

The Impact of Job Enrichment on Job Satisfaction of Local Government Workers in Temeke Municipal Council of Tanzania

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Abstract

This study examines the impact of job enrichment on employee job satisfaction of local government workers in Tanzania. Specifically, the study examines how job characteristics, job meaningfulness, job responsibilities, and knowledge about job results impact employee job satisfaction. The target population of the study is 4000 employees of Temeke Municipal Council in Tanzania from which a sample of 396 respondents were drawn using a stratified simple random sampling technique. Temeke Municipal Council was selected since it is one of the biggest municipalities where the workers are highly dissatisfied due to the big workload and the pressure from the central bureaucracy, but it is not clear to what extent job enrichment is affecting job satisfaction. The data were collected through a self-administered questionnaire with closed-ended questions and analyzed quantitatively using descriptive statistics and regression analysis with the aid of STATA software. The findings show that job enrichment impacts positively on employees' job satisfaction because all the variables of job enrichments show a strong positive and statistically significant relationship with job satisfaction. This study recommends that job satisfaction among employees of the organizations could be increased through enriching their jobs focusing on job characteristics, job meaningfulness, job responsibilities, and knowledge about job results.

Keywords: Job Enrichment, Job Satisfaction, Local Government Workers, Tanzania

Introduction

Ensuring that employees are satisfied with their jobs has been the critical issue of interest among employers in modern organizations (Osabiya, 2015). Employees' job satisfaction constitutes traditional functions of human resources to any organization (Greer, 2013) and has been used as one of the key indicators of organizations' performance (Turners, 2013). Several theorists and practitioners indicate that employees' job satisfaction is determined by several factors and job enrichment is one of the widely researched and accepted factors influencing job satisfaction (Orpen, 1979; Gandhi, 1992; Weisbord et al., 1995; Lloyd, 1999; Greer, 2013; Torrington et al., 2005; Armstrong, 2010; Williams, 2013; Mbuya, 2016). Job enrichment involves the vertical loading of the job to make it more challenging and interesting (Gupta, 2009). Enriching the job, therefore, means improving job factors such as job meaningfulness, responsibilities, and knowledge about its results. Meaningfulness of the job refers to the degree to which the employee experiences the job as one which is generally meaningful, valuable, and worthwhile (Mbuya, 2016). On the other hand, responsibility within the job refers to the degree to which the employees feel responsible for the quality of the work (Weisbord et al., 1995). Knowledge about job results refers to the amount of feedback the employee receives about how well he/she is performing the job (Weisbord et al., 1995). Job characteristics are viewed as all those aspects specific to a job and include factors such as knowledge and skills, mental and physical demands, and working conditions that can be recognized, defined, and assessed (Gupta, 2009).

According to Herzberg et al. (1959), these factors can be categorized into motivators and hygiene factors; motivators (satisfiers) imply those factors which can encourage employees to work harder while hygiene (dissatisfies) factors imply those factors which do not encourage employees to work harder but they make them dissatisfied if they are not present (Gupta, 2009). The

factors which produce satisfaction include recognition, responsibility, advancement, growth, achievement, and satisfaction of the work itself (Weisbord et al., 1995). Herzberg's two factors theory is useful to understand the power of intrinsic factors on motivation. Over the years, many organizations around the globe have been using different approaches to ensure the job satisfaction of their employees. Some of the traditional approaches used by many organizations include managerial authority, reward, and punishment. The assumption behind this approach was that employees can work better if there is pressure from the top and that the employees work because of money. Thus, the financial reward can be an important instrument to satisfy them (Bujo, 2015).

Nevertheless, the traditional approach was thought to be weak because, despite its application, employees' dissatisfaction with their jobs increased due to a lack of control over work and job identity. But also, the employee failed to link their job with the sense of achievement (Pareek, 2007). This weakness of the traditional approach is highly felt particularly in public sector organizations in developing countries where they are experiencing employee dissatisfaction resulting from absenteeism and lateness to work (Songstad et al., 2012). In Tanzania, like other developing countries, the employees in the public sector have been experiencing the problem of dissatisfaction. In reaction to that, the Tanzania government from 1990, introduced public service reforms to address the aforesaid problem (URT, 2010). The actual implementation in Tanzanian local governments began in the year 2000. Despite the promising results like the development of knowledge, skills, and competencies of the employee, job satisfaction of employees is reported to be increasing. One of the variables associated with this increase is job design of which job enrichment, job meaningfulness, job characteristics, and job knowledge. (Mbuya 2016; Bujo, 2015). These three constructs of job design

have also been confirmed by other authors as important ingredients of job satisfaction (Weisbord et al., 1998).

Furthermore, some earlier research reported contradicting results about the influence of job enrichment on employees' job satisfaction. For instance, Mbuya (2015) reports that job enrichment has a positive influence on the ways that those employed thought about their jobs. Again, the researcher observed the existence of a link between five elements of job enrichments (task variety, task identity, task significance, autonomy, and feedback) and workers' job satisfaction. Other researchers reporting similar results include Bujo (2015) and Jonathan et al. (2013) in Tanzanian, Aninkan (2014) in Nigeria, and Vijay and Indradavi (2015) in Italy.

On the contrary, Marwa (2017) and Mwakifwange (2017) researchers based in Tanzania, Governder (2006) based in South Africa, and Nyagaya (2015) based in Kenya report that job enrichment does not influence employees' job satisfaction. This leaves a question to be asked: what is the state of job satisfaction in the local government authorities in Tanzania is and how does job responsibility, job characteristics, job knowledge, and job meaningfulness affect the job satisfaction of employees in Tanzanian Local Government Authorities particularly in Temeke Municipal Council of Tanzania.

Literature Review

Job Satisfaction

Different scholars have their views about job satisfaction and hence, there has been no one who agreed with the meaning of job satisfaction in the human resource management discipline. Gupta (2009) noted that job satisfaction is difficult to understand, measure, and even anticipate. Torrington et al. (2005) view that job satisfaction is determined by the job situation (job scope, level of responsibility, workgroup size, leadership style of immediate supervisor, decision making, relationship with co-workers, and opportunities for

promotion). According to Armstrong (2010), job satisfaction may be measured using employees' opinions survey on the factors such as attitude about their jobs and viewed that employee's job satisfaction as the degree to which employees are satisfied with human resource practices.

Job Enrichment

Job enrichment focuses on three factors: job meaningfulness, responsibility within a job, and knowledge about job results. Job meaningfulness implies a degree to which the employees perceive the work to be important (Weisbord et al., 1995). The meaningfulness of the job may differ from one employee to another on the same of different jobs and is associated with how an employee perceives the job as important and interesting to him or her (Vijay & Indradevi, 2015). Responsibility within the job refers to the degree to which the employees feel responsible for the quality of the work (Weisbord et al, 1995). According to Smit et al. (2011), responsibility refers to the obligation to achieve goals by performing required activities and the author urged that clearly defined activities should be assigned to the employee responsible for achieving them. Hence, responsibility within the job implies the definite number of activities within a job that job holders (employees) should strive to pursue. Knowledge about job results refers to the amount of feedback the employee receives about how well he/she is performing the job (Weisbord et al., 1995) and is associated with one's general understanding of the job responsibility and possible outcome of job performance.

Job characteristics are perceived as all those aspects specific to a job and it includes factors such as knowledge and skills, mental and physical demands, and working conditions that can be recognized, defined, and assessed (Gupta, 2009). According to Weisbord et al. (1995), five key factors should characterize the job namely, task variety which means job activities requiring several skills, task identity which means that a whole, identifiable piece of work is completed, or doing a job from beginning to end with visible outcomes

(Mbuya, 2016). Task significance means that the job has an impact on the work of others in the organization, autonomy which represents the freedom of the jobholder to determine work schedules, procedures, and feedback (Weisbord et al., 1995). It is argued that these job characteristics can increase job holders' (employees') level of satisfaction (Weisbord et al., 1998; Torrington et al., 2005).

Conceptual Framework

The conceptual framework is based on the two-factor theory of Herzberg and Job enrichment theory. To begin with, Herzberg's two-factor theory was founded by Frederick Herzberg in 1959 as a result of interviewing 200 professionals in two main situations: the situation of most interest with their work and time they were least happy with their work (Smit et al., 2011). The two factors branding are motivators which are those factors that can encourage employees to work harder and hygiene factors which will not encourage employees to work harder but they will cause them to become unmotivated if they are not present (Gupta, 2009). According to Herzberg (1959), there are two types of job experience, one set that produces satisfaction and one set that produces dissatisfaction (as cited in Weisbord et al., 1995). The factors which produce satisfaction are recognition, responsibility, advancement, growth, achievement, and satisfaction of the work itself. According to Herzberg (1959), the presence of that factor leads to employees' job satisfaction (as cited in Weisbord et al., 1995). Herzberg's two factors theory provides insights into understanding the power of intrinsic factors on job satisfaction. It identifies clearly that intrinsic factors of a job such as opportunities for achievement, recognition, responsibility, autonomy, challenging tasks, and opportunity for development may all be sources of employees' satisfaction with a job (Torrington et al., 2005).

The Herzberg theory was thought to be incomplete because to motivate employees, the job itself must provide opportunities for achievement,

recognition, responsibility, advancement, and growth (Weisbord et al., 1995; Torrington et al., 2005; Gupta, 2009). This leads to the development of the job enrichment theory and assumes that the managers should design jobs in such a way that will build in the opportunity for achievement, recognition, responsibility, and personal growth for the employees (Gupta, 2009). This theory also assumes that specific job characteristics or intrinsic factors of a job increase job satisfaction for those people with a strong need for personal growth (Weisbord et al., 1995). This theory defines people with a strong growth need as those people who seek challenge and have a sense of accomplishment from their work; in other words, they want to fulfill their higher-order needs (Weisbord et al., 1995). In explaining what job factors should be increased to bring about employees' job satisfaction, Hackman and Oldham (1976) convinced that these factors are experienced meaningfulness of the job, experienced responsibility, and knowledge about results which affects psychological states of employees. The theory addressed the weakness of Herzberg theory which failed to state the category of employees to whom job enrichment would increase their level of job satisfaction because it points out that increasing specific job characteristic increases job satisfaction for those employees with a strong need for personal growth (Weisbord et al., 1995; Hackman & Oldham, 1976).

Despite the understanding of the category of employees to whom increasing job enrichment would increase job satisfaction, Hackman and Oldham (1976) are silent about whether their study included only employees with a strong need for personal growth and how the same was achieved. All the same, the current study will not be capable to establish this demarcation, and hence, employees with a weak need for personal growth would influence the research results.

Influence of Job Characteristics on Employee Job Satisfaction

Different jobs of the organizations are designed with different and unique characteristics and these characteristics are expected to be understood by the job incumbent. According to Hackman and Oldham's (1976) theory of job enrichment, these characteristics such as task variety, task identity, task significance, autonomy, and feedback, which distinguish one job from the other in the organization should be understood by job incumbents. The task variety means that job activities require several skills (Weisbord et al., 1995). It is also defined to mean the degree to which a job requires a variety of different activities in carrying out the work, which involves the use of several different skills and talents of the employee (Mbuya, 2016).

On the other hand, task identity means that a whole, identifiable piece of work is completed (Weisbord et al., 1995). Also, it denotes the degree to which the job requires the completion of a “whole” and identifiable piece of work (Mbuya, 2016) while the task significance implies the degree to which a job has a substantial impact on the lives or work of other people whether in the immediate organization or in the external environment (Mbuya, 2016). Additionally, task significance means that the job has an impact on the work of others in the organization (Weisbord et al., 1995). Autonomy is the freedom of the jobholder to determine work schedules and procedures (Weisbord et al., 1995). It is also defined as the degree to which the job provides substantial freedom, independence, and discretion to the employee in scheduling his or her work and in determining the procedures to be used in carrying it out (Mbuya, 2016), and ‘Feedback’ is defined to mean the degree to which carrying out the work activities required by the job enables an employee to obtain information about the effectiveness of his or her performance (Mbuya, 2016).

Influence of Job Meaningfulness on Employee Job Satisfaction

Employees' experience about the meaningfulness of their job is a well-recognized factor that affects their job satisfaction. If the job is to be meaningful and hence increases employees' job satisfaction, the employee should experience the job as one which is generally meaningful, valuable, and worthwhile (Mbuya, 2016). The importance of experienced meaningfulness is addressed by the equity theory of employees' motivation which assumes that employees are satisfied when they perceive that their job values, meaning, or rewards match with those of similar jobs in the adjacent environment (Robbins et al., 2010).

Influence of Job Responsibilities on Employee Job Satisfaction

Normally, organizations spell out the level and scope of responsibility of employees on different jobs and hierarchy of authority. If the responsibility is understood and accepted by the employee, the employee knows well that accountability is expected of him/her (Mbuya, 2016). According to Herzberg's two-factor theory and Hackman and Oldham's Job Enrichment theory (1976), increasing responsibility within one's job increase the level of satisfaction to job holder.

Influence of Knowledge about Job Results on Employee Job Satisfaction

Employees normally need to know and understand continuously, how effectively they perform their jobs (Mbuya, 2016). According to Hackman and Oldham's 'Job Enrichment Theory' in 1976, employees should be knowledgeable about job results. If the organization increases opportunities for acquisition of job results among employees that aim to improve the level of performance in the future it also increases job satisfaction (as cited in Weisbord et al., 1995). However, the empirical literature provides contradicting findings showing the positive influence of job enrichment on the ways that employee thinks about their jobs and also the link between five elements of job enrichments (task variety, task identity, task significance,

autonomy, and feedback) and workers' job satisfaction (Mbuya, 2016; Ozigbo & Daniel 2020; Marwa, 2017; Mwakifwange, 2017). Therefore, this study is important because it clears the existing contradictions on the link between job enrichment and employee's job satisfaction but also it contributes to knowledge advancement concerning the influence of job enrichment on employee job satisfaction particularly in Tanzanian Local Government Authorities where research on this nature are scarce.

Methodology

The paper used a survey to aggregate the experience of a case study and to investigate causal relationships between job enrichment and job satisfaction (Yin, 2009). Temeke Municipal Council in Tanzania was selected as a case study since this Temeke Municipality is one of the oldest municipalities in Tanzania employing more than 4000 staff in 12 departments. The departments include Agriculture and Irrigation, Finance and Trade, Secondary Education, Primary Education and Culture, Planning, Statistics and Monitoring, Works, Health and Social Welfare, Environment and Transportation, Livestock Development and Fishing, Community Development, Human Resource and Administration, Town Planning, Land and Natural Resources (URT, 2021). The big number of staff in these departments belong to lower cadre staff who has direct interface with service recipients. To get the representative sample from the population, the researcher enquired the list of all staff in each department of the municipality which makes up a total of 4000 employees. In each department, a total number of 33 staff was sampled by using stratified simple random sampling technique which makes up a total of 396 respondents included in the sample.

Since this study examines the causal relationship between variables, the closed-ended questionnaire with the attitude scale was used with a 5-points Likert scale as proposed by Wu (2003). The questionnaire was adopted and modified from Hackman Oldham's model of Job Diagnostic Survey (JDS)

used by Orpen (1979); Talib and Zia-Ur-Rehman (2012). The reason for using the 5-points Likert scale instead of the 7-points Likert scale is that when there are more than five options, most of the respondents become unable to distinguish the options (Wu, 2003). The questionnaire was divided into two main sections mainly demographic and research questions with a total of 22 questions. The respondents were required to answer by indicating the extent to which they agreed or disagreed with each statement.

In ensuring the reliability of the questionnaire, the study used the benchmark for reliability proposed by Nunnally (1978) which suggests that Cronbach's Alpha score should be 0.70 or above. Cronbach's Alpha Reliability coefficient for the questionnaire constructs was tested and the pilot study reveals that the Cronbach's Alpha values of job enrichment (0.783) and employee satisfaction (0.741) which confirms that the questionnaire used was reliable.

The data were analyzed using multiple linear regression analysis to determine the influence of job meaningfulness, job responsibilities, and knowledge about job results (independent variables) on employee job satisfaction. The multiple regression was guided by the following hypothesis:

H1: Job characteristics have an influence on employee job satisfaction at Temeke Municipal Council.

H2: Job meaningfulness has an influence on employee job satisfaction at Temeke Municipal Council.

H3: Job responsibilities have an influence on employee job satisfaction at Temeke Municipal Council.

H4: The knowledge about job results has an influence on employee job satisfaction at Temeke Municipal Council.

Data Analysis and Discussion

This section presents the analysis of data and discussion, and this begins with a descriptive analysis of demographic variables and research variables.

Finally, this section ends up with multiple regression of the four variables and job satisfaction together with a conclusion and recommendations.

Demographic Characteristics of the Sample

About 59% were males compared with females who were 41% in total. All respondents were in the mature age group which is 18 years and above and the age of majority representing 38% was between 25 and 34 years. Respondents in age between 45 and 54 years formed 17% of all respondents but also respondents with 55 years and above formed 15%.

The distribution of the sample by education varied with 3% having the certificate of secondary education, 9% of the respondents having a technical certificate, 29% having ordinary diploma, 43% of the respondents having bachelor degree of education, and 23% having Master’s degree and 3% having Ph.D.

Also, 33% of the sample had work experience above 15 years while 29% had 10 to 15 years working experience and 21% had 5 to 10 years of working experience and the rest which is 17% had less than 5 years working experience as summarized in table 01.

Table 01: Demographic characteristics of the sample

Basic characteristics	Classification	Percentage
Sex	Male	59.0
	Female	41.0
	Total	100.0
Age group	18 to 24 years	4.0
	25 to 34 years	38.0
	35 to 44 years	26.0
	45 to 54 years	17.0
	55 years and above	15.0
	Total	100.0

Education level	Secondary education	3.0
	Technician certificate	9.0
	Ordinary diploma	19.0
	Bachelor degree	43.0
	Master degree	23.0
	Ph.D.	3.0
	Total	100.0
Work experience (in years)	Less than 5 years	17.0
	5 to 10 years	21.0
	11 to 15 years	29.0
	Above 15 years	33.0
	Total	100.0

Source: URT, 2021

Descriptive Analysis Concerning Job Enrichment and Its Influence on Job Satisfaction

This section presents descriptive results concerning job characteristics, job meaningfulness, job responsibility and knowledge about a job, and employee job satisfaction. To begin with job characteristics, 12% of the respondents strongly agreed that having job activities required the use of several skills which influenced the sense of job satisfaction, 29% of the respondents agreed that having job activities required the use of several skills which influenced a sense of job satisfaction. In contrast, only 4% and 15% of the total respondents strongly disagreed and disagreed with this statement respectively.

About 29% of the sample strongly agreed with the statement that doing a job from the beginning to end with visible outcomes influences their sense of job satisfaction. A total of 40% of respondents agreed with this statement and only 20% of the respondents disagreed with the statement.

About 19% and 44% of the respondents strongly agreed and agreed with the statement that job experience has a great contribution to the work performance

of co-workers/organization. This was contrasted by a total of 2% and 16% respondents who strongly disagreed and disagreed respectively.

About 47% of the respondents strongly agreed with the statement that having a job where employees experience freedom in determining work schedules and procedures influenced a sense of job satisfaction and 50% of them agreed with this statement and none of the respondents disagreed or strongly disagreed.

About 22% of the respondents strongly agreed with the statement that having a job where employees receive feedback/information about performance (credit/challenge) influenced a sense of job satisfaction. The same statement was agreed by 38% of the respondents. Only 3% and 20% of the respondents strongly disagreed and disagreed with this statement respectively.

Concerning the influence of Job meaningfulness on employee job satisfaction, 51% strongly agreed that performing a job that is perceived as important by the organization and society influenced a sense of job satisfaction, and 45% of the respondents agreed. None of the respondents strongly disagreed or disagreed with this statement. This translated that performing a job that is perceived as important by the organization and the society influenced the sense of job satisfaction among employees of the organization.

About 50% of the sample strongly agreed that having a job that they were interested in influenced their sense of job satisfaction and 47% of them agreed to the statement. None of the respondents strongly disagreed or disagreed with this statement. This informs that having a job that they were interested in influenced sense of job satisfaction among employees of the organization. Similarly, 55% of the sample strongly agreed that having a job that they feel is valuable to them and others influenced the sense of job satisfaction and 45% of the respondents agreed to this statement. No contrary responses were provided by the respondents. This supports that having a job that they feel

valuable to them and others influenced a sense of job satisfaction among employees of the organization.

Influence of Job Responsibilities on Employee Job Satisfaction

Concerning the influence of job responsibilities, 39% of the respondents strongly agreed with the statement that having a job that has clearly defined activities influenced the sense of job satisfaction and 47% of the respondents agreed with this statement, and 6% of the respondents disagreed with this statement.

Also, the results show that 43% of the respondents agreed with the statement that having a job that has clearly defined results and means of achieving them influenced the sense of job satisfaction. About 48% of the sample agreed with this statement. Only 3% of the respondents disagreed with this statement.

Besides the above, the results show that there were 13% and 22% of the respondents strongly agreed and agreed with the statement that having a job whose expected accountability is clearly defined influenced a sense of job satisfaction. On the contrary, there were 13% and 37% of the respondents who strongly disagreed and disagreed with this statement.

The Influence of Knowledge about Job Results on Employee Job Satisfaction

In this variable, about 26% of the respondents strongly agreed with the statement that having sufficient knowledge about the results of job performance influenced the sense of job satisfaction and 39% of the respondents agreed with this statement. There were 3% of the respondents who strongly disagreed and 16% of the respondents who disagreed with this statement. Also, 20% of respondents strongly agreed with the statement that having the opportunity to understand the level of performing job activities continuously influenced the sense of job satisfaction and 34% of the respondents agreed to that statement. Contrary, 7% and 17% of the

respondents strongly disagreed and disagreed with this statement respectively. About 23% of the sample strongly agreed with the statement that having the opportunity of learning from results of performance for future improvement influenced the sense of job satisfaction and 40% of them agreed with this statement. Only, 5% and 14% of the respondents strongly disagreed and disagreed with this statement respectively.

Causal Relation Concerning the Effects of Job Characteristics, Job Meaningfulness, Job Knowledge, and Job Responsibility on Job Satisfaction

Overall results of regression analysis among job characteristics, job meaningfulness, job responsibility, and knowledge of job results on the employees' job satisfaction were used to analyze the causal relation. Table 02 shows that "t value" of the coefficient of determination (R-Squared) was 0.9858 which means, about 98.58% of the variability of employees' job satisfaction was accounted for the four variables namely; job characteristics, job meaningfulness, job responsibilities, and knowledge about job results. The rest 1.42% is accounted for factors not covered by this research as summarized in the table below.

Table 02: Regression Analysis

Source	SS	df	MS			
Model	70.5450272	4	17.6362568	Number of obs =	100	
Residual	1.01497283	95	.010683925	F(4, 95) =	1650.73	
Total	71.56	99	.722828283	Prob > F =	0.0000	
				R-squared =	0.9858	
				Adj R-squared =	0.9852	
				Root MSE =	.10336	

jobsatisfac-1	Coef.	Std. Err.	t	P> t	[95% Conf. Interval]	
improvingj~e	.1391181	.0486138	2.86	0.005	.0426074	.2356287
impr~sagree2	.3648792	.0743865	4.91	0.000	.2172034	.512555
impr~yagree2	.3407467	.0485264	7.02	0.000	.2444096	.4370839
improvingk~t	.1644156	.0545168	3.02	0.003	.056186	.2726452
_cons	-.016427	.0204299	-0.80	0.423	-.0569855	.0241315

Based on the variability of employees' job satisfaction contributed by the four constructs of job enrichment assessed, the study concludes that job enrichment has very high impacts on employee job satisfaction. The above results are aligned with the research by Mbuya (2016) based in Tanzania which found that employees become satisfied if their judgment on the job characteristics matches their expectations. Also, Bujo's (2015) research on the factors contributing to high job satisfaction among employees in Iringa District Council showed that job content (intrinsic factors) was the first important factor that influenced job satisfaction. But also with Jonathan et al. (2010) report on job satisfaction and its impact on the organizational commitment which shows that intrinsic satisfaction among teachers (satisfaction with intrinsic job factors) has the strongest contribution to teachers' commitment. However, the current study disagrees with the earlier research such as Mwakifwange (2017) which claims that job enrichment is not among the factor which contributes to workers' job satisfaction and higher performance. Also, the current study disagrees with the research by Marwa (2017) which shows that the factors within the job (intrinsic factors of which job characteristics could be among them) are not the influential factors of teachers' motivation and satisfaction.

The importance of job meaningfulness is addressed by the theory of employees' motivation which assumes that employees are satisfied when they perceive that their job values, meaning, or rewards match with those of similar jobs in the adjacent environment (Robbins et al., 2010). In practice, the organization has been enhancing the meaningfulness of the jobs by making relative comparisons of the job values, meaning, and rewards with similar jobs in other organizations.

Furthermore, job meaningfulness, in this case, is mandatory to all public organizations in Tanzania which are required to design a job that requires similar job holders' qualifications, responsibilities, and rewards across the

public organization (URT, 2010). High job satisfaction among employees due to job enrichment is based on Job enrichment theory which assumed that increasing the values, meaning or rewards of the job implies increasing the level of satisfaction by the job holder (Weisbord et al., 1995; Ozigbo & Daniel, 2020).

Considering that job meaningfulness is one of the factors of job enrichment, the results of the current study are in agreement with some earlier researchers who reported the existence of positive influence of job enrichment and employees' job satisfaction (Mbuya, 2016; Bujo, 2015). However, the results of the current study, based on the job meaningfulness could have deviations from research by Mwakifwange (2017) and Marwa (2017) reported that factors within the job (intrinsic factors) were not the influential factors of employees' job satisfaction.

The current study found that job responsibility influences job satisfaction only if it enables employees to have jobs that have clearly defined activities and jobs that have clearly defined results and means of achieving them. Hackman and Oldham (1976) pointed that employees exhibiting this behavior as those who seek challenge and a sense of accomplishment from their work (Weisbord et al., 1995).

Based on the current study, job responsibility cannot influence job satisfaction if it relies on enabling employees to have the jobs in which expected accountability is clearly defined. This could be caused by the situation that the majority of employees do not like to be accountable and hence, they could prefer to avoid the expected accountability of their performance. Similar results were reported in the research by Nyagaya (2016) which involved investigation of the factors which influenced teachers' level of job satisfaction in public primary schools in Kenya.

The above classical research found that 32% of teachers were not satisfied with their jobs due to the heavy workload in terms of the number of lessons

taught per week. The researcher commented that increasing the number of responsibilities in the job such as lessons and teaching hours does not necessarily bring job satisfaction. Possibly, the nature of responsibility added in terms of values and challenge would matter if the employee were to be satisfied (Hackman & Oldham, 1976).

Further, the current study supported that job responsibility specifically by enabling employees to have jobs that have clearly defined activities and jobs that have clearly defined results and means of achieving them has a very strong positive and statistically significant influence on job satisfaction. These results were aligned to Herzberg's two-factor theory and Hackman and Oldham's Job Enrichment Theory (1976) which assumes that increasing responsibility within one's job increases the level of satisfaction to job holder.

Normally, organizations spell out the level and scope of responsibility of employees on different jobs and hierarchy of authority. If the responsibility is understood and accepted by the employee, the employee knows well accountability expected of him/her (Mbuya, 2016). However, this could influence their level of job satisfaction only by enabling employees to have jobs that have clearly defined activities and jobs that have clearly defined results and means of achieving them. If it is only to enable having the jobs in which expected accountability are clearly defined, jobs do not satisfy employees.

The organization under study used to define responsibility and accountability through various policies and regulations. Employees are expected to act within the scope of their responsibility. Also, employees were individually accountable for actions they have undertaken provided that no interference or undue influence from their superior (URT, 2010).

To cultivate an environment for employees' satisfaction from responsibility within their jobs, organizations established the scheme of service which defined and provided the scope of responsibility in the hierarchical order. As

employees moved from one level of the job to the next, should experience more and challenging responsibilities within a similar job which should increase their level of satisfaction (URT, 2010).

According to Mbuya (2016); Merridy and Isabela (2020), normally employees need to know and understand continuously, how effectively they are performing their jobs. The organization under study had established an administrative mechanism in achieving this including reporting relationships between employee and their immediate supervisors. Also, the organization ensured the presence of reliable and effective communication channels such as fax, e-mail, and landlines for the provision of feedback about one's performance which was reported by Mbuya (2016).

According to URT (2010), feedback constituted important aspects of employees' performance management and employees are supposed to receive feedback about their performance results on time. Normally, this feedback provides employees with the opportunity to improve their levels of performance in the future. According to (URT, 2010), feedback was given during the annual performance review. Based on Hackman and Oldham's Job Enrichment Theory (1976), employees should be knowledgeable about job results. If the organization increases opportunities for acquisition of job results among employees that aim to improve the level of performance in the future it also increases job satisfaction (Weisbord et al., 1995).

Considering that knowledge about job results was among the four factors of job enrichment covered by the current study, the results obtained shows agreement with a few earlier researchers on this topic. For instance, Mbuya's (2016) research which found answers to whether job enrichment improved job satisfaction at Sokoine University in Tanzania observed that job enrichment existed to the academic staff and had a positive influence on the ways which employees thought about their jobs. Also, the researcher identified a positive

link between core job characteristics that include feedback about the job performed and workers' job satisfaction.

Conclusion and Recommendations

Conclusion

The overall conclusion is that job enrichment has a very strong positive influence on employees' job satisfaction among employees of Temeke Municipal council. But also, job satisfaction varies among the employees of Temeke Municipality. This suggests that the unit increase in job enrichment could lead to a substantial increase in job satisfaction of Temeke Municipality employees. Finally, this increase in job satisfaction also supports the existence of a very strong positive influence of job enrichment on employees' job satisfaction among employees of Temeke Municipal Council.

Recommendations

Based on these findings, job satisfaction among employees of the organizations should be improved through enriching their jobs performed. This should involve job characteristics by ensuring that job activities performed by employees require the use of several skills, ensuring that jobs performed by employees have visible outcomes, ensuring those jobs have a visible contribution to co-workers/organization and ensuring that employees experience freedom in determining work schedules and procedures as well as ensuring that employees receive feedback/information about job performance. Furthermore, there must be job meaningfulness by enabling employees to perform the job which is perceived as important by the organization and the society, having the jobs that interest them, and having jobs that employees feel valuable to them and others.

Finally, public service organizations should improve job responsibilities by enabling employees to have jobs that have clearly defined activities and jobs that have clearly defined results and means of achieving them. Likewise, there

must be knowledge about job results by enabling employees to have sufficient knowledge about the results of the job performed to have the opportunity to understand the level of performing job activities continuously and to have the opportunity of learning from results of performance for future improvement.

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