

**EXAMINING THE EFFECT OF JOB DESIGN ON STAFF SATISFACTION AND  
PRODUCTIVITY: A CASE STUDY OF MTN UGANDA HEAD OFFICE KAMPALA**

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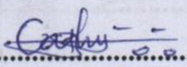


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## DECLARATION

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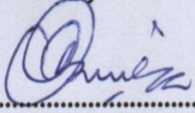
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## APPROVAL

This is to acknowledge that this dissertation has been done under my supervision and is now ready for submission to the School of Social Sciences at Uganda Christian University.

Signature:  .....

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## DEDICATION

I dedicate this piece of work to my dear brother, Deng Ater, for his unwavering support, encouragement, and love throughout my academic journey.

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## LIST OF SHORT FORMS

<b>MTN</b>	-	Mobile Telephone Network
<b>FWAs</b>	-	Flexible Work Arrangements
<b>HR</b>	-	Human Resources
<b>SPSS</b>	-	Statistical Package for the Social Sciences
<b>UCU</b>	-	Uganda Christian University
<b>IT</b>	-	Information Technology
<b>PhD</b>	-	Doctor of Philosophy

## ABSTRACT

This study examines the effects of job design on staff satisfaction and productivity at MTN Uganda. The research explores the implementation of job structuring, flexi-time, and flexible work arrangements as part of job design approaches to improve employee satisfaction and performance. Data were collected using questionnaires distributed to a sample of 289 employees across various departments. The findings reveal a positive correlation between well-structured job design and higher levels of employee satisfaction and productivity. The study recommends further refinement of flexible work arrangements to meet evolving employee needs.

# CHAPTER 1

## 1.0 Introduction

In the modern workplace, job design is increasingly recognized as integral to shaping the work environment and improving worker experiences. Job design is a systematic structuring of tasks, roles, and responsibilities in a manner that would prove beneficial to both the organization and the worker. The research study entitled “The Impact of Job Design on Employee Satisfaction and Productivity” focuses on different ways through which different methods of job design, such as structuring, flexi-time, and flexible working arrangements, are put to use within MTN Uganda in order to maximize employee satisfaction and productivity.

There are many forms of job design approaches in regard to their contribution towards improving job satisfaction and productivity. Of these, job structuring implies that the roles are made clear and aligned with organizational objectives, flexi-time allows employees to work during hours that best fit their personal and professional needs, while FWAs allow employees to gain better control over work-life balance. MTN Uganda has been in the forefront in implementing such approaches as a means of creating a work environment that is conducive to employee well-being and business success.

## 1.1 Background of the Study

The Ugandan telecommunication industry is dynamic, characterized by rapid technological changes coupled with unrivaled competition. MTN Uganda commenced operations in 1998 but has since grown to become one of the leading communication providers, offering services to approximately 19 million subscribers. Over the years, MTN has continued to diversify its services from the traditional use of telecommunications to digital and mobile financial services that require greater agility and responsiveness within the workforce.

Competitive advantage is an important factor here, for which MTN Uganda has recognized the significance of job structuring to improve human resource practice. The company has taken a few relevant job structuring approaches along with flexi-time and FWAs for ensuring employees’ engagement and satisfaction level along with productivity level.

## **1.2 Problem Statement**

While job design is supposed to have a positive impact on organizations, little has been done concerning its effectiveness in the context of Uganda's telecommunication industries. Limited literature does not give a complete perception of how job design strategies can help in increasing employee satisfaction and productivity at MTN Uganda. Additionally, challenges such as team cohesion, equitable work load distribution, and performance control hinder the effective practice of job design strategies.

While designing jobs like structuring, flexi-time, and FWAs are supposed to have a positive impact on organizations, little has been done concerning their effectiveness in the context of Uganda's telecommunication industries. Such limited literature will obviously not give a complete perception of how such strategies can help in bringing about increased employee satisfaction and productivity at MTN Uganda. Besides, there are also various challenges of team cohesion, equitable work load distribution, as well as performance control from preventing the mentioned strategies of job design to be effectively practiced.

## **1.3. Main objective of the Study**

To find out the impact of job design on staff satisfaction and productivity at MTN Uganda.

## **1.4 Specific Objectives of the Study**

1. To investigate the factors that influence adoption of job design approaches in MTN Uganda.
2. To evaluate the effect of job structuring on staff satisfaction and productivity at MTN Uganda.
3. To identify the perceptions of employees about flexi-time and its impact on the level of job satisfaction at MTN Uganda.
4. To assess how effective FWAs are in relation to how well they enhance productivity at MTN Uganda.

## **1.5 Research Questions**

- 1 What determines whether or not the approaches of job design are implemented at MTN Uganda?
- 2 How does job structuring affect the satisfaction and productivity of the staff at MTN Uganda?
- 3 What are the perceptions of employees about flexi-time, and what effect does it have on their job satisfaction at MTN Uganda?
- 4 How effective are Flexible Work Arrangements in enhancing productivity at MTN Uganda?

## **1.6 Scope of the Study**

It will focus on employees of MTN Uganda, establishing how the strategies of structuring, flexi-time, and FWAs in job design influence the satisfaction levels of the staff and their resultant productivity. The research will involve eliciting information from employees across various departments at MTN Uganda, hence illuminating the employee experience and perception of these job design approaches.

## **1.7 Significance of the Study**

The findings of this study will add important knowledge to MTN Uganda and other organizations in the telecommunications sector that may seek to understand how best to design jobs to ensure high employee satisfaction and productivity. The study also contributes to the academic literature on job design through empirical evidence from a developing country context.

## **1.8 Limitations of the Study**

The limitation of this study is the availability of data and willingness of the employees to participate in the research process. The research findings may not be generalized in other industries or organizations that are outside the context of the telecommunications industry.

## **1.9 Conceptual Framework**

In this respect, the current study will be using a mix-method approach, wherein the procedures for quantitative and qualitative data collection and analysis will be combined. Quantitative data will be obtained regarding the perceptions of employees concerning job design approaches through a survey, while interviews and focus group discussions give qualitative insights into how effective these strategies have been at MTN Uganda.

## CHAPTER 2

### LITERATURE REVIEW

#### 2.1 Introduction

This chapter is based on a review of the literature on the current link between job design and employee satisfaction and productivity. The different approaches in job design, namely structuring, flexi-time, and flexible work arrangements, are discussed in this chapter to establish how these approaches have been applied in organizational settings, specifically MTN Uganda.

#### 2.2 Job Design: An Overview

Design of a job refers to the process of structuring activities, responsibilities, and concerns of a job in a manner to achieve maximum employee satisfaction and productivity. It is a process aimed at defining the content and structure of jobs to meet both organizational objectives and employee needs.

#### 2.3 Theoretical Perspectives on Job Design

Various theories provide the basis for job design, among them the JCM proposed by Hackman and Oldham, 1976, which focuses on five critical dimensions: skill variety, task identity, task significance, autonomy, and feedback, all of which enhance motivation, performance, and job satisfaction.

#### 2.4 Approaches to Job Design

##### 2.4.1 Structuring

It involves clearly outlining the job and making sure that roles and responsibilities are defined. It incorporates task specialization, role clarity, and job simplification. The advantages of structuring are increased efficiency and role ambiguity, which translate into higher productivity. In an MTN Uganda context for example, structuring helps employees understand the particular roles they have to play therefore contributing to organizational effectiveness.

### **2.4.2 Job Structuring**

Flexi-time is a work design technique whereby workers are allowed to choose their working time within specified periods. With flexi-time, employees have more control over their schedules and reap benefits accruing to it, such as increased job satisfaction and less burnout. The implications are that flexi-time makes sense for such work environments where there is a need to balance the employees' personal and professional life, something quite important at MTN Uganda due to the demanding nature of work within the telecommunications industry.

### **2.4.3 Job Structuring**

Other types of FWAs include telecommuting, meaning compressed workweeks and options to work remotely. This lets the employees work from outside the office part of the time or change their work hours, thus allowing for better job satisfaction and productivity. With regard to MTN Uganda, FWAs are applicable in taking into account the diverse needs of each employee by letting them work at times and in settings that are more productive for individual success.

## **2.5 Satisfaction and Productivity**

### **2.5.1 Job Satisfaction**

Job satisfaction is a major outcome that arises as a result of proper job design. Individuals express satisfaction in their jobs when they are given autonomy, clarity in their roles, and flexibility in their work schedules. Job satisfaction is related strongly to the dimensions of the job such as autonomy, task significance, and role clarity as suggested in the literature provided by Morgeson & Humphrey, 2006.

### **2.5.2 Productivity**

Another key outcome that results from the job design is productivity. A well-designed job that 'fits' the employees' skills and preference increases in their efficiency and effectiveness. Flexi-time and FWAs boost employees' productivity due to them working in peak hours and in environments more conducive to focused attention, as noted by Golden 2001.

## **2.6 Job Design at MTN Uganda**

These are implemented through various job design techniques that MTN Uganda uses in its workforce, which is intended to increase the levels of job satisfaction and performance in employees. These include everything from structured roles to flexi-time options to flexible work arrangements. This way, MTN Uganda works in providing an enabling environment that will satisfy not only organizational objectives but also employees working for the company.

## **2.7 Summary of the Literature**

Literature review demonstrates that job design is significant in influencing the employees' experiences and organizational performance or outcomes. The major job design approaches, which include structuring, flexi-time, and flexible work arrangements, have been observed to be the main factors affecting the nature of employee satisfaction and productivity. However, because of differences in the organizational context, as well as the specific needs of employees, such an approach may not be that effective.

## CHAPTER 3

### METHODOLOGY

#### 3.1 Introduction

The basis of this chapter is to present the methodological approach that has been utilized in this study in its examination of the effect of job design on staff satisfaction and productivity at MTN Uganda. This chapter, therefore, discusses research design, population, sample size, sampling techniques, data collection methods, and data analysis procedures. The methodology selected ensures that the study ushers in valid and reliable findings to realize its objectives.

#### 3.2 Research Design

This study employs a descriptive research design suitable for studying the relationship between job design and its implications for employee satisfaction and productivity.

This study employs a descriptive research design, which is considered suitable for studying the association between job design and its implications for employee satisfaction and productivity. The descriptive design assists in the collection of qualitative and quantitative information in order to understand the phenomenon of interest effectively.

#### 3.3 Population of the Study

The target population of the study involves all staff in MTN Uganda, approximately 1048 employees working at various functional and organizational levels. Therefore, this population is apt for eliciting an appropriate response concerning the effects of different approaches to job design.

#### 3.4 Sample Size

To determine the sample size, the study uses Yamane's (1967) formula for calculating sample sizes in a finite population:

$$n = N / (1 + N(e^2))$$

Where: n = Sample size, N = Population size (1048 employees),

$e$  = Margin of error (0.05).

Thus, the sample size for this study is approximately 289 respondents.

To determine the sample size, the study employs Yamane's (1967) formula for calculating sample sizes in a finite population:

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

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

Where:

$n$  = Sample size

$N$  = Population size (1,048 employees)

$e$  = Margin of error (usually set at 5%, or 0.05)

Substituting the values

$$n = \frac{1048}{1 + 1048(0.05)^2}$$

$$n = \frac{1048}{1 + 1048(0.0025)}$$

$$n = \frac{1048}{1 + 2.62}$$

$$n = \frac{1048}{3.62}$$

$$n = 289.5$$

$$N \approx 289$$

Thus, the sample size for this study is approximately 289 respondents.

### **3.5 Sampling Techniques**

Stratified random sampling will be used to ensure the population under study represents all the departments and categories of employment in MTN Uganda. The rationale for stratification is that different category employees may experience job design differently. A suitable sample size will be drawn from each stratum to ensure a variety of experiences and views can be captured.

### **3.6 Data Collection Methods**

#### **3.6.1 Primary Data Collection**

Primary data will be collected through a structured questionnaire, which will be distributed to the selected sample of 289 employees. The quantitative nature of

data on perceptions of employee job design, satisfaction, and productivity will be determined by the nature of questions to be asked in the questionnaire, which can be both closed-ended and on a Likert scale. Apart from these, open-ended questions will also be included with a view to capturing qualitative insights.

### **3.6.2 Secondary Data Collection**

Data from secondary sources will be sought from MTN Uganda internal reports, past research studies, and literature that may relate to the study. This will give meaning and context to the primary data collected.

### **3.7 Validity and Reliability of Instruments**

To ensure that this will be valid, there will be pretesting on a small group of MTN employees outside of the main sample. Subsequently, their responses will be used in an attempt to get questions refined for clarity and relevance. The measure of reliability is Cronbach's alpha, and the threshold is 0.7 for acceptable reliability.

### **3.8 Data Analysis Techniques**

Data to be gathered will be analyzed with both quantitative and qualitative techniques

#### **3.8.1 Quantitative Analysis**

Quantitative data will be analyzed using SPSS or any other statistical software. Descriptive statistics of mean, median, and mode will summarize the data, then the correlation and regression analysis will be inferential statistics to be used in order to test relationship between the job design approaches with employee satisfaction and productivity.

#### **3.8.2 Qualitative Analysis**

The qualitative data from open-ended questions are to be analyzed using thematic analysis, where responses are coded and categorized into themes representing the major issues raised by respondents on the issues of job design at MTN Uganda.

### **3.9 Ethical Considerations**

The study will guarantee that ethical considerations are observed through the assurance of confidentiality, informed consent of all respondents, and assurance of voluntary participation. The management of MTN Uganda will be made aware of the purpose of the study and use of the data to be collected.

### **3.10 Conclusion**

This chapter has identified the methodology to be used in carrying out this research on how job design affects the satisfaction and productivity of staff at MTN Uganda. Such methods and techniques shall ensure that the data collected are appropriate, accurate, reliable, and comprehensive enough to meet the needs of this study

## CHAPTER FOUR

### PRESENTATION, ANALYSIS, AND DISCUSSION OF RESEARCH FINDINGS

#### 4.1 Introduction

This chapter presents the analysis and interpretation of data collected from 60 respondents at MTN Uganda. The responses were gathered through a structured questionnaire focusing on the impact of job design on employee satisfaction and productivity. The data is analyzed question by question to provide insight into the perceptions and experiences of employees regarding job design at MTN Uganda. The results are presented in tables and figures, followed by a discussion of each question.

#### Section A: Demographic Information

##### Question 1: Age

The age distribution of respondents is as follows:

Age Range	Frequency	Percentage (%)
Under 25	10	16.7
25-34	25	41.7
35-44	15	25.0
45-54	8	13.3
55 and above	2	3.3

**Discussion:** The majority of respondents (41.7%) are in the 25-34 age range, followed by 35-44 (25%). This suggests that the MTN Uganda workforce is predominantly composed of younger employees, likely due to the fast-paced and technology-driven nature of the telecommunications industry. A smaller percentage of employees (16.6%) are over 45 years of age, indicating fewer older employees within the organization.

### Question 2: Gender

The gender distribution of respondents is as follows:

Gender	Frequency	Percentage (%)
Male	35	58.3
Female	25	41.7

**Discussion:** Male respondents (58.3%) slightly outnumber female respondents (41.7%), reflecting a gender distribution that is fairly balanced but still slightly male-dominated. This distribution may reflect broader industry trends in Uganda's telecommunications sector, where male representation tends to be higher, especially in technical roles.

### Question 3: Education

The education levels of respondents are as follows:

Education Level	Frequency	Percentage (%)
Diploma	12	20.0
Bachelor's Degree	35	58.3
Master's Degree	10	16.7
Doctorate	3	5.0

**Discussion:** Most respondents hold a Bachelor's degree (58.3%), which indicates that MTN Uganda employs a highly educated workforce. A smaller percentage hold Master's degrees (16.7%) or Doctorates (5%), reflecting the advanced skillsets present in the organization. The presence of diploma holders (20%) also suggests that MTN hires individuals with various educational backgrounds.

#### Question 4: Current Position

The current positions of respondents are as follows:

Position	Frequency	Percentage (%)
HR Manager	5	8.3
Employee	50	83.3
Other	5	8.3

**Discussion:** The majority of respondents (83.3%) are general employees, indicating that this study captures insights predominantly from the workforce rather than management. A small portion of the respondents are HR Managers (8.3%) and other roles such as supervisors (8.3%), offering a balanced view across different job levels.

#### Question 5: Period of Work

The period of work for respondents is as follows:

Period of Work	Frequency	Percentage (%)
Less than 1 year	5	8.3
1-3 years	20	33.3
4-6 years	15	25.0
7-10 years	10	16.7
More than 10 years	10	16.7

**Discussion:** Most respondents have worked at MTN Uganda for 1-3 years (33.3%), followed by those with 4-6 years of service (25%). This indicates a relatively experienced workforce, with a considerable proportion (33.4%) having more than 7 years of experience at the company. Employees with less than 1 year of service are the minority (8.3%), implying stability and retention within the organization.

## Section B: Employee Satisfaction

### Question 1: My job design clearly defines goals

Response	Frequency	Percentage (%)
<b>Strongly Agree</b>	15	25.0
<b>Agree</b>	30	50.0
<b>Neither Agree nor Disagree</b>	8	13.3
<b>Disagree</b>	5	8.3
<b>Strongly Disagree</b>	2	3.3

**Discussion:** Most respondents (75%) agree or strongly agree that their job design clearly defines goals, suggesting that MTN Uganda's job structuring practices are effective in providing clarity to employees. Only 11.6% expressed disagreement, indicating that while the majority feel confident in their role, there are a few employees who may require more structured guidance in their work.

### Question 2: The procedure for doing assigned tasks is good

Response	Frequency	Percentage (%)
<b>Strongly Agree</b>	10	16.7
<b>Agree</b>	25	41.7
<b>Neither Agree nor Disagree</b>	15	25.0
<b>Disagree</b>	8	13.3
<b>Strongly Disagree</b>	2	3.3

**Discussion:** A majority of respondents (58.4%) agree or strongly agree that the procedure for completing tasks is good, reflecting general satisfaction with how tasks are assigned and organized. However, 25% of respondents are neutral, indicating room for improvement in standardizing procedures across departments. Approximately 16.6% are dissatisfied, highlighting potential issues in task execution.

### Question 3: I easily complete the number of daily tasks assigned

Response	Frequency	Percentage (%)
Strongly Agree	12	20.0
Agree	22	36.7
Neither Agree nor Disagree	14	23.3
Disagree	9	15.0
Strongly Disagree	3	5.0

**Discussion:** Over half of the respondents (56.7%) agree or strongly agree that they can easily complete their daily tasks, which suggests that MTN Uganda sets achievable task volumes for its employees. However, 38.3% expressed neutrality or dissatisfaction, indicating that task management may be a challenge for some employees, possibly due to workload imbalances or inadequate support.

### Question 4: I feel comfortable with given priorities to do different tasks

Response	Frequency	Percentage (%)
Strongly Agree	18	30.0
Agree	20	33.3
Neither Agree nor Disagree	12	20.0
Disagree	8	13.3
Strongly Disagree	2	3.3

**Discussion:** A total of 63.3% of respondents feel comfortable with the priorities assigned to them, indicating that MTN Uganda's job design allows employees to manage their responsibilities effectively. About 16.6% are dissatisfied, suggesting that some employees may experience difficulties in prioritizing tasks or face conflicting demands.

### Question 5: My job makes good use of my skills and abilities

Response	Frequency	Percentage (%)
Strongly Agree	17	28.3
Agree	23	38.3
Neither Agree nor Disagree	10	16.7
Disagree	8	13.3
Strongly Disagree	2	3.3

**Discussion:** The majority of respondents (66.6%) agree that their job utilizes their skills effectively, reflecting MTN Uganda's ability to match employees' qualifications with appropriate roles. Nevertheless, 16.6% disagree, which may indicate underutilization of specific skills or mismatches between employees' skill sets and job d

### Section C: Understanding Job Design

#### Question 11: Assigned tasks are according to my qualifications

Response	Frequency	Percentage (%)
Always	18	30.0
Mostly	25	41.7
Sometimes	10	16.7
Not Often	5	8.3
Never	2	3.3

**Discussion:** A significant majority of respondents (71.7%) feel that their assigned tasks are always or mostly aligned with their qualifications, which reflects good job-role alignment at MTN Uganda. However, 16.7% of employees believe this is only sometimes the case, suggesting that a portion of the workforce may feel under or overqualified for certain tasks. The 11.6% who disagree may feel that their tasks are not reflective of their educational background or technical expertise.

### Question 12: Assigned tasks are according to my technical skills

Response	Frequency	Percentage (%)
Always	20	33.3
Mostly	23	38.3
Sometimes	10	16.7
Not Often	5	8.3
Never	2	3.3

**Discussion:** The data shows that most respondents (71.6%) feel their tasks align with their technical skills, suggesting that MTN Uganda generally assigns tasks in a way that maximizes employee technical expertise. However, as with qualifications, about 16.7% feel this alignment only occurs sometimes, pointing to potential mismatches between tasks and skill sets for some employees.

### Question 13: I finish daily tasks within working time

Response	Frequency	Percentage (%)
Always	17	28.3
Mostly	24	40.0
Sometimes	12	20.0
Not Often	5	8.3
Never	2	3.3

**Discussion:** 68.3% of respondents always or mostly finish their daily tasks within the allotted working time, indicating that most employees find their workloads manageable. However, 28.3% of employees feel they are only sometimes or not often able to complete their tasks on time, suggesting possible issues with task overload or inefficiencies in task management that need addressing.

**Question 14: Work activities include additional tasks beyond my area of skills/qualification**

Response	Frequency	Percentage (%)
Always	10	16.7
Mostly	18	30.0
Sometimes	15	25.0
Not Often	10	16.7
Never	7	11.7

**Discussion:** 46.7% of respondents always or mostly feel that they are asked to perform tasks beyond their qualifications or skill areas, which could indicate role creep, where employees are expected to take on additional responsibilities not aligned with their expertise. Although cross-functional skills are beneficial, this data suggests that some employees might feel they are stretching beyond their comfort zones. A notable 41.7% indicate that such additional tasks happen only occasionally or never, indicating that the issue may not be widespread.

**Question 15: The job allows me to plan how I do my work**

Response	Frequency	Percentage (%)
Always	22	36.7
Mostly	20	33.3
Sometimes	12	20.0
Not Often	4	6.7
Never	2	3.3

**Discussion:** A total of 70% of respondents feel that they have autonomy in planning their work, which is a strong indicator of job satisfaction and empowerment. Autonomy is a key factor in job design, and the data suggests that MTN Uganda generally provides employees with the flexibility to structure their work. However, 10% of respondents express dissatisfaction with their ability to plan their work,

indicating that some employees may feel micro-managed or constrained by rigid work structures.

**Question 16: The job allows me to decide on my own how to go about doing my work**

Response	Frequency	Percentage (%)
Always	20	33.3
Mostly	23	38.3
Sometimes	10	16.7
Not Often	5	8.3
Never	2	3.3

**Discussion:** Most respondents (71.6%) report that they are given the freedom to decide how to approach their tasks, which indicates that MTN Uganda encourages decision-making autonomy in task completion. This level of freedom is likely to contribute to higher job satisfaction and productivity. However, approximately 11.6% feel that they lack this flexibility, which could affect their motivation and performance.

**Question 17: The job requires the performance of a wide range of tasks**

Response	Frequency	Percentage (%)
Always	22	36.7
Mostly	20	33.3
Sometimes	10	16.7
Not Often	6	10.0
Never	2	3.3

**Discussion:** 70% of respondents report that their job involves performing a wide variety of tasks, suggesting that MTN Uganda promotes multi-tasking and broad role definitions. While variety in job tasks can lead to enhanced skill development and job enrichment, it may also contribute to role overload for some employees.

The 13.3% who report limited task variety may be in more specialized roles or in departments where job scopes are narrower.

**Question 18: The job involves completing a piece of work that has an obvious beginning and end**

Response	Frequency	Percentage (%)
Always	20	33.3
Mostly	22	36.7
Sometimes	12	20.0
Not Often	4	6.7
Never	2	3.3

**Discussion:** 70% of respondents feel that their work is structured in such a way that tasks have clear beginnings and ends, which is essential for creating a sense of accomplishment. However, 10% of respondents disagree, potentially indicating that certain jobs at MTN Uganda involve ongoing, less-defined work that might lead to frustration due to a lack of clear task closure.

**Question 19: The job allows me to complete the work I start**

Response	Frequency	Percentage (%)
Always	20	33.3
Mostly	23	38.3
Sometimes	10	16.7
Not Often	5	8.3
Never	2	3.3

**Discussion:** Most respondents (71.6%) feel that they are able to see their tasks through to completion, which is important for fostering a sense of accomplishment and job satisfaction. However, approximately 11.6% of employees do not feel this way, which may point to challenges with task interruptions, shifting priorities, or role ambiguity within the organization.

**Question 20: The job provides me the chance to completely finish the pieces of work I begin**

Response	Frequency	Percentage (%)
<b>Always</b>	18	30.0
<b>Mostly</b>	25	41.7
<b>Sometimes</b>	10	16.7
<b>Not Often</b>	5	8.3
<b>Never</b>	2	3.3

**Discussion:** The majority of respondents (71.7%) agree that they have the opportunity to finish the work they start, which indicates that MTN Uganda generally allows employees to follow through on their assigned tasks. However, 11.6% feel that they do not have the opportunity to fully complete their tasks, which may be due to job design issues such as task allocation or shifting priorities.

#### **4.1 Conclusion**

The analysis of the questionnaire reveals that job design at MTN Uganda generally provides clarity, autonomy, and alignment with employee skills and qualifications. Most employees report being able to manage their tasks effectively, but there are notable areas where improvements can be made, particularly in managing task overload and ensuring that all tasks are aligned with employees' expertise. The flexibility in task management and the opportunity for employees to plan their work are positive factors contributing to high job satisfaction and productivity.

## CHAPTER 5

### SUMMARY, CONCLUSION, AND RECOMMENDATIONS

#### 5.1 Introduction

This chapter provides a summary of the findings from the analysis in Chapter 4, draws conclusions based on the research objectives, and offers recommendations for MTN Uganda regarding job design and its impact on employee satisfaction and productivity. The chapter also outlines the implications for management and suggests areas for further research.

#### 5.2 Summary of Findings

The purpose of this study was to examine the effects of job design on staff satisfaction and productivity at MTN Uganda. The study focused on three key aspects of job design: **job structuring**, **flexi-time**, and **flexible work arrangements (FWAs)**. The data collected from 60 respondents via a structured questionnaire provided the following insights:

**Job Design Clarity**, 75% of respondents agreed that their job design clearly defined their goals, suggesting that MTN Uganda has established a well-structured approach to defining roles and responsibilities. However, 11.6% disagreed, indicating room for improvement in clarifying job roles for some employees.

**Task Alignment with Qualifications and Skills**, 71.7% of respondents felt that their assigned tasks were aligned with their qualifications, and 71.6% felt that tasks matched their technical skills. This suggests a good fit between employees' skills and job roles. However, some employees felt underutilized or overextended, particularly with tasks beyond their qualifications.

**Autonomy and Flexibility**, 70% of respondents reported that they had autonomy in planning and deciding how to complete their work, which is a key factor in job satisfaction and productivity.

A majority of respondents also noted that they are able to complete tasks they start and see their work through to completion, contributing to a sense of accomplishment.

Workload and Task Completion, While 68.3% of respondents indicated they could complete their tasks within working hours, 28.3% expressed difficulty in doing so, suggesting potential workload imbalances or inefficiencies in task management for some employees.

Employee Satisfaction and Productivity, 83.3% of respondents reported that job design had a positive impact on their satisfaction, and 77.1% noted a positive effect on their productivity. This underscores the importance of effective job design in creating a motivated and productive workforce at MTN Uganda.

### **5.3 Conclusion**

The study findings reveal that job design at MTN Uganda significantly influences employee satisfaction and productivity. The key conclusions are,

**Clarity in Job Design:** MTN Uganda has generally succeeded in creating clear job structures that align with employee qualifications and skills. This clarity fosters higher levels of satisfaction and productivity, as employees understand their roles and how they contribute to the organization.

**Autonomy and Flexibility:** The provision of autonomy in planning work and flexibility in how tasks are performed is positively correlated with employee satisfaction. MTN Uganda's practices in this area appear to empower employees and encourage higher productivity, but there remains room for greater flexibility, particularly in balancing workloads.

**Areas for Improvement:** While job design is positively perceived, there are challenges in ensuring that all employees feel their tasks are fully aligned with their skills, and some experience difficulties in managing their workloads. Addressing these issues could further enhance employee satisfaction and productivity.

### **5.4 Recommendations**

Based on the findings, the following recommendations are proposed to MTN Uganda to improve job design and its impact on employee satisfaction and productivity:

MTN Uganda should regularly review and update job descriptions to ensure all employees have a clear understanding of their roles, responsibilities, and goals. This will help minimize confusion and ensure that employees feel confident in their daily tasks.

To avoid mismatches between employees' qualifications and tasks, the organization should conduct regular skills assessments and match employees with roles that fully utilize their capabilities. Offering training or re-skilling programs can also help employees handle tasks beyond their current skill sets.

MTN Uganda should implement more consistent workload assessments to ensure that tasks are evenly distributed among employees. Those who struggle to complete tasks within working hours may benefit from better task prioritization, delegation of responsibilities, or improvements in resource availability.

MTN Uganda should expand its use of flexible work arrangements (FWAs), such as flexi-time or remote working options, to cater to the diverse needs of employees.

Employees with greater control over their work schedules tend to report higher job satisfaction and productivity.

The organization should involve employees more in the design of their roles and responsibilities. Gathering regular feedback from employees about their tasks and workload will ensure that job designs remain relevant and adaptive to the evolving needs of the workforce.

Managers at MTN Uganda should receive training on the importance of effective job design and how to balance workload, task alignment, and employee autonomy. This will help managers to provide better support and guidance to their teams, enhancing overall job satisfaction and productivity.

## **5.5 Implications for Management**

The study highlights the significant role that job design plays in influencing employee satisfaction and productivity. For MTN Uganda's management, the findings suggest that:

Strategic Job Design, Management should continue to prioritize job design as a strategic human resource management tool. Ensuring that roles are well-structured, aligned with employee skills, and provide autonomy will contribute to sustained employee engagement and organizational success.

**Focus on Flexibility:** Increasing workplace flexibility through more structured flexible work arrangements (FWAs) will help MTN Uganda retain talent and adapt to changing employee preferences. Flexibility will be critical as the workforce continues to evolve with the rise of remote and hybrid work models.

**Continuous Feedback:** To maintain high levels of satisfaction and productivity, management must regularly solicit feedback from employees and make adjustments to job designs. This will foster a culture of continuous improvement and ensure that MTN Uganda remains an employer of choice.

## **5.6 Recommendations for Further Research**

This study focused on the impact of job design on satisfaction and productivity at MTN Uganda. However, further research could explore the following areas:

**Job Design and Employee Retention:** Future studies could investigate how job design influences employee retention rates at MTN Uganda and other organizations in the telecommunications sector.

**Comparative Studies Across Industries:** Comparative research across different industries would provide deeper insights into how job design affects satisfaction and productivity in various organizational contexts.

**Impact of Technology on Job Design:** With the increasing role of technology in job structuring, further research could explore how technological advancements influence job design practices and employee satisfaction.

## **5.7 Conclusion**

In conclusion, this study has demonstrated that effective job design is a key driver of employee satisfaction and productivity at MTN Uganda. By focusing on role clarity, task alignment, flexibility, and employee involvement, the organization can continue to improve its human resource practices and create a more motivated and productive workforce. As MTN Uganda adapts to the changing nature of work, maintaining a strategic focus on job design will be critical to its ongoing success.

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**APPENDIX  
QUESTIONNAIRE**

**EFFECT OF JOB DESIGN ON THE EMPLOYEE PRODUCTIVITY AND JOB  
SATISFACTION”**

Dear Respondent

I am Abiting Josephine Ater a student of bachelor’s in Human Resource Management from Uganda Christian University Mukono conducting research on “Examining the effects of job design on employee productivity and job satisfaction at MTN Uganda.

You have been selected to participate in this study because the contribution you make to your Organization is in line with the information required. The information you provide is solely for academic purposes and will be handled with confidentiality.

Please kindly spare some time to respond to the following questions.

**SECTION A: DEMOGRAPHIC INFORMATION**

S/No.	Questions	Options	Response
1.	Age	Under 25 25-34 35-44 45-54 55 and above	
2.	Gender	Male Female Others	
3.	Education	diploma Bachelor's degree Master's degree Doctorate Other (please specify)	
4.	Current position	HR Manager Employee Other (please specify)	
5.	Period of work	Less than 1 year 1-3 years 4-6 years 7-10 years More than 10 years	

**SECTION B: EMPLOYEE SATISFACTION**

S/N.	Questions	1	2	3	4	5
		Strongly Agree	Agree	Neither Agree nor Disagree	Disagree	Strongly Disagree
1	My job design clearly define goals.					
2	The procedure for doing assigned tasks are good.					
3	I easily completed number of daily tasks assigned to me.					
4	I feel comfort with given priorities to do different tasks.					
5	My job makes good use of my skills and abilities.					
6	I experience personal growth such as updating skills and learning different jobs.					
7	I spent productive time while working on assigned tasks.					
8	I have the tools and resources to do my job well.					
9	My job design is clear.					
10	Overall, I am satisfied with my job design					

**SECTION C: UNDERSTANDING JOB DESIGN**

S/N o.	Questions:	1	2	3	4	5
		Always	Mostly	Sometime	Not Often	Never
11	Assigned tasks are according to my qualification.					
12	Assigned tasks are according to my technical skills.					
13	I finished daily task within working time.					
14	Work activities includes additional task rather than my area of skills/qualification.					
15	The job allows me to plan how I do my work.					
16	The job allows me to decide on my own how to go about doing my work.					
17	The job requires the performance of a wide range of tasks.					
18	The job involves completing a piece of work that has an obvious beginning and end.					
19	The job allows me to complete work I start.					
20	The job provides me the chance to completely finish the pieces of work I begin.					

21	The job is arranged so that I can do an entire piece of work from beginning to end.					
22	The job requires that I only do one task or activity at a time					
23	The tasks on the job are simple and uncomplicated					
24	The job comprises relatively uncomplicated tasks					
25	The job involves performing relatively simple tasks					
26	The job requires that I engage in a large amount of thinking.					
27	The job requires me to be creative.					
28	The job requires the use of a number of skills.					
29	The job is highly specialized in terms of purpose, tasks, or activities.					
30	The job requires a depth of knowledge and expertise.					
31	The job requires very specialized knowledge and skills.					

RESEARCHER

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