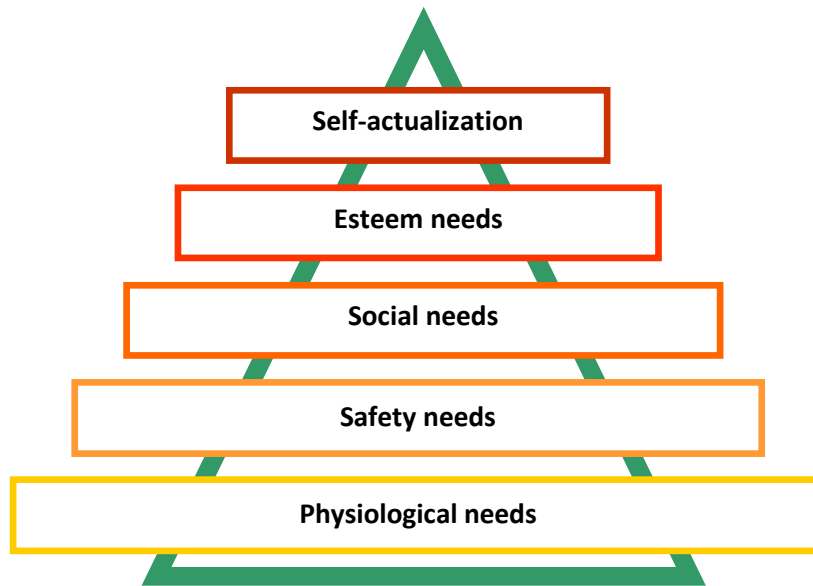
Although the Two Factor Theory provides important insights about employee motivation and productivity, critics argue that it is inaccurate. The theory assumes that job satisfaction results to increased employee productivity, which is not true. However, despite the weakness, the theory cites that motivation comes from within the employees based on the working conditions. Thus, managers need to consider both the hygiene and motivating factors in organizations. Jobs should be structured in a way that employee are offered opportunities to develop their careers as they meet organizational needs.

2.2.2 Maslow's Hierarchy of Needs Theory

Abraham Maslow was aimed at understanding what motivated individuals. Maslow (1963) postulates that individuals are motivated to accomplish certain wants; some wants are more of a priority than others. Maslow maintains that employees have a set of motivational systems that are unrelated to rewards or insensible desires and when a need is filled an individual seeks to satisfy the next one and order follows. In accordance to theory of hierarchy of needs, this is exactly what is happening even today. This theory is instrumental in understanding individual motivation, training and personal growth.

The argument put forward by Maslow, is that managers could drive motivation in an organisational setting through accomplishing the wants of the employees and prioritizing the most important needs to them. Needs are organized into a hierarchical manner and it is only after a meeting a need at a lower level that that a worker would develop the urge to have the next need on the hierarchy satisfied (Tay & Diener, 2011). The hierarchy of needs is as shown in figure 1.1 below.

Figure 1.1 Maslow's Hierarchy of Needs



Source: Huczynski et al. (2013, p. 292)

The physiological needs form the first level in the hierarchy. These comprise of the basic needs for survival and they include food and shelter. Such needs can be satisfied by way of a pay cheque. The second level represents the safety needs which consist of health, family and the security of one's job. An employer can use work benefits to satisfy these needs and provide a safe and conducive work environment. Social needs which consist of friendship, family and intimacy form the third level of needs. These needs can be met by engaging in team building activities and team work at the work place. The fourth level is made up of esteem needs which relate to recognition received from others as well as a person's self-esteem levels. Self-actualization needs form the fifth level these refer to the desires an individual has for self-fulfillment and their potential development to fulfillment. One of the ways that employers can fulfill the needs of employees is by taking into account the professional goals of employees

when assigning tasks. The employers should assign employees tasks that help them develop their careers and attain empowerment.

Going by Maslow's theory, it is impossible for managers to successfully apply a single motivation theory to enhance the productivity of their workforce. For the managers to maximize the performance of employees, it is crucial to design their jobs in a manner that meets the social and personal needs of the employees as well as provide financial rewards. Although Maslow's theory provides important insights about motivation and organizational productivity, it has limitations. Critics argue that application of Maslow's theory is difficult because different people have various perceptions about their needs. The employees also have various relationships between the motivating factors and their needs. For example, employees who are motivated by financial rewards consider the earning power as an important aspect of their self-esteem thus work harder to increase their earning opportunities. Contrary, employees who are motivated by extrinsic factors such as recognition see monetary rewards as mere cash aimed at meeting their security needs. Such employees desire to achieve more than just monetary gains.

2.3 Forms of Job Enlargement

There are different aspects of job enlargement that affect the efficiency of employee performance and from which organizations can consider to enlarge their employee's jobs. Job enlargement can be done through task structuring, job arrangement and checking at the meaningfulness of a job.

2.3.1 Task structuring

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

Task structuring also refers to the number of task components into a given responsibility or responsibilities. Complexity involved in a given job could be a reflection of several tasks that might need to be carried out, skills and the competencies needed as well as the decisions that need to be made to make predictions regarding the consequences of a given decision (Lutans, 2011). A complete integrated job consists of three elements namely, planning, executing and measuring each of the tasks involved. Task structuring makes up one of the three components of leadership theory which stipulates that the objective of a leader is to provide a superior task structure in order to keep employees motivated and efficient. A clear distribution of duties in line with set goals enhances employee understanding of their job and this gives them confidence to effectively execute their roles. Task structuring also allows a leader to recognize problems and hurdles in a job and re-design it accordingly.

2.3.2 Job arrangement

Hackman and Oldham (1975) explains that job arrangement aims at ensuring integration of different elements of a job; planning, controlling and executing. The management and team leaders are entrusted with the tasks of planning and controlling the job while the employees are responsible for execution of the tasks. Among the leading factors that promote job arrangement is job enlargement, whose main objective is to integrate the planning and controlling elements into the assigned tasks. Consequently, employees gain empowerment that promotes their career advancement and motivation. One of the leading merits of job arrangement is workers **ability to achieve a balance between life and work. It refers** to the perceptions that employees gain about the balance between their career and personal achievements. Good work life balance allows employees to balance between family care, personal time and career success with minimal conflict. For employers to take advantage of the high employee motivation that results from work life balance, they implement measures such as quality-of-work-life programs such as flexible work schedules. Through the flexible work schedules, employees are allowed to work when they can as long as the agreed hours of work are covered and the required job output is met. Workplace wellness includes things such as counseling, childcare and family support programs which when taken care of employees are able to concentrate fully on their jobs.

2.3.3 Checking meaningfulness of a job

According to Hackman and Oldham (1974), psychological holds that meaningfulness of job and aligning responsibilities to work productivity has a great influence on **motivation, satisfaction of the job and performance. The job characteristic method provides implementing principles that can be used to enrich jobs in an organization. The model provides a set of 5 main traits of a job that include a variety of set skills,**

identity, importance of work, independence and feedback that impacts the work i.e. satisfaction, motivation, absenteeism and turnover.

Hackman and Oldham (1980) proposed that motivation was linked to an employee experiencing meaningfulness of job that is fundamental to intrinsic motivation. It is the responsibility given to the employee to prove themselves in a job through their performance and knowledge of the outcomes. An employee needs to the success story of work done to learn from their gaffes. As a result each of the three critical states is derived from the characteristic of the job. Knowledge of the outcomes is derived from the feedback and employee receives on their performance (Robertson, 1992).

2.4 Indicators of Employee Performance

Cuenin (1897) defines performance indicators as numerical value that shows the quantitative value or performance of a given system. However, performance is not only measured by quantitative means, but also qualitative indicators (Massen, 1990). The direction of an indicator shows the level of performance. Favorable performance is indicated by the movement of the indicator in one direction while the movement in opposite direction is indicative of poor performance. Success is often the repeated periodic achievement of operational goals. Choosing the right KPI relies on what is important to the organization and importance is dependent on the department within an organization measuring it. For example finance KPI is different from a marketing KPI and vice versa. Performance indicators are routinely associated with performance improvement initiatives.

Different management frameworks such as the balance score card are used to select KPIs. Becker (2005) declared that the elements in the human resource score card are key leading indicators for the success of a workforce. Key performance indicators

have always been assigned to each perspective in the strategy map but are being adapted in the entrepreneurial sector as well. Gerathy (2003) presented that according to their experience performance indicators are valid and effective when applied in a comprehensive and consistent manner. Griffin 2004 pointed out that there should be a direct link from the overall organizational goals to the performance indicators. Appleby (1994) suggests that employees' performance is indicated by industrial peace within organizational goals due to minimized strikes, lockouts and other malpractices which can affect productivity. Cole (2005) suggests that employees' performance in an organization is evident by attainment of set goals, reduced labour turnover, reduced absenteeism and late coming and early leaving of an organization. This comes as a result of employees' motivation from job restricting which cuts down boredom due to undertaking of a repetitive job without a change.

2.5 Job Enlargement and Employee Performance

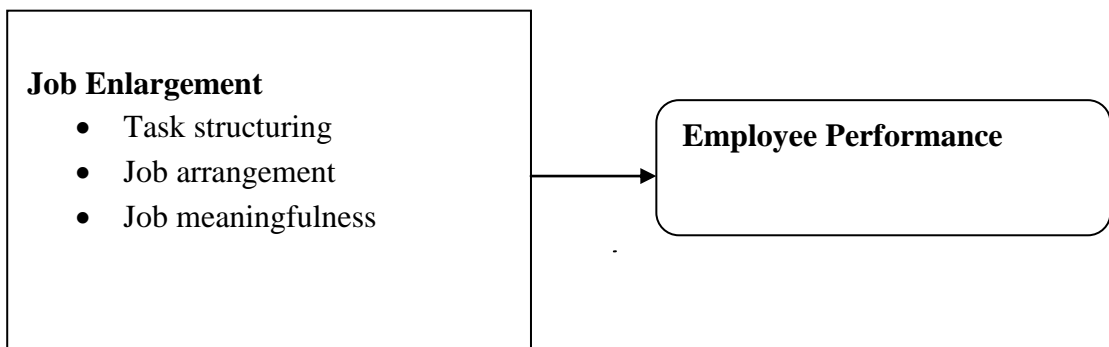
Many researchers have carried out research that dwelt on the effects of job enlargement on employee performance. Syengo (2008) in his study on factors affecting successful implementation of job enlargement, a study of Nairobi Water Company, suggested that job enlargement aims at increasing the flexibility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

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

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

2.6 Conceptual Framework

A conceptual framework depicts concepts and theories that provide a base for the research. It depicts the relationship between variables. The conceptual framework hypothesized that job enlargement influenced employee performance. The independent variables included task structuring, job arrangement and the meaningfulness of a job. The dependent variable was employee performance.



CHAPTER THREE

RESEARCH METHODOLOGY

3.1 Introduction

This chapter outlined the methodology that the researcher utilized in this study. It included a discussion of the research design that was adopted, target population, sampling technique, data collection methods and data analysis techniques used.

3.2 Research Design

The study adopted a descriptive survey research design in establishing the effect of job enlargement on employees' performance at Rift Valley Railways (K) Ltd. According to Orodho, (2003) descriptive design is effective because it allowed the researchers to collect the necessary information. The data gathered was then analyzed, summarized and interpreted for easy application by the users. Further, descriptive research yielded results that were highly accurate because it was possible to determine the current status of the study population (Mugenda & Mugenda, 1999). This approach aided the researcher to get a true feel of what the employees perceived about job enlargement. It gave the interviewees freedom of thought to give their views without any bias and to give detailed information concerning the study variables. The main reason why the researcher chose RVR was because it has operated the railway line for the longest period in Kenya.

3.3 Target Population

Population constitutes elements possessing similar traits that are being investigated (Ngechu, 2004). The study was carried out in all regions of Rift Valley Railways (K) Ltd. According to the human resource department the Organization consisted of 2,000 employees that were drawn from the executive management and non-executive management categories that either worked in the operations, sales, finance or human resource departments.

3.4 Sampling Technique

Systematic sampling technique was drawn from the (2,000) employees organisation. The study sampled every fifth employee. This constituted a sample size of 400 employees which was arrived at by taking 20% of the 2000 employees. Systematic random approach entails selecting items through ordinal sampling frame Lewis et al (2003). The sampling started by selecting an element from the list at random and then every n th element in the frame was selected. N was the sampling interval also referred to as the skip. The study counted down the list starting with the employee number 9 and then selected each 10th employee.

3.5 Data Collection

In this study primary sources were used in collection of data. Primary data is information gathered directly from respondents (Kothari, 2004). Primary data is useful in a case study as it provided an in depth view, it was less time consuming and a primary source of data provides accurate information needed for the study.

The questionnaire as the data collection instrument was divided into three sections; section one was used to collect demographic information, section two was used to collect information on job enlargement and section three comprised questions on employee performance. The respondents were given two days to fill in the questionnaires i.e. the questionnaires were administered through a drop and pick later method.

3.6 Data Analysis

All the questionnaires were adequately checked for verification. They were edited and coded to clarify response into meaningful categories so as to enable the data to be analyzed. Descriptive statistics was used in data analysis such as frequencies and percentages. Regression analysis was used to determine the effect of job enlargement on employee performance. Data was presented in form of tables and graphs. A regression model was adopted to establish the link between job enlargement and employee performance. Performance was regressed against task structuring, job arrangement and checking at the meaningfulness of a job.

$$Y=b_0+b_1X_1 +b_2X_2 +b_3X_3 + \varepsilon$$

Where;

Y= Employee Performance (dependent variable)

b_0 = constant

b_1, \dots, b_3 =coefficients

X_1 = Task structuring

X_2 = Job arrangement

X_3 =Job Meaningfulness

ε = error term

CHAPTER FOUR

DATA ANALYSIS, RESULTS AND DISCUSSION

4.1 Introduction

The chapter describes the data analysis and interpretation that has been done in line with the main goal for this study which was establishing the effect of job enlargement on performance of employees at Rift Valley Railways (K) Ltd. The study has implemented a quantitative approach whereby data has been analyzed using descriptive statistics and regression analysis. The results have been presented in form of mean and standard deviation, frequency and percentages.

4.2 Response Rate

Out of 400 questionnaires that were distributed for filling to the respondents, 280 were successfully filled and returned. This represents a response rate of 70% which the researcher considered to be sufficient. This view is supported by Sekaran (2008) who posited that a response rate that exceeds 50% is sufficient for conducting analysis.

4.3 Demographics

The demographic traits of the respondents have been discussed in this section of the research. This involves social traits such as gender, age that potentially influence employee performance. Other demographic trait includes the level of education and experience to find out if the respondents were in a position to give reliable information.

4.3.1 Gender of the Respondents

The participants were requested to state their gender. The outcome is presented in Table 4.1.

Table 4.1 Gender of the Respondents

Gender	Frequency	Percentage
Male	168	60
Female	112	40
Total	280	100

In Table 4.1, majority (60%) of the respondents were male while the rest (40%) were female. This implied that majority of the employees who worked for Rift Valley Railways (K) Ltd were male may be because of the gender bias.

4.3.2 Age Bracket

The researcher inquired from the participants about their age brackets. The output is captured in Table 4.2.

Table 4.2 Age brackets of the Respondents

Age	Frequency	Percentage
Below 25 years	00	00
26-35 years	40	14
36-45 years	55	20
46-55 years	120	43
56 years and above	65	23
Total	280	100

In Table 4.2, most of the respondents (43%) were aged between 46 to 55 years, 23% of the respondents were over 56 years, 20% were aged between 36-55 years and only, 14% of the respondents were aged between 26-35 years. None of the target population fell in the age bracket of below 25 years. This implies that the employees working for Rift Valley Railways (K) Ltd had adequate experience and are mature.

4.3.3 Educational Level

The participants were requested to indicate the level of education. The findings are presented in Table 4.3.

Table 4.3 Educational Level

	Frequency	Percentage
Primary	00	00
Secondary	30	10
Tertiary	150	54
University	100	36
	280	100

The output in Table 4.3 showed that majority (54%) of the respondents were college graduates, 36% of the respondents were university graduates and only 10% were form four leavers. None of the respondents had only primary school qualification.

4.3.4 Job Category

The respondents were asked to tick their job category in the organisation. The results are shown in Table 4.4.

Table 4.4 Job Category

	Frequency	Percentage
Executive	02	1
Management	60	21
Non-Management	218	78
	280	100

The results in Table 4.4 depicts that majority (78%) of the respondents were non-management staff, 21% were management staff while only, 1% of the respondents were the top management executive.

4.3.5 Length of Service in the Organisation

The respondents were asked to indicate the duration that they had served in the organisation. These results are provided in Table 4.5.

Table 4.5 Length of Service in the Organization

	Frequency	Percentage
0-5 years	05	01
6-10 years	25	09
11-15 years	150	54
Over 15 years	100	36
	280	100

Table 4.5, 54% of the respondents had served between 11-15 years in the organisation, 36% had served for over 15 years, 9% had served between 6-10 years and only 1% of the respondents had served between 0-5 years. This was an indication that most of the employees working for Rift Valley Railways (K) Ltd had served for a duration of more than 10 years and had adequate knowledge and experience about the organisation.

4.4 Job Enlargement

Under this section, the researcher determined several aspects regarding job enlargement. The study looked at various aspects of job enlargement which included task structuring, job arrangement and meaningfulness of a job.

4.4.1 Task Structuring

The researcher sought to determine several aspects of task structuring that contributed to employee efficiency. The results are provided in Table 4.6.

Table 4.6 Task Structuring

	N	Mean	Std. Deviation
The employees are clear about their tasks in all the organisational levels	280	3.861	0.692
Employees understand the processes and procedures	280	3.561	0.907
Employees are motivated to perform their tasks	280	3.611	0.853
The management has a role to analyze and restructure a task	280	3.910	0.727
The organisation has a well-defined task structure	280	3.254	0.544
Total	280	3.639	0.745

The results revealed that employees were clear regarding their tasks in all levels of the organization as indicated by a mean of 3.861. A mean of 3.561 was an indication that employees understood the processes and procedures of work. Further, the results revealed that employees were motivated to execute their tasks as shown by a mean of 3.611. The top management was mandated to restructure tasks and analyze roles and this was supported by a mean of 3.9 and that the organization comprised of a well-

defined task structure as shown by a mean of 3.254. The Grand mean was 3.639 with a standard deviation of 0.745. This was an indication that the respondents agreed that task structuring enhanced employees' performance in the organisation.

4.4.2 Job Arrangement

The researcher sought to establish several aspects of job arrangement that improved efficiency of employees at the work place. The results are shown in Table 4.7.

Table 4.7 Job Arrangement

	N	Mean	Std. Deviation
The organisation combines various aspects of a job (planning, controlling and executing)	280	3.561	0.754
The management is entrusted to plan and control job	280	3.671	0.421
Employees are responsible for task execution	280	3.652	0.432
Employees are offered opportunities for career advancement	280	3.821	0.495
Employee enjoy work-life balance	280	3.785	0.511
Total	280	3.698	0.523

The findings showed that the organization combines various aspects of a job such as planning, controlling and execution. This was supported by a mean of 3.51. The findings also showed that the management was entrusted in planning and control. This was presented by a mean of 3.671. A mean of 3.652 showed that employees were responsible for task execution. Further the findings showed that employees were offered opportunities to develop their career and they also enjoyed work-life balance as indicated by a mean of 3.821 and 3.785 respectively. The Grand mean was 3.698

with a standard deviation of 0.523. This was an indication that the respondents agreed that job arrangement influenced performance of employees in the organisation.

4.4.3 Job Meaningfulness

The study sought to establish some aspects of job meaningfulness that enhanced employees' performance at their place of work. The outcome is depicted in Table 4.8.

Table 4.8 Job Meaningfulness

	N	Mean	Std. Deviation
Employees possess a set of skills	280	3.312	0.714
Employees get job allocation is based on the skills and knowledge	280	2.965	0.654
Employees enjoy job autonomy in the organisation	280	3.592	0.632
The organisation does performance appraisal to improve the quality of input of employees	280	3.912	0.561
Employees are highly motivated in their work	280	3.265	0.781
Total	280	3.409	0.668

The output revealed that the employees possessed a set of skills and job allocation was based on an employees' skills and knowledge as indicated by a mean of 3.312 and 2.965 respectively. Employees enjoyed independence in their work as was shown by a mean of 3.592. A mean of 3.912 was an indication that employees are highly motivated in their work. The grand mean was 3.409 and a standard deviation of 0.668. This implied that the respondents were neutral with regard to whether job meaningfulness contributed to employees' performance in the organisation.

4.4.4 Employee Performance

The determined the employees' levels of performance at Rift Valley Railways (K) Ltd. These results are captured in Table 4.9.

Table 4.9 Employee Performance

	N	Mean	Std Deviation
The organization rewards good performance	280	3.714	0.781
I meet deadlines as set	280	3.574	0.627
The organization sponsor trainings and development programmes to boost performance	280	3.761	0.642
The tools and resources needed to do my job are sufficient	280	3.621	0.782
Organisational culture provides a conducive environment to work	280	3.815	0.514
The organisation does performance appraisal	280	3.910	0.735
The top management is supportive and this encourages employees to achieve their targets	280	2.933	0.553
	280	3.618	0.662

Table 4.9 depict that the respondents agreed that; the organisation did performance appraisal, its culture gave employees a comfortable environment, the organisation funded training programs, performing employees were rewarded, employees were provided with facilities and resources and that they accomplished their deadlines. Mean scores were (3.910, 3.815, 3.761, 3.714, 3.621 and 3.574 respectively). The respondents remained neutral regarding the support they got from top management in assisting them to attain their targets. The mean value was 2.933. It was concluded that employees performed. Grand mean value was 3.618 and a standard deviation of 0.662.

4.5 Job enlargement and Employee performance at Rift Valley Railways (K) Ltd.

A regression equation was adopted in testing the hypothesis for this research on the link between job enlargement and employee performance at Rift Valley Railways (K) Ltd. The output is provided as follows:

Table 4.9: The Summary of the Model

Model Summary				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	.673 ^a	.497	.442	.01720

a. Predictors: (Constant), task structuring, job arrangement, job meaningfulness

The output depicted in Table 4.9 discovered that the coefficient of determination was 0.497 which signaled that job enlargement explained 49.7% variations in employee performance.

Table 4.10: Analysis of Variance

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	0.118	3	.039	2.786	.000 ^b
	Residual	4.012	276	.014		
	Total	4.130	279			

a. Dependent Variable: employee performance

b. Predictors: (Constant), task structuring, job arrangement, job meaningfulness

The outcome in Table 4.10 portrayed that the regression equation utilized in this research was significant since it contained predictive values. P-value was smaller than 5%, 0.000.

Table 4.11 Model Coefficients

		Coefficients ^a				
		Unstandardized Coefficients		Standardized Coefficients		
Model		B	Std. Error	Beta	t	Sig.
1	(Constant)	-.026	.016		-1.512	.139
	Task structuring	.067	.015	-.479	-4.395	.000
	Job arrangement	.039	.034	.145	1.170	.236
	Job meaningfulness	-.011	.016	-.077	-.681	.500

a. Dependent Variable: employee performance

The regression model derived from this study is as follows:

$$\text{Employee performance} = -0.026 + 0.067X_1 + 0.039X_2 - 0.011X_3 + \varepsilon$$

Task structuring and job arrangement were positively linked to employee performance (0.067 & 0.039, respectively). This signaled that a single increase in any of these variables resulted into a corresponding increase in employee performance. Job meaningfulness was inversely linked to employee performance (-0.011). This implied that a unit increase in this variable led to a corresponding decrease in employee performance.

Task structuring was significant since its p-values was less than 5%, (0.000) while job arrangement and job meaningfulness were insignificant since their p-values exceeded 5%, i.e. 23.6% and 50.0% respectively.

4.6 Discussion of Findings

Concerning the various aspects of job enlargement, the respondents agreed that task structuring and job arrangement contributed towards improving the performance of employees. This finding is in harmony with the suggestions made by Jackson et al., 2009; Tejinder et al., (2013), they argued that task structuring and job arrangement enabled the organisation to align tasks, employees easily understood processes and procedures and this acted as a strong motivator for them to work harder and realize organisational goals.

There was no agreement as to whether job meaningfulness improved employee performance. The respondents argued that having a set of various skills did not necessarily contribute to performance. Further, they pointed out that job autonomy had little contribution on employees' performance. On the contrary, allocation of work based on knowledge and skills improved employees' efficiency in the execution of tasks. These findings are supported by Robertson (1992) who explains that hiring the right employees for the right job increases employee productivity as opposed to possessing multiple skills.

Task structuring was significant since their probability values were less than 5%, (0.000). This finding is consistent to the views of Tejinder (2013) who found that task structuring was significant. Job arrangement and meaningfulness were insignificant since their p-values were greater than, 5% (0.236 & 0.500). These results concur with Garg and Rastogi (2006) who concluded that the manner in which the job was arranged in an organisation did not affect the performance of the employees.

CHAPTER FIVE

SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

5.1 Introduction

This chapter discusses the key study findings, conclusion and recommendation as per the objective of the study which was establishing the effect of job enlargement on performance of employees at Rift Valley Railways.

5.2 Summary of Findings

With regard to the various aspects of job enlargement, the respondents agreed that task structuring contributed to employee performance. Structuring tasks enabled the employees to easily identify tasks, understand processes and procedures and motivate them to perform their duties. Task structuring was significant since its p-values was less than 5%, (0.000) and it attained a grand mean of 3.639. These results are consistent to Jackson et al. (2009) who noted that task structuring enabled employees to conceptualize work processes and processes and this improved their efficiency.

Job arrangement enhanced employee performance; the mean value was 3.698 and a standard deviation of 0.523. Through effective job arrangement, the organisation was able to perform numerous tasks at the same time creating adequate time for employees balance their life and opportunities for career growth. These results are consistent to Tejinder et al. (2013) who indicated that employees from organisations that did job arrangement recorded better performances.

With regard to whether job meaningfulness impacted on employees' performance, the findings discovered that the respondents were neutral. This attained a grand mean of 3.409. These results conform to Jonge and Bakker, (2009) who observed that job meaningfulness had little impact on employees' performance.

Regression model utilized in this study was found to be reliable since the explanatory variables explained 49.7% variance in employees' performance. The regression model was also found to be significant with a probability value less than 5% (0.000). Task structuring and job arrangement were related positively to employee performance (0.067 & 0.039). Job meaningfulness was inversely linked to employee performance as demonstrated by Marchant (1999).

5.3 Conclusion

The study found that job enlargement aspects namely task structuring and job arrangement contributed towards employee performance. These two aspects enable employees to recognize their tasks, understand processes, motivate and achieve work-life balance, this boosts employees' efficiency, motivation and commitment to work and achieve their set targets. With regard to job meaningfulness; multiple skills, job autonomy and performance appraisal did not fully warrant an improvement in employees' performance.

Regression results discovered that task structuring and job arrangement contributed towards employees' performance. Job meaningfulness was negatively linked to employee performance. Structuring task was significantly linked to employee performance while job meaningfulness and arrangement were insignificantly related to employee performance.

5.4 Recommendations

The government should sponsor continuous training and development programme to the top management of all Parastatal bodies on matters of job enlargement and how it can be aligned to enhance employee performance. Thus, top management will gain knowledge and skills on employee job allocation, monitoring and supervision and thus contribute towards better planning and decision making on job enlargement.

Rift Valley Railways (K) Ltd should offer recognition and rewards to its employees as a way of encouraging them to work harder and perform their duties. This way, the employees will perform their duties efficiently with minimal supervision leading to a reduction in supervision cost.

Rift Valley Railways (K) Ltd should consider adopting a flexible organisational structure in which decisions and organisational functions can be decentralized in order to achieve flexibility in processes and procedures. This will enable employees to easily identify their tasks in the management levels, appreciate processes and motivate them to execute their tasks.

5.5 Limitations of the Study

Due to time and cost constraints the study limited itself to a single organisation: Rift Valley Railways (K) Ltd. This implies that the findings obtained under this study cannot be utilized for direct application in another parastatal or even the public sector to generalize the results got from this study.

A hundred and twenty respondents failed to fill in, complete and return back the questionnaires to the researcher. This limited the study from detailed information which is considered important in enhancing the quality and reliability of the findings.

The other limitation faced by the researcher during data collection was that the managers had tight schedules and thus most of them requested their assistants to fill in the questionnaires on their behalf. Assistant managers or their equivalent may not have similar experience as the managers concerning matters of job enlargement and its effect on employee performance since they are not directly involved in job allocation decisions. Thus, the information provided by the assistant managers may not have been accurate, reliable and detailed as compared to the information that the managers could have provided.

5.6 Suggested Areas for Further Research

A comparable study ought to be conducted in the private sector in Kenya to determine the variation in responses. This would be useful in enabling the researcher to enhance the quality of the findings through comparison and thereafter a more detailed conclusion may be drawn.

Interestingly a research needs to be conducted on the effect of job enlargement on overall organizational performance considering both financial and non-financial measures of performance. Thus, the researcher can be able to establish quantitatively the contribution of job enlargement on various elements of organizational performance such sales growth and return on assets.

A duplicate of this study should be conducted in another parastatal body that is similar to Rift Valley Railways (K) Ltd on areas of intervention. This will provide a platform to identify some of the best practices of job enlargement and their contribution towards employee performance improvement.

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APPENDICES

APPENDIX I: INTRODUCTORY LETTER



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SCHOOL OF BUSINESS

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P.O. Box 30197
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DATE...12.10.2017.

TO WHOM IT MAY CONCERN

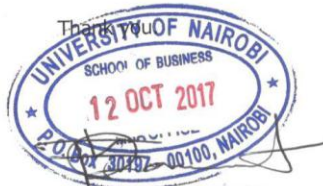
The bearer of this letter ...GUTHIKA MARY MUKITANI.....

Registration No...DBI/14359/2014.....

is a bona fide continuing student in the Master of Business Administration (MBA) degree program in this University.

He/she is required to submit as part of his/her coursework assessment a research project report on a management problem. We would like the students to do their projects on real problems affecting firms in Kenya. We would, therefore, appreciate your assistance to enable him/her collect data in your organization.

The results of the report will be used solely for academic purposes and a copy of the same will be availed to the interviewed organizations on request.



PATRICK NYABUTO
SENIOR ADMINISTRATIVE ASSISTANT
SCHOOL OF BUSINESS

APPENDIX II: AUTHORIZATION LETTER



Rift Valley Railways (Kenya) Ltd

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Date: 16/10/2017

Ref: RVR/HRM/0152

Dear Mary,

RE: PERMISSION TO COLLECT DATA

Reference is made to your letter dated 12th October 2017, requesting for permission to collect data from employees in the organization to aid you complete your research project.

This letter is to confirm that your request has been granted.

You will be required to present this letter to the Human Resource Officers in the various stations to be allowed access to interact with the staff.

Sincerely,

For

A handwritten signature in blue ink, appearing to be 'J. Mutua', is written over a horizontal line.

GENERAL MANAGER-HUMAN RESOURCE

APPENDIX III: RESEARCH QUESTIONNAIRE

This questionnaire is for the purpose of collecting information on the effects of job enlargement on employee performance at Rift Valley Railways (K) Ltd. The information collected will solely be used for this research study only and will assist the researcher in accomplishing academic goals.

Section A: Demographic Data

1. What is your gender?
 - (a) Male
 - (b) Female

2. What is your age bracket?
 - i. Below 25 years
 - ii. 30 to 35 years
 - iii. 36 to 45 years
 - iv. 46 to 55 years
 - v. 55 years and above

3. What is your level of education?
 - (a) Primary level
 - (b) Secondary level
 - (c) Tertiary level
 - (d) University Level

4. What is your job category in this organization?
 - (a) Executive
 - (b) Management
 - (c) Non- Management

5. How many years have you worked for this organization?

- (a) 0 – 5 years ()
- (b) 6 – 10 years ()
- (c) 11 – 15 years ()
- (d) Over 15years ()

Section B: Job Enlargement

On a scale of 1 to 5, where 5= strongly agree; 4= agree; 3= neutral; 2=disagree and 1= strongly disagree kindly tick under your level of agreement with the following statements that are related to job enlargement and employee performance.

		1	2	3	4	5
	Section B: Job Enlargement					
	Task Structuring					
1.	The employees are clear about their tasks in all the organisational levels					
2.	Employees understand the processes and procedures					
3.	Employees are motivated to perform their tasks					
4.	The management has a role to analyze and restructure a task					
5.	The organisation has a well-defined task structure					
	Job Arrangement					
1.	The organisation combines various aspects of a job (planning, controlling and executing)					
2.	The management is entrusted to plan and control job					
3.	Employees are responsible for task execution					
4.	Employees are offered opportunities for career advancement					
5.	Employee enjoy work-life balance					
	Job Meaningfulness					
1.	Employees possess a set of various skills					

2.	Employees get job allocation is based on the skills and knowledge					
3.	Employees enjoy job autonomy in the organisation					
4.	The organisation does performance appraisal to improve the quality of input of employees					
5.	Employees are highly motivated in their work					
Section C : Employee Performance						
1.	The organization rewards good performance					
2.	I meet deadlines as set					
3.	The organization offers frequent trainings and development programmes to improve performance					
4.	The tools and resources needed to do my job are sufficient					
5.	The organisational culture provides a conducive environment to work					
6.	The organisation does performance appraisal					
7.	The top management is supportive and this encourages employees to achieve their targets					

THANK YOU FOR PARTICIPATING