

نموذج رقم (1)

إقرار

أنا الموقع أدناه مقدم الرسالة التي تحمل العنوان:

أثر الموسع الوظيفي على المدافعية والرضا الوظيفي لدى العاملين  
مكتب غزة الإقليمي لوكالة الغوث الدولية .

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**Business Administration Department**



## **Impact of Job Enlargement on Employees' Motivation and Job Satisfaction**

**An Empirical Study on UNRWA Gaza Field Office**

**أثر التوسيع الوظيفي على الدافعية والرضا الوظيفي لدى العاملين بمكتب غزة  
الإقليمي لوكالة الغوث الدولية (الأونروا)**

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## نتيجة الحكم على أطروحة ماجستير

بناءً على موافقة شئون البحث العلمي والدراسات العليا بالجامعة الإسلامية بغزة على تشكيل لجنة الحكم على أطروحة الباحث/ علي محمود صالح محمود لنيل درجة الماجستير في كلية التجارة/ قسم إدارة الأعمال - إدارة موارد بشرية وموضوعها:

أثر التوسيع الوظيفي على الدافعية والرضا الوظيفي للموظفين في مكتب غزة الإقليمي  
لوكالة الغوث الدولية

**Impact of Job Enlargement on Employees' Motivation and Job Satisfaction  
An Empirical Study on the UNRWA HQ Gaza Field Office**

وبعد المناقشة العلنية التي تمت اليوم الأربعاء 29 رجب 1435 هـ، الموافق 2014/05/28 الساعة

العاشرة صباحاً بمبنى القدس، اجتمعت لجنة الحكم على الأطروحة والمكونة من:

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واللجنة إذ تمنحه هذه الدرجة فإنها توصيه بتقوى الله ولزوم طاعته وأن يسخر علمه في خدمة دينه ووطنه.

والله ولي التوفيق ،،،

مساعد نائب الرئيس للبحث العلمي و للدراسات العليا

أ.د. فؤاد علي العاجز

بِسْمِ اللَّهِ الرَّحْمَنِ الرَّحِيمِ

فَدَلَّ عَلَىٰ لَدُنَّا مِنْهُمْ بَدِيلًا لِّمَا كَانُوا كَانُوا  
بَدِيلًا لِّمَا كَانُوا كَانُوا بَدِيلًا لِّمَا كَانُوا كَانُوا

صَدَقَ اللَّهُ الْعَظِيمَ

سورة المجادلة: (ايه : 11)

## DEDICATION

*I lovingly dedicate this thesis to:*

*My parents, for their endless love, support, and  
encouragement throughout my life.*

*My wife for supporting me and for being a great  
source of motivation and  
inspiration.*

*I dedicate this thesis to all who helped me succeed  
and achieve my goals.*

*Thank you*

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## **Abstract**

This research aims to studying the impact of job enlargement as a technique of job redesign on employees' motivation and job satisfaction in the UNRWA Gaza Field Office. The research surveyed the employees with various grades from 5 to 20. A total of 300 questionnaires were distributed, and 262 valid questionnaires were collected with response rate of 87.3%. Data analysis was done by using SPSS, version 20.

The most important findings of the research are:

- 1- Job enlargement is generally being practiced in UNRWA Gaza Field Office and there is a significant relationship between job enlargement and the variables motivation and job satisfaction.
- 2-Results showed that job enlargement is not connected with monetary incentives and rarely is it followed by non-monetary incentives. In addition, job enlargement sometimes make employees feel work-loaded when repeatedly practiced. Moreover, employees claimed that job enlargement does not support the opportunities of promotion.
- 3-Results showed that job enlargement can improve the employees' abilities and skills and provide them with the chance to communicate and learn from others. They also moderately agreed that job enlargement increases flexibility and decreases the routine of work.
- 4-The research concluded that employees in UNRWA Gaza Field Office are considered motivated. However, they are not involved enough in the process of decision making, which negatively affects their level of motivation.
- 5-Results showed that employees in UNRWA Gaza Field Office are moderately satisfied with a percentage of 69.6%. They expressed their satisfaction towards the relationships with employees and managers/supervisors, working conditions, security and protection aids, and the sufficient tools and equipment needed to accomplish the required duties. However, they are not satisfied with the increase of salary comparatively with the increase in the cost of living, the policy of promotion to higher posts and the system of incentives and rewards.

The most important recommendations are:

- 1-Managers in UNRWA Gaza Field Office should take into consideration that job enlargement is helpful under certain conditions. Job enlargement is effective when it implies variety of tasks, decreases the routine work, adds flexibility and followed up with a systematic feedback.
- 2-To be positively perceived by employees, job enlargement has to be connected with monetary and non-monetary incentives, otherwise, it will be viewed as work burden that decreases the level of motivation and satisfaction.
- 3-UNRWA administration and decision makers are recommended to involve employees more with the decision making process to make employees feel responsible and worthwhile.
- 4-It is recommended to review the system of rewards and incentives and improve employees' salaries to fairly meet the increase in the cost of living.

## ملخص البحث

يهدف هذا البحث الى دراسة أثر التوسيع الوظيفي على الدافعية و الرضا الوظيفي لدى العاملين في مكتب غزة الاقليمي بوكالة الغوث الدولية و الذين تراوحت درجاتهم الوظيفية ما بين 5 الى 20, بلغ مجتمع الدراسة 570 موظف حيث تم توزيع 300 استبانة و استرداد 262 بمعدل استجابة 87.3%. و تم تحليل البيانات باستخدام برنامج التحليل الاحصائي SPSS الاصدار 20.

### و أظهر البحث أهم النتائج التالية:

- 1-هناك توجه عام في مكتب غزة الاقليمي لووكالة الغوث الدولية بممارسة التوسيع الوظيفي و أنه يوجد علاقة بين التوسيع الوظيفي و بين الدافعية و الرضا الوظيفي للعاملين.
- 2-أظهرت النتائج أن التوسيع الوظيفي في مكتب غزة الاقليمي للأونروا ليس مرتبطا بالحوافز المادية, و قليلا ما يرتبط بالحوافز غير المادية, وأن الموظفين يشعروا بعبء العمل عندما يتم تكليفهم بمهام اضافية بشكل متكرر, بالإضافة الى ان التوسيع الوظيفي لا يساعد في تطوير فرص النمو و الترقية.
- 3-يرى الموظفون بأن التوسيع الوظيفي يمكن أن يتيح لهم الفرصة لتطوير قدراتهم و مهاراتهم و كذلك التواصل و التعلم من الاخرين في محيط العمل, و أحيانا يزيد درجة المرونة و يقلل من مستوى الروتين في العمل.
- 4-أظهرت النتائج ان الموظفين بمكتب غزة الاقليمي لووكالة الغوث لديهم درجة جيدة من الدافعية بنسبة 75%, و لكنهم يرون ان درجة مشاركتهم في عملية اتخاذ القرارات متدنية.
- 5-درجة الرضا لموظفي مكتب غزة الاقليمي لووكالة الغوث متوسطة حيث بلغت 69.6%, و أظهر الموظفون رضاهم نحو العلاقة مع الموظفين و المدراء و ظروف العمل و وسائل الحماية من الأخطار المهنية و توفر الامكانيات و المعدات و الاجهزة اللازمة للقيام بالمهام المطلوبة. و أظهر الموظفون عدم رضاهم نحو الزيادة في الراتب مقارنة بالزيادة المستمرة في تكاليف مستوى المعيشة و عدالة الترقية و نظام الحوافز و المكافآت.

### و من أهم التوصيات:

- 1-ضرورة الانتباه الى أن التوسيع الوظيفي مفيد و مؤثر ايجابيا عندما يتم ممارسته في ظروف معينة, حيث يجب أن يتم تصميم التوسيع الوظيفي بأسلوب يزيد المرونة في العمل و يقلل الروتين و الرتابة و ذلك بتنوع المهام و ملاءمتها مع مهارات و قدرات الموظفين و كذلك مع مجال اهتمامهم, كذلك أن يتم متابعة الموظفين و تقديم التغذية الراجعة البناءة لهم بشكل منتظم.
- 2-ينصح بأن يكون التوسيع الوظيفي مرتبطا بالحوافز المادية و غير المادية حتى يمارسه الموظفون بشكل إيجابي و حتى لا يؤدي الى نتائج سلبية مثل تدني مستوى الدافعية و الرضا الوظيفي.
- 3- إشراك الموظفين في عملية اتخاذ القرارات بشكل أكبر مما هو عليه حتى يشعر الموظفون بالمسؤولية و الاهتمام.
- 4-ضرورة إعادة النظر في نظام الأجور و الحوافز لتمكين الموظفين من تلبية حاجاتهم و بمستوى يتوافق مع الزيادة المستمرة في تكاليف مستوى المعيشة.

# **Chapter One**

## **The Research General Framework**

- **Introduction**
- **The Research Problem Statement**
- **The Research Hypotheses**
- **The Research Variables**
- **The Research Objectives**
- **The Research Importance**

**Introduction:**

Top management believes that achieving competitive advantage is a result of many interrelated and overlapped efforts by various departments in the organization. Human resource management has an essential effective role that influences performance and productivity. As a result, organizations nowadays tend to have multi-skilled employees in order to cope with the rapid change in technology and procedures to efficiently accomplish the tasks. In addition, organizations strive to restrict the cost of hiring new employees in order to remain competitive. This means that employees will be exposed to perform additional tasks in their work level, which is known in literature as job enlargement.

It is believed that specific and routine work activities create boredom at work and can cause lack of motivation for the employees. Therefore, job enlargement is seen as a tool that reduces boredom and increases motivation which will achieve satisfaction and organizational commitment. (Dessler 2005,p.137) .Job satisfaction is defined as a state of pleasure that could be gained by implementing one's values to a job. In addition, job satisfaction can be considered as a global feeling about the job or as a related constellation of attitudes about various aspects or facets of the job. (Ivancevich, et al 1998, p.235).However, enlarging jobs can either achieve job satisfaction or dissatisfy employees. It depends on how employees perceive enlarging their jobs and doing additional tasks. That is, employees might see job enlargement as a positive attitude towards improving their experiences. In this case, it will lead to job satisfaction. Other employees might perceive performing extra tasks as an unfairness, which will lead to unsatisfactory feelings. ( Saleem and Shaheen 2012,p. 107)

Work motivation has been defined as a psychological process resulting from the reciprocal interaction between the individuals and the environment that affects a person's choices, effort, and persistence. (Robbins 2003, p. 168). A job will be motivating and essentially satisfying only if it is high in all 5 core dimensions. The core dimensions are autonomy, task identity, feedback, variety and skill.. Herzberg, 1966 stated that there is a causal relationship between external or internal work factors and performance. He defined two types of factors—extrinsic hygiene factors (i.e., management, working conditions, salary, etc.) and intrinsic motivators (i.e., recognition, responsibility, achievement, etc.). The theory emphasizes that attention has to be given to both employees' intrinsic and extrinsic needs in order to motivate them and create contentment and job satisfaction. And since satisfied employees tend to be more productive, creative and committed to their organizations, work place environment must be able to attract, motivate and retain creative, committed and hardworking individuals. ( Megginson et al, 1989,p.312)

Job enlargement is one of the techniques of job design. Job Design is the process of deciding on the contents of a job in terms of its duties and responsibilities, on the methods to be used in carrying out the job, in terms of techniques, systems and procedures, and on the relationships that should exist between the job holder and his superior subordinates and colleagues. Moreover, job design designates the specific work activities of an individual or group of individuals. It aims at changing the atmosphere of work place in order to make the job more suitable and convenient to the employees.( Johns 1998, p. 215).

There are hundreds of employees who are working in top, middle and lower management levels in Gaza UNRWA Head Quarter Field Office. Consequently, there is a huge number of tasks performed every day to achieve the goals of different departments. Employees are supposed to be ready to accomplish additional activities in their work levels, so job enlargement is available and demanded. This study aims at investigating the impact of job enlargement as an approach of job design on employees' job satisfaction and motivation in the Head Quarter UNRWA Field Office in Gaza Strip.

**The Research Problem Statement:**

Organizations try always to reduce costs of all practices and activities in order to be able to achieve competitive advantage. One way of reducing costs is decreasing the rate of hiring new employees. This means enlarging jobs and charging employees with new activities and tasks to perform. Some studies argue that job enlargement is a healthy technique that motivates employees because it satisfies their needs and attitudes. So, it is considered a factor of motivation. Other studies argue that charging employees with additional tasks is a matter of workload and will in the long run cause disappointment, lack of motivation and absenteeism.

Job satisfaction has been investigated in terms of many factors like salary, leadership, appraisal and work conditions. Few studies focused on the effect of job design and mainly job enlargement on employees' satisfaction. Factors that influence job satisfaction based on fulfillment of higher-level needs such as achievement, recognition, responsibility and opportunity for growth.( **Daft 1991,p.418** )

Frederick Herzberg (1966) has identified the elements that cause job satisfaction and job dissatisfaction. According to Herzberg, hygiene factors that cause dissatisfaction at work are policy and administration, salary, interpersonal relations, working conditions and job security. He also states that motivational factors that cause satisfaction are advancement, gaining recognition, being given responsibility, challenging work, achievement and growth in the job. And since job enlargement is assessing additional tasks to employees, then, according to Herzberg, it is supposed to be a factor of job satisfaction. However, some studies show that job enlargement is a work burden that in the long run will lead to job dissatisfaction. ( **Mullins 2006,p.223** )

Employees in different organizations such as UNRWA are being charged with doing extra tasks. Reasons behind the existence of those additional tasks might be a result of some other factors such as absenteeism of a colleague in the work place, a new program to be trained on, or an urgent preparation of a future work. In this atmosphere, employees might perceive the additional tasks as a normal part of their job which improves their skills and let them communicate and learn from others. If this is the case, job enlargement is considered positive and can enhance motivation and satisfaction. However, when doing the additional is perceived as a work burden and an unfair distribution of the amount of work, job enlargement will lead to lower levels of motivation and job satisfaction. As a result, it is useful to study the employees' behaviour in through investigating the impact of job enlargement on motivation and job satisfaction in organizations such as UNRWA by which huge number of processes is done every day.

Motivation is a challenge for managers because motivation arouses from within employees and typically differs from each employee. Motivation is defined as the

arousal direction and persistence of behavior. (Daft 1991,p 419) The more employees are committed, the more they will positively accept and practise job enlargement. Since job Enlargement has an effect on both motivation and job satisfaction, the problem of the study is clarified in the question: **"Up to what extent does job enlargement affect the employees' motivation and job satisfaction in the UNRWA Head Quarter Field Office in Gaza Strip?"**

**The Research Hypotheses:**

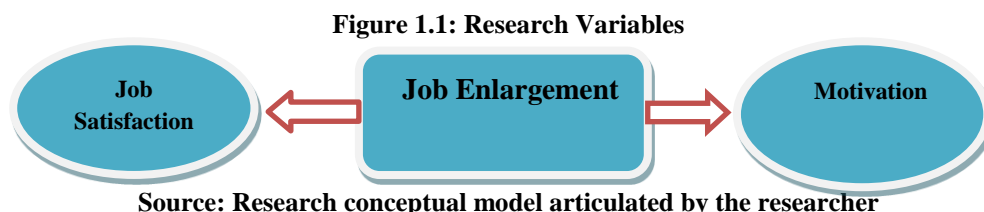
The followings are the hypotheses that will be tested through the research:

- 1-There is a significant positive relationship at  $\alpha = 0.05$  level between job enlargement and employees' motivation in the UNRWA HQ Gaza Field Office.
- 2-There is a significant positive relationship at  $\alpha = 0.05$  level between job enlargement and employees' job satisfaction in the UNRWA HQ Gaza Field Office.
- 3-There is a significant differences at  $\alpha = 0.05$  level in the responses of the research sample due to demographic characteristics (age, gender, experience, marital status, qualification and job grade)

**The Research Variables:**

The followings are the independent and dependent variables that will be studied through the research:

- 1-Independent Variable: Job enlargement.
- 2-Dependent Variables:
  - a-Motivation
  - b-Job satisfaction



Source: Research conceptual model articulated by the researcher

**The Research Objectives:**

The research aims at investigating the impact of using job enlargement on employees' motivation and job satisfaction in the UNRWA Gaza HQ Field office. Recommendations to the top management will be stated to effectively improve employees' motivation and job satisfaction through efficient job design. The followings are the specific objectives of this research:

- 1-Enhance our knowledge about job enlargement as a job design technique and one of the important practices of human recourses management.
- 2-To examine the level of practicing job enlargement among the employees in the UNRWA HQ Gaza Field Office.
- 3-To assess how far job enlargement affects employees' job satisfaction in the UNRWA HQ Gaza Field Office.
- 4-To investigate the impact of job enlargement on employees' motivation in the UNRWA HQ Gaza Field Office.
- 5-To recommend how the UNRWA as an organization can better maintain and improve employees' motivation and job satisfaction.
- 6-To propose effective techniques managers can follow to motivate and satisfy employees through efficiently practising job design and mainly job enlargement.



**The Research Importance:**

The research is important for organizations since it handles a technique that effects the employee's motivation and job satisfaction which are essential to achieve productivity and increase performance. The importance of the research is identified clearly in the following points:

- 1-Many studies have handled the relationship between motivation and satisfaction with other variables. However, the effect of job enlargement has not been studied enough. So, the importance of the study comes from the rareness of studies in this field.
- 2-The research findings can be used by other NGOs and governmental organizations to better understand the employees' needs and keep them motivated and satisfied.
- 3-The research will provide managers in various organizations with helpful guidelines of how to utilize employees' abilities and skills in a way that serves fulfilling the targeted aims of the employees and the organization as well.
- 4-The study is considered as an additional resource to the researchers who that can make use of during their research.
- 5-The research can be used as a start point to other future researches in Gaza Strip and West Bank.
- 6- The researcher will work on other related issues that affect employees' motivation and job satisfaction and will participate with local conferences and publish the research in an international journal.

## **Chapter Two**

### **The Research Theoretical Framework**

**Section One: Job Enlargement**

**Section Two: Motivation**

**Section Three: Job Satisfaction**

## **Section One**

### **Job Enlargement**

- **Introduction**
- **Definition of Job Enlargement**
- **Job Enlargement as a technique of Job Design**
- **Advantages of Job Enlargement**
- **Disadvantages of Job Enlargement**
- **Requirements of Job Enlargement**
- **Constraints of Applying Job Enlargement**

## **Section One**

### **Job Enlargement**

#### **Introduction:**

Human resources are the most effective resources to the success of any organizations. Employees who are charged to perform the tasks and processes need to work in comfortable atmosphere in order to fulfill the job efficiently. Meanwhile, human resource management try always create this appropriate climate. Job enlargement is one of the practices that top management carry on to perform various types of processes and procedures to successfully complete the job. However, enlarging jobs is a debatable issue. It is seen by some employees as a practice that just adds more workload and work pressure that neither achieve satisfaction nor improve motivation. Other employees perceive enlarging jobs positively. They think that enlarging their jobs decrease boredom and makes them feel worthwhile to the organization.

Keeping employees motivated and satisfied become a necessary function of human resource management. Satisfied and motivated employees lead to high level of performance. Dissatisfied employees tend to have more absenteeism and turnover rates. In addition, employees who are not motivated enough are not fully comfortable to achieve the organizational objectives. The term job enlargement has appeared as a technique of job design in order to make the job more appropriate and motivating to employees. It includes charging employees with extra tasks to perform in the same work level and difficulty. And since organizations are competing globally, they have the attitude to reduce cost to remain competitive. One of these costs is the cost of hiring new employees. In this view, job enlargement is considered a tool of decreasing cost. (Saleem and Shaheen, 2012, p.109)

Job enlargement has its psychological origins. That is, it is seen as a technique that can achieve recognition and self-esteem and helps employees feel worthwhile to the company. In other words, job enlargement might satisfy a need that, in turns, satisfies the employees. However, it is seen by other researchers that job enlargement has a negative impact on employees' motivation and satisfaction because it is perceived as a tool used by the organization to add more workload on employees, and it is just a matter of work burden which makes the job more boring. (Dessler 2005, p. 138)

Job enlargement has also its managerial origins. That is, it contradicts with the principle of specialization and work of labour which suggests performing the same tasks and work units repetitively by the same worker. This repetition causes alienation and boredom and in the long run dissatisfaction and low level of motivation. As a result, job enlargement is believed to be used as a strategy that reduces alienation and boredom of repetitive tasks.

#### **Definition of Job Enlargement:**

The need for enlarging jobs was mainly become required as a result of the organizational tendency towards downsizing, layoffs , competition, and continuous increase in the cost production. This leads to the fact that employees have to perform more tasks and be responsible on more activities. This increase or burden in the tasks and responsibilities affects the psychological work climate which is crucial to the employees' work environment to perform the job. A motivational work climate can influence the employees' attitudes towards work positively and improve the work performance as well.

Job enlargement is defined as assigning workers additional same level activities, thus increasing the number of activities they perform. (Dessler 2005, p.138). Job enlargement is a job design in which the number of tasks associated with a job is increased to add greater variety to activities, thus reducing monotony. (McShane and Glinow 2003, p.181). Job enlargement deals with wider job range through increasing the required activities of the job rather than limited repetitive tasks that cause high levels of job discontent, boredom, turnover, absenteeism and dissatisfaction. (Ivancevich et al 1998, p.240)

Enlarging jobs depends highly on the individuals' perception. Employees might perceive enlarging their jobs positively as a tool or practice that improves their skills and abilities and as a sense of achievement that satisfies them and makes them feel worthwhile to the organization. On the other hand, other employees view the additional number of activities just as a practice that adds more routine or repetitive duties to their boring job. Others think that enlarging jobs is a strategy the top management use to reduce costs of hiring new employees, so it is just a matter of workload. To help modify this point of view, enlarging jobs should be accompanied by providing rewards. This will persuade employees to avoid negative perception and dissatisfaction or feelings of unfairness. (Dessler 2005, p.138)

Most studies state that employees are dissatisfied with specialized jobs. They do not like doing particular repetitive tasks. Job enlargement strategy contradicts the principles of specialization and the division of labour whereby work is divided into small units, each of which is performed by a specific individual. In fact, job enlargement supports the expansion of work and the variety of skills that help make employees satisfied, motivated and, in the long run, committed. For job enlargement to be effective, it is recommended to train employees to practice the new tasks well though they are in the same level. In addition, the individual differences between employees should not be underestimated. (Charles and Milton 1998, p.44).

### **Job Enlargement as a Technique of Job Design:**

The best well-known theorist on job design is Fredrick Taylor, who wrote the principles of scientific management. He believed that job design identifies the tasks, duties and responsibilities of a job to be accomplished. The purpose behind identifying the tasks of each job is to build up clear performance criteria to determine wages and incentives. This approach, however, was criticized because it correlates between performance and wage. It also focuses highly on work division and specialization. As a result, job enlargement was appeared as is a technique of job design that charges employees to perform additional tasks in the same level and difficulty of the employee's position. However, it was then neglected and criticized because it did not improve employees' skills since they are currently working in the same level. It was also seen as a workload that increases productivity through reducing the number of employees. (Al-Salem 1999, p.102)

Job design is considered one of the tools that might both help achieve flexibility and increase productivity through making the job more satisfying since it meets the employees' needs and expectations. Job design is "the planning and specification of job tasks and the work setting in which they are to be accomplished". Moreover, some organizations deal with job design as a non-monetary reward since the end goal of job design is reducing dissatisfaction, enhancing motivation and employees' engagement at the workplace. (Donnelly et al 1992, p.195).

The purpose of job design is to encourage job performance and satisfaction through changing the context and process of specific job. It allows workers to diversify their activities in an attempt to make work more interesting, fulfilling and to reduce boredom and routine. Besides job enlargement, there are various additional techniques by which job design can be carried out. The first one is job enrichment. It is a job design that incorporates achievement, recognition, and other high-level motivators into the work". (Daft 1991,p122). In fact, job enrichment was intended as a means to increase the motivation and satisfaction of people at work and improve productivity. Unlike job enlargement which is a horizontal restructuring method, job enrichment is a vertical restructuring method that gives employees additional authority, autonomy and control over the way the job is accomplished. (Dessler 2008, p.155)

The second technique of job design is job rotation. It is a technique in which employees are moved between one or more jobs in a planned manner. So, it seen as a tool that helps organizations be more competitive since employees are being shifted from one job to another depending on the company's' need. (Daft 1991, p.421). It is believed that rotating jobs gives the employees the chance to experience new skills and master new ways of work as well as practising new procedures in the same level and difficulty. This leads to higher level of satisfaction and commitment since employees feel that the organization highly cares about reducing the boredom, monotony, and cares about improving the staff as well.( Muhsan et al 2012, p.116). In addition, by moving from certain work to another, employees are given the chance to improve their skills and abilities and master new competencies. This can make individuals more satisfied and motivated (Kaymaz 2010,p.72).

The third technique of job design is job simplification, in which the job is divided into small units and tasks, and accomplished according to simple, repetitive and standardized procedures. It aims at improving task efficiency by reducing the number of tasks a single person must perform. However, it is argued that job simplification is a job design but not a motivational technique since employees are performing their jobs efficiently because they are continuously repeating the same processes. (Daft 1991, p.419)

An additional suggested technique of how to make jobs more motivating is the job characteristics model. This model investigates the impact of job characteristics on job outcomes including job satisfaction. It states that there are five core job characteristics (skill variety, task identity, task significance, autonomy, and feedback) that impact three critical psychological states (experienced meaningfulness of the work, experienced responsibility of the work, and knowledge of the actual results of the work), and in turn affecting work outcomes such as high intrinsic work motivation, high quality work performance, high level of satisfaction and low absenteeism and turnover. In addition, job characteristics model suggests that the more effectively these five core characteristics are designed, the more motivated and satisfied the employees will be. Consequently, their productivity and performance will also increase and improve. (Schermerhorn et al 1991, p.194).

### **Advantages of Job Enlargement:**

When designed and practised well, job enlargement can be said to have the following advantages: (managemetstudyguide.2013)

- 1-Reduces monotony: Whatsoever interesting the job is in the beginning, people often complain from the boredom and repetitiveness of the activities. They would like some change in the work procedures to overcome monotony. By expanding the tasks horizontally, employees are given the chance to utilize their abilities and improve their skills. They will feel that the job is fulfilling and interesting.
- 2-Increases work flexibility: Doing new tasks means practicing new procedures and requires different ways in certain aspects.
- 3-Increases motivation: Employees will feel motivated when performing new tasks. They will feel worthwhile to the organization and satisfy their need for self-recognition. The job itself will be motivating as a result.
- 4-Improves earning capacity: Doing new tasks means additional work hours that give the employees the chance to demand extra over time money.

### **Disadvantages of Job Enlargement:**

When the design and practice is poor, job enlargement can be said to have the following disadvantages: (managemetstudyguide.2013)

- 1-Increases work burden: enlarging jobs might just lead to a work burden and causes pressure and more stress. This leads employees to feel overloaded and dissatisfied.
- 2-Boredom and fatigue: if the additional tasks do not include a change and variety in the procedures and way of behavior, the routine will be the result. The job then will still boring even with assessing new tasks. A state of frustration might be the result.
- 3-Different perceptions: Employees view the concept of job enlargement in different ways. Some of them see it positively; others think that it is a chance for upgrading. It depends on the personal perception and awareness. In addition, there are individual differences between employees in terms of skills, abilities and competencies that prevent the standardization of job enlargement.
- 4-Problem with union members: In case job enlargement is seen as a workload and work pressure, there will be a conflict between employees and top management. This leads to weak loyalty and commitment to the organization. Employees might hold sit-ins or protests to cancel the additional workload. They might demand more money which will be seen as an extra cost by the organization.

### **Requirements of Job Enlargement:**

Implementation of job enlargement principles can be successful in some situations but not in others. Job enlargement can't be viewed as a universal technique of job design that can be implemented in all organizations. The organizational conditions and arrangements have to be suitable for practicing job enlargement efficiently, otherwise it will lead to negative results that might hurt the organization and the employees themselves. Therefore, both employees' abilities and skills and managerial reactions should be considered before implementing job enlargement. The followings are the requirements of enlarging jobs efficiently:

- 1-Training: In order for employees to successfully practice job enlargement, they need to be trained. They should have the required skills and knowledge to master the additional tasks, otherwise job enlargement tends to increase stress and decrease job performance.

- 2-Feedback: Employees need to be continuously informed with how well they are doing their additional tasks. Employees feel satisfied when they are always followed up with comments and recognition about the extra activities they were charged to do.
- 3-Supervision: During job enlargement employees are exposed to new procedures, so in order to perform the job well, employees have to be monitored at least at the time of doing the tasks for the first time. Supervision provides the chance of quick correction of weak points and supporting the strong points as well.
- 4-Task Variety: The aim of job enlargement is to decrease boredom and get rid of routine work. So, it is required for the tasks to be varied rather than repetitive.(Schermmerhorn et al 2005, p.160)
- 5-Autonomy and control over work: It is believed that the most stressful jobs are those in which employees have the least amount of control over their work. Employees whose jobs are enlarged need to feel a sense of autonomy and participate with making decisions and a certain level of delegation. Otherwise, they will perceive job enlargement just as a workload pressure. (Denhart and Aristigueta 2009, p. 97). The additional tasks should be accompanied by freedom, independence and discretion in scheduling the procedures to be used to complete the job. (Mcshane and Glow 2003, p. 180)
- 6-Adequate recognition and support: Employees who are doing extra tasks in the same level deserve recognition and appreciation from the top management. Also, they should be supported and provided by any equipment and recourses such as information technology and other functional aids.
- 7-Linking performance directly to reward and appraisal: Content and process theories of motivation suggest that money influences motivation, satisfaction and performance. And since job enlargement is assessing extra tasks and responsibilities to be performed, employees have to feel fair and different from those whose jobs were not enlarged. So, the acceptance and fulfillment of these tasks should be linked with pay. Pay is considered as a very important and effective motivator for some people and is a highly valued motivator for others. In addition, employees who practiced job enlargement and efficiently performed their tasks and responsibilities should be recognized and well-evaluated in their performance appraisal.
- 8-Having a talent matrix: A talent matrix is an organization's accounting for the skills that exist both in skills that are not immediately used in the business and those that are critical. All skills are captured from the employees' growth plans in order for managers to decide who is good at what and what individuals like to do. It enables managers to easily assign suitable employees to perform the additional tasks. (workbabbble.2013)

### **Constraints of Applying Job Enlargement:**

When applying job enlargement in organizations, top management should take into consideration many aspects relate to both employees and organizational climate. These constraints might lead to negative outcomes:

- 1-Role ambiguity and role conflict: Role conflict occurs when compliance with one role makes it impossible to comply with another role. The additional tasks assessed to employees have to be clearly identified and don't cause contradiction with other tasks or employees' permissions.(Denhart and Aristigueta 2009, p. 95)
- 2-Amount of work and level of difficulty: The aim of job enlargement is decreasing boredom and routine of repetitive tasks, however when the tasks are overloaded



and complex, it causes fatigue, anxiety and stress. As a result, employees will feel dissatisfied and demotivated. Employees should be charged with extra activities that are expected to be successfully performed; otherwise employees will reject the idea of enlarging their jobs.

3-Individual differences. Top management should not ignore that not all employees are the same in terms of skills, abilities and level of motivation. Employees can fill in surveys to help managers classify the tasks and charge suitable employees to accomplish.

4-Work environment: Employees should be reasonably satisfied with work environment such as working conditions, job security and salaries before job enlargement is determined in order not to decrease motivation or cause work pressure.(McShane and Glinow 2003, p.101)

## **Section Two**

### **Motivation**

- **Introduction**
- **Definition of Motivation**
- **Importance of Motivation**
- **The Motivation Process**
- **Theories of Motivation**
- **Motivation and Performance**
- **Role of Managers in Motivating Employees**

## **Section Two Motivation**

### **Introduction:**

Organizations may provide employees with all materials and tools needed for working, but if the employees are not motivated, the outcomes will be poor and unsatisfying. Employees have inner forces and potential energy that motivate them to perform the job in order to satisfy their needs. Organizations try to efficiently invest and direct these forces and energy towards achieving the organizational objectives. This investment of potential motives is highly crucial to both organizations and employees.

Motivation is one of the most important factors affecting human behavior and performance. When employees are motivated, the organization can easily survive. Motivation is a pivotal item to be investigated and studied for many reasons. First, employees must be motivated in order to perform their tasks well. Second, managers themselves must be motivated to perform good job. Third, managerial and non-managerial employees must be motivated to join the organization. Low motivation is a crucial reason behind unsatisfactory performance. (Donnelly et al 1992,p. 308). Motivation is an important factor of behavior. If we can understand the employees' motives, we can potentially influence their behavior towards achieving the targeted aims. (Butchanan and Huczynski 2001,p.236)

### **Definition of Motivation:**

The word motivation comes from the Latin word " movere " which means " to move ". Motivation is the willingness to exert high levels of efforts toward organizational goals, conditioned by the effort's ability to satisfy some individual needs. ( Robbins 2003,p.168). Motivation to work refers to the forces within an individual that account for the level, direction, and persistence of effort expended at work. Motivation and performance are distinct correlated concepts. Motivation refers to the way in which urges, desires, aspirations, strivings, or needs direct, control, or explain the behavior of human beings. Motivation is also defined as the arousal, direction, and persistence of behavior. (Daft 1991, p.403).

Another simple definition of motivation is what causes people to behave as they do. Motivation is the combination between a person's desire and energy directed at achieving a goal. Furthermore, motivation can be intrinsic, such as satisfaction and feelings of achievement; or extrinsic, such as rewards, punishment, and goal obtainment. Not all people are motivated by the same things and over time their motivators might change.( Denhart and Aristigueta 2009, p. 147)

### **Importance of Motivation:**

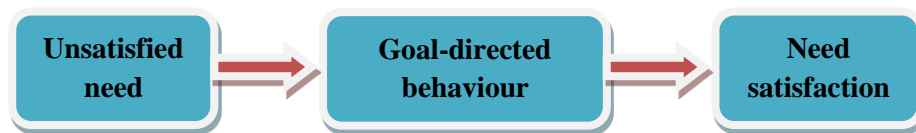
When a person's performance is decided to be poor and unsatisfactory, low motivation is often said to be the first reason. Employees need to be motivated to accomplish the work goals successfully. So, motivation is needed to improve quality and outputs of the organization. Motivation is also needed to overcome burnout which is a major cause of absenteeism, alienation and worksite antagonism. Since motivation is the inner force that drives individuals to accomplish personal and organizational goals, managers must continuously strive and get to know how to motivate the employees. (Butchanan 2001,p.239)

Motivation is one of the substantial factors that affecting performance, behavior, satisfaction, quality, productivity and success or failure in achieving the organizational goals. Keeping employees motivated increases the work performance which leads to productivity and profitability. This will be directly reflected on high level of competitive advantage. In addition, exploiting and directing the inner forces helps the organization get rid of some harmful behaviours like absenteeism, wasting time and efforts, being late, and inefficient use of recourses. Motivation is also a very essential factor affecting employees' organizational commitment and the aptitude to work.

### **The Motivation Process:**

Motivation starts with an unsatisfied need that drives behavior toward satisfaction. The unsatisfied need causes tension within the individual. The need is an internal state that causes certain activities.( Robbins,2003,p. 168). This tension leads the individual to behave in such a way that satisfy the need and thereby reduce the tension. That's why motivation is sometimes defined as a general term used to describe the process of starting, directing, and maintaining physical and psychological activities. For example, a thirsty person needs water, is driven by thirst and is motivated by a desire for water to satisfy the need. Other example is with an achievement-oriented person who is driven by the desire to succeed and is motivated by a desire for a promotion or accomplishment to satisfy the need. So, the activity is directed towards a goal and arrival of the goal satisfies the need and eliminates the tension. (McShane and Glinow 2003,p.130).

**Figure 2.1: Motivation Process**



Source: "Management", Pearce and Robinson 1998,p.452.

Therefore, it can be said that motivated employees are in a state of tension. As a result, they exert efforts to eliminate this tension. If the employees then directed their efforts correctly in the way that leads to the satisfaction, the tension is reduced. Directing the efforts towards achieving the organizational goals is significantly a leading role for the managers. Although motivation is an essential source of productivity and profitability, it does not require great deal of energy. Instead, it indicates that employees' abilities will be used more efficiently and that improves job satisfaction. (Megginson et al, 1998,p. 317)

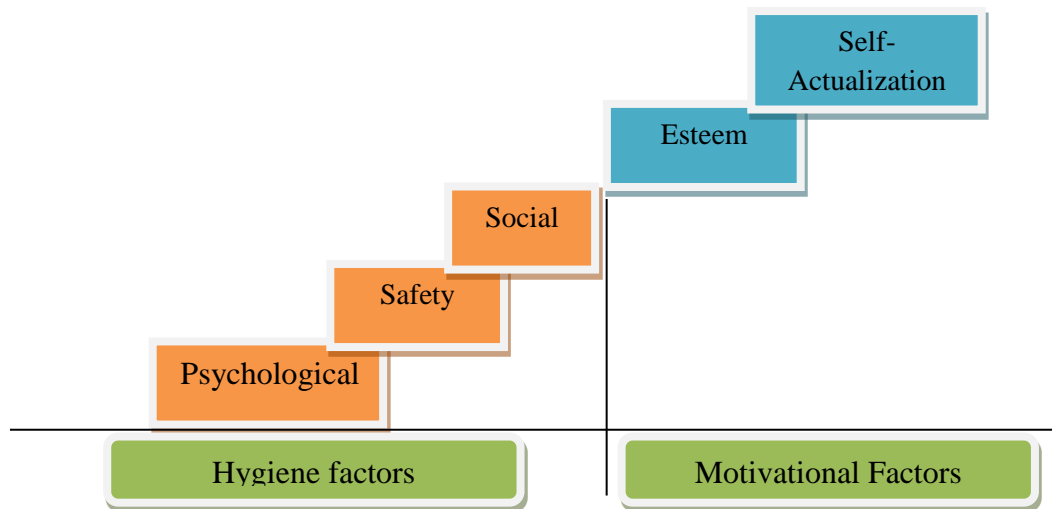
### **Theories of Motivation:**

The theories of motivation try to explain people's behaviour. These theories are based on various assumptions and often focus on different aspects of performance. Motivation theories can be classified into two categories. Content theories, which are also called need theories, focus on the question " what causes behavior?". The second category is the process theories. These theories focus on the question " how behaviour originates and is performed?".

1-Maslow's Hierarchy of Needs: It is believed that the most well-known theory of motivation is Abraham Maslow's hierarchy of needs. He stated that there is a hierarchy of five needs within ever human being. These needs are:

- a-Physiological: which are the most basic needs for the human body, such as food , water, hunger, sex and shelter.
- b-Safety needs: includes security and protection from physical and emotional harm.
- c-Social needs: these needs are related to the social nature of people including affection, belongingness, acceptance and friendship.
- d-Esteem needs: includes internal esteem factors like self-respect, autonomy and achievement. External esteem factors include status, recognition and attention.
- e-Self-actualization: it is the drive to become what one is capable of becoming. It includes growth and self-fulfillment. (Robbins 2003,p.168)

**Figure 2.2 Maslow's Hierarchy of Needs**



**Source: , "Managing Human Behavior", Arestigueta et al2009, p149.**

Maslow divided the needs according to the importance into higher order needs which are self –actualization and esteem, and lower order needs which are social, safety and physiological needs. He suggested that high order needs are more basic and important and must be satisfied before the other needs. Once a need is satisfied, it is no longer a need, and the focus will be on the next to be satisfied.

Although Maslow's theory was generally accepted, it was encountered by many criticisms. The first one is that Maslow's theory does not take the individual differences into account. People in various organizations, positions and countries differ. For example, a teacher in a certain place may be concerned about comfortable work area, salary, or having some time off during the summer holiday. Other teacher in different place may concern a lot about self-actualization needs. The second criticism is that the needs in the hierarchy overlap. The good salary, for instance, may satisfy needs in all five categories. Maslow's theory was also criticized to be static because needs change over time according to the situations and circumstances people experience.( Donnelly et al 1992,p.315)

Although Maslow's hierarchy does not provide a complete understanding of human motivation, it does suggest some factors that motivate people in organizations. Organizational factors that satisfy physiological needs include enough wages and salaries as well as good working conditions that permit a healthy environment. Safety needs can be satisfied in the organization through ensuring job security, providing safe working conditions and improving the financial support. Further, organizational

practices that satisfy esteem needs include recognizing good performance and giving the employees the chance to work autonomously. In addition, Organizations can help employees satisfy their self-actualization needs by charging them with challenging jobs and providing them with chances for creativity as well as supporting workers to develop their skills. This can be applied by following convenient techniques of job design such as job enlargement and job enrichment. (Ivancevich et al 1998,p.372).

2-Herzberg's Two-Factor Theory: The second content theory of motivation is Herzberg's two-factor theory. He distinguished between motivators and maintenance factors (sometimes called hygienic factors). Motivator factors or satisfiers are associated with job content or what people are actually doing in their work. Motivator factors include achievement, responsibility, recognition, advancement, creative and challenging work and possibilities for growth on the job. For a worker to be satisfied, these factors should exist. According to Herzberg, when these factors are absent, employees will neither be satisfied nor perform their jobs well. (McShane and Glinow 2003,p.135)

Maintenance factors, or hygienic factors, are the dissatisfiers since they are associated with job context. Hygiene factors include company policies and administration, quality of technical supervision, interpersonal relationships, salary, job security, working conditions, employee benefits, job status and personal life. They are called maintenance factors because they are necessary to maintain a minimum level of need satisfaction. The absence of these factors causes dissatisfaction, but their presence is not necessarily a motivational factor, it only leads to the absence of dissatisfaction. (Denhardt and Aristigueta 2009,p.150)

Although Herzberg's theory has been widely read and few managers are unfamiliar with his recommendations, the theory was criticized in terms of some points. The first criticism was directed to his methodology in his studies. That is, He used the structured interviews which might influence the information. Moreover, the study was applied on engineers and accountants, so it cannot be generalized to non-professionals or less-educated employees. In addition, the theory does not consider the different perception and awareness of employees toward the sources of satisfaction and dissatisfaction. Job satisfaction and dissatisfaction result from different causes. In other words, the situational variables intervene in determining the satisfiers and dissatisfiers depending on the employees and the organizational climate they work in. (Robbins 2003,p.173)

Many applications and recommendations can be utilized in the field of management through studying Herzberg's theory. He focused on the satisfiers into job content, so job enrichment, as an effort to restructure jobs to increase satisfaction, is an important application. (Denhardt and Aristigueta 2009,p. 151) .In addition. It draws the managers' attention to the strategies that motivate workers. It was traditionally believed that money, benefits and improved working conditions are the effective ways to maintain motivation. However, according to Herzberg, motivators should be built on the job itself. That is, the motivational factors are responsibility and autonomy, respect and recognition from superiors and the opportunity to have one's idea adopted. Employees expect to be treated fairly by their managers. They also expect the fair application of the organizational policies to all employees. (Donnelly et al 1992, p.317).

There are some procedures managers can do to create a motivating environment. That is, Herzberg recommends the managers to send employees to training courses that improve their abilities and develop their management skills. Also, managers can delegate the authority to the well-trained motivated employees. In addition, experienced employees can be assigned to help new employees in training and development. It is also recommended to compliment and recognize employees for their good performance. Further, Involving employees to share with their ideas when dealing with complex situations is also motivating. (Megginson et al, 1989,p. 324)

3-McClelland's Achievement Theory: David McClelland identified three basic types of motivating needs present in people. The way that people are motivated by depends on the importance and weight of each need. The three needs are:

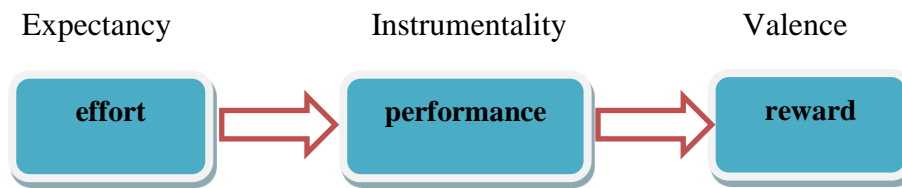
- a-Need for achievement: people with high achievement needs perform better when working on difficult tasks. They enjoy challenge and want personal responsibilities in order to achieve satisfying outcomes.
- b-Need for affiliation: people with high affiliation needs like to establish and maintain friendly and close interpersonal relationships. They prefer having friends rather than experts as work partners. They also avoid conflict whenever possible.
- c-Need for power: People have the desire to control other persons and influence their behaviour. Indeed, they like to be responsible for other people. (Buchanan 2001,p. 251)

McClelland shows that these three needs are acquired as a result of life experiences. Since people are motivated by the needs, employees' needs can be associated with individual work preferences. So, managers are recommended to learn how to identify the most important and effective needs in themselves and the employees to be able to create the suitable responsive work environment.(Mullins 2006,p.199)

The most useful application of McClelland's theory on management is linking each need with the suitable work preferences. This help people to be more motivated and perform their tasks effectively and efficiently. McClelland suggests that a manager with high need for power and a low need for affiliation will be effective manager at higher levels in organizations. That is , high need for power includes the desire to control others and be responsible for them. Meanwhile, low need for affiliation makes the manager takes crucial decisions without fearing to be disliked by others. In addition, those with high needs for achievement like to set their goals and receive feedback on their performance. So, managers can increase employees' motivation by teaching them how to set goals that improve their skills. Furthermore, a person with high level of need for affiliation and low level need for power is not recommended to be given a task where power must be used.( McShane and Glinow 2003,p. 141)

4-Expectancy Theory: Expectancy theory was developed by Victor H. Vroom and considered the first expectancy theory of work motivation. It suggests that people will be motivated when they expect that their efforts will lead to desirable outcomes. Expectancy theory suggests that the strength of a tendency to act in a certain way depends on the strength of an expectation that the act will be followed by a given outcome and on the attractiveness of that outcome to the individual. In other words, an employee will be motivated to exert his utmost effort in case he or she believes that the effort will lead to good performance appraisal. The appraisal then will lead to rewards like a promotion or increase in the salary. The reward also works as a satisfier to the employees' goals and achievement. (Robbins 1998,p. 187)

**Figure 2.3: Expectancy Theory**



Source:, "Management: Concepts and Applications"  
Megginson, et al, 1989, p327

Vroom, the founder of the theory, suggests that there are three important concepts in human motivation. They are expectancy, instrumentality and valence. Expectancy reflects to what extent the individuals believe that exerting effort will lead to performance. Instrumentality shows the degree to which the individuals believe that the performance will lead to desired outcomes. To what extent does the reward satisfy the individual's goals and needs is what is meant by valence. ( Pearce and Robinson 1998,p.465)

Expectancy theory explains why some employees do not exert their utmost efforts and why some other employees are not motivated enough?. There are three questions derived from the three concepts of the theory. Employees ask themselves the following questions:

- 1-If I give the maximum effort, will it be recognized in my performance appraisal?
- 2-If I get a good performance appraisal, will it lead to organizational rewards?
- 3-If I am rewarded, are the rewards ones that I find personally attractive?

(Robbins 2003,p.188)

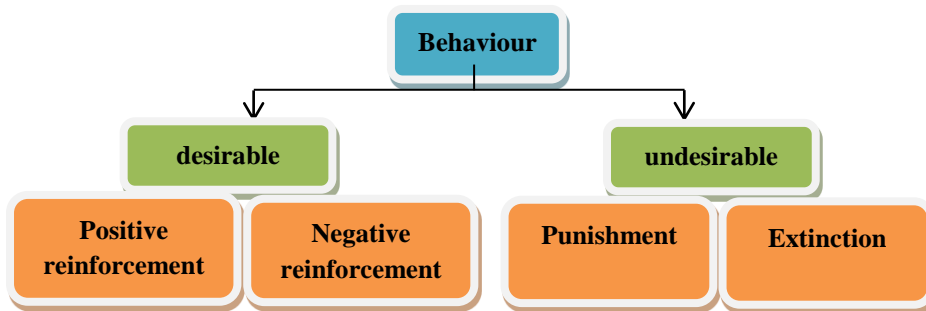
In addition, Expectancy Theory has several practical managerial consequences. Managers have to maximize expectancy, instrumentality and valence to increase motivation among employees. Further, there should be a logic link between effort and performance. Management can do this by providing effective training, instruction and resources. Also, there should be a clear and strong link between performance and rewards. However, employees should not be rewarded for doing things they were not instructed to do. Otherwise, they will focus on the behaviour not on the instruction. Moreover, it has to be recognized that money can be an effective reward if linked with performance. So, accurate and consistent ratings systems must be designed by the management to ensure equal appraisal process. (Mullins 2006,p.206)

5-Reinforcement Theory: It was developed by Skinner (1971). This theory concentrates on the way the behaviour can be conditioned. It is highly affected by the concept that reinforces control the behaviour. That is, the behaviour that leads to pleasant outcomes is said to be repeated, however the behaviour that leads to unpleasant outcomes is not likely to be repeated. (Donnelly et al 1992,p.323).



Skinner thought of how operant behaviour can be conditioned to achieve desired outcomes. He suggested four approaches.

**Figure 2.4: Reinforcement Theory**



Source: 'Management: Concepts and Strategies' Chandan.J, 1998,p. 340,

- a-Positive reinforcement: It is a method of increasing the desirable behaviour and supporting its repetition by linking the desirable behaviour with pleasant consequences. Providing positive reinforcement after a positive behaviour motivates the employees to increase the frequency of that behaviour. Positive reinforcement includes a compliment from a boss after doing a good job and a salary increase after a period of high performance.
- b-Negative reinforcement: It refers to the removal of a negative consequences. The individual does not receive a reward after a desirable behaviour, instead he or she is given the opportunity to escape from unpleasant consequences. For example, an employee makes sure to be always early in order to avoid the criticism from the boss.
- c-Punishment: It aims at reducing the probability of repeating the undesirable behaviour. In general, punishment is the unpleasant result of behaviour. Employees can be subjected to punishment through verbal or written reprimands, pay cuts, loss of privileges, layoffs and termination. Many experts think that punishment is often used inappropriately by managers. However, punishment may be the tool to modify certain behaviours.
- d-Extinction: It involves decreasing the frequency of a certain behaviour by eliminating a reward or pleasant consequence that follows that behaviour. In other words, rewards that are withdrawn for behaviours that were previously reinforced makes behaviours less frequent and eventually die out. (Moorhead and Griffin 2001,p. 151)

However, some scholars think that reinforcement theory ignores the inner state of the individuals and focuses only on what happens to a person when he or she takes some actions. As a result, reinforcement theory is not classified as a motivation theory. In addition, the theory was criticized of being ignoring other cognitive variables that impact behaviour. However, still this theory helps managers with general guidelines of how to motivate employees to repeat the desirable behaviour and also motivate them to reduce the undesirable behaviour. When used appropriately and efficiently by managers, the approaches of reinforcement theory along with other organizational factors can help achieving the targeted goals.

6-Equity Theory: It is the third process theory which was developed by Stacy Adams. He argues that a perception of unfairness in a social or organizational setting leads to a feeling of resentment and tension within individuals. Consequently, individuals

will be motivated to take steps to reduce this tension. When people compare themselves with others at work in terms of rewards and inputs, and perceive inequity, they will be aroused to remove the discomfort. The feeling of inequity might be positive or negative. Positive inequity happens when an employee thinks that he or she has received relatively more than others. As a result, he or she might feel guilty and decides to do more effort in order to compensate. While negative inequity happens when an employee thinks that he or she has received relatively less than others. In this case he or she might ask the manager for raise or decide to do less effort to compensate. In both cases people will be motivated to behave in a way that restore equity.( **Buchanan and Huczynski 2001,p.246**)

However, Equity Theory was criticized to be inaccurate in measuring the equity ratio. That is , determining the equity depends on the personal perception. So, it may or may not be real. Moreover, equity theory ignores the social and organizational context. To illustrate, some employees might compare themselves in terms of inputs( experiences, skills, qualifications) and outputs( pay, benefit, promotion, job security) with other employees in the same organization. Others make comparison with other employees in different sectors or countries. ( **Arestiguita et al 2009,P.155**).

Although criticized, equity theory has valuable managerial implications. Management has to be careful that employees compare themselves with other employees, and this will generate different behaviours. Also, management should treat employees equally and a logic and accurate association should be existed between inputs and outputs. When employees perceive an inequity, they might change their inputs or outcomes either upwards or downwards. This can be reflected by excessive absenteeism and tardiness. In addition, others might distort or modify their or other perceptions in a way that remove inequity. Moreover, some employees might decide to resign from the job and find another job where they feel that there is an equitable balance between inputs and outcomes.(**Chandan 1998,p.338**) .

### **Motivation and Performance:**

In this competitive world, it is a challenge for the management to motivate the employees to offer the most efficient products and services. The employees' motivation and enthusiasm towards task achievement plays a key role in the success of an organization. The performance will be poor if the employees are not motivated to perform the job with the highest level of efficiency. Motivated employees tend to be as efficient as possible to improve their knowledge, skills and abilities, so they are able to contribute to the success and progress of the organization. Many studies showed that when employees are motivated, their abilities to increase productivity will be high.( **Ivancevich et al 1998, p. 369**)

In addition, the achievements of individual and organizational goals are said to be highly linked to motivation. Since motivation is the arousal, direction, and persistence of behavior, managers should be concerned of what prompts employees to initiate action which leads to required level of performance. Many employees have the skills and abilities to do the job well, but they are not motivated. If there is a will, there is a way. There will be no value to the skills and abilities that demotivated employees have. The result is a drop in the individual performance which leads to a lack in the achievement of organizational goals.

### **Role of Managers in Motivating Employees:**

The nature of the relationship between managers and employees highly affect motivation. Managers need to be aware of how to motivate employees and make them feel worthwhile. Motivated employees are said to be flexible, creative and loyal to the organizations. Good managers help employees feel like business partners and use their utmost efforts towards achieving the organizational targeted objectives. In addition, managers need to know that human beings are motivated in the work situation not by money alone, but by many factors, including the attitude of management towards them. The following motivational techniques can be used by managers to effectively motivate employees:

- 1-Involving the employees at work and providing challenging tasks that increase the intrinsic motivation and provide them with chances to practise their skills and improve their abilities.
- 2-Offering employees financial incentives such as commissions and bonuses for good performance.
- 3-Having regular meetings and follow-up feedback that focus on employees' success and accomplishments rather than failure.
- 4-Encouraging friendly management relations with employees with an emphasis upon doing things right rather than doing the right things.
- 5-Rewarding employees for hard work by setting up a motivational system of rewards. It can be done by using small gifts such as tickets to movies. Managers can also reward employees by giving them some time off such as leaving work early or coming to work an hour late the next day. In addition, some employees can be rewarded by a telecommute by which they are allowed to do their job from home.
- 6- Helping employees participate in running the business and involving them in the process of decision making. Their ideas and suggestions should be seriously taken into consideration.( **Murthy 1996, p. 20**)
- 7-Creating a suitable atmosphere, sharing information and listening well to their opinions can also foster the feeling of belonging to the organization.(**McShane and Glinow 2003, p. 179**)
- 8-Making sure that employees are fully aware of mission, goals and tasks they are striving to accomplish. Employees feel frustrated when they are charged with unclear or complex work.
- 9-Providing chances for improvement and empowerment. This can be done by holding training sessions and outside seminars that help employees cope with new technology and techniques to efficiently and fast accomplish their tasks.
- 10-Paying attention to employees' interests through creating suitable job design that fits their abilities, skills and favourite fields of work. Job design is an important motivator for employees since it helps them work at a comfortable workplace. It can be accomplished by changing the nature of the job by techniques such as job enlargement, job enrichment and job rotation.

## **Section Three**

### **Job Satisfaction**

- **Introduction**
- **Definition of Job Satisfaction**
- **Importance of Job Satisfaction**
- **Factors Affecting Employees Job Satisfaction**
- **Consequences of Job Satisfaction**
- **Measurement of Job Satisfaction**

## **Section Three**

### **Job Satisfaction**

#### **Introduction:**

Organizations always strive to keep employees satisfied due to the major role of human resources on organizations. When employees are satisfied with their work, they would be more productive, creative, motivated and loyal to the organization. This will help reach the ultimate goals of the organizations as well as the personal goals of the employees. Job satisfaction is a complex concept and not just an attitude or an internal state. It would be correlated with a personal feeling of achievement. Job satisfaction is also considered a matter of perception. It results from an appraisal of an employee's experiences at work.

Since job enlargement is assigning employees with additional same level activities, there will be associative relationship between job enlargement and job satisfaction. Job enlargement would be an important determinant of employees' behavior at work. Employees might perceive the enhancement of activities positively at the beginning, but if this added workload is not accompanied with rewards then the employees will gain more responsibility and consider the work as fatigue and work loaded. This in turn will negatively affect job satisfaction. (Mullins 2006,p.223) .

#### **Definition of Job Satisfaction:**

Many definitions of the concept of job satisfaction have been formulated over time. A clear broad definition of job satisfaction is an individual's attitude toward his or her job. It is an attitude that people have about their jobs and the organizations in which they perform their jobs.( Robbins 2003, p. 151). Job satisfaction is also defined as the degree to which individuals feel positively or negatively about their jobs. It is an attitude or emotional response to one's task as well as to the physical and social conditions of the workplace. Another definition of job satisfaction is the contentment (or lack of it) arising out of interplay of employees' positive and negative feelings toward their jobs.(Schermerhorn et al 2005,p. 118).).

It is believed that job satisfaction is a reflection of employees' evaluation of his or her job, so satisfied employees evaluate their job depending on their observations and emotional experiences.(McShane and Glinow 2003, p. 116) . Job satisfaction is generally regarded as an employee's attitude toward the job. Other researchers stated that job satisfaction is an internal state rather than an attitude. It can be associated with a personal feeling of achievement, either quantitative or qualitative.( Mullins 2006,p.222) Therefore, some employees enjoy work and consider it an important part in their lives while others work just because they have to. It can be concluded that job satisfaction is a state by which employees feel toward their jobs and organizations they work in.

#### **Importance of Job Satisfaction:**

Job satisfaction is one of the most important human-related outcomes. It is believed that organizations that have satisfied employees are more productive and profitable. Job satisfaction affects many other essential aspects that have great influence on organizations. A lot of studies investigated the influence of job satisfaction on absenteeism and turnover. The importance of job satisfaction can be viewed in the context of two decisions individuals take about their work. The first one is the decision to belong. It means to decide to join and remain a member in the organization. The second decision is to perform. It involves the internal will through

which the employee exert the utmost efforts to fulfill the tasks efficiently with high performance levels.(Schermerhorn et al, 2005,p.120)

In general, employees who are satisfied with their jobs have more regular attendance. However, dissatisfied employees tend to be absent for unexcused reasons. Moreover, dissatisfied workers are more likely to quit their jobs than satisfied workers. Job satisfaction is highly linked with performance. Some experts state that satisfied employees are productive employees. Other studies approved a strong relationship between job satisfaction and organizational commitment. Committed employees decide to stand and support their organizations at emergency and hard times.(Islami and Gharakhani 2012,p.88)

Job satisfaction strongly affects customer satisfaction. The employee-customer-profit chain model makes the relationship between employee's satisfaction and customer's satisfaction and profitability clear. It suggests that increasing employee satisfaction and loyalty leads to higher customer perception of value. This in turn will improve the company's profitability. Job satisfaction has a positive effect on customer service because of two reasons. First, satisfied employees are in a good mood and are likely to show friendliness and express positive feelings which put customers in a better mood. Second, satisfied employees have low absenteeism and turnover rates. Longer-service employees have more experience and better way of communication with customers. Moreover, a lot of customers build their loyalty to specific employees, not to the organization. (McShane and Glinow 2003,p.118)

Job satisfaction is also very essential and helpful because it provides management with information about employees, job and environment. These information help in taking the right decisions for correcting behaviours, improving skills and identifying appropriate polices. That is, Job satisfaction is an instrument to know the employees' problems, skills and attitudes. This helps management builds up the most appropriate job design for employees. As a result, placing employees right and training them effectively will improve their performance and quality of work. Furthermore, job satisfaction strengthens the relationships between employees and management, which in the long run improves loyalty and commitment.

### **Factors Affecting Employees' Job Satisfaction:**

Job satisfaction is a wide and complex concept that is affected and does affect various aspects in the organizations. A lot of studies were conducted to identify the factors influencing the employees' job satisfaction. Some of them focused on salaries, leadership styles and job conditions. Other studies investigated the major impact of personal characteristics like age, gender, personality, education and motivation. The idea is that not all employees feel the same toward specific variables. An employee who feels satisfied with high salary is not necessarily satisfied with recognition and empowerment. So, factors affecting job satisfaction can be categorized into two groups. The first one is the organizational factors and the second is the personal factors.

1-Organizational Factors: Organizational factors are the conditions that are beyond the control of employees. They greatly affect job satisfaction since they surround the employee's work place.

a-Polices of Compensation and Benefit: Compensation refers to all forms of pay or rewards going to employees and arising from their employment. Compensation

can be of two forms. The first one is the direct financial payment like salaries, wages, incentives, commissions and bonuses. The second form is the indirect financial payments such as insurance and vacation. (Dessler 2008,p.422) . Compensation is the amount of reward that the worker expects from the job. Since then, compensation is one of the most important variables that affect employee's satisfaction.

Many studies showed that there is a positive relationship between salary and satisfaction. Employees should be satisfied with competitive salaries when comparing with outsiders in other similar organizations. Salaries should be designed and determined according to a systematic approach in order to guarantee the fair and equal financial treatment for all employees. In addition, the variation of salaries between employees has to be persuasive and logic in order for some employees not to feel resentful and being treated unequally. Otherwise, this will be reflected on high rate of absenteeism and decreasing the productivity. In the long run, some employees might leave the job which means new cost of recruitment and selection as well as loss of competences and experiences. (Sageer et al 2012,p.32-39)

**b-Promotion and Career Development:** The organizations that offer opportunities of promotion and career development have satisfied employees. From the employee's point of view, promotion involves more pay, authority, responsibility and independence. So, it does greatly influence satisfaction. Moreover, the opportunity for promotion and development should be equal regarding gender or race. Employees should be given equal opportunities to have the appropriate training programs and to practice their skills and improve their abilities.(Wadhawa et al 2011,p.109)

The opportunity for promotion is linked with the expectancy theory. When the promotion is more than expected, the employee feels highly satisfied. However, a feeling of unfairness and dissatisfaction will be the result when opportunity of promotion is less than expected. Some experts state that promotion based on performance and positive results are more satisfying and effective than promotion based on experience.(Saleem et al 2013,p.159)

**c-Job Security:** Job security is the employees' assurance or confidence that they will keep their current job. Job security is considered one of the applications of Maslow's Hierarchy of needs. That is, the job provides the employees with money which is the source of attaining the needs and assuring the present and future life. The employees will never feel satisfied and safe when there is a probability to be subjected under illegal regulations or a probability to be unemployed. Job security is also affected by job performance. The employees who do not feel stable and safe in their jobs will not be motivated to work efficiently because of the lack of commitment and loyalty. (Jathanna et al 2011,p.3)

**d-Working Conditions:** Physical working conditions influence the degree of acceptance of working conditions. Employees are highly motivated and satisfied with good working conditions that provide comfort and safety and leads to good performance. Temperature, humidity, ventilation, lightings and noise, hours of work, cleanliness of the work place and adequate tools and equipment are all features that affect job satisfaction. .(Kinicki 2002,p.196)

On the other hand, poor working conditions might cause an unhealthy working atmosphere. This state dissatisfies the workers and causes weak performance and higher rate of absenteeism. The more comfortable working conditions are, the more productive and committed employees will be.

e-Supervision: At every stage employees need their supervisors' constructive criticism, orientation and instructions. So, a good working relationship between supervisors and their subordinates should be existed. Friendly kind relationship with subordinates increases the feeling of trust , respect , self-esteem and recognition which positively affect job satisfaction. In addition, the good relationship encourages the employees to express their feelings towards their work. The state of expressing emotions and the internal state is a factor of job satisfaction. However, keeping the negative feelings leads to frustration and dissatisfaction.(Sageer et al,2012,p.36). When strict supervision is the rule, the employees feel that the boss has no trust in them. This makes employees work because they have to rather than they want to.(Murthy 1996, p. 190)

f-Leadership Styles: Leadership is a management function that aims at influencing people and directing them towards achieving the targeted goals. By using the appropriate leadership styles, managers can affect employees' job satisfaction and productivity. Most studies highlighted a strong positive relationship between democratic leadership style and employees' job satisfaction, a slightly weak positive relationship between autocratic leadership style and employees' job satisfaction and a strong negative relationship between the laissez fair leadership style and employees' job satisfaction. Studies also showed that employees are greatly satisfied by democratic style of leadership because democratic leaders promote friendship, respect and kind working relationships among workers.(Sageer et al, 2012,p.38)

g-Work Group: Work group is a source of individuals' job satisfaction. People are social by nature, so the interaction with co-workers is very common in organizations. Social interaction might provide employees with benefits and comfort which leads to satisfaction. On the other hand, if interaction is not associated with benefits and social comfort, tension and frustration will be the result. Work groups satisfy social needs which lead to satisfaction. In addition, work group helps employees to be more involved at work. The more the need of affiliation, the more job satisfaction will be affected by work groups.(Saleem et al 2013,p.152)

h-Nature of Work: The nature of work has a great effect on job satisfaction and can be the major source of absenteeism and turnover for many employees. One essential aspect of nature of work is the content of work and job design. One of Herzberg's applications is job enrichment which gives individuals the opportunity to practice new tasks through vertical restructuring of work. Job design also includes job enlargement which satisfies the employees' needs of challenging tasks and the need for recognition. Jobs that have too little challenge create boredom, and too much challenge creates frustration and feelings of failure. Moreover, It is believed that job rotation also provides employees with chances to master new various skills and abilities which satisfies employees and makes them feel worthwhile to the organization. Furthermore, jobs that are rich with task identity and task significance increase job satisfaction.(Kinicki 2002,p.197).



In addition, autonomy and feedback are crucial factors in the nature of work. Feedback provides employees with helpful impressions and direct results about their jobs. This behaviour satisfies their needs for recognition and the need for growth as well. Autonomy is very important for employees' satisfaction since it is a means freedom, delegation of responsibilities and decentralization. As a result, employees will satisfy the need of self-esteem which leads to satisfaction. Work stress leads to dissatisfaction because it is psychologically and physically harmful. In addition, management should make balance between number of working hours and breaks.(Mullins 2006,p.223)

2-Personal Factors: The factors that are linked with employees' personal characteristics are called personal factors. They highly affect job satisfaction.

a-Personality: Personality is considered a major factor of job satisfaction and dissatisfaction. There is a highly positive relationship between general satisfaction and job satisfaction. In addition, it has been shown that neurotic tendency causes job dissatisfaction in jobs of greater strain. In general, personality maladjustment is a significant source of job dissatisfaction.(Parvin and Kabir 2011, p.118)

b-Age: Many studies have examined the relationship between age and job satisfaction. The results of the studies showed different correlations depending on the changing characteristics and needs linked with age and the cultural differences as well. Some studies concluded that younger employees are more satisfied than older age employees since the younger have more energy level. Older age employees are dissatisfied because their work expectations become limited, and they resist change and technology and don't accept new techniques. Other studies showed a u-shaped relationship between age and job satisfaction. That is, younger and older age employees are more satisfied than middle aged employees. It can be said that the relationship between age and job satisfaction is uncertain.(Saleem et al 2013,p.152)

c-Education: Education plays a significant determinant of job satisfaction. It can be recognized by two different ways. Education improves the employee's personality, way of thinking and rationality. Highly educated people assess situations rationally. However, it was found by many studies that increased educational level decreases job satisfaction. Education which is not associated with rewards like money , authority and prestige would lead to dissatisfaction.(Saleem et al 2013,p.154)

d-Gender: The gender of employees is an important determinant of job satisfaction. Several researchers have examined the relationship between gender and job satisfaction. Most studies have found that women are likely more satisfied than men even they are employed in the same job. It is perhaps because women have less ambition and financial needs than men. .(Parvin and Kabir 2011, p.119)

### **Consequences of Job Satisfaction:**

Job satisfaction has clear relationships with other constructs in the organizational behaviour variables. These different outcomes of job satisfaction extremely affect the organizational behavior. The followings are the consequences of job satisfaction:

1-Performance: The relationship between performance and job satisfaction is debatable. Many studies have shown controversial outcomes. Researchers have found a weak relationship between the two variables because general attitudes,

such as job satisfaction, don't predict specific behaviours very well. ( **McShane and Glinow 2003, p.117**). Some researchers stated that satisfaction causes performance, however job satisfaction alone is not enough to determine or identify the level of performance. Another point of view is that performance causes satisfaction. That is, performance accomplishment leads to rewards, which lead to satisfaction. Accordingly, performance will cause satisfaction only under the condition of being fairly rewarded. (**Schermerhorn et al 2005, p. 120**).

- 2-Productivity: Another variable that is correlated to job satisfaction is productivity. The early view concerning this issue stated that long-run job satisfaction leads to increased productivity because a happy worker is a productive worker. This point of view was not fully agreed-upon since there are many intervening variables that make the determination of the relationship between productivity and satisfaction very difficult. Some employees who are satisfied with their work are poor performers. On the other hand, there might be employees who are not satisfied, but who are excellent performers. ( **Robbins 2003, p. 154**)
- 3-Absenteeism: The third variable that is correlated with job satisfaction is absenteeism. Organizations always try to reduce the rate of absenteeism because it is costly and can negatively influence organizations' effectiveness. Absenteeism is an unscheduled absence of employees from the job. Some employees are absent because of persuasive reasons such as illness, pregnancy, or death in the family, but some causes are related to the work environment or simply not being committed or satisfied. Many studies showed that job satisfaction plays a critical role in an employee's decision to be absent. A dissatisfied employee will most likely to be absent. However, the relationship between the two variables is not always consistent because high job satisfaction will not necessarily result in low absenteeism. In addition, the cause of absenteeism is influenced by many interrelated factors like lack of motivation and inability to come to work.(**Kehinde 2011, 39**)
- 4-Turnover: Another relevant variable that is correlated with job satisfaction is turnover. Employee turnover is the ratio of employees that are leaving the company compared to the average number of total employees working at the company. Excessive turnover is a very costly problem since there is a need to replace the employees who leave the organization. This cost of new recruitment, selection, and training can affect the organization's continuity, stability and success. Many studies showed a correlation between job satisfaction and turnover. Employees with low satisfaction are more likely to leave their jobs. It is therefore important to manage satisfaction level as it might stimulate employees' decisions to leave the organization. (**Mbah and Ikemefuna 2012,281**)
- 5-Organizational Commitment: The fifth variable that will be discussed is organizational commitment. It refers to the degree that employees feel committed to the organization and its goals. Committed employees are loyal to the company and feel personally defensive when the organization is threatened. Employees who have low organizational commitment are likely to have strong intentions to leave the organization for the first good opportunity. Many studies showed that there is a strong relationship between organizational commitment and job satisfaction. Indeed, job satisfaction is one of the most significant predictors of organizational commitment. Consequently, managers need to focus on satisfying employees in order to make them committed and stay in the company at hard times.( **Warsi and Shamim 2009, 403**)

6-Life Satisfaction: It is now generally accepted that individuals who are satisfied with their jobs tend to be satisfied with other parts of their lives and life in general. Similarly, individuals who are satisfied with their current jobs tend to be dissatisfied with other parts of their lives as well. Researchers have shown that there are three possible forms of the relationship between job satisfaction and life satisfaction. The first one is spill over. It suggests that job experiences spill over into life and vice versa. That is, problems at home can influence satisfaction at work and problems at work can also influence home life. The second form is segmentation. It suggests that job experiences and life are separated and don't affect each other. The third one is compensation, where an individual seeks to compensate for a dissatisfying job by seeking fulfillment in non-work life and vice versa.(Rode 2004,p.123)

7-Job Involvement: Job involvement is the extent of the importance of the job in an employee's perception. Uninvolved employees consider their job as an unimportant aspect of their life. For them, performing well or poorly is an unimportant matter. Studies showed a strong correlation between job satisfaction and job involvement. Satisfied employees tend to be motivated to share and efficiently perform their tasks. Over time, job dissatisfaction will lead to low job involvement.(Kinicki 2002,p.196)

#### **Measurement of Job Satisfaction:**

Jobs require interaction with co-workers and managers, following organizational rules and policies, meeting performance standards and living with various working conditions. So, an employee's assessment of how satisfied or dissatisfied he or she is with the job is a difficult matter. However, job satisfaction is usually measured by using general scientific methods such as questionnaires or interviews. Determining which method to use depends on the work situations and business needs. That is, anonymous questionnaires will be more valid than personal interviews when employees weakly trust their managers. Further, in situations wherein the company feels that the underlying problem is complex, then interviews may be more appropriate for understanding the full extent of the problem. Some of the most commonly used techniques for measuring job satisfaction include Minnesota satisfaction questionnaire and job description index.

Minnesota Satisfaction Questionnaire is a paper-pencil questionnaire in which twenty work features in five levels are measured. Responding to this questionnaire usually takes between 15-20 minutes. In this method, respondents reply by circling a number between one and five that corresponds to answers from "highly satisfied " to " highly dissatisfied." Some of the aspects questioned in the questionnaire are co-workers, achievement, activity and compensation.(Robbins 2003, p. 151)

Another widely used technique for measuring job satisfaction is the Job Description Index. It uses five facets; work on present job, present pay, and opportunities for promotion, supervision, and coworkers. Each facet contains either 9 or 18 items. These facets can give organizations a hint at which aspects of the job need improvement and which are in good shape. The JDI Manual provides national norms, where organizations can compare scores of their employees with others of the same organization type, age, gender, etc. The five facets are also good at predicting outcomes such as turnover and intentions to quit.( Mishra et al, 2013,p.48)

## **Chapter Three**

### **An Overview about UNRWA**

- Introduction**
- UNRWA Overview**
- UNRWA Programs**
- Local Staff Union (LSU)**

## **An Overview about UNRWA**

### **Introduction**

United Nations Relief and Works Agency for Palestine Refugees in the Near East (UNRWA) is a relief and human development agency, originally intended to provide jobs on public works projects and direct relief for 652,000 Arabs who fled or were expelled from Israel during the fighting that followed the end of the British mandate over Palestine. Today it provides education, health care, social services and emergency aid to 5 million Palestinian refugees from the 1948 and 1967 wars and their descendants. The agency provides aid to the refugees living in Jordan, Lebanon and Syria, as well as those in the West Bank and the Gaza Strip. It is the only agency dedicated to helping refugees from a specific region or conflict. UNRWA services are available to all those living in its areas of operations who are registered with the Agency and who need assistance. (UNRWA website: 2014)

UNRWA is a subsidiary organ of the United Nations General Assembly and its mandate is renewed every three years. It is the largest agency of the United Nations, employing over 25,000 staff, 99% of which are locally recruited Palestinians. The Agency's headquarters are divided between the Gaza Strip and Amman, Jordan. Its operations are organized into five fields – Jordan, Syria, Lebanon, West Bank and Gaza. (UNRWA website: 2014)

### **UNRWA Overview:**

Following the 1948 Arab-Israeli conflict, UNRWA was established by United Nations General Assembly resolution 302 (IV) of 8 December 1949 to carry out direct relief and works programs for Palestine refugees. The Agency began operations on 1 May 1950. In the absence of a solution to the Palestine refugee problem, the General Assembly has repeatedly renewed UNRWA's mandate, most recently extending it until 30 June 2014. UNRWA has had to develop a working definition of "refugee" to allow it to provide humanitarian assistance. Its operational definition of Palestine refugee for persons qualifying for UNRWA assistance says "whose normal place of residence was Palestine during the period 1 June 1946 to 15 May 1948, and who lost both home and means of livelihood as a result of the 1948, and 1967 conflicts," descendants are also eligible for registration. (UNRWA website: 2014)

Most of UNRWA's funding comes from European countries and the United States. The United States was the largest single donor with a total contribution of over \$239 million in 2011, followed by the European Commission's \$175 million contribution. In 2009, UNRWA's total budget was US\$1.2 billion, for which the agency received US\$948 million. In 2010, the biggest donors for its regular budget were the United States and the European Commission with \$248 million and \$165 million respectively. Sweden (\$47m), the United Kingdom (\$45m), Norway (\$40m) and the Netherlands (\$29m) are also important donors. In addition to its regular budget, UNRWA receives funding for emergency activities and special projects.

Donor countries strongly support UNRWA's work, and the Palestine refugees. In their eyes, UNRWA provides important human development for Palestine refugees in the region, crucial emergency assistance in times of need, and a measure of stability in an often volatile environment. (UNRWA Program Budget: 2013)

UNRWA services are available to all Palestine refugees, over 4.5 million, who are registered with the Agency in the Area of Operations (Jordan, Lebanon, Syrian Arab Republic, the West Bank and Gaza Strip). Not all Palestine refugees opted to register with UNRWA and not all those who opted to register were eligible to receive service. There are many Palestinian refugees who are not registered with UNRWA or who reside outside UNRWA's areas of operation, and are therefore unable to have access to UNRWA services.

There have been times when UNRWA's assistance has been extended to persons who do not fall within the standard definition of a Palestine refugee. For instance, in 1988, from the outbreak of the first Intifada and based on the urging of the UNGA, UNRWA pledged to provide "as far as practicable, humanitarian assistance on an emergency basis, and as a temporary measure, to non-refugees in the occupied territories who are in serious need". During the second Intifada in the West Bank and Gaza, which began in 2000, UNRWA also provided some food assistance to non-refugees suffering from Israeli closures in isolated areas of the West Bank. (UNRWA website: 2014)

UNRWA considers human development as a process of enlarging people's choices which is achieved by expanding human capabilities. Following this definition, UNRWA has identified four human development goals as the focus of the Agency's operations:

- 1-Knowledge and Skills: UNRWA operates one of the largest school systems in the Middle East, teaching nearly half a million children in over 700 schools. UNRWA has been the main provider of primary education to Palestine refugees. In addition, vocational training for young people is provided to help them gain work skills.
- 2-Long and healthy lives: UNRWA delivers basic health services through a network of primary healthcare facilities and mobile clinic. Moreover, UNRWA provides preventive, general medical and specialist care tailored for each stage of life and works towards a healthy living environment for Palestine refugees.
- 3-Decent standards of living: UNRWA provides social protection services concentrating efforts on the poorest Palestine refugees. In addition, the most vulnerable Palestine refugees are provided with basic food supplies, cash subsidies, emergency cash grants and adequate shelters. UNRWA is also working on improving the physical and social environment in Palestine refugee camps using a community-driven planning approach. Furthermore, the income-generating opportunities are improved through Microfinance Department.
- 4-Human rights: UNRWA works to safeguard and advance the rights of Palestine refugees by ensuring quality services reach vulnerable communities and individuals. Through protection interventions, UNRWA addresses the root causes of abuse or neglect of beneficiary rights and highlight the urgent need for a just and durable solution to the plight of the Palestine refugees . In Gaza and the West Bank, the Operations Support Officer program monitors, documents and intervenes with the authorities and other stakeholders on incidents where Palestine refugees' rights have been infringed. (UNRWA website: 2014)

#### **UNRWA Programs:**

1-Education: Recognizing that education is fundamental to helping each child achieve his or her full potential, UNRWA has worked for over 60 years to ensure that all Palestine refugee children have access to quality education. One of the main aims, based on UNRWA's commitment to Palestine refugees' human development, is to

help children and youth gain appropriate knowledge and skills by providing universal primary education. High-quality basic education provides young Palestine refugees with an understanding of their place in the world and a common set of key values, including dignity, tolerance, cultural identity, gender equality and human rights, and helps them develop the skills to thrive as adults in an evolving, challenging landscape.

With 703 schools, 9 vocational colleges, 2 educational science faculties and 2 teacher-training institutes, UNRWA operates one of the largest school systems in the Middle East, with some half a million children enrolled. UNRWA students' literacy and levels of educational attainment are among the highest in the Middle East. In Gaza, 245 UNRWA schools serve over 225,000 students. These children grow up in bleak conditions, frequently surrounded by poverty and violence. School provides them with one place where they are able to learn the skills for a better future. **(UNRWA website: 2014)**

2-Health: For over 60 years, the UNRWA Health program has been delivering comprehensive primary health care (PHC) services, both preventive and curative, to Palestine refugees, and helping them access secondary and tertiary health care services. UNRWA beneficiary populations are undergoing a demographic transition: People are living longer and developing different needs, particularly those related to non-communicable diseases (NCDs) and chronic conditions that require lifelong care, such as diabetes, hypertension and cancer. A healthy life is a continuum of phases from infancy to old age, each of which has unique, specific needs, so the program takes a 'life-cycle approach' to providing its package of preventive and curative health services.

Years of socioeconomic decline, conflict and closure have left the health sector across the Gaza Strip lacking adequate physical infrastructure and training opportunities. Facilities are overstretched, and service is frequently interrupted by power cuts. These challenges further threaten the health of the population, which is already at increasing risk. Food insecurity and rising poverty mean that most residents cannot meet their daily caloric requirements, while over 90 per cent of the water in Gaza has been deemed unfit for human consumption. **(UNRWA website: 2014)**

3-Relief and Social Services: UNRWA provides social safety net assistance, on a quarterly basis, to the most impoverished Palestine refugees. Of the some 5 million Palestine refugees UNRWA serves, it is estimated that 1.2 million live in absolute poverty, and 700,000 in abject poverty, unable to meet their most basic food needs. As of the beginning of 2013, 292,000 Palestine refugees from over 70,000 families received assistance from the Social Safety Net program (SSNP), which provides basic food commodities along with modest supplemental cash assistance. **(UNRWA website: 2014)**

4-Microfinance: The UNRWA microfinance department provides sustainable income-generation opportunities for Palestine refugees, as well as other poor or marginalized groups who live and work near them. It extends credit and complementary financial services to households, entrepreneurs and small-business owners. These investments create and sustain jobs, reduce poverty and empower our clients, particularly women.

Many of the microfinance program's clients operate small, often informal businesses on the margins of the economy. They include fishermen, garage-owners, at-home seamstresses and vegetable stall-owners. Microfinance operations are focused on the poor urban areas where refugees often live, as these tend to be centers of commercial and industrial activity. To create self-employment opportunities for youth between 18 and 30 years of age, the microfinance program also provides start-up loans for young people looking to start their own businesses.

Gaza was the initial location for UNRWA microfinance activities, which began in 1991 with an initial capital fund of less than US \$500,000. Several of UNRWA's initiatives were also first launched there, including collective loans to groups of women entrepreneurs, in 1994, and microenterprise credit loans, in 1997. Over the twenty-two years since the first loans were given, Gaza has accounted for 34 per cent of microfinance work, receiving a total of 101,965 loans worth US \$115.8 million. (UNRWA website: 2014)

**5-Infrastructure and Camp Improvement:** Of the some 5 million Palestine refugees registered with the Agency, roughly one third live in 58 recognized refugee camps in Jordan, Lebanon, Syria, the West Bank and the Gaza Strip. Over the years, these camps have transformed from temporary tent cities into hyper-congested masses of multi-storey buildings with narrow alleys, characterized by high concentrations of poverty and extreme overcrowding. The camps are considered to be among the densest urban environments in the world, but because camp structures were built for temporary use, over the decades the buildings have become overcrowded, critically substandard and in many cases life-threatening.

The program also offers technical assessments and follows up on construction in order to mitigate the immediate effects of emergencies. This involves reconstructing shelters for Palestine refugee families who become homeless after their shelters are destroyed by Israeli military operations or natural disasters. The program gives priority to Palestine refugees registered under the Social Safety Net program, rehabilitating their frequently unsafe shelters.

**6-Emergencies:** Over the past 60 years, UNRWA has always taken action to mitigate the effects of emergencies on the lives of Palestine refugees. The operational context in which UNRWA works is challenging, ranging from relative stability in some host countries to more complex environments, including the ongoing armed conflict in Syria. The Agency works in close coordination with UN country teams in host countries to develop contingency and emergency response plans through the prevention, preparedness, response and recovery phases. Normally, these operations are of short duration, though protracted humanitarian emergencies may require a sustained relief effort.

The ongoing conflict in Syria has become one of the most serious challenges UNRWA has faced in its six decades of working with Palestine refugees. As violence continues, its impact on Palestine refugees has increased, displacing over 50 per cent of the registered refugee population, including over 235,000 within Syria itself. Despite the considerable challenges, the Agency continues to provide Palestine refugees in Syria and those who have fled to neighbouring countries within UNRWA's areas of operations, including Lebanon and Jordan, with emergency



relief, health, protection and education services, along with continued microfinance to support the coping strategies of micro-entrepreneurs(UNRWA website: 2014)

### **Local Staff Union**

UNRWA Local Staff Union - Gaza (LSU) is the union that was elected by employees in a purpose of meeting the needs and ambitions of all employees in the UNRWA. It consists of 27 members from three major sectors. The teacher sector is represented by 11 members. General services' sector is represented by 9 members. Whereas labour sector is represented by 7 members. (LSUgaza website, 2014)

LSD offers renewable goals and states new ambitions to achieve in favour of the employees. The goals are in purpose of improving the working conditions, enhancing the nature of work and achieving the employees' overall job satisfaction in order to live a comfortable life during and after the service period in the UNRWA. The union states the current goals and ambitions as follows: (LSUgaza website, 2014)

- 1-To protect the gains and achievements and to work hard to improve them.
- 2-To make the comprehensive health insurance effective and complete.
- 3-To make sure that appointments and promotions are determined based on transparency and objectivity.
- 4-Granting employees of grades from 5 to 7, such as clerks and drivers, higher grades.
- 5-Granting a risk allowance to workers in the medical professions, workshops, environmental health as well as ambulance drivers.
- 6-Improving the employees' salaries in a suitable percentage to fit the continuous increase of standard of living.
- 7-Recognizing the university degrees of employees who pursued their study and awarding a financial allowance for new grades.
- 8-Recognizing and awarding employees who have higher degrees like master and doctoral with financial allowance as it is adopted by the governmental policy.
- 9-Granting employees who have worked in the UNRWA for 3 years or more the right to receive the financial indemnity.
- 10-Defent employees who face problems with either the administration or the local community.

The relationship between UNRWA administration and LSU has been negatively affected by some controversial issue. Some of them caused partial and full day-strike among all departments. According the LSU, the main areas of disputes are concerned with:

- 1-Job security: LSU has reported that many employees were terminated due to social and family conflicts. It is stated by LSU that the degree of job security is not satisfying since problems and personal conflicts can directly affect employees' contracts. An update conflict regarding this issue is the termination of a large group of LDC engineers. (LSU Dec, 2013)
- 2-Salary raise based on cost of living. LSU states that the salary has to be raised based on the cost of living. A salary survey was accomplished and resulted in a higher percentage demand in the salary, however, UNRWA administration argued that the salaries are acceptable compared by the governmental employees' salaries. LSU refuses the comparison between the government and UNRWA as an international organization. (LSU Nov, 2013)

3-Elimination of services. UNRWA administration decided to reduce the amount of food support of some families and diminish the financial support of others. LSU has condemned this step and called UNRWA to rethink of this procedure since these poor families highly depend on such support and have no other sources of income. **(LSU Jan, 2014)**

4-Currency exchange rate. The salaries had been negatively affected by the US dollar as the main currency due to the international financial crisis and inflation. Salaries did not have the real value as a result. So, LSU agreed with UNRWA to deal with the US dollar according to a reference point as an adjustment for dollar-shekel exchange at 4.26 shekel for each dollar. Still the dispute has no agreement with the compensation of employees who get retired. LSU states that the amount retired employees receive does not represent its monetary value unless it is fairly adjusted since dollar as a currency is generally reducing over time. In addition, LSU calls for recognizing the CAF in the basic salary just like other areas. **(LSU Gaza, Jan 2014)**

## **Chapter Four**

### **Previous Studies**

**-Introduction**

**- Local and Arabic Studies**

**-Foreign Studies**

**-General Commentary on the Reviewed Studies**

## **Chapter Four**

### **Previous Studies**

#### **Introduction:**

Many studies have been conducted on the relationship between motivation and job satisfaction with other variables. However, few studies focused directly on the impact of job enlargement, as a technique of job design, on employees' motivation and job satisfaction. At UNRWA, this is the first study to cover this area of research that touches the human resource management practices. The studies reviewed are from different international countries worldwide and ordered in a chronological basis. The research here presents 43 studies; 13 local and Arab studies, and 30 foreign studies. The studies are presented starting with local and Arab studies followed by foreign studies. The studies' order is historical and then alphabetical ordering. The most important results and recommendations are listed as their relevance to the research.

#### **Local and Arabic Studies:**

##### **1-Al-Saqa (2013), "The Effect of Incentives and Motivations on the Quality of Workers in Bank of Palestine, Gaza, and their Effect on Bank Employees' Performance in Gaza Strip"**

This research aimed to investigate the effect of incentives and motivations on the quality of workers in Bank of Palestine, Gaza, and their effect on bank employees' performance in Gaza Strip. The sample consisted of 300 employees out of a total of 466 employees. A survey was prepared and distributed to collect data. The response rate was 88%. And the program SPSS was used to analyze data.

#### **Study Conclusions:**

- a-Delegation of authorities to employees and giving them a free space to make their own decisions motivate them for work and affect their productivity positively.
- b-The awards and increases system in the bank motivate the employees to cling to the work and increase and enhance productivity.
- c-Moral incentives in the bank need modification so as to be better and reach bank's employees to highest-class banks.
- d-Promotions system and mechanism in the bank is blurry and need restructuring and modification to be more fair and clear for employees.
- e-Performance appraisal system used in the bank needs more transparency and clarity to achieve fairness and distinguishes for employees.

#### **Study Recommendations:**

- a-Setting a powerful, effective and transparent material and moral incentives system that ascend employees performance with strengthening the system of rewards and make it clearer and more transparent.
- b-Consolidating annual increases system to be more comprehensive and to include all employees.
- c-Creating a link between managerial pyramid's layers from the highest to the intermediate and down to the lowest one, and making their line of contact clear and quick to meet employees' and managers' requests without delay.
- d-Setting a retirement plan for bank employees that achieves job security after retirement.

## **2-Al-Omary (2011)," The Effect of Participation of UNRWAs, Employees in Decision Making Process on their Performance"**

This study aimed at recognizing the effect of participation of UNRWA.s staff in Decision Making Process on their Job Performance. It also aimed at recognizing the relation between demographic variables: (Gender, Age, Academic qualification, years of experience with UNRWA, years of experience in current job, Grade/Level, current location and department) and its effect on decision making. In order to achieve the study goals, the researcher has created a questionnaire consisted of 62 paragraph divided into 2 main fields. The Study population consists of low, middle and high administrative levels of all administrative local workers at UNRWA Headquarters, Gaza and Gaza Field Office, who are at Grade 5 and above.

### **Study Conclusions:**

- a-There is a positive correlation with a statistical indication at level 0.05 among the affective factors on participation of decision making (Style of leadership, nature of work, nature of decision, workers. efficiency, organizational environment) and workers. job performance at UNRWA/Gaza.
- b-The answers of the sample on workers' participation does not include differences of statistical indication that is due to ( gender, academic qualification, and years of experience in the current job).

### **Study Recommendations:**

- a-The necessity of increasing workers. participation in decision making.
- b- Working on participating workers with high efficiencies in strategic decisions.
- c- Activating decision making through providing motives to workers to participate and ensure the suitable conditions for this.
- d-Adapting workers. participation as an administrative policy.
- e- Working on increasing the delegation and to train the managers how to delegate to workers and working on their participation in decision making process.

## **3-Shallal (2010), "Job Satisfaction among Women in the United Arab Emirates"**

The purpose of this study is to investigate the factors that contribute to job satisfaction for employed Emirati females in the United Arab Emirates. Survey data were collected from 1272 workers in both private and public sectors in all seven emirates of the UAE. Almost 50% of these women were married, 45% single, 4% divorced and 1% widows.

### **Study Conclusions:**

- a- results indicated three prominent factors that enhance job satisfaction – age, education, and income.
- b- There is a positive significant relationship between job satisfaction and age.
- c- employed females with education beyond the secondary level are more satisfied with their jobs than those with less than the secondary level (p-values less than 0.05).
- d- the employed females with high incomes are more satisfied with their jobs than those who earn less (p-value=0.034).

Study Recommendations:

- a- Women need to be able to find employment in high paid positions that is free from gender discrimination and inequality such as underrepresentation in upper level positions in both government and public sectors.
- b- The workplaces where there are working mothers need to be provided with infant and child care facilities.
- c- Women will only increase their earnings by having access to high-quality education and training. This is especially true for those who cannot afford going to school.

**4-Al-Shamry (2009), "Job Satisfaction of Employees in the Industrial Companies In Saudi Arabia and its Impact on Performance"**

The study aims at investigating the level of employees' job satisfaction and its impact on performance in the industry of oils and gas in Saudi Arabia. The population of the study is 1000 employees from various sections and departments.

Study Conclusions:

- a-The most important factors that affect job satisfaction are ;incentives, relationship with managers, training, and relationship with partners.
- b-There is a positive relationship between job satisfaction and productivity and loyalty.
- c-There is a negative relationship between job satisfaction and absenteeism and turnover.

Study Recommendations:

- a-It is recommended for the companies to charge employees with duties that suit their qualifications and experience.
- b-There should be a program that aims at improving employees to progress their study at universities to have higher educational degrees.
- c-It is recommended to set a clear policy and criteria to incentives and promotion opportunities.

**5-Mohammed (2009), " Effect of Job Design on Employees' Job Satisfaction: An Empirical Study on Al-Rasheed Bank in Baghdad"**

The study aimed at investigating the impact of job design on employees' job satisfaction at Al-Rasheed Bank in Baghdad. The researcher used a questionnaire to collect data from the sample which consists of 90 employees. The SPSS program was used to analyze data.

Study Conclusions:

- a-The study showed that there is a correlation and impact between job satisfaction variables and job design.
- b-Most employees think that the job content is not clear and does not depend on specialization.
- c-Employees are not satisfied with their work design because of routine and repetitive tasks.

Study Recommendations:

- a-It is necessary to saturate employees' psychological needs in addition to the financial benefits.

- b-Increasing salaries motivates employees and encourages them to work which will lead to rise the productivity.
- c-Organizations are recommended to create comfortable job designs in order to increase job satisfaction.
- d-Managers should design the jobs in a way that decrease routine and repetition by enriching, enlarging and rotating jobs. However, employees should be trained and psychologically motivated to perform any additional or enriched jobs.

**6-Abu Mousa (2008), "UNRWA's Area Staff Satisfaction on Performance Appraisal and its Incentives in Gaza Field Office"**

This study aims at identifying the level of satisfaction among UNRWA's employees in regard to performance appraisal and its incentives, to diagnose the errors committed by appraisers while appraising employees under their supervision, to identify whether the appraisers while appraising employees under their supervision, to identify whether the appraisers while appraising employees under their supervision, to identify whether the current performance appraisal system motivates employees and increases productivity, and to identify whether the output of the current appraisal system is used for organizational development and career planning. The study follows the procedure of a descriptive approach. The total number of employees working in the Gaza Field Office is 9507. Employees in grades 1, 2 and 3 were excluded as they are not subject to performance appraisal. Thus, this makes the study population 8541. 410 employees were surveyed. In order to ensure that particular grades within the study population are adequately represented in the sample, the researcher utilized stratified random method according to grade.

Study Conclusions:

- a- The system is not based on job analysis, and the job description does not include clear standards upon which employees' performance can be measured.
- b- The report currently in use by UNRWA contains qualitative rather than quantitative standards, and does not contain clear or measurable statements. In addition, part of the daily tasks assigned to employees is not included in the report, and the report does not evaluate the employees' competencies.
- c- Analysis of data revealed that the Agency does not designate specific incentive package for employees whose performances are rated as outstanding.
- d- Employees do not receive verbal incentives when they deserve. In addition, employees are not promoted for higher post based on the results of their performance. The personnel directive does not clearly state the kind and amount of incentives to be disbursed on excellent performers.

Study Recommendations:

- a-The researcher recommends changing the performance appraisal report and establishing a post for performance appraisal officer .
- b-Increasing incentives for outstanding performers and training appraisers on performance appraisal.

**7-Al-Tayeb (2008), "The Effects of Organizational Climate on the Employees' Job Satisfaction at the Palestinian Telecommunication Company"**

This study investigates the effects of organizational climate on the employees job satisfaction at the Palestinian Telecommunication company. The organizational climate includes "organizational structure", "leadership style", "employees participation", " pattern of communication", "nature of work" and "technology used".

The study also aims to identify differences with statistical coefficients in the employees attitudes towards the effect of the organizational climate elements on job satisfaction resulted from the demographic characteristics of the study community. The data of the study were collected by a questionnaire (80 paragraphs) which were distributed to 320 employees (males . females) at the company, 249 questionnaires were valid for analysis; the response percentage was 77.8% out of the total distributed questionnaires.

#### Study Conclusions:

- a-The study has revealed an inclination towards agreeing that positive organizational climate is available at the Palestinian Telecommunication Company.
- b- Existence of greater positive relations between a good organizational climate and employees' job satisfaction
- c- Existence of statistical coefficient at 0.05 for the responses of the sample members related (experience and functional level) between the two categories "3 years and less" and "7-10 years" and the two categories "lower administration" and "higher administration "for the favor of "7-10 years "and the category of "higher administration".

#### Study Recommendations:

- a- Higher administration should give interest to the organizational climate in all its elements because it is an important variable which contributes in the employee job satisfaction effect and this helps in achieving the objectives of the company.
- b- Necessity of activating the employees' participation in the new designed programs particularly, what is relevant to performance criteria and admitting of their abilities in putting the phase objectives which contribute in achieving the goals and objectives of the company.
- c- Review the work hours system and improve the physical environment to raise the level of employees' satisfaction.

#### **8-Ewidah (2008), "The Impact of the Relationship between Organizational Loyalty and Job Satisfaction among Non-governmental Organizations Staff"**

The study aimed at determining the impact of the relationship between organizational loyalty and job satisfaction in order to come up with recommendations to develop the level of loyalty and job satisfaction among non-governmental organizations staff. The study population consists of the non-governmental organizations with a number of 1061 organizations. The study is applied on a sample of 80 civil organizations. A questionnaire was use to collect data from 360 officers.

#### Study Conclusions:

- a-The results of the study revealed that there is a high level of organizational loyalty in non-governmental organizations in Gaza Strip.
- b-Also, the study revealed that there is relatively good level of job satisfaction.
- c- There is a positive statistical relationship between factors of job satisfaction on the work of the organization and factors influencing organizational loyalty of the staff in their work.



#### Study Recommendations:

- a-It is recommended to strengthen job satisfaction by improving the salary scale and the system of incentives, re-drafting the promotion system, applying a fair system for evaluating staff, developing the capabilities and skill of staff, and strengthening the attention of organizations' management towards using modern management methods in dealing with the staff.
- b-It is also recommended to activate and strengthen the human relations between the staff in these organizations.
- c-The work environment is needed to be improved by fostering special programs that address the personal problems, and fostering the culture of belonging and loyalty.

#### **9-Ghawash (2008), " Level of Job Satisfaction among Banks Employees in Gaza Strip according to Porter and Lawler Model"**

The aim of this study was to identify the level of job satisfaction among banks employees in Gaza Strip, according to Porter and Lawler model. The study shows the influence of each dimension of the theory as well as all the variables (gender, marital status, years of experience, monthly income, and educational level) on the level of job satisfaction. The population of this study consist of all the working employees which is (941) employees. The questionnaire was distributed among (252) who formed the study sample. The analytical descriptive approach have been used in the study. Also, a questionnaire consisting of (54) items was designed to collect data, and it has been divided into three fields ,as follows(attaining perceiving effect and ability to do the work , attaining the achievement and the ability to achieve the required performance level and the last is attaining the value of returns and its justice reliability.

#### Study conclusions:

- a- The results show that job satisfaction for bank employees –the study sample as shown in Porter and Lawler model – has been achieved with a relative proportional weight (75.40%).
- b- the study axial have been ordered as the following : " attaining effort and ability to do the job comes first in the degrees of satisfaction with a relative weight of (81.90%) , the axial of attaining achievements of the ability to achieve the required performance level comes second with a relative weight (78.10%),and the last axial was perceiving the value of returns and justice with a relative weight of (69.22%).
- c- Also, no statistical differences at the level of function of ( $\alpha = 0.05$ ) in the level of job satisfaction among staff due to a changing (gender, age, marital status, number of children, years of experience, qualifications, and monthly income).

#### Study Recommendations:

- a- Based on the results, the study recommends providing cost of living allowance due to the increase in expenses of living.
- b- It is advised to give incentives to the employee based on the performance appraisal results to encourage good performance.
- c- The banking institution need to develop system of incentives, whether financial or nonfinancial to ensure continuous improvement of employees' level of performance, to generate a healthy atmosphere, and improvement in job satisfaction.

**10-Hweihy (2008), "The Effect of Job Satisfaction Factors on the Willingness and Desire of Employees regarding their Work Continuity at the Union of Health Work Committees UHWC in Gaza Strip"**

The Study aimed to identify the effects of the job satisfaction factors on the willingness and desire of employees regarding their work continuity at the Union of Health Work Committees (UHWC) in the Gaza Strip, and to identify the best methods and mechanisms that would increase the level of job satisfaction of the UHWC employees. The Study target group represented the employees who have permanent and temporary jobs in UHWC centers throughout the Gaza Strip. The target group consisted of (184) current employees, and (43) employees who have left their work at UHWC during the last three years. The data was collected using a questionnaire that included ten parts.

**Study Conclusions:**

- a- The Study concluded that there are significant relations between the factors leading to job satisfaction and the employees' desire to continue working at UHWC in relation to certain variables such as the work environment, job security, the relationship between supervisors and subordinates, salaries and incentives, expectations, the value of achievement and justice.
- b- The conclusions also indicated that there are no substantial differences in the responses of the target group concerning the factors leading to job satisfaction and the effects of these factors on the desire of the employees to continue working at UHWC in relations to individual variables such as gender, age, marital status, number of dependents, qualifications, years of experience, salary, job grade and nature of work.
- c- In addition, the Study indicated that there are significant differences in the responses of the target group concerning the effects of the job satisfaction factors on the employees desire to continue working at the UHWC in relation to the variable of the work place.
- d- The Study moreover indicated some crucial conclusions mainly the existence of a relatively low level of job security and stability in the UHWC, the quality work environment, the satisfactory level of relationship between supervisors and subordinates, the fact that the salaries and incentives are not remunerative, and that the level of fairness at UHWC is not satisfactory.

**Study Recommendations:**

- a- The upgrade of the office information technology, the development of work tools and equipment, the improvement of job security and stability level, unifying the salary scale could improve the level of job satisfaction.
- b- It is recommended to provide the employees with the relevant training opportunities, techniques and methods that develop their motivation.
- c- It is also recommended to create an efficient performance evaluation system, and create an environment that ensures equality and fairness.

**11-Hajjaj (2007), "Job Satisfaction of Employees in the Ministry of Local Government in Palestine"**

The study aimed at investigation the level of job satisfaction among employees working in the Palestinian Ministry of Government. The study was conducted in the light of the variables; salary, equipment, relationship with managers and superiors as

well as other managerial practices. The researcher used a questionnaire to collect data from the sample of 120 employees.

**Study Conclusions:**

- a-The general average of employees' job satisfaction is 34.5.
- b-There is no significant relationship between job satisfaction and gender, , marital status, age and qualifications.
- c-There is a significant relationship between job satisfaction and experience.
- d-Most employees feel dissatisfied because of routine work.

**Study Recommendations:**

- a-It is important for organizations to design specific practices that help employees verify their jobs and decrease routine work. This can be done by applying different techniques such as enriching, enlarging and rotating jobs.
- b-Organizations are recommended to hold training courses based on the employees' needs and interests.
- c-Special attention should be paid to the non-monetary rewards since they have great impact on employees' satisfaction.

**12-Musallam (2007): "Sources of Work Stressors and their Effects in Technical Colleges in Gaza Governorates"**

This study aimed at identifying the work stressors, their effects, and the different ways to overcome them in technical colleges in Gaza governorates. It also tried to investigate the differences in the study fields due to different variables including: sex, age, marital status, number of family members, education, specialization, place of work, supervising body, job title, professional experience, and salary. The study population comprised all the employees in technical colleges in Gaza governorates totaling (634) employees. The study was conducted on a stratified random sample of (249) employees. The researcher used a questionnaire including (117) items, which were divided into four major parts. The first part included personal questions and consisted of (11) items. The second part dealt with the work stressors and included (45) items. The third part presented (36) items which dealt with the effects of work stress. Finally, the fourth part has (25) items which investigated the different ways the employees use to overcome stress.

**Study Conclusions:**

- a- Generally speaking, the employees confirmed that stressors do not cause a sense of stress suffer from some work stressors resulting mainly from: work routine, lower salaries compared to those of counterparts in other institutions, lack of incentives, limited professional development opportunities, difficulties to realize ambitions, the connection of promotions with vacancies rather than with competency.
- b- The employees under study suffered from negative physical effects represented by a sense of fatigue as a result of work stressors.
- c- Employees used different effective methods to overcome work stressors including settling family problems which may affect work, managing time effectively, communicating with other employees, finding prompt solutions to problems before they get worse, explaining their points of view to their superiors.

#### Study Conclusions:

- a- Enriching work at certain intervals to avoid dull routine.
- b- Improving salaries and founding an effective incentive system to increase morale among employees in ways that help improve work conditions.
- c- Maximizing opportunities for professional development to improve employees capabilities and skills and to realize their professional ambitions.
- d- Increasing employees' awareness of work stressors and training them to use effective ways to overcome them through guiding them to do exercises, have good food, hold contemplation sessions, reduce stimulant drinks such as tea and coffee, and organizing trips.

#### **13-Muheisin (2004): "Satisfaction Level of UNRWA Employees' in Gaza Strip in Respect of Compensation and Incentives Categories"**

The study aims to identify the level of UNRWA employees' satisfaction in Gaza Strip, about work incentives and compensation Programs due to various compensation systems. This was conducted through analyzing relations between work compensation, incentives aspect and the personal variables of the targeted group. The population includes all employees between grade 5 to 12(total 990) employees in the education field working as teachers were excluded . The sample includes (254). (26%) of the total number targeted group distributed according to contract system.

#### Study Conclusions:

- a- The results shows that the level of satisfaction of UNRWA employees was low, as it reached to (%58.82). The study shows the differences in statistical significance refer to changes in variables (age, salary, experience, marital status, and place of residence) in the satisfaction level related to incentives and compensation. At the same time the results doesn't show any differences in statistical differences refer to variables (sex, Number of dependents) in the satisfaction level related to incentives and compensation.
- b- The study shows that the salary, job security & stability, fairness, and equity are most important factors to improve the job satisfaction level according to employees point of view.

#### Study Recommendations:

- a- The study concludes unifying contract systems, and improving salaries based on a survey to wages paid by UNRWA in order to compare with cost of living. Also, it is very important to consider the promotion system functioned by UNRWA.

#### **Foreign Studies:**

##### **1-Abid, Jabbar and Hannan (2013): " Effect of Job Design on Employee Satisfaction: A Study of Fertilizer Companies Listed in Lahore Stock Exchange"**

The study aims at exploring the effect of job design on the employee satisfaction in order to come up with a clear view of the relationship. A Questionnaire is used for measuring the different variables of job design connected with the job satisfaction. The questionnaire contains the questions on the basis of one-best-selected answer method. This research is qualitative and exploratory in nature as it is going to explore the relationship of job design and employee satisfaction. Data is analyzed by using descriptive statistics including means, median and standard deviation. A sample of 50

employees is selected from the two companies Dawood Hercules Corporation Ltd and Engro Corporation Limited from fertilizer industry of equal volume and work load. Sample size is taken from the entry level employee to middle level as they bear more work load in an organization. Linear Regression analysis and Correlation techniques are also implemented to explore the effect of job design on the employee job satisfaction.

**Study Conclusions:**

- a-There exist a strong positive relationship between job design and job satisfaction.
- b- Respondents have the autonomy to some extent regarding work scheduling, decision making and work method autonomy. However this value is almost the middle values of responses which mean that autonomy exist in some limit.
- c-Majority of respondents think that they have little task variety and task significance in their jobs, that is they feel that their job does not have much impact on the lives of people outside the organization.

**Study Recommendations:**

- a-Organizations are recommended to provide a job design that have autonomy, flexibility, proper ending and starting points of the task and performance.
- b-It is also recommended to adopt various job design techniques that decrease monotony, boredom and repetition of the same tasks and procedures such as job enlargement, job rotation and job enrichment.
- c-Managers should maintain continuous feedback and flexible supervision while monitoring employees in new job design models.

**2-Devi and Nagivi (2013): " An Investigation of Factors Influencing Job Satisfaction of Employees in Banking Sector of India"**

The study examines factors influencing job satisfaction of employees in private banking sector. Sample includes 103 employees drawn from 9 private sector banks in Vijayawada (India) using simple random sampling method. Primary data were collected using a structured questionnaire e and were analyzed using mean and chi-square test. These factors were classified in three categories such as organizational factors, job Related factors, and personal factors. Then, the importance of all factors was determined in a sequence.

**Study Conclusions:**

- a-The study revealed that there is a significant relationship between socio-economic and demographic variables of the respondents such as designation, gender, age, marital status, experience, work status, nature of family, income, number of dependents and job satisfaction; whereas, there is no significant relationship between qualification, nature of the job and job satisfaction.
- b-The study showed that the respondents are more satisfied with factors like working conditions in bank, benefits received, healthy work environment, welfare policies, challenging and responsible jobs, dignity and respect provided by the job, good opportunities for growth of employees and relatively less satisfied with working hours, study or training leaves, attitude of management, role overload, tedious work and quality time for family members.

#### Study Recommendations:

- a-Banking organizations should ensure that their work force is satisfied with their jobs so that they can enjoy the benefits stemming from contented employees.
- b-Managers are recommended to make employees' functions and task concise and clear in order to avoid role conflict and role ambiguity.
- c-It is also recommended to assign challenging and responsible jobs to empower employees and increase their motivation and satisfaction. This can be done by applying job enlargement and job enrichment.

#### **3-Erastus and Ocansey (2013): " Motivational Factors of Lecturers in Private Universities in Ghana"**

In this study, the primary objective was to ascertain what factors motivate lecturers of private universities in Ghana. It also sought to determine whether these employees perceive the motivating factors as readily available to them or not. The study examined the ranked importance of motivational factors of university lecturers. Using descriptive survey, data was collected and analyzed through a questionnaire in terms of descriptive statistics. The population consisted of all full-time lecturers consisting of 95 lecturers from VVU and 50 lecturers from DUC. The total sample was 30 made up of 20 from VVU and 10 from DUC.

#### Study Conclusions:

- a-The study showed that high salary and personal development are the main motivating factors of university lecturers.
- b-The findings of this study also revealed that except for 'fringe benefits' and 'high salary', the availability of other motivational factors 'Gets' is not significantly different as far as the 'Wants' of the concerned employees.
- c-In this study the learning factor was ranked amongst the most important motivational factors.
- d-There is a positive relationship between job design, work load, leadership styles and motivation.

#### Study Recommendations:

- a-Carefully designed reward systems that include high salary, opportunity for personal development, fringe benefits, and non-monetary compensation should be considered.
- b-Administrations are recommended to arrange training courses and also sponsor lecturers for higher education to motivate them.
- c-It is necessary to create comfortable and adequate job design that maintain flexibility and autonomy.

#### **4-Hashim and Mamman (2013): " Impact of Job Design on Lecturers" Job Satisfaction in Kadouna Polytechnic"**

The aim of this study is to examine the impact of job design on lecturers' job satisfaction in Kaduna Polytechnic in Nigeria with a view to highlight whether or not the lecturers are happy with their job. The study adopted a survey research approach and used a structured questionnaire on a five-point Likert's scale. Data from 261 respondents (Kaduna Polytechnic lecturers) were collected and analyzed with the aid of descriptive statistics.

Study Conclusions:

- a-The study showed that lecturers are not satisfied with their job designs which negatively affect their motivation.
- b-Kadouna Polytechnic does not provide variety of work, indeed regulations and repetitive managerial practices are adopted. These practices decrease employees' motivation and makes jobs routine and boring.
- c-Job design techniques are rarely adopted and practiced, which deprives employees from enhancing their work abilities and utilizing their skills efficiently as well.

Study Recommendations:

- a-The management of Kadouna Polytechnic is recommended to appropriately adopt the idea of redesigning jobs to be more satisfying and motivating.
- b-Techniques of job designs such as job enlargement and job enrichment are necessary to be used to maintain convenient work place and acceptable performance.
- c-Training courses and conferences should be held to managers to know how to utilize the employees' abilities and skills.

**5-Hong, Hamid and Salleh (2013): "A Study on the Factors Affecting Job Satisfaction amongst Employees in a Factory in Seremban, Malaysia"**

The purpose of this study was to identify the level of satisfaction of the non-administrative employees toward their job in a Company X, Seremban. There are many companies in Seremban and the researcher only chose one Company X to do the research. All non-administrative employees were selected. In this study, primary data and secondary were used to determine the factors of job satisfaction towards level of job satisfaction. A set of questionnaires were used to collect data from 44 employees. Questionnaires contain 42 questions divided into four sections which are demographic respondents, level of job satisfaction, factors of job satisfaction and perception of employees towards their company. The data gathered were analyzed by SPSS version 15.0.

Study Conclusions:

- a-The study showed that work environment, pay and salary and promotion criteria have significant impact towards employees' level of job satisfaction.
- b-Fairness of the company do not have significant impact on employees' level of satisfaction.

Study Recommendations:

- a-Organizations are recommended to provide safe and comfortable work environment that increase employees' job satisfaction. This can be done by improving relationship of co-workers, understanding the organizations' missions and overall goals and suitable working conditions.
- b-It is important to review and survey the employees' pay and salary in order motivate and satisfy employees and make them feel loyal and worthwhile to the organization.
- c-Promotion criteria should be based on realistic reasons and organizations should pave the way for employees' promotion by providing effective training programs and performance appraisal systems.

### **6-Oladotum and Ozturen (2013): " Motivational Factors of Hospital Employees: Evidence from North Cyprus"**

This quantitative study helps to increase awareness and knowledge of the influencing motivational attributes of a major private hospital staff in North Cyprus. It helps to examine the motivational attributes that hospital employees take important to their job satisfaction. Frederick Herzberg's motivation-hygiene theory was used as the theoretical framework for this study. The design of the study was based on a quantitative analysis approach using a survey methodology to determine factors that workers see important to their job satisfaction. This survey was used to gather data relating to the intrinsic and extrinsic features of all the staff in Cyprus Life Hospital, that is the greatest private hospital in the North Cyprus. The questionnaire was distributed to a sample of 133 employees and plotted on a 5-point likert scale; from strongly disagree to strongly agree.

#### Study Conclusions:

- a-The study showed that Herzberg's motivator and hygiene factors are not enough predictors of job satisfaction, so job design techniques such as job enlargement, enrichment and rotation is not always considered motivational factors.
- b-The study also revealed that connectedness to organization has great significance towards job satisfaction. Connectedness to organization gives the employees exposure and an opportunity to well utilize their skills with the assurance with job security and career development.
- c-The results also showed that a significant positive relationship exists between employees' job security and job satisfaction attained at work.
- d-There is a low relationship between employees' job satisfaction and stress encountered at work since it sometimes serves as a motivator.

#### Study Recommendations:

- a-Enhancing job satisfaction among the entire staff of the organization helps to encourage good relationship among the workers, with a professional relationship with the authority and management, and a resulting positive experience for the customers as well.
- b-The management should ensure that they give the employees a sense of belonging, connectedness and feelings being cared for by their organization.
- c-Management should introduce reward and compensation strategies (i.e. early retirement incentives), career development schemes, and outplacement techniques may follow workforce reduction efforts. For they help to awaken positive psychological states that encourage and sustain productive, rather than destructive, behaviour.
- d-Management should also consider other range of variables that could possibly influence employees job satisfaction; Since job satisfaction means different things to different people, and workers derive satisfaction from different aspect of their job.

### **7-Saleem, Majeed and Aziz (2013): " Determinants of Job Satisfaction among Employees of Banking Industry at Bahawalpur"**

The main objective of this study is to identify the factors affecting the job satisfaction of employees of banking industry at Bahawalpur, Pakistan and to analyze the impact of recruitment & selection procedures, organizational policy & strategy, nature of work, job stress, personality and communication on job satisfaction of employees of



banking industry. For data collection purpose, a questionnaire on 4-point likert scale was developed and personally distributed among employees of banks. The population consists of 580 employees of banks branches of Bahawalpur district whereas the sample size is 234. In this study random sampling technique is used.

Study Conclusions:

- a-Recruitment & selection procedures, organizational policy & strategy, nature of work, job stress, personality and communication are significantly related to job satisfaction.
- b-The majority of people or employees agree that personality type suits the work they do, and have the opportunity to do what they do best and they are also optimistic about their personal and professional life.
- c-Fair policy of recruitment and selection leads to employee satisfaction at work.

Study Recommendations:

- a-Employees should be involved in the process of designing their job characteristics that suits to their psychological perceptions.
- b-Managers are recommended to deal fairly with all employees in terms of equal working hours, personality and work burden.
- c-Job designs should be conducted and reviewed at regular intervals to suit employees' interests and preferred fields of work.

### **8-Tanjeen (2013): " A Study on Factors Affecting Job Satisfaction of Telecommunication Industries in Bangladesh"**

The purpose of this study is to examine the level of job satisfaction of employees in telecommunication industries in Bangladesh. These factors are working condition, job security, autonomy or freedom, relationship with colleagues, relationship with superior, promotion and pay. Telecommunication sector is selected for this research as their business is running successfully in all aspects. This study is based on questionnaire method. A sample of 82 employees of different company's is taken to conduct this study.

Study Conclusions:

- a-In general, most employees are satisfied with their jobs.
- b-The factors that lead to highest satisfaction are working condition, job security and relationship with co-workers and pay.
- c-The factors that lead to lowest satisfaction are freedom, relationship with immediate supervisor and promotion.

Study Recommendations:

- a-Top level management should provide some sorts of autonomy and decision making power to their employees.
- b-Organizations are recommended to provide all the necessary resources (information, tools, equipment etc.) to the employees to perform their duties efficiently and effectively.
- c-Promotion structure should be rearranged. Managers should give more priorities on performance and efforts rather than on their personal characteristics.
- d-Mangers should recognize the efforts of employees and appreciate their valuable performance towards organization.

**9-Achiaa (2012): " The Effect of Job Design on Employee Motivation and Job Performance: A Case Study on GTBank and GCB"**

The study examined the effects of job design on employee motivation and job performance at Ghana CB and GTBANK who were purposively and conveniently selected. A cross-sectional survey and a case study were employed. A sample size of one hundred and twenty (120) respondents was selected to partake in the study; sixty (60) respondents each were selected from GTBANK and GCB respectively. The study made use of both primary and secondary sources of data collection.

**Study Conclusions:**

- a-The study confirmed that job design tend to affect motivation and job performance significantly.
- b-The study also revealed that employees' performance does not depend on the behaviour of other workers in the company but on the motivation policies available in the company.
- c-The study also showed that a relationship exist between the way a job was designed and how it increases motivation among employees.

**Study Recommendations:**

- a-It is recommended that the design of any job should take into account its effect on intrinsic interest, variety of opportunities for development, stress level and attitude of the person performing the job.
- b-Job enrichment and job enlargement have to be reasonably designed in a way that increases employees' motivation and performance.
- c-The study recommends mangers to use the job redesign as a strategy to motivate the employees and make them more satisfied with their jobs.
- d-Comprehensive training programs are needed to efficiently practice the enlarged and enriched jobs.

**10-Alam (2012): " Factors Affecting Employees Job Satisfaction, Motivation and Turnover Rate of Medical Promotion Officers (MPO) in Pharmaceutical Industry.**

The main objective of the study is to find out the job satisfaction, motivation and turnover factors of MPOs in Khulna, Bangladesh. Along with different reports, it is conducted direct field survey to the 40 (forty) MPOs of different pharmaceutical companies in the Khulna City. Likert Scale, based on five points, is used for data collecting. Simple random sampling was used (a technique of probability sample) to select respondents.

**Study Conclusions:**

- a-It is found that the most of the MPOs are not satisfied with their jobs and for this they are not motivated and for this their turnover tendency is high.
- b-The MPOs enjoy the flexible working hour; i.e. the respondents have no routine office hour.
- c-The MPOs are satisfied for getting the constructive and positive feedback from the respective supervisor
- d-The study showed that MPOs are not satisfied with retirement benefit; i.e. the company policy does not support the provident fund or any hand sum amount at the time of quitting job.

e-Workload is not comfortable to the MPOs; i.e. the working pressure is excess.

Study Recommendations:

- a-Unambiguous or unclear career path should be removed for giving the job satisfaction to the MPOs.
- b-Organizations should take the security of 'having the job' into consideration because the MPOs are always in the tension of 'not having the job'
- c-It is important to redesign jobs to maintain an accepted level of autonomy and flexibility which increase motivation and satisfaction.

### **11-Bajwa and Viridi (2012): " In Depth Analysis of Motivational Factors at Work in Health Industry"**

The aim of the study was to investigate and analyze the various factors that help in motivation in the health workers while performing their clinical duties in the hospital. A simple random study was conducted among 100 employees from Gian Sagar, India. Institute including doctors, staff nurses and paramedical staff. All the employees were enquired by the questionnaire method as well as by individual interviews regarding the various motivating and demotivating factors at the work place. Detailed enquires were performed regarding the various aspects concerning the job factors and work satisfaction.

Study Conclusions:

- a-The study showed that skills, task identity, task significance, autonomy, feedback, environment, job security and compensation are important factors for the motivation of employees.
- b-It was also revealed that feedback is the factor with the highest motivation potential especially among the younger population.
- c-The intrinsic factors influence employees' willingness to spend considerable efforts toward the goals of the hospital and to remain in the hospital, while the extrinsic factors may contribute to the behavioural commitment.
- d-External factors to the work situation such as the economic situation, mobility, family and other opportunities may influence an employee's desire to stay in the hospital.

Study Recommendations:

- a-Organizations are recommended to consider motivation as a continual process and need to be sustained and developed as individual and organizational factors change over time.
- b-It may be recommended to perform a new survey every second year in order to determine the degree of job satisfaction and to figure out the factors that are valued and lacked by the respective subgroups. A comparison of the surveys may provide the hospital with useful information about the success/failure of changes regarding the work and the development of job satisfaction of employees.
- c-It is important to give employees opportunities to have variety of tasks and improve their skills with a comfortable degree of autonomy and task significance. This can be done by applying different approaches of job design such as job rotation, job enrichment and job enlargement.
- d-Improving the environment by having good relationships between coworkers is also a crucial factor of job satisfaction and motivation since employees like to talk about something else rather than work. In addition, employees highly depend on

their colleagues while performing certain tasks, so the social environment should be comfortable and satisfying.

**12-Manafi, Gheshmi and Hojabri (2012): " The Impact of Different Job Dimensions Toward Job Satisfaction and Tendency to Leave "**

The purpose of the study is to investigate the impact of different job related dimensions toward job satisfaction and tendency to leave in pharmaceutical industry in Iran. The population of the study consists of all males and females employees of different ages categories, marital status and different length of services. All of them were sales persons in Iran pharmaceutical department. The sample size of the respondents was 300 employees.

**Study Conclusions:**

- a-The study showed that there is no significant relationship between job satisfaction and the factors workload and conflicting values.
- b-There are significant relationships between job satisfaction and the factors perceived control, reward systems and recognitions, sense of community and social support, perceived fairness on the job and intention to leave.

**Study Recommendations:**

- a-It is important for organizations to provide employees with accepted level of job autonomy and consider it as a basic feature of motivating job. This can be done by giving the employees the opportunities to figure out the order and job tasks, particular methods and paths of completing those tasks, sharing with scheduling and coordinating with other workers.
- b-Mangers are recommended to focus on employees' involvement with different work processes and decision making. This will make employees responsible for the outcomes.
- c-Financial rewards are important but enough to motivate employees. So, organizations should not forget the social rewards and recognition, otherwise employees will feel frustrated and inefficient.

**13-Prakash (2012): "Study on Motivational Factors of Civil Construction Site Employees"**

The purpose of this study was to identify and investigate the factors linked to employee motivation and job satisfaction of employees and to assess the role of work motivation on employees' performance. The self-report questionnaire survey was carried out for a total of 59 engineers in construction site at various capacities. The responses were formulated based on the Likert scale. The Statistical Package for the Social Sciences (SPSS) version19.0 was used for all statistical analysis. Furthermore, Cross Tabs was employed to determine whether there is a difference in the motivation dimensions based on biological factors. Descriptive statistics were made for job satisfaction factors, workplace conditions, dimension of decision making, compensation (payment), recognition and benefits, promotion and perceived organizational support.

**Study Conclusions:**

- a- The study showed that the main motivating factor for engineering department is the perceived organizational support. However, on the analysis made, 'payment

aspects' especially sub factor 'extra work done is not rewarded' is the major demotivating factor.

- b-The study also revealed that the majority of employees are satisfied with their job and the environment. On the other hand, employees are not satisfied with their inability in having flexibility in planning their schedules.

Study Recommendations:

- a-It is recommended to adopt approaches that motivate employees and reduce monotony, routine and boring repetition of tasks. This can be done by applying job enrichment, job enlargement and job rotation. However, any extra work done by employees and not rewarded demotivates them and in turn reduces productivity.
- b-Managers should make sure that employees have and understand their accurate job description, otherwise employees will suffer from role ambiguity and role conflict and in turn their motivation and satisfaction will decrease.
- c-There should be some degree of autonomy over the way tasks are to be achieved. In addition, individuals should be responsible for their own work and for resources they use.

#### **14-Qasem, Cheema and Syed (2012): " Exploring Factors Affecting Employees' Job Satisfaction at Work"**

The objective of this project paper is to find out which factor is contributing to the highest level of job satisfaction and identify the most satisfying and least satisfying factor selected in the study. The research report has followed a descriptive analytical approach; a stratified random sampling of 40 out of 100 employees was used for analysis. Using descriptive and causal techniques- based survey; the data were collected through a close- ended questionnaire coupled with Likert scale. Data has been analyzed by applying Regression, ANOVA and Correlation tests.

Study Conclusions:

- a-The results indicated that among four factors, work environment has the highest magnitude that is contributing towards the highest level of job satisfaction of a multinational company's employees of Pakistan.
- b-The study concluded that in order to gain competitive advantage and adapt to the dramatic changing environment, it is important for them to achieve management efficiency by increasing employee satisfaction in the organization.
- c-There is positive correlation (linear relationship) between job satisfaction and working environment, remuneration, job promotion, and fairness.

Study Recommendations:

- a-Organizations should provide positive work environment that is safe and healthy. In addition, this can be done by offering open transparent communication, training and development and work recognition.
- b-It is important for managers to treat employees fairly in terms of task responsibility, appraisal and workload systems in order to keep them motivated and satisfied.
- c-It is necessary to ensure that the employees are able to perform the added responsibilities by screening them with interviews and tests and giving them training and on-the-job experience before promotion is decided.
- d-The work itself should be challenging, interesting and exciting by having variety of tasks, working in different projects and using different skills.

**15-Rehman and Awan (2012): " The Employees Can be More Committed by Enlarging their Jobs"**

The objective of the research is to find that is there any relation between job enlargement and employee commitment. The study is a causal type of investigation. The research was conducted in non-contrived study settings or a natural environment which shows the real situation of the. Convenient sampling was used for data collection. Total 400 questionnaires were duly distributed and collected after completing from Lahore, Rawalpindi, Faisalabad and Islamabad. Likert 5 point scale having two extreme ends was used for data collection. These questionnaires are then analyzed through SPSS software.

**Study Conclusions:**

- a-There is a moderate correlation between job enlargement and organizational commitment.
- b-Enlarging jobs in organizations positively affect organizational commitment, which in turn, increases the employees' performance and productivity.

**Study Recommendations:**

- a-The study recommends public and private sectors to practise job enlargement in order to increase the level of organizational commitment.
- b-It is also recommended to follow the technique of job enlargement to improve the employees' variety of skills and involve them in the decision making process. This will positively increase employees' productivity and quality of work.
- c-It is important to follow up and observe the employees whose jobs are enlarged in order not to carry on errors that might hurt the organization.
- d-Continuous feedback is needed to be provided in order to show employees the level of their performance in their additional tasks.

**16- Saleem and Shaheen ( 2012 ) : " The Impact of Job Enlargement and Job Enrichment on Employee Satisfaction Keeping Employee Performance as Intervening Variable"**

The study aims at investigating the impact of job enlargement and job enrichment on employees job satisfaction keeping employee performance as intervening variable. The study was organized in Lahore, Rawalpindi and Islamabad Region. The main focus was on the registered organizations. Questionnaires were used to collect data from employees to public and private organizations. Total 250 questionnaires were distributed and collected and likert 5 point scale having two extreme ends was used. The questionnaires were then analyzed through SPSS software. Among 242 respondents 100 were men and 142 were women employees related to Human Resource, Information Technology, Audit and Accountancy and Technical Departments.

**Study Conclusions:**

- a-There is a moderate level interdependence between job enlargement, job enrichment, employees' satisfaction and employees' performance.
- b-Job enlargement and job enrichment have direct impact on employees' satisfaction keeping employees' performance as intervening variable.
- c-Employees' performance can be enhanced by increasing their satisfaction level.
- d-Satisfaction level can be enhanced by enlarging and enriching employees' jobs in the organizations.

Study Recommendations:

- a-It is necessary to redesign the jobs in a way that matches employees' needs, interests, skills and abilities.
- b-The study recommends public and private organizations to use the techniques of job enrichment and job enlargement in order to increase the level of employees' satisfaction.
- c-It is important for managers to recognize the employees' talents and fields of work and charge them with challenging tasks to decrease the routine of the job.

### **17- Aworemi (2011): "An Empirical Study of the Motivational Factors of Employees in Nigeria"**

The objective of this research is to draw attention to the importance of certain factors in motivating employees in Nigeria. Specifically, the study sought to describe the ranked importance of the following seven motivating factors: (a) job security, (b) personal loyalty to employees, (c) interesting work, (d) good working conditions, (e) good wages, (f) promotions and growth in the organization, and (g) full appreciation of work done. The 15 companies selected from Oyo, Kwara, Osun and Ogun States of Nigeria are mid-sized companies that involved in Educational Consultancy, Hotel and Catering Services, Transportation services, Retail services and Manufacturing. Data were collected through a well-structured questionnaire delivered to the employees of the companies.

Study Conclusions:

- a-The study showed that that good working condition, interesting work, and good pay are key factors to higher employee motivation.
- b-There is a positive correlation between promotion and growth opportunities and motivation.
- c-The majority of employees feel that their work is rarely appreciated and rewarded. This might decrease their motivation toward having full responsibility and performance quality.

Study Recommendations:

- a-Designed reward systems that include job enlargement, job enrichment, promotions, internal and external stipends, monetary, and non-monetary compensation should be considered. This will help the employer identify, recruit, employ, train, and retain a productive workforce.
- b-Managers are recommended to provide effective compliment and encouraging appreciation to well-done job in order to maintain and improve employees' motivation.

### **18-Kamal and Sengupta (2011): " A Study of Job Satisfaction of Bank Officers in Lucknow, India"**

Through this research study an attempt has been made not only to ascertain the degree of overall job satisfaction prevailing among the Bank Officers but also to elicit officer's views on the different factors contributing to their job satisfaction, in the light of current realities. The Research Design opted was descriptive in nature. The Sampling technique used was non-probability, convenience and judgmental. The domain of the study included 28 branches of one of the old and leading nationalized banks. The branches were small to extra-large in size including regional and zonal

offices. Due to constraints, the study was limited to UP, specifically western UP including capital Lucknow. The study was divided into pilot and final study. The sample size was 100 Officers (out of which 80 responded). The data type was primary

and the data were primarily collected by the administration of questionnaire (close ended) and interview method.

#### Study Conclusions:

a-Overall job satisfaction was not very high. Most of the officers was not highly satisfied in general.

b-Majority of the officers are not satisfied with the job design aspects of their organizations. That is, most of officers favoured job rotation at certain times and circumstances. In addition, most of officers wanted their jobs to be more enriched. However, most of them considered job enlargement as a burden of work unless it is efficiently and logically well-designed. .

c-Majority of officers are not satisfied with the training programs and facilities, but two third of them are satisfied with salaries.

#### Study Recommendations:

a-Organizations are recommended to redesign jobs using approaches like job enrichment, job enlargement and job rotation in order to break monotony and create motivation in the workplace.

b-Before applying job design approaches, managers should understand and evaluate the surrounding conditions, employees' abilities and skills, the expected outcomes as well as employees' attitude to accomplish the job.

c-It is important to identify the training needs and put on applicable training programs that provide skills and abilities and new behaviours in order to reach the desire level of performance.

#### **19-Oghojafor and Adepakin (2011): " Assessment of Job Design and Job Satisfaction among Doctors and Nurses in Lagos, Nigeria Hospitals"**

This study examines the effect of job design on job satisfaction among doctors and nurses in selected hospitals. Data were collected from a sample size of 400 medical personnel (nurses and doctors) employed in four major medical centers in Lagos, Nigeria. The four hospitals used in this study are; Lagos University Teaching Hospital (LUTH), Eko Hospitals, Nusamin Medical Centre and Mezonel Clinic Limited. The medical centers were chosen among various medical centers in Lagos State because the researcher considers it a good representation of hospitals in Lagos. These nurses and doctors consist of males (49.7%) and females (50.3%) with diverse demographic characteristics such as age, marital status and years of experience. This study focuses predominantly on two variables and questionnaires were used as a measure of all the variables.

#### Study Conclusions:

a-The degree to which job design influences job satisfaction seems to be minimal, but this does not imply that job design cannot influence job satisfaction to a higher extent.

b-Findings also revealed group differences among doctors and nurses on measures of job satisfaction.



c-Redesigning jobs is not considered a major determinant of job satisfaction because there are many other extraneous variables account for job satisfaction.

Study Recommendations:

a-Jobs in organizations should be redesigned constantly and consistently to meet changing needs of workers as well as changes in the work environment.

b-Organizations should take job design techniques such as job enlargement and job enrichment very seriously because they are considered potent forms of incentive, which could trigger workers' motivation and satisfaction.

### **20-Pavin and Kabir (2011): " Factors Affecting Employee Job Satisfaction of Pharmaceutical Sector"**

This research was mainly undertaken to investigate on the significance of factors such as working conditions, pay and promotion, job security, fairness, relationship with co-workers and supervisors in affecting the job satisfaction. This paper presents a comprehensive diagnosis of job satisfaction indices of pharmaceutical business in Bangladesh and the factors causing the dissatisfaction and suggestions to improve them. A descriptive research design with survey method is applied in the study. The researcher has used both the primary and the secondary data for the purpose of this study. Secondary data were collected from available books, publications, research studies, articles and websites. A closed-ended interview-schedule was designed to collect primary data.

Study Conclusions:

a-The study found that the level of employee job satisfaction is “neither happy nor unhappy” and in terms of relationship with immediate supervisor the level of employee job satisfaction is “somewhat unhappy”.

b-Work conditions, pay and promotion, fairness, job security, relationship with co-workers and relationship with immediate supervisor influence job satisfaction in pharmaceuticals companies.

c- Money is a good motivator and a key factors in satisfying the employee.

d- A good work environment, good work conditions and can increase employee job satisfaction

e-Job design techniques like job rotation, job enlargement and job enrichment can increase job satisfaction.

f-Employees from medium- and large-staff-sized organizations, compared with those from small staff-sized organizations, were more likely to cite job security as a very important contributor to their job satisfaction.

Study Recommendations:

a-Organizations are recommended to create favourable work conditions by guiding employees to communicate effectively and building a good interpersonal environment within the organization.

b-To improve fairness in pharmaceutical companies, organizations should create scientific performance appraisal systems. They can use other developed countries' systems to evaluate employees' performance and service quality.

**21-Raza and Nawaz (2011): " The Impact of Job Enlargement on Employees' Motivation, Job Satisfaction and Organizational Commitment : Evidence from Public Sector of Pakistan"**

The purpose of the present study is to understand the degree of job enlargement in public sector of Pakistan and its impact on employees work related attitudes and behavior. A sample of 650 employees from two government organizations was selected out of which 534 responded. Questionnaire was used as survey instrument to collect data personally at the locations of the organizations. Descriptive statistics and correlation analysis were performed to test the relationships on the data by using SPSS. The study population is consisting of two public sector organizations of Pakistan named as Accountant General Punjab Revenue and Accountant General of Pakistan from the city Lahore. In both organizations the nature of work is related to Finance and Accounts. Employees are engaged in sorting, recording, analyzing and auditing the financial and accounting records under the instructions of government of Pakistan. The main nature of work includes maintain the record of receipts and payments of government in the province of Punjab. The study Population consists of employees from all three levels of management including top level, middle level and lower level management.

**Study Conclusions:**

- a-The study found that there exist no significant relationship between job enlargement and job satisfaction in public sector organizations.
- b-The study also negated the relationship between job enlargement and motivation in the public sector in Pakistan.
- c-The relationship between job enlargement and organizational commitment was also found inverse.
- d-Job enlargement is not a recommended job design as it is not supported as a favorable intervention by this study.

**Study Recommendations:**

- a-The study recommends public sectors of Pakistan not to use job enlargement as a technique of job design.
- b-Employees consider job enlargement as a work burden, so it should not be used by managers as a motivational factor.
- c-It is necessary to keep employees involved by designing convenient work place.

**22-Remi, Adegoke and Toyosi (2011): " An Empirical Study on Motivational Factors of Employees in Nigeria"**

The objective of this research is to draw attention to the importance of certain factors in motivating employees in Nigeria. Specifically, the study sought to describe the ranked importance of the following seven motivating factors: (a) job security, (b) personal loyalty to employees, (c) interesting work, (d) good working conditions, (e) good wages, (f) promotions and growth in the organization, and (g) full appreciation of work done. The 15 companies selected from Oyo, Kwara, Osun and Ogun States of Nigeria are mid-sized companies that involved in Educational Consultancy, Hotel and Catering Services, Transportation services, Retail services and Manufacturing. Data were collected through a well-structured questionnaire delivered to the employees of the companies. The sample size included 300 randomly selected employees of the target population i.e. twenty employees from each company. Two

hundred and Eighty questionnaires were found analyzable out of the 300 questionnaires sent out for the survey given the participation rate of 93.3%.

**Study Conclusions:**

- a-The study showed that the most important motivator is the good working conditions. This is due to the fact that when environment is conducive for working, people tend to bring out the best in them.
- b-Interesting work is ranked second according to respondents. It is considered a self-actualizing factor going by the Maslow's Hierarchy of needs. Two hundred and fifty one respondents 89% strongly agreed to the fact that they are motivated when doing an interesting work, while the remaining 29 (11%) partially agreed.
- c-The study also revealed that regular pay of salaries, transport and housing allowance, annual salary increment and regular promotion opportunities are very crucial and important in motivating employees.
- d-Job security and full job appreciation are also considered important motivational factors. Job security covers both emotional and physical security.

**Study Recommendations:**

- a-Organizations are recommended design purposeful reward systems that include job enlargement, job enrichment, promotions, internal and external stipends, monetary and non-monetary compensation. This will help employer identify, recruit, employ, train and retain a productive workforce.
- b-Good working conditions should be considered by organizations. They include good physical conditions such as good ventilation, adequate workplace and lighting. In addition, good working relationship with the superior, little tension on the job and freedom are important to take into consideration.
- c-Mangers should do their best to make the job interesting. When employees are doing what they enjoy, they will devote much effort to it which will lead to high performance, which will lead to positive reward. The more positive the reward the more likely the employees will be highly motivated.
- d-It is necessary for organization to review and improve job security, promotion and growth and full appreciation as effective motivational factors.

**23-Wadhwa and Verghese (2011): " A Study on Factors Influencing Employee Job Satisfaction –A Study in Cement Industry of Chhattisgarh, India"**

This paper aims at studying the factors which are contributing towards employee job satisfaction. The factors which are the probable causes behind employee job satisfaction can be broadly divided into three broad categories: Behavioral, organizational and environmental factors. The research design used is descriptive research. Questionnaires were distributed to a sample of 150 employees to collect data.

**Study Conclusions:**

- a-All the three variables that are environmental, organizational and behavioral factors have a positive impact on job satisfaction.
- b-Organizational factors are the most important aspect for job satisfaction of the employees in a organizations.

Study Recommendations:

- a-Organizations are recommended to treat employees equally and fairly in order to keep them satisfied.
- b-Managers should pay great attention to proper supervision and feedback in order to increase employees' satisfaction.
- c-Employees should be encouraged to set long term goals in accordance with organizational goals and their jobs should be designed in such a way that it becomes helpful for achieving their goals.

**24-Fernando and Ranasinghe (2010) " The Impact of Job Design on Employees Motivation and Productivity as Applicable in the Context of Sri Lanka Software Engineers: A HR Perspective"**

The study aimed at investigating the impact of job design on software engineers' motivation and productivity in seven software companies in Sri Lanka. A combination of qualitative and quantitative techniques was used to carry out the industry survey. A quantitative technique such as an industry wide questionnaire targeting the main stakeholder group of software engineers was carried out. Quantitative techniques in the form interviews were conducted with industry personnel such as HR managers.

Study Conclusions:

- a-There exists a significant positive correlation between job design and motivation.
- b-The factors feedback, autonomy and skill variety are preferred in terms of the users' preference and applicability to the Sri Lanka context.
- c-Employees are highly motivated by well-organized techniques such as job enrichment and job enlargement by which employees are charged with challenging tasks.
- d-Employees can be motivated by designing jobs that decrease monotony and repetition of tasks.
- e-Job design does not necessarily increase productivity since the correlation between the two variables was weak.

Study Recommendations:

- a-Managers are recommended to understand the importance and effect of job design on employees' motivation.
- b-It is necessary to design jobs that matches employees' skills, abilities and preferred fields of work.
- c-Organizations should provide engineers with moderate and up-to-date software training courses before practicing job enrichment and enlargement.
- d-Providing software engineer with greater, but controlled autonomy and variety of skills would increase their motivation, self-esteem and value as an individual.

**25-Govender (2010): " Factors Influencing Job Satisfaction of Managers at State Owned Enterprises"**

The main purpose of this study was to determine the factors that are most important in influencing the job satisfaction of managers at SOEs in South Africa. The study also investigated the influence of demographics (age, gender, and job grade) on the factors that influence job satisfaction. The total population of the study is 5824 managers. A questionnaire is used to collect data from the sample which is 200 managers working in different departments.

Study Conclusions:

- a-The study showed that inspirational leadership, purposeful work, equitable rewards and a facilitative work environment are equally the most important factors to influencing the job satisfaction of managers at SOEs.
- b-It is also concluded that senior managers are more satisfied with their compensation and work environment than are middle managers.

Study Recommendations:

- a-Managers should make sure that employees are fully understanding the importance of their work and its impact on the success of the work processes. This can be done by improving task significance concept in the job characteristics model.
- b-Since employees are highly influenced and motivated by inspirational leadership, management should provide managers of ways and techniques that inspire employees to do their best performance which lead to satisfaction.
- a-Organizations are recommended to provide facilitative work environment by maintaining job security, good working conditions, well-designed jobs and opportunities to promotion.

**26-Kaymaz (2010): " The Effect of Job Enlargement Practices on Employees Motivation"**

The study aimed at investigating the effect of job design, mainly job enlargement, on employees' motivation in automotive organizations in Turkey. The mass of the research was formed from manufacture organizations in automotive sector. The sample was selected by deliberate sampling method from the main mass. The study data was collected by means of questionnaire and face-to-face interviews. Multiple linear regression analysis has been used to determine the effects of job enlargement practices on motivation. The relationship between independent variables and dependent variables was tested by this analysis.

Study Conclusions:

- a-Job enlargement practices have a positive effect on motivation.
- b-Job enlargement practices decrease monotony and increase the employees' skills and abilities.
- c-Enlarging jobs decreases the level of repetitive routine tasks and provides employees with variety of work.

Study Recommendations:

- a- It is important for organizations to effectively practise job enlargement in a way that decreases monotony and routine jobs.
- b-Managers are recommended to consider employees' opinions and work interests before applying job enlargement.
- c-Employees have to be appropriately trained and psychologically prepared to perform their additional tasks.
- d-It is necessary for department managers to closely monitor employees whose jobs are enlarged and provide them with continuous feedback.
- e-Employees who performed their tasks well should be recognized in terms of rewards, compliment and performance appraisal.

**27-Malik (2010): " The Study on Motivational Factors of the Faculty Members at University of Balochistan"**

This study examined the ranked importance of motivational factors of employees at the University of Baluchistan, Pakistan. The descriptive survey addressed eight motivating factors in the context of employee motivation theory. The research method design employed is descriptive survey method, target population of the study included faculty members at the university of Balochistan and sample size comprised of 100 faculty members. Participants of the survey come up with participation ratio of 100%. Data was collected through the use of written questionnaire hand-delivered to participants.

**Study Conclusions:**

- a-The results of the study revealed the ranked importance of eight motivating factors as living in a safe area, good salary, promotion and growth in the organization, interesting work, conducive working perception of the strength of the links between effort and outcome.
- b-Findings suggest that living in safe area and good pay are key to higher employee motivation.
- c-Carefully designed reward systems that include job enlargement, job enrichment, promotions, monetary and non-monetary compensation are also effective motivational factors.

**Study Recommendations:**

- a-It is necessary for organizations to provide safe working area that motivates employees and make them free from any fear in their mind in order to give better performance.
- b-Managers of the university can motivate the faculty members by providing promotional and growth opportunity on equity basis while the inequity demotivate the faculty members.
- c-Organizations are recommended to pay wages that employees believe to be fair, otherwise they will feel dissatisfied.
- d-Faculty members should be willing to let managers know what motivates them, and managers should be willing to design reward systems that motivate employees.
- e-Techniques of job design such as job enlargement and job enrichment are effective motivational factors under the condition of linking them with monetary and non-monetary rewards.

**28-Rorna and Chisawat (2010): " Factors Affecting Employee Turnover and Job Satisfaction : A Case Study of Amari Hotels and Resorts"**

The objective of this paper is to explore the factors affecting employee turnover, employee job satisfaction and the impact of satisfaction on employee turnover at Amari Hotel Resorts, Thailand. The survey instrument in the form of questionnaire was conducted on 356 samples from the population of 11 Amari Hotels and Resorts. The analysis is based on quantitative features. The SPSS (frequency, percentage, mean, t-test and ANOVA) was employed to analyze the final result of quantitative method.

Study Conclusions:

- a- The results of the study indicated that “working environment”, “growth and possibility of growth” and “work itself” were the three factors that have significant relationship with the overall satisfaction.
- b- The study also showed that the employees who have intension to quit were less satisfied than employees who have never think of leaving.

Study Recommendations:

- a-Organizations should improve the working conditions by providing sufficient tools and resources for employees to do the job. In addition, benefits package that practically address the employees' needs should be considered.
- b-It is important to focus on growth and possibility for growth by establishing a career development programs for employees. Moreover, providing priority to hiring from within is an effective strategy that motivate and satisfy employees.
- c-It is recommended to provide enough employee empowerment for each level of staff as well as appropriate quantity of work for each employee.

**29-Lai (2009): " Motivating Employees Through Incentive Programs"**

The objective of this study is to explore the motivational factors and the effectiveness of these incentive programs pertaining to work motivation in Singapore. A mixed-method approach was adopted to achieve the objective of the descriptive study which examines the employees' beliefs and perceptions towards factors influencing work motivation. Data was collected using a standardized questionnaire containing quantitative and qualitative items. Simple random sampling was chosen as the method to obtain a representative sample which is 378 white-collar employees working in the private sector in Singapore.

Study Conclusions:

- a-The results from the study showed that incentives do have a very strong motivational potential to influence the employees' willingness to work harder.
- b-The study also revealed that the most motivating factors valued by employees are interpersonal relationship, workplace environment and interesting work, all of which have the potential to motivate employees at higher levels.
- c-For long-term motivation, job related factors such as meaningful work, flexible working hours and friendly social gestures were found to be effective motivators.
- d-It was discovered through the study results that monetary, social gathering, tangible items such as award, certificates and gifts are the most effective motivators for the short-term.
- e-The majority of employees stated that job enlargement does not motivate them as the tasks become mundane after a while and dissatisfaction sets in.
- f-The study also showed that job security, appraisals and money are the least motivating factors.

Study Recommendations:

- a-Organizations should organize customizable incentive programs that suit the needs and characteristics of employees. One of the few suggestions organizations can take note are to improve the interpersonal relationships among the colleagues. Some ways include having a monthly meal treat for all employees, and put together a quarterly team-building event and allow employees to take time off to do their own leisure activities.

- b-Managers are recommended to make work more interesting through job enrichment, and job rotation that reduce the occurrence of repetitive strain injury, especially for employees performing monotonous tasks. However, job enlargement is not recommended unless it enables employees to use a variety of tasks and practise their skills and abilities to improve their work efficiency.
- c-It is important to pay attention to task-related non-monetary incentives such as skills development training, special assignments, growth opportunities and promotion.

**30-Yavuz (2004): " The Use of Non-monetary Incentives as a Motivational Tool: A Survey Study in a Public Organization in Turkey"**

The purpose of this study is to demonstrate to what extent non-monetary incentives are utilized in the public sector of Turkey and whether non-monetary incentives have the potential to increase the motivation of public employees as much as the monetary incentives. Data collection was conducted by a questionnaire survey administered and collected by the researcher at the General Directorate of Investment and Enterprises, Ministry of Culture and Tourism. The questionnaires were distributed to 84 employees who were present in their offices at the time the survey was conducted.

**Study Conclusions:**

- a-Most of the employees think that the level of utilization of the non-monetary incentives in their organization is inadequate.
- b-Also, the findings suggest that they value nonmonetary incentives as much as monetary incentives.
- c-Feedback about performance is a non-monetary incentive that is expected to motivate employees because employees get information about how well they are doing with regard to the objectives, how close they are to the accomplishment and whether there is anything that they need to improve.
- d-Most of the employees think that they do not get verbal or written appreciation from the superiors when they successfully complete a particular task.
- e-Jobs with variety of tasks, responsibilities, autonomy, flexible working hours, participation in decision making, development opportunities etc. are very important to satisfy and motivate employees.

**Study Recommendations:**

- a-It is necessary for organizations to pay more attention to non-monetary incentives as motivational factors that increase satisfaction and performance.
- b-Job design approaches like job enrichment and job enlargement are recommended non-monetary motivational factors that should be considered by managers to provide variety of tasks, task identity, feedback and autonomy.
- c-Organizations are recommended to establish recognition as a widely applied practice. This concept may be introduced to public organizations through seminars in order to enhance its practice and ensure that it is employed adequately.
- d-Training opportunities, flexible working hours and time-off are good examples of job-related non-monetary incentives that could satisfy employees' growth needs.

**General Commentary on the Reviewed Studies:**

The continuous increase in the cost of production leads organizations to find suitable ways to remain competitive in the market. One of these ways is shifting the burden of additional work on existing employees to reduce the cost of hiring new employees.



This is known as job enlargement, which includes charging employees with additional tasks to perform in the same job level. However, the impact of job enlargement on employees' motivation and job satisfaction should not be underestimated.

By reviewing the previous studies, it can be said that applying job enlargement is a debatable managerial issue. That is, some studies showed that job enlargement decreases the employees' motivation and job satisfaction since it is perceived as a work burden and just adding more repetitive tasks to the boring job. In addition, studies showed that employees consider job enlargement a tactic used by organizations in order to reduce the cost of hiring new employees. However, other studies showed that job enlargement has a positive impact on employees' motivation and job satisfaction. According to these studies, employees perceive job enlargement as a technique that decreases the level of routine work, a tool that improves their skills and abilities and as a chance for promotion.

The idea of practicing job enlargement has been differently perceived by employees. According to the results of the studies, the reasons behind this argument can be illustrated by many points. First, the studies were conducted in various countries where cultures and ways of management are highly diverse and contrastive. In addition, the different standards of living have an influential impact on deciding the impact of job enlargement on employees' motivation and job satisfaction. That is, in countries such as Pakistan and India, employees care a lot about financial benefits, so they are not motivated by job enlargement unless it is connected with monetary benefits. On the other hand, employees in Turkey and Singapore pay great attention to the improvement of skills and they are looking forward to enhancing the growth opportunities. As a result, they positively perceive job enlargement.

In spite of the diverse results of the studies, there is an approval on some aspects. Practicing job enlargement has to be connected with monetary and monetary rewards. Moreover, the effective application of job enlargement has to be accurately and wisely designed by top management. Employees need specific training, continuous recognition and feedback.

Reviewing the previous in local, Arab and foreign studies helped accomplishing this research in many ways. It made it easy for the researcher to identify the controversial and agreed-upon aspects regarding the practices of job enlargement. In addition, the previous studies simplified the process of designing the questionnaire. In addition, the previous studies improved the coherence and relevance of the research by making comparisons.

A lot of studies have done on motivation and job satisfaction of employees in terms of financial and non-monetary rewards and benefits, however, the studies that handled other factors such as job design and particularly job enlargement are very rare. This study aims at investigating the impact of job enlargement on motivation and job satisfaction of employees working at the UNRWA as a large multi-service organization in order to support one of the arguments. This study is expected to come out with reasonable results since UNRWA is an appropriate organization where employees are exposed to be charged with additional tasks every day.

## **Chapter Five**

### **Research Design and Methodology**

#### **Section One: Methodology and Procedures**

- Introduction**
- Research Methodology**
- Research Procedure**
- Sources of Data**
- Research Population**
- Research Sample**
- Questionnaire Design**
- Date Measurement and Statistical Analysis Tools**
- Questionnaire Procedures**

#### **Section Two: Testing Research Tool**

- Introduction**
- Validity of the Questionnaire**
- Reliability of the Questionnaire**

## **Section One**

### **Methodology and Procedures**

#### **Introduction**

This chapter describes the methodology that was used in this research to investigate the impact of job enlargement on employees' motivation and job satisfaction. The adopted methodology to accomplish this study uses the following techniques: the information about the research design, research population, questionnaire design, statistical data analysis, content validity and pilot study.

#### **The Research Methodology**

The research follows the analytical descriptive methodology approach to describe the basic features of the data. By using the descriptive research design, valuable data can be collected to analyze and come out with new results and significant correlations. There are various methods used in the descriptive method to collect data including direct observation, scales and questionnaires. (Burns & Grove, 2005 p. 26).

#### **Research Design and Procedures**

The followings are the steps the researcher followed regarding design and implementation:

- 1-The research started with preparing a proposal that included the definition of the research problem, establishment of objectives and a sequenced plan to follow.
- 2-When the proposal was approved, the researcher began reviewing the literature in order to know as more information and results as he can related to the variables of the research.
- 3-Then, the researcher has designed a field survey that was then conducted on the employees working in the UNRWA Gaza Field office. The survey was reviewed and evaluated.
- 4-After that, the researcher has distributed a pilot study questionnaire in order to test the questionnaire's design. The pilot study aims at testing and proving that the questionnaire's questions are clear and answered in a way that helps achieve the target of the study. The questionnaire was modified based on the results of the pilot study.
- 5- The next step of the research focused on distributing questionnaires. This questionnaire was used to collect the required data from the population of the study in order to achieve the research objectives.
- 6-The sixth step of the research focused on the collection and analysis of the questionnaires. A total of 300 questionnaires were distributed and 244 were actually gained.

Figure 5.1 shows the methodology flowchart, which leads to achieve the research objective.

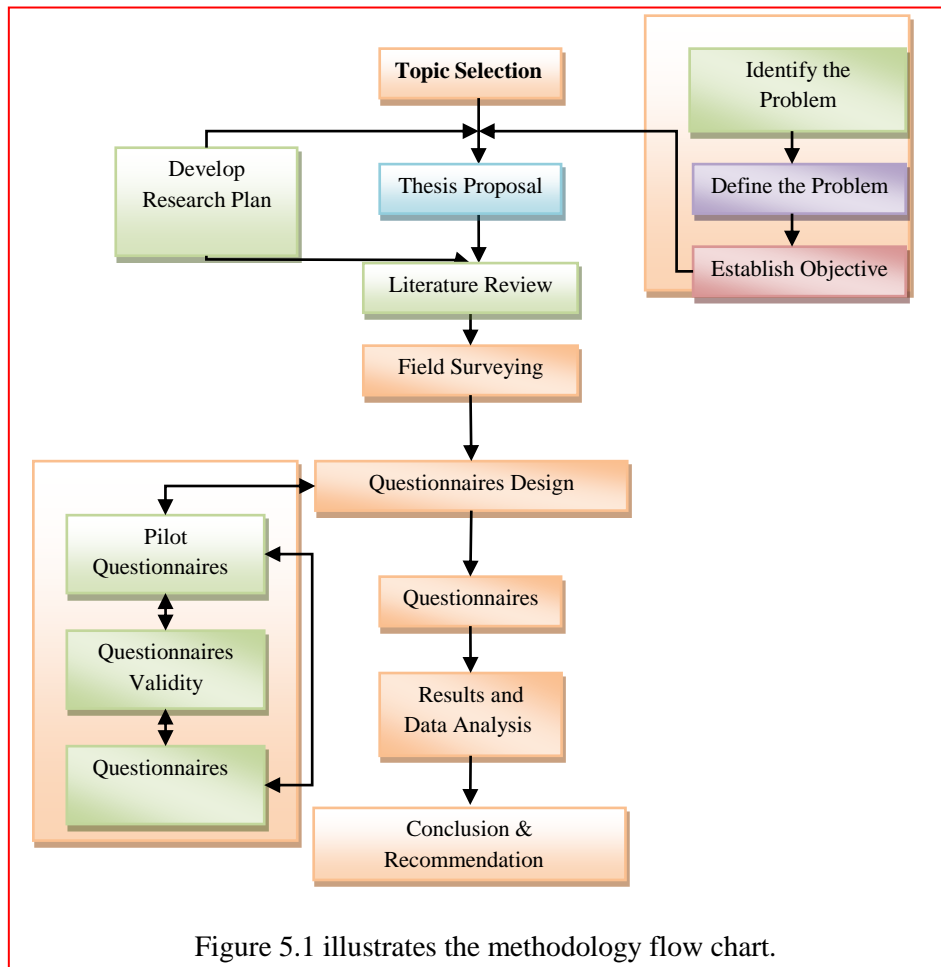


Figure 5.1 illustrates the methodology flow chart.

### Sources of Data

The sources of the questionnaire was gathered carefully and accurately to achieve the research's objectives. There are two sources of data:

1. **Secondary Data:** Secondary data were obtained from secondary resources in collecting data such as books, journals, dissertations, essays, statistics and web pages. Some textbooks were used.
2. **Primary Data:** This data was collected from the field by questionnaire. Questionnaire was designed and distributed to get responses from target group of the research during their working hours. Respondents were asked to provide opinions on the variables of this research.

### Research Population

The population of the research consists of the employees working in the UNRWA as an international organization. The population included employees who are working under the grades between 5 and 20 which equals 570 employees. This population includes a diverse workforce in terms of age, gender, educational backgrounds, grades and management levels. (UNRWA Human Resources Department, 2014).

## Research Sample

A random stratified sample was selected from the population which is 570 employees. According to the statistical equation, a minimum of 230 questionnaires should be collected to be representative. A number of 300 questionnaires were distributed, and 262 valid questionnaires were collected which means that the response rate is 87.3%.

## Data Measurement and Statistical Analysis Tools

In order to be able to select the appropriate method of analysis, the level of measurement must be understood. For each type of measurement, there is/are an appropriate method/s that can be applied and not others. In this research, ordinal scales were used. Ordinal scale is a ranking or a rating data that normally uses integers in ascending or descending order. The numbers assigned to the important (1,2,3,4,5) do not indicate that the interval between scales are equal, nor do they indicate absolute quantities. They are merely numerical labels. Based on Likert scale we have the following:

Item	<i>Strongly agree</i>	<i>Agree</i>	<i>Neutral</i>	<i>Disagree</i>	<i>Strongly Disagree</i>
Scale	5	4	3	2	1

## Test of Normality:

Table 5.1 shows the results for Kolmogorov-Smirnov test of normality.

**Table 5.1 : Kolmogorov-Smirnov test**

Field	Kolmogorov-Smirnov	
	Statistic	P-value
Job Enlargement	1.184	0.121
Motivation	1.118	0.164
Job Satisfaction	1.315	0.063
All paragraphs of the questionnaire	0.868	0.438

From Table 5.1 the p-value for each field is greater than 0.05 level of significance, then the distribution for each field is normally distributed. Consequently, parametric tests will be used to perform the statistical data analysis.

## Statistical analysis Tools

The researcher would use data analysis both qualitative and quantitative data analysis methods. The Data analysis will be made utilizing (SPSS 20). The researcher would utilize the following statistical tools:

- 1) Kolmogorov-Smirnov test of normality.
  - 2) Pearson correlation coefficient for Validity.
  - 3) Cronbach's Alpha for Reliability Statistics.
  - 4) Frequency and Descriptive analysis.
  - 5) Parametric Tests (One-sample T test, Independent Samples T-test , Analysis of Variance).
- a- T-test is used to determine if the mean of a paragraph is significantly different from a hypothesized value 3 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance,  $\alpha = 0.05$ , then the mean of a paragraph is significantly different from a hypothesized value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 3. On the other hand, if the P-value (Sig.) is greater than the

level of significance,  $\alpha = 0.05$ , then the mean of a paragraph is insignificantly different from a hypothesized value 3.

- b- The Independent Samples T-test is used to examine if there is a statistical significant difference between two means among the respondents toward "Impact of Job Enlargement on Employees' Motivation and Job Satisfaction" due to (Gender).
- c- The One- Way Analysis of Variance (ANOVA) is used to examine if there is a statistical significant difference between several means among the respondents.

### **Questionnaire Design and Procedures**

A survey questionnaire was designed to collect the research's primary data. The questionnaire included close-ended questions to facilitate the data collection process. The design of questionnaire affected the response rate and the reliability and validity of the data collected. Response rates, validity and reliability are maximized by careful design of individual questions, clear layout of the questionnaire form, clear explanation of the purpose of the questionnaire and pilot testing.

The questionnaire consists of two sections to accomplish the aim of the research.

- 1-Section (1): The first section aimed at collecting the personal information of the sample including gender, age, marital status, years of experience, qualification and job grade.
- 2-Section (2): The second section consists of three parts; job enlargement with 16 statements, motivation with 24 statements, and job satisfaction with 29 statements. The statements were arranged in an easy and logic way to be understood and responded correctly. The questionnaire was translated into Arabic language and distributed to the entire sample to enable the employees respond without difficulty.

The researcher utilized the following questionnaire procedures:

- 1- The questionnaire was designed by the researcher. Then it was reviewed and modified by the research's supervisor.
- 2- The modified copy was given to a number of 10 referees, including academics and UNRWA chief officers as well as HR professors who have excellent knowledge and expertise in the area of the research topic.
- 3-The questionnaire was then modified based on the referee's comments.
- 4-Next, a pilot study sample of 30 questionnaires was distributed to help test the validity and reliability of the questionnaire based on pilot sampling equation. Pre-testing the questionnaire involves administering the questionnaire among a limited number of potential respondents. This allows the researcher to determine whether the respondents have any difficulty in understanding the questionnaire and if there are any ambiguous or biased statements.(Lamblin, 2007,p . 5)
- 5. Based on the pilot phase findings, it was concluded that the questionnaire is ready to be distributed as a final copy.

## Section Two Testing Research Tool

### Introduction

This section focuses on the examination of validity and reliability of the tool in terms of the sincerity of the questionnaire by referees' comments on the pre-pilot form and the results of internal consistency of the structural identification. Then, the stability of the questionnaire includes the coefficient Cronbach's coefficient alpha and split half method to come out with the final form of the questionnaire.

### Validity of the Questionnaire

Validity refers to the degree to which an instrument measures what it is supposed to be measured. Validity has a number of different aspects and assessment approaches. Statistical validity is used to evaluate instrument validity, which include internal validity and structure validity. (Pilot and Hungler, 1985).

#### 1-Content Related Validity

Validity refers to the degree to which an instrument measures what it is supposed to be measured (Pilot and Hungler,1985). Validity has a number of different aspects and assessment approaches.

To insure the validity of the questionnaire, two statistical tests should be applied. The first test is Criterion-related validity test (Pearson test) which measures the correlation coefficient between each paragraph in one field and the whole field. The second test is structure validity test (Pearson test) that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of similar scale.

#### 2-Criteria Related Validity

Internal consistency of the questionnaire is measured by a scouting sample, which consisted of 30 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole field.

#### a-Internal Validity

Internal validity of the questionnaire is the first statistical test that used to test the validity of the questionnaire. It is measured by a scouting sample, which consisted of 30 questionnaires through measuring the correlation coefficients between each paragraph in one field and the whole field.

**I: Table 5.2: Correlation coefficient of each paragraph of " Job Enlargement " and the total of this field**

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	There is a general practice to assign employees additional tasks other than their regular job duties.	.264	0.000*
2.	Performing the additional same level duties is connected with offering additional financial benefits.	.431	0.000*
3.	Performing the additional same level tasks is connected with offering non-monetary incentives.	.414	0.000*
4.	Charging me with additional tasks improves my abilities and skills.	.729	0.000*

5.	Charging me with extra tasks decreases the routine and boring job activities.	.724	0.000*
6.	Charging me with additional tasks is a technique the organization follows just to reduce cost of hiring new employees.	.133	0.016*
7.	Charging me with additional tasks to perform makes the job challenging and more interesting.	.737	0.000*
8.	Performing the additional same level duties helps me improve my growth opportunities.	.772	0.000*
9.	Charging me with additional same level tasks is a good chance to communicate and learn from others.	.646	0.000*
10.	Charging me with additional same level duties satisfies my need of self-esteem, autonomy , recognition and accomplishment.	.701	0.000*
11.	I prefer accomplishing extra various same level duties.	.550	0.000*
12.	Charging me with additional same level tasks does not make me feel work loaded.	.461	0.000*
13.	Doing additional same level duties is helpful for promotion and advancement.	.563	0.000*
14.	Repeatedly charging me with additional same level duties does not lead me take days off.	.252	0.000*
15.	I perform the additional tasks as efficiently as the regular tasks.	.439	0.000*
16.	Charging me with additional same level tasks increases the flexibility in the work.	.683	0.000*

\* Correlation is significant at the 0.05 level

Table 5.2 clarifies the correlation coefficient for each paragraph of the "Job Enlargement " and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at  $\alpha = 0.05$ , so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.

**II: Table 5.3: Correlation coefficient of each paragraph of " Motivation " and the total of this field**

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	My job is challenging.	.467	0.000*
2.	I receive adequate feedback from my manager/supervisor.	.611	0.000*
3.	Goals I am supposed to achieve are realistic and attainable.	.656	0.000*
4.	There is a good level of autonomy that motivates me to do my job efficiently.	.628	0.000*
5.	I don't hesitate to give my hand and help others when needed.	.587	0.000*
6.	I don't mind going to work an hour early or staying an hour late to prepare or accomplish certain tasks.	.516	0.000*
7.	I feel a sense of pride in doing my job.	.722	0.000*
8.	I recognize myself as an important part for my organization.	.728	0.000*
9.	I have flexibility in planning my schedule.	.681	0.000*
10.	I receive informal praise, appreciation and recognition on my work performance.	.583	0.000*
11.	I feel happy and motivated on my way to work.	.666	0.000*
12.	I understand how my work contributes to the organization's overall success and growth.	.712	0.000*



13.	Job requirements are always clear.	.635	0.000*
14.	My immediate supervisor/ manager understands the problems and obstacles I face at work.	.572	0.000*
15.	I have enough involvement in decisions that affect my work.	.664	0.000*
16.	My immediate manager /supervisor accepts mistakes I make in the process of trying new tasks.	.653	0.000*
17.	I don't feel upset or bored in my job.	.722	0.000*
18.	I understand the organization's mission statement, vision and values.	.580	0.000*
19.	I decide to be absent only when it is needed.	.355	0.000*
20.	Managers usually delegate employees with enough authority to perform duties.	.582	0.000*
21.	I like accomplishing tasks in certain accurate time without delay even when I am busy.	.508	0.000*
22.	I try hard to accomplish my tasks with the highest quality and performance.	.460	0.000*
23.	I present initiatives to solve problems we face at work.	.561	0.000*
24.	I volunteer to do extra tasks in purpose of fulfilling certain duties completely.	.513	0.000*

\* Correlation is significant at the 0.05 level

Table 5.3 clarifies the correlation coefficient for each paragraph of the "Motivation" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at  $\alpha = 0.05$ , so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.

**III: Table 5.4: Correlation coefficient of each paragraph of "Job Satisfaction" and the total of this field**

No.	Paragraph	Pearson Correlation Coefficient	P-Value (Sig.)
1.	My salary is fair to my responsibilities.	.584	0.000*
2.	I receive my salary at certain scheduled times without lateness.	.203	0.001*
3.	My salary is good compared with other employees doing the same job in other organizations.	.569	0.000*
4.	My salary is good enough to meet my basic needs.	.551	0.000*
5.	My salary suits the increase in the cost of living.	.434	0.000*
6.	I am satisfied with the performance appraisal system.	.531	0.000*
7.	My boss gives me informative feedback that aims at improving my performance.	.578	0.000*
8.	My boss evaluates work and performance based on certain clear criteria.	.540	0.000*
9.	My supervisor/manager cares about my feelings and interests.	.482	0.000*
10.	My boss deals with me and other employees fairly and equally in the field of work.	.598	0.000*
11.	I am satisfied with the work relationships with the people around me.	.475	0.000*
12.	There is good cooperation and teamwork among members of my workgroup.	.582	0.000*
13.	The organization work on improving and training employees to help them master new skills.	.634	0.000*
14.	Promotion opportunities in the organization are fair	.657	0.000*

	and based on experience, skills and performance.		
15.	The organization continuously works on updating the programs, tools and equipment needed to perform the job.	.649	0.000*
16.	Security and protection aids and equipment are available and sufficient.	.660	0.000*
17.	The tools and recourses needed to do my job are sufficient. (Telephone, Fax, E-mail, other appliances, machines...)	.631	0.000*
18.	My job is secure, so I don't fear future.	.545	0.000*
19.	The amount of work I am supposed to do suits the equipment and facilities.	.643	0.000*
20.	The working conditions (lighting, ventilation, furniture) are appropriate to the nature of the job.	.512	0.000*
21.	The working hours are reasonable and appropriate.	.440	0.000*
22.	My workplace is safe and comfortable.	.540	0.000*
23.	I am satisfied with my chances for promotion and advancement.	.724	0.000*
24.	Equality is available and there is no bias in my job.	.717	0.000*
25.	My job suits my qualification, abilities and skills.	.472	0.000*
26.	My job is interesting enough and doesn't include or leads me to any troubles.	.564	0.000*
27.	My job makes me feel worthwhile and achieves my personal ambitions.	.598	0.000*
28.	I am satisfied with the retirement system.	.508	0.000*
29.	I am satisfied with the rewards and incentives policies.	.556	0.000*

\* Correlation is significant at the 0.05 level

Table 5.4 clarifies the correlation coefficient for each paragraph of the "Job Satisfaction" and the total of the field. The p-values (Sig.) are less than 0.05, so the correlation coefficients of this field are significant at  $\alpha = 0.05$ , so it can be said that the paragraphs of this field are consistent and valid to measure what it was set for.

### b-Structure Validity of the Questionnaire

Structure validity is the second statistical test that used to test the validity of the questionnaire structure by testing the validity of each field and the validity of the whole questionnaire. It measures the correlation coefficient between one field and all the fields of the questionnaire that have the same level of liker scale.

**Table 5.5: Correlation coefficient of each field and the whole of questionnaire**

No.	Field	Pearson Correlation Coefficient	P-Value (Sig.)
1.	Job Enlargement	.678	0.000*
2.	Motivation	.867	0.000*
3.	Job Satisfaction	.857	0.000*

\* Correlation is significant at the 0.05 level

Table 5.5 clarifies the correlation coefficient for each field and the whole questionnaire. The p-values (Sig.) are less than 0.05, so the correlation coefficients of all the fields are significant at  $\alpha = 0.05$ , so it can be said that the fields are valid to be measured what it was set for to achieve the main aim of the study.

**Reliability of the Research: (Cronbach's Coefficient Alpha ):** The reliability of an instrument is the degree of consistency which measures the attribute; it is supposed to be measured (Polit & Hunger,1985). The less variation an instrument produces in

repeated measurements of an attribute, the higher its reliability. Reliability can be equated with the stability, consistency, or dependability of a measuring tool. The test is repeated to the same sample of people on two occasions and then compares the scores obtained by computing a reliability coefficient (Polit & Hunger, 1985).

This method is used to measure the reliability of the questionnaire between each field and the mean of the whole fields of the questionnaire. The normal range of Cronbach's coefficient alpha value between 0.0 and + 1.0, and the higher values reflects a higher degree of internal consistency. The Cronbach's coefficient alpha was calculated for each field of the questionnaire.

**Table 5.6: Cronbach's Alpha for each field of the questionnaire**

No.	Field	Cronbach's Alpha
1.	Job Enlargement	0.830
2.	Motivation	0.921
3.	Job Satisfaction	0.922
	<b>All paragraphs of the questionnaire</b>	<b>0.948</b>

Table 5.6 shows the values of Cronbach's Alpha for each field of the questionnaire and the entire questionnaire. For the fields, values of Cronbach's Alpha were in the range from 0.830 and 0.922. This range is considered high; the result ensures the reliability of each field of the questionnaire. Cronbach's Alpha equals 0.948 for the entire questionnaire which indicates an excellent reliability of the entire questionnaire. Thereby, it can be said that the researcher proved that the questionnaire was valid, reliable, and ready for distribution for the population sample.

## **Chapter Six**

### **Data Analysis and Hypotheses Testing**

**Introduction**

**Analysis of Personal Characteristics**

**Data Analysis**

**Hypotheses Testing**

## Introduction

The aim of this chapter is to analyze the data that was collected through the questionnaire in order to investigate the impact of job enlargement as a technique of job design on motivation and job satisfaction of employees working in the UNRWA Gaza Field Office. This chapter includes three main sections. The first one is about the descriptive analysis (the organizational and personal characteristics) which will be presented and discussed. The second is about Data analysis (Means and Test values for each field). The third section will handle the hypotheses testing. The findings that respond to these questions and objectives will be discussed and compared to other findings in previous studies.

## Descriptive Analysis of the Sample Statistics

### 1-Gender

Table 6.1: Gender

Gender	Frequency	Percent
Male	142	54.2
Female	120	45.8
<b>Total</b>	<b>262</b>	<b>100.0</b>

Table No 6.1 shows that 54.2% of the respondents are Males and 45.8% are Females. This result presents the adoption of the UNRWA policy of the gender equity in the opportunity of work between male and female.

### 2-Age

Table 6.2: Age

Age	Frequency	Percent
Less than 30	30	11.5
From 30 to less than 40	112	42.7
From 40 to less than 50	77	29.4
50 years and older	43	16.4
<b>Total</b>	<b>262</b>	<b>100.0</b>

Table No 6.2 shows that 54.2% of the respondents' age is less than 40 years old, and 45.8% are more than 40 years old. This variety of the sample age serves the objectives of the study. In addition, it shows the long history of the organization and the continual process of hiring new employees for certain posts. Also, the table shows that the majority of employees are from 30 to 40 which indicates that the youth have a very good opportunity to work in UNRWA which has positive results on performance since youth are more lively, technologically educated, multi-skilled and less resistant to change.

### 3-Marital Status

Table 6.3: Marital Status

Marital Status	Frequency	Percent
Married	239	91.2
Single	18	6.9
widower	1	0.4
Divorced	4	1.5
<b>Total</b>	<b>262</b>	<b>100.0</b>

Table No.6.3 shows that 91.2% of the samples are married, 6.9% are single, 0.4% are widowers and 1.5% are divorced. This indicates the relative social stability of UNRWA staff community. That is, most of staff, with their salaries and work conditions, are able to raise families.

#### 4-Education

**Table 6.4: Education**

Education	Frequency	Percent
Less than high school	-	-
High school	3	1.1
Diploma	35	13.4
Bachelor Degree	185	70.6
Master Degree	36	13.7
PhD	3	1.1
<b>Total</b>	<b>262</b>	<b>100.0</b>

Table No.6.4 shows that 14.5 % of the respondents have degrees of diploma and less and 85.5% have degrees of bachelor, master and PhD. This can be explained due to the post requirements of education, as some posts require a diploma degree, other higher posts require bachelor degree, while most top management posts require a post graduate certificates. In addition, this result improves the sincerity of data since most employees are educated and they were extremely aware of the statements in the questionnaire.

#### 5-Grade

**Table 6.5: Grade**

Grade	Frequency	Percent
From 5 to 10	179	68.3
From 11 to 15	66	25.2
From 16 to 20	17	6.5
<b>Total</b>	<b>262</b>	<b>100.0</b>

Table 6.5 shows that 68.3% of the sample's Job Level (Grade) are "5-10 Grades". This group is the highest since it is classified as the lower level that consists of clerks, secretaries, computer programmers, assistants and translators. And 25.2% of the sample's Job Level (Grade) are "11-15 Grades". While 6.5% of the sample's Job Level (Grade) are "16-20". This can be explained due to the post requirements, so management posts will get higher grades, and most subordinates are classified in the lower job level. Grades from 16 to 20 consists employees such as chief officers, seniors and program deputies, the number of this group is small.

#### Data Analysis

T-test is used to determine if the mean of a paragraph is significantly different from a hypothesized value 3 (Middle value of Likert scale). If the P-value (Sig.) is smaller than or equal to the level of significance,  $\alpha = 0.05$ , then the mean of a paragraph is significantly different from a hypothesized value 3. The sign of the Test value indicates whether the mean is significantly greater or smaller than hypothesized value 3. On the other hand, if the P-value (Sig.) is greater than the level of significance  $\alpha = 0.05$ , then the mean of a paragraph is insignificantly different from a hypothesized value 3.

## 1. Job Enlargement

**Table 6.6: Means and Test values for “Job Enlargement”**

No	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	There is a general practice to assign employees additional tasks other than their regular job duties.	3.51	70.23	9.15	0.000*	5
2.	Performing the additional same level duties is connected with offering additional financial benefits.	1.97	39.46	-14.49	0.000*	16
3.	Performing the additional same level tasks is connected with offering non-monetary incentives.	2.40	47.97	-8.89	0.000*	14
4.	Charging me with additional tasks improves my abilities and skills.	3.40	68.09	6.02	0.000*	7
5.	Charging me with extra tasks decreases the routine and boring job activities.	3.08	61.68	1.17	0.122	11
6.	Charging me with additional tasks is a technique the organization follows just to reduce cost of hiring new employees.	2.50	50.00	-7.94	0.000*	13
7.	Charging me with additional tasks to perform makes the job challenging and more interesting.	3.20	63.98	3.10	0.001*	10
8.	Performing the additional same level duties helps me improve my growth opportunities.	3.26	65.13	4.16	0.000*	9
9.	Charging me with additional same level tasks is a good chance to communicate and learn from others.	3.66	73.28	11.49	0.000*	2
10.	Charging me with additional same level duties satisfies my need of self-esteem, autonomy, recognition and accomplishment.	3.53	70.62	8.84	0.000*	4
11.	I prefer accomplishing extra various same level duties.	3.47	69.38	8.05	0.000*	6
12.	Charging me with additional same level tasks does not make me feel work loaded.	2.33	46.59	-10.84	0.000*	15
13.	Doing additional same level duties is helpful for promotion and advancement.	2.97	59.39	-0.47	0.321	12
14.	Repeatedly charging me with additional same level duties does not lead me take days off.	4.06	81.22	15.58	0.000*	1
15.	I perform the additional tasks as efficiently as the regular tasks.	3.63	72.64	11.14	0.000*	3
16.	Charging me with additional same level tasks increases the flexibility in the work.	3.27	65.34	4.61	0.000*	8
	<b>All paragraphs of the field</b>	3.14	62.83	4.22	0.000*	

\* The mean is significantly different from 3

Table ( 6.6 ) shows the following results:

- The mean of paragraph 14 “Repeatedly charging me with additional same level duties does not lead me take days off” equals 4.06 (81.22%), Test-value = 15.58, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3 . So, it can be concluded that the respondents agreed to this paragraph.

- The mean of paragraph 2 “Performing the additional same level duties is connected with offering additional financial benefits” equals 1.97 (39.46%), Test-value = -14.49, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 3 . So, it can be concluded that the respondents disagree to this paragraph.

- The mean of paragraph 9 " Charging me with additional same level tasks is a good chance to communicate and learn from others" equals 3.66 (73.2%), T-test value = 11.49, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3 . So, it can be concluded that the respondents agreed to this paragraph.

- The mean of the field “Job Enlargement” equals 3.14 (62.83%), Test-value = 4.22, and P-value=0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. So, it can be included that the respondents agreed to field of “Job Enlargement ”.

#### **Commentary:**

1-It is clear that most employees have responded that job enlargement is not connected with monetary incentives. This shows that employees are not satisfied with job enlargement unless it is motivating by money. This research goes with Abdullah ( 2004 ), that employees are dissatisfied with doing extra tasks without a fair connection with monetary and non-monetary rewards. UNRWA adopts the policy of giving monetary rewards on overtime work, however performing additional tasks during the regular working hours is not rewarded. Also, this research goes with Abu Mousa (2008), who revealed that UNRWA does not reward employees with monetary incentives for their distinguished performance.

2-Although most employees showed that there is no connection between performing extra tasks and monetary rewards, they made it clear that they consider job enlargement a good chance to learn from others, and they perform the extra tasks as efficiently as the regular ones. This trend reflects a degree of responsibility and motivation. In addition, the results show that this research agrees with kaymaz ( 2010) that job enlargement can be a good chance to improve the employees' abilities and skills. However, it moderately agrees with Kazmaz's study that job enlargement decreases the routine work, and disagrees totally with Mohammed (2009) that job enlargement as a job design does not decrease the routine work.

3-In paragraph 14" Repeatedly charging me with additional same level duties does not lead me take days off ", high percentage of employees with 81% agreed that



they do not take days off when repeatedly charging them with extra tasks. This result ensures that employees have a good degree of motivation that makes them perform the additional same level tasks without thinking of being absent. In addition, it implies the sense of responsibility and commitment.

- 4- In paragraph 3 " Performing the additional same level tasks is connected with offering non-monetary incentives.", the mean is 2.40 and the proportional mean is 47.97%, test value is -8.89, and P-value = 0.000 which is smaller than the level of significance  $\alpha=0.05$ . The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 3 . So, it can be included that the respondents disagree to this paragraph. Employees stated that there is no connection between job enlargement and non-monetary incentives. This research goes with Yavuz (2004), who revealed that the non-monetary incentives are inadequate in the public organizations in Turkey although employees consider non-monetary incentives as effective as monetary ones. In addition, this research agrees with Abu Mousa (2008), who revealed that UNRWA does not provide staff with non-monetary incentives for their excellent performance.
- 5- In paragraph 4 " Charging me with additional tasks improves my abilities and skills." the mean is 3.40, and the proportional mean is 68.09% which means that employees moderately agree that job enlargement, to a certain extent, improves their abilities and skills. This can be available in UNRWA because of the huge number of various and renewable tasks employees are charged with. This research goes with Kaymaz (2010), who revealed that performing extra same level tasks can enhance employees' abilities and skills.

## 2. Motivation

**Table 6.7: Means and Test values for “Motivation”**

No	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	My job is challenging.	3.40	68.06	6.12	0.000*	21
2.	I receive adequate feedback from my manager/supervisor.	3.42	68.40	7.24	0.000*	20
3.	Goals I am supposed to achieve are realistic and attainable.	3.73	74.50	14.29	0.000*	13
4.	There is a good level of autonomy that motivates me to do my job efficiently.	3.37	67.40	5.92	0.000*	23
5.	I don't hesitate to give my hand and help others when needed.	4.28	85.59	25.98	0.000*	2
6.	I don't mind going to work an hour early or staying an hour late to prepare or accomplish certain tasks.	3.78	75.57	12.23	0.000*	10
7.	I feel a sense of pride in doing my job.	4.07	81.38	19.95	0.000*	6
8.	I recognize myself as an important part for my organization.	4.13	82.54	23.21	0.000*	5
9.	I have flexibility in planning my schedule.	3.60	72.08	10.76	0.000*	15
10.	I receive informal praise, appreciation	3.51	70.11	8.45	0.000*	19

	and recognition on my work performance.					
11.	I feel happy and motivated on my way to work.	3.59	71.77	10.09	0.000*	16
12.	I understand how my work contributes to the organization's overall success and growth.	3.90	78.09	17.90	0.000*	8
13.	Job requirements are always clear.	3.77	75.33	15.28	0.000*	11
14.	My immediate supervisor/ manager understands the problems and obstacles I face at work.	3.65	72.90	11.81	0.000*	14
15.	I have enough involvement in decisions that affect my work.	3.03	60.69	0.54	0.294	24
16.	My immediate manager /supervisor accepts mistakes I make in the process of trying new tasks.	3.51	70.27	9.62	0.000*	18
17.	I don't feel upset or bored in my job.	3.54	70.80	9.69	0.000*	17
18.	I understand the organization's mission statement, vision and values.	3.90	77.94	19.67	0.000*	9
19.	I decide to be absent only when it is needed.	4.31	86.10	20.89	0.000*	1
20.	Managers usually delegate employees with enough authority to perform duties.	3.39	67.77	6.38	0.000*	22
21.	I like accomplishing tasks in certain accurate time without delay even when I am busy.	4.15	82.92	23.19	0.000*	4
22.	I try hard to accomplish my tasks with the highest quality and performance.	4.27	85.50	28.36	0.000*	3
23.	I present initiatives to solve problems we face at work.	4.02	80.31	20.61	0.000*	7
24.	I volunteer to do extra tasks in purpose of fulfilling certain duties completely.	3.76	75.19	13.52	0.000*	12
	<b>All paragraphs of the field</b>	<b>3.75</b>	<b>75.03</b>	<b>22.87</b>	<b>0.000*</b>	

\* The mean is significantly different from 3

Table ( 6.7 ) shows the following results:

- The mean of paragraph 19 “I decide to be absent only when it is needed” equals 4.31 (86.10%), Test-value = 20.89 and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3 . So, it can be concluded that the respondents agreed to this paragraph.
- The mean of paragraph 15 “I have enough involvement in decisions that affect my work” equals 3.03 (60.69%), Test-value = 0.54, and P-value = 0.294 which is greater than the level of significance  $\alpha = 0.05$ . Then the mean of this paragraph is insignificantly different from the hypothesized value 3. So, it can be concluded that the respondents are neutral to this paragraph.
- The mean of the field “Motivation” equals 3.75 (75.03%), Test-value = 22.87, and P-value=0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. So, it can be concluded that the respondents agreed to field of “Motivation ”.

**Commentary:**

- 1-The results show that employees in the UNRWA Gaza field office are motivated with a percentage of 75%. This reflects the good environment of work as UNRWA is an international non-governmental organization that serves a big number of Palestinian refugees.
- 2-With a proportional mean of 86%, employees stated that they don't practise absenteeism unless it is needed. In addition, 85% of respondents stated that they don't mind giving hands and offering help when others need. Moreover, 85% of employees indicated that they try hard to accomplish the additional tasks with the highest quality. This reflects a high degree of responsibility and commitment.
- 3-Employees are neutral towards involving them in the process of making decisions that affect their work. This can be explained by the bureaucratic leadership style adopted in the UNRWA. That is, decisions are often taken by the top management and rarely are employees in the middle and lower level involved. This research agrees with Al-Omary (2011), who revealed that there is a need for more involvement of UNRWA staff in the process of decision making. This research agrees with Erastus and Ocansey (2013), that leadership styles do affect employees' motivation.
- 4-With a mean of 3.43%, respondents stated that they receive adequate feedback from their managers or supervisors which affects the level of motivation. This research agrees with Bajwa and Viridi (2013) who revealed that feedback is considered one of the important factors that affect employees' motivation.

**3. Job Satisfaction**

**Table 6.8: Means and Test values for “Job Satisfaction”**

No	Item	Mean	Proportional mean (%)	Test value	P-value (Sig.)	Rank
1.	My salary is fair to my responsibilities.	3.16	63.28	2.33	0.010*	24
2.	I receive my salary at certain scheduled times without lateness.	4.57	91.31	35.64	0.000*	1
3.	My salary is good compared with other employees doing the same job in other organizations.	3.30	66.03	4.18	0.000*	22
4.	My salary is good enough to meet my basic needs.	3.49	69.77	7.10	0.000*	17
5.	My salary suits the increase in the cost of living.	2.39	47.82	-8.90	0.000*	29
6.	I am satisfied with the performance appraisal system.	3.01	60.23	0.18	0.428	26
7.	My boss gives me informative feedback that aims at improving my performance.	3.48	69.50	8.40	0.000*	19
8.	My boss evaluates work and performance based on certain clear criteria.	3.58	71.68	10.70	0.000*	13
9.	My supervisor/manager cares about my feelings and interests.	4.13	82.62	25.58	0.000*	2
10.	My boss deals with me and other employees fairly and equally in the field of work.	3.86	77.18	15.43	0.000*	4

11.	I am satisfied with the work relationships with the people around me.	4.12	82.37	23.31	0.000*	3
12.	There is good cooperation and teamwork among members of my workgroup.	3.75	74.96	13.58	0.000*	5
13.	The organization work on improving and training employees to help them master new skills.	3.70	73.95	13.14	0.000*	8
14.	Promotion opportunities in the organization are fair and based on experience, skills and performance.	2.93	58.70	-0.93	0.176	27
15.	The organization continuously works on updating the programs, tools and equipment needed to perform the job.	3.56	71.22	10.63	0.000*	14
16.	Security and protection aids and equipment are available and sufficient.	3.50	70.00	7.88	0.000*	15
17.	The tools and recourses needed to do my job are sufficient. (Telephone, Fax, E-mail, other appliances, machines....)	3.62	72.37	11.16	0.000*	11
18.	My job is secure, so I don't fear future.	3.49	69.85	8.57	0.000*	16
19.	The amount of work I am supposed to do suits the equipment and facilities.	3.60	71.98	11.85	0.000*	12
20.	The working conditions (lighting, ventilation, furniture) are appropriate to the nature of the job.	3.74	74.81	13.04	0.000*	6
21.	The working hours are reasonable and appropriate.	3.21	64.27	3.40	0.000*	23
22.	My workplace is safe and comfortable.	3.64	72.72	11.31	0.000*	9
23.	I am satisfied with my chances for promotion and advancement.	3.33	66.56	5.15	0.000*	21
24.	Equality is available and there is no bias in my job.	3.40	67.97	6.64	0.000*	20
25.	My job suits my qualification, abilities and skills.	3.70	74.05	11.60	0.000*	7
26.	My job is interesting enough and doesn't include or leads me to any troubles.	3.63	72.60	11.23	0.000*	10
27.	My job makes me feel worthwhile and achieves my personal ambitions.	3.48	69.66	8.17	0.000*	18
28.	I am satisfied with the retirement system.	3.08	61.60	1.13	0.130	25
29.	I am satisfied with the rewards and incentives policies.	2.52	50.46	-6.83	0.000*	28
	<b>All paragraphs of the field</b>	<b>3.48</b>	<b>69.63</b>	<b>14.47</b>	<b>0.000*</b>	

\* The mean is significantly different from 3

Table ( 6.8 ) shows the following results:

- The mean of paragraph 2 “I receive my salary at certain scheduled times without lateness” equals 4.57 (91.31%), Test-value = 35.64, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this paragraph is significantly greater than the hypothesized value 3 . So, it can be concluded that the respondents agreed to this paragraph.

- The mean of paragraph 5 “My salary suits the increase in the cost of living” equals 2.39 (47.82%), Test-value = -8.90, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is negative, so the mean of this paragraph is significantly smaller than the hypothesized value 3 .So, it can be concluded that the respondents disagree to this paragraph.

- The mean of the field “Job Satisfaction” equals 3.48 (69.63%), Test-value = 14.47, and P-value=0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is positive, so the mean of this field is significantly greater than the hypothesized value 3. So, it can be concluded that the respondents agreed to field of “Job Satisfaction”.

### **Commentary:**

- 1-In paragraph 2 “I receive my salary at certain scheduled times without lateness”, employees do highly agree with the regularity of receiving the salaries. This is justified by the by many reasons. First, the accurate financial process of budgeting the UNRWA as an international organization that is financed by European Community since it serves the Palestinian Refugees. Second, the salaries of UNRWA staff are not affected by the siege which makes it difficult for other employees working in the government and other associations receive their salaries in a regular way.
- 2-It is clear that most employees stated that their salaries do not suit the increase of cost of living. Employees have expressed this result with a mean of 2.39 and proportional mean of 47.8% which highly agrees with Abu Muheisin (2004) who revealed a mean of 2.23 and 44.7%. Actually, this issue is a considered internationally general because of the inflation that most countries suffer from. The UNRWA Local Staff Union in Gaza constantly strives to solve this problem by demanding UNRWA administration to raise the basic salaries of UNRWA staff to help overcome this shortcoming by conducting fair surveys of salaries.
- 3-In paragraph 14 " Promotion opportunities in the organization are fair and based on experience, skills and performance.", the mean equals 2.39 (58.70%), Test-value = -0.93, and P-value = 0.000 which is smaller than the level of significance  $\alpha = 0.05$ . The sign of the test is negative, so employees think that promotion opportunities are not comparatively based on experience, skills and performance. This research goes with Abu Mousa (2008), who stated in his study that UNRWA does not depend on performance in the process of promotion.
- 4-Paragraph 3 " My salary is good compared with other employees doing the same job in other organizations." has a mean of 3.30 and proportional mean of 66.03% which goes with Muheisin (2004), who revealed in his study about UNRWA nearly the neighboring results with 3.09 and 61.8% as a response to the same statement. This ensures that employees are between neutral and satisfied regarding their salaries comparing with same organizations.
- 5-Employees have expressed a neutral satisfaction toward the effort and responsibility the have comparatively with salaries they receive with a mean of 3.16 and proportional mean of 63.28%. This result agrees with Muheisin (2004), who revealed a mean of 3.04 and proportional mean of 60.08% for the same sentence. This means that some employees in the UNRWA do think that they do, work and perform tasks that require more increase in the salary. This issue can be more clear and fair by constant review of the job descriptions.
- 6-In paragraph 6 " I am satisfied with the performance appraisal system", employees are neutral with a proportional mean of 60%. This result disagrees with Abu Mousa (2004), who revealed that employees in UNRWA are unsatisfied with the performance appraisal system. The difference might be justified by the

modification that has been done to increase the quality and responsibility of the appraisal process and the appraisal reports as well.

7-In paragraph 29 " I am satisfied with the rewards and incentives policies.", the mean is 2.52, (50.46%), Test value = -6.83 and the sign is negative. So, employees are nearly not satisfied with the rewards and incentives UNRWA provides. This result goes with Muheisin (2004), who recommended conducting salary survey to improve employees' compensation system.

#### 4-General Commentary on the Three Fields

Employees in the UNRWA have agreed with 62% about job enlargement. They stated that there is a general practice to assign employees additional tasks other than their regular job duties. Meanwhile, there is no enough connection between performing additional tasks and monetary or non-monetary incentives. However, this does not lead employees take days off or perform the additional tasks inefficiently. With a moderate range do employees agree that job enlargement improves abilities and skills and decreases routine work. On the other hand, most employees think that performing additional duties is a chance to learn from others.

It can be said that UNRWA employees are generally motivated with a proportional rate of 75%. They stated that they don't hesitate to help, suggest initiatives, spend more hours early or late to accomplish certain tasks and they are generally responsible and committed.

Employees are satisfied with a proportional mean of 69.63% which is more than Muheisin (2004) who revealed that the level of UNRWA employees' job satisfaction is considered low with a proportional mean of 58.8%. During the period between 2004 and 2014, many job aspects of work environment, conditions and modifications of salary and job grades were done. This might be the reason behind the difference between results.

#### Hypotheses Testing

- 1- **There is a significant positive relationship at  $\alpha \leq 0.05$  level between job enlargement and employees' motivation in the UNRWA HQ Gaza field office.**

**Table 6.9: Correlation coefficient between job enlargement and employees' motivation in the UNRWA HQ Gaza field office**

	<b>Pearson Correlation Coefficient</b>	<b>P-Value (Sig.)</b>
There is a significant positive relationship at $\alpha \leq 0.05$ level between job enlargement and employees' motivation in the UNRWA HQ Gaza field office	.515	0.000*

\* Correlation is statistically significant at 0.05 level

Table 6.9 shows that the correlation coefficient between job enlargement and employees' motivation in the UNRWA HQ Gaza field office equals .515 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at  $\alpha = 0.05$ . So, it can be concluded that there exists a significant relationship between job enlargement and employees' motivation in the UNRWA HQ Gaza field office.

#### Commentary

- a-The respondents' answers toward the field of motivation is 75% which means that they are generally motivated. There is a statistically significant relationship between job enlargement and employees' motivation in the UNRWA Gaza field office since the correlation coefficient equals .515. Employees showed this level of motivation when they expressed their aptitude to spend additional time early and late of regular work time, to give hands when needed, to accomplish the additional tasks efficiently and not to take days off even when they are overloaded.
- b-This level of motivation comes from the religious background since Islam encourages employees to do their best to fulfill the required job as perfect as they can. In addition, employees are motivated because they believe that they serve in a nonprofit organization that provide services to Palestinian refugees, so it is a social, human and patriotic responsibility to help people in a modern sufficient way.
- c-This result agrees with Achiaa (2012), who showed that a relationship exist between the way a job was designed and how it increases motivation among employees. In addition, this correlation goes with Saleem ( 2012), who revealed that there is a moderate relationship between job enlargement and employees' motivation. Meanwhile, this research agrees with Fernando and Ranasinghe (2010), and Malik (2010), who revealed that there exists a significant relationship between job enlargement and motivation. That is, employees can be more motivated by designing well-organized job design such as job enlargement that decreases the routine of the repetitive tasks.
- d- On the other hand, this research totally disagrees with Raja and Nawaz (2011), who revealed that there is no relationship between job enlargement and employees' motivation in the public sector in Pakistan. Moreover, this research contradicts with Lai (2009), who revealed that there a negative relationship between job enlargement and motivation since job enlargement adds more routine work. The reason of this difference might refer to many reasons such as the place of the study, the kind of the organization and the culture of the countries.

**2- There is a significant positive relationship at  $\alpha \leq 0.05$  level between job enlargement and employees' job satisfaction in the UNRWA HQ Gaza field office.**

**Table 6.10: Correlation coefficient between job enlargement and employees' job satisfaction in the UNRWA HQ Gaza field office**

	<b>Pearson Correlation Coefficient</b>	<b>P-Value (Sig.)</b>
There is a significant positive relationship at $\alpha \leq 0.05$ level between job enlargement and employees' job satisfaction in the UNRWA HQ Gaza field office	.341	0.000*

\* Correlation is statistically significant at 0.05 level

Table 6.10 shows that the correlation coefficient between job enlargement and employees' job satisfaction in the UNRWA HQ Gaza field office equals .341 and the p-value (Sig.) equals 0.000. The p-value (Sig.) is less than 0.05, so the correlation coefficient is statistically significant at  $\alpha = 0.05$ . So, it can be concluded that there exists a significant relationship between job enlargement and employees' job satisfaction in the UNRWA HQ Gaza field office.

**Commentary**

- a-Employees expressed that they are moderately satisfied with a mean of 69.63%. This result partially agrees with Eweidah (2008), who revealed a good level of job satisfaction among non-governmental organizations in Gaza Strip. This research, on the other hand, disagrees with Muheisin (2004), who revealed a low level of job satisfaction among UNRWA's employees with a proportional mean of 58.8%. According to this research, UNRWA Gaza field office employees are satisfied with the salary schedule and meeting basic needs, relationship with people and managers, teamwork, training process, working conditions and facilities and equipment that suit the amount of work. However, they are generally unsatisfied with the increase of salary comparing with the increase in cost of living, promotion process and rewards and incentives policies.
- b-The correlation between job enlargement as a technique of job design and job satisfaction goes with Mohammed (2009), who revealed the correlation and impact between job satisfaction variables and job design in Al Rasheed Bank in Baghdad. In addition, the research agrees with Abid (2013), who revealed the strong positive relationship between job design and job satisfaction in private companies in Pakistan. Also, the result agrees with Shaheen (2012), who revealed a strong positive relationship between job enlargement and employees' job satisfaction in private organizations in Pakistan. Pavin (2011) showed in his study that job design techniques such as job enrichment, job enlargement and job rotation can increase job satisfaction.
- c-On the other hand, this research disagrees with some international studies such as Raza and Nawaz (2011), who negated the relationship between job enlargement and job satisfaction in private sector in Pakistan. Also, it disagrees with Oghojafor (2011), who stated that the degree to which job design influences job satisfaction seems to be minimal. In addition, Kamal (2011), revealed that most of bank officers in Lucknow, India consider job enlargement as a burden of work unless it is efficiently and logically well-designed.
- d-The way job enlargement is designed is the reason behind the difference in the results mentioned above. That is, when connected with monetary and non-monetary incentives, designed in a well-balanced way, suitable to employee' skills and abilities, adds variety and autonomy to the work, decreases the routine of the repetitive tasks and lets employees learn new things, job enlargement will be effective and then it will highly and positively affect satisfaction and motivation.

**3- There is a significant difference among respondents at  $\alpha \leq 0.05$  level towards the Impact of Job Enlargement on Employees' Motivation and Job Satisfaction due to General Information (Gender, Age, Marital status, Education, Years of Experience and Grade)**

**The Independent Samples T-test** is used to examine if there is a statistical significant difference between two means among the respondents toward the Impact of Job Enlargement on Employees' Motivation and Job Satisfaction due to (Gender and Marital status).

**The One- Way Analysis of Variance (ANOVA)** is used to examine if there is a statistical significant difference between several means among the respondents toward the Impact of Job Enlargement on Employees' Motivation and Job Satisfaction due to (Age, Education, Years of Experience and Grade).



**3.1 There is a significant difference among respondents at  $\alpha \leq 0.05$  level towards the Impact of Job Enlargement on Employees' Motivation and Job Satisfaction due to Gender.**

**Table 6.11 :Independent Samples T-Test of the fields and their p-values for Gender**

No.	Field	Test Value	Sig.	Means	
				Male	Female
1.	Job Enlargement	-3.942	0.000*	3.02	3.28
2.	Motivation	-0.979	0.328	3.72	3.79
3.	Job Satisfaction	-1.141	0.255	3.45	3.52
	<b>All fields together</b>	<b>-2.108</b>	<b>0.036*</b>	<b>3.44</b>	<b>3.56</b>

\* Means differences are significant at  $\alpha = 0.05$

Table 6.11 shows that the p-value (Sig.) is smaller than the level of significance  $\alpha = 0.05$  for the field “Job Enlargement”, then there is significant difference among the respondents regarding job enlargement due to Gender. So, it can be concluded that the respondents’ Gender has significant effect job enlargement. Female respondents have the higher than male respondents.

Table 6.11 shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for the motivation and job satisfaction, then there is insignificant difference among the respondents regarding to these fields due to Gender. So, it can be concluded that the respondents’ Gender has no effect on motivation and job satisfaction.

**Commentary**

- a-The research reveals that gender has a significant effect on job enlargement. And female respondents have the higher than male ones. This might be illustrated by the nature of women who will be difficult for them to bear extra tasks to do in addition to their housework responsibilities.
- b- In addition, men are more competitive and looking forward to continuous career development, so they view performing additional tasks as a technique that might help in the future job enhancement.

**3.2 There is a significant difference among respondents at  $\alpha \leq 0.05$  level towards the Impact of Job Enlargement on Employees' Motivation and Job Satisfaction due to Age.**

**Table 6.12 :ANOVA test of the fields and their p-values for Age**

No.	Field	Test Value	Sig.	Means			
				Less than 30	From 30 to less than 40	From 40 to less than 50	50 years and Older
1.	Job Enlargement	2.429	0.066	3.11	3.22	3.14	2.96
2.	Motivation	0.917	0.433	3.71	3.71	3.84	3.73
3.	Job Satisfaction	1.123	0.340	3.48	3.45	3.57	3.41
	<b>All fields together</b>	<b>1.131</b>	<b>0.337</b>	<b>3.47</b>	<b>3.49</b>	<b>3.56</b>	<b>3.42</b>

Table 6.12 shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each field, then there is insignificant difference in respondents' answers toward each field due to Age. So, it can be concluded that the characteristic of the respondents' Age has no effect on job enlargement, motivation and job satisfaction.

## Commentary

- a-Regarding job enlargement, age has no effect on respondents answers because youth are still new in the organization and they are lively and can burden more load. Also, they prefer trying new things. And middle aged employees tend to prove that they are constantly looking forward to having new opportunities. For older employees, they are usually belong to the middle and top level. So, they are more responsible and committed.
- b-Why age has no effect on respondents' answers towards motivation can be illustrated by some points. Youth are motivated because they are more active, physically strong and eager to learn and experience new things. Middle aged employees are stable, secure and look for promotion, and older employees are motivated because they have high salaries and prestigious jobs.
- c- This research goes Ghawash (2008), who revealed that there is no statistical differences at the level of function of ( $\alpha = 0.05$ ) in the level of job satisfaction among staff of banks employees in Gaza Strip due to age.
- d-Age has no effect on respondents' answers towards job satisfaction because all employees are nearly exposed to the same work conditions, climate and environment in UNRWA Gaza field office.

### 3.3 There is a significant difference among respondents at $\alpha \leq 0.05$ level towards the Impact of Job Enlargement on Employees' Motivation and Job Satisfaction due to Marital status.

**Table 6.13: Independent Samples T-Test of the fields and their p-values for Marital status**

No.	Field	Test Value	Sig.	Means	
				Married	Other
1.	Job Enlargement	-0.337	0.736	3.14	3.18
2.	Motivation	-0.674	0.501	3.74	3.82
3.	Job Satisfaction	-0.991	0.323	3.47	3.59
	<b>All fields together</b>	-0.890	0.374	3.49	3.57

Table 6.13 shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each field, then there is insignificant difference in respondents' answers toward each field due to Marital status. So, it can be concluded that the characteristic of the respondents' Marital status has no effect on each field. So, this hypothesis is rejected and the alternative hypothesis which is " There is no significant differences among respondents at  $\alpha \leq 0.05$  level towards the Impact of Job Enlargement on Employees' Motivation and Job Satisfaction due to marital status." is accepted. This research goes Ghawash (2008), who revealed that there is no statistical differences at the level of function of ( $\alpha = 0.05$ ) in the level of job satisfaction among staff of banks employees in Gaza Strip due to marital status.

### 3.4 There is a significant difference among respondents at $\alpha \leq 0.05$ level towards the Impact of Job Enlargement on Employees' Motivation and Job Satisfaction due to Education.

**Table 6.14 :ANOVA test of the fields and their p-values for Education**

No.	Field	Test Value	Sig.	Means		
				Diploma and less	Bachelor Degree	High study
1.	Job Enlargement	2.490	0.085	3.32	3.11	3.11
2.	Motivation	0.458	0.633	3.73	3.74	3.83
3.	Job Satisfaction	0.698	0.498	3.39	3.49	3.53
	<b>All fields together</b>	0.213	0.808	3.49	3.49	3.54

Table 6.14 shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each field, then there is insignificant difference in respondents' answers toward each field due to Education. So, it can be concluded that the characteristic of the respondents' education has no effect on job enlargement, motivation and job satisfaction. So, this hypothesis is rejected and the alternative hypothesis which is

" There is no significant differences among respondents at  $\alpha \leq 0.05$  level towards the Impact of Job Enlargement on Employees' Motivation and Job Satisfaction due to Education." is accepted.

### Commentary

a-This research goes with Ghawash (2008), who revealed that there is no statistical differences at the level of function of ( $\alpha = 0.05$ ) in the level of job satisfaction among staff of banks employees in Gaza Strip due to education. On the other hand, this result disagrees with Abu Mousa (2008), who revealed that there is a significant difference between UNRWA employees' satisfaction on performance appraisal attributed to difference in qualification. Also, this research disagrees with Devi and Nagivi (2013), who revealed that there is no significant relationship between qualification and job satisfaction.

b-Education does not affect respondents' answers towards the impact of job enlargement on motivation and job satisfaction because 70% of the employees have the bachelor degrees and 27% have diploma and master degrees. It means that they are educated and they could approximately view and perceive the statements of the three fields.

### 3.5 There is a significant difference among respondents at $\alpha \leq 0.05$ level towards the Impact of Job Enlargement on Employees' Motivation and Job Satisfaction due to Years of Experience.

Table 6.15: ANOVA test of the fields and their p-values for Years of Experience

No.	Field	Test Value	Sig.	Means				
				Less than 5 year	5 – Less than 7 year	7- less than 10 years	10- less than 15 years	15 years and more
1.	Job Enlargement	1.526	0.195	3.29	3.15	3.25	3.12	3.06
2.	Motivation	0.399	0.810	3.79	3.64	3.76	3.73	3.78
3.	Job Satisfaction	0.074	0.990	3.48	3.43	3.47	3.48	3.50
	<b>All fields together</b>	<b>0.229</b>	<b>0.922</b>	<b>3.54</b>	<b>3.44</b>	<b>3.52</b>	<b>3.49</b>	<b>3.49</b>

Table 6.15 shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for each field, then there is insignificant difference in respondents' answers toward each field due to Years of Experience. So, it can be concluded that the characteristic of the respondents Years of Experience has no effect on each field.

### Commentary

a-This research goes with Ghawash (2008), who revealed that there is no statistical differences at the level of function of ( $\alpha = 0.05$ ) in the level of job satisfaction among staff of banks employees in Gaza Strip due to years of experience.

b-Years of experience does not affect the respondents' answers towards the impact of job enlargement on motivation and job satisfaction because employees are exposed to job enlargement under nearly the same conditions. In addition, the feeling of motivation and satisfaction is not a dynamic process that is changed easily by a

certain situation, indeed it is an overall feeling that is affected by many various factors.

**3.6 There is a significant difference among respondents at  $\alpha \leq 0.05$  level towards the Impact of Job Enlargement on Employees' Motivation and Job Satisfaction due to Grade.**

**Table 6.16: ANOVA test of the fields and their p-values for Grade**

No.	Field	Test Value	Sig.	Means		
				From 5 to 10	From 11 to 15	From 16 to 20
1.	Job Enlargement	0.158	0.854	3.15	3.15	3.07
2.	Motivation	3.122	0.046*	3.70	3.89	3.79
3.	Job Satisfaction	5.511	0.005*	3.41	3.69	3.63
	<b>All fields together</b>	<b>3.527</b>	<b>0.031*</b>	<b>3.45</b>	<b>3.61</b>	<b>3.58</b>

\* Means differences are significant at  $\alpha = 0.05$

Table 6.16 shows that the p-value (Sig.) is greater than the level of significance  $\alpha = 0.05$  for the field “Job Enlargement”, then there is insignificant difference among the respondents regarding to this field due to Grade. So, it can be concluded that the respondents’ Grade has no effect on job enlargement.

Table 6.16 shows that the p-value (Sig.) is smaller than the level of significance  $\alpha = 0.05$  for the other fields, then there is significant difference among the respondents regarding to these fields due to Grade. So, it can be concluded that the respondents’ Grade has significant effect on motivation and job satisfaction. 11 to 15 Grades respondents have the higher than other Grade groups.

**Commentary**

- a-The insignificance difference between employees' answers in the field of job satisfaction shows that employees in different grades are exposed to job enlargement under similar conditions without bias.
- b-The significance difference between employees' answers in the fields of motivation and job satisfaction due to grade is illustrated by many reasons such salary, amount of work, flexibility of work, involvement in decision making process and promotion opportunities.
- c-Respondents group of 11-15 grades consists of employees such as supervisors, engineers, administrative officers and assistants. Their answers have more significance than other groups because they are looking forward obtaining more delegation, autonomy, involvement in the decision making process and they are generally not satisfied with the promotion opportunities.

## **Chapter Seven**

### **Conclusions and Recommendations**

**Introduction**

**Conclusions**

**Recommendations**

**Proposed Future Studies**

## **Introduction**

This chapter lists the conclusions, findings of this research, some recommendations based on these findings, and suggestions for future researches in order to improve the practice of job enlargement as a technique of job design at UNRWA Gaza Field Office as one of the largest non-profit NGOs that serves thousands of Palestinian refugees in Gaza Strip. The findings of the research also might help all organizations inside and outside Gaza Strip improve employees' motivation and job satisfaction.

## **Conclusions**

The main objective of this research is to investigate the impact of job enlargement on motivation and job satisfaction in UNRWA Field Office – Gaza, as a none profit organization. It is hoped that this research will provide a reference to management in UNRWA Field Office - Gaza to practise the well-organized job design that serves accomplishing that tasks efficiently, and in the time, maintain and improve employees' motivation and job satisfaction. The following is a summary of the conclusions that can be drawn from this research:

### **1-Conclusions related to Job Enlargement**

- a- Employees in the UNRWA Gaza field office indicated that there is a general practice to assign employees with extra same level duties which means that job enlargement is being processed as a job design technique. This is a result of the huge number of processes that are being accomplished every day. Employees are usually charged also to perform new duties due to the new computerized programs.
- b- Results showed that there is a significant relationship between job enlargement and the two variables motivation and job satisfaction. The more job enlargement is well-designed and organized, the more employees will feel interested and as a result motivated and satisfied.
- c- The research concludes that, when well-organized, efficient, and constantly reviewed and accompanied with feedback, job enlargement can be a good technique to motivate and satisfy employees. That is, employees expressed that job enlargement in UNRWA Gaza field office can, for a certain extent, improve their abilities and skills and provide them the chance to communicate and learn from others.
- d- In addition, results showed that most employees think that charging them with additional same level duties satisfies their needs of self-esteem, autonomy, recognition and accomplishment. Moreover, they revealed that they perform the additional tasks as efficiently as the regular tasks. Since job enlargement is assessing additional duties from the same level, employees are able to accomplish them efficiently and consequently most employees stated that they do not need training unless the processes are unfamiliar.
- e-They also moderately agreed that job enlargement can increase the flexibility of work and decrease the level of routine work. Results also showed that job enlargement does not have negative impact on employees' absenteeism. That is, most employees revealed that they do not think of being absent as a result of charging them repeatedly with additional tasks. This attitude indicates a good level of responsibility and commitment.
- f-On the other hand, the research showed that job enlargement in UNRWA Gaza field office is not connected with monetary incentives and rarely is it connected with non-monetary incentives. The policy of UNRWA does not adopt the connection

between performing the additional tasks and financial incentives. Indeed, the connection is available when working extra hours not doing extra duties.

- g- In addition, employees showed that job enlargement will make them feel work-loaded when repeatedly practiced. Feeling work-loaded can decrease the level of motivation and satisfaction and in turns will negatively the quality of performance. Also, results showed that job enlargement is not connected enough with opportunities of promotions. That is, performing the additional tasks efficiently is not considered as a criterion of promotion. This will lead to low level of motivation to accomplish the tasks.

## **2-Conclusions related to Motivation**

- a-The research revealed that there is a significant relationship between job enlargement and employees' motivation. That is, when job enlargement is practiced in a way that decreases the routine and monotony and increase the variety and flexibility, employees will feel motivated.
- b-Results of this research showed that employees at UNRWA Gaza field office are considered motivated. Most of them feel pride with their jobs and they don't mind going to work early or stay at work for additional time to accomplish certain tasks.
- c-In addition, most employees understand the mission and goals of the organization and strives to help achieve them.
- d-Results also showed that employees don't take days off unless it is needed and they prefer to accomplish the tasks accurately in terms of schedule and quality.
- d- However, the research revealed that employees are not generally involved in the process of decision making which negatively affects their level of motivation. When employees are not involved enough in the process of decision making, they will not feel responsible enough and in the long turn they will not feel worthwhile and committed.

## **3-Conclusions related to Job Satisfaction**

- a-The research's results revealed that there is a significant relationship between job enlargement and employees' job satisfaction. That is, when job enlargement is accurately designed and followed up by a constructive feedback, employees will feel satisfied towards their job design.
- b-The research showed that employees at UNRWA Gaza field office are not satisfied enough. They expressed their satisfaction towards the relationships with employees and managers/supervisors, working conditions, security and protection aids, and the sufficient tools and equipment needed to accomplish the required duties. UNRWA is constantly providing employees with good working conditions such as furniture, air conditions and tools and equipment needed to accomplish the required tasks. In addition, the technological means are available and sufficient.
- c- Employees are not satisfied enough with the number of working hours, promotion chances and the performance appraisal system and the retirement system as well. The appraisal system in UNRWA is perceives as meaningless by some employees because it is not accompanied by incentives and rewards.
- d-On the other hand, results showed that employees are neither satisfied with increase of salary comparatively with the increase in the cost of living nor with the policy of promotion to higher posts. In addition, employees expressed that they are not satisfied with the system of incentives and rewards.

#### **4-Conclusions related to Personal Characteristics**

- a-Gender: Results showed that gender has a significant difference on respondents' answers on job enlargement, but not on motivation and job satisfaction.
- b-Age: This research revealed that the characteristic of the respondents' Age has no effect on job enlargement, motivation and job satisfaction.
- c-Marital status: According to the research's results, it can be concluded that the characteristic of the respondents' Marital status has no effect on job enlargement, motivation and job satisfaction.
- d-Education: Results showed that the characteristic of the respondents' education has no effect on job enlargement, motivation and job satisfaction.
- e-Years of experience: In this research, results showed that there is insignificant difference in respondents' answers toward job enlargement, motivation and job satisfaction due to years of experience.
- f-Grade: Results showed that respondents' Grade has no effect on job enlargement. However, Grade has significant effect on motivation and job satisfaction.

#### **Recommendations**

According the results of this research, important recommendations can be drawn for UNRWA as an organization to take into account. Also, effective recommendations can help managers and decision makers improve the quality of performance, services and the level of motivation and satisfaction. Based on the research analysis, findings and conclusions, the researcher proposes the following recommendations:

- 1-Organizations such as UNRWA should adopt a systematic policy of redesigning jobs to suit employees' interests and preferable fields of work by applying techniques of job design like job enlargement, job enrichment and job rotation. This will help decreasing the routine of repetitive tasks and makes the job more interesting.
- 2-Managers are recommended to design job enlargement in a way that decrease monotony, reduce routine work, diversifies repetitive tasks, improves skills and abilities, and implies variety and flexibility. This technique leads to higher level of motivation and job satisfaction and leads to lower level of absenteeism.
- 3-Managers should take into consideration that job enlargement is helpful and motivating under certain conditions. That is, job enlargement should not last for a long time doing the same kind of the additional duties, and it also should not contain unfamiliar tasks that employees might fear failure. Otherwise, job enlargement will lead to negative results such as feeling work-loaded and unfair.
- 4-When practicing job enlargement, it is recommended to follow up employees and provide them with constant feedback. This includes focusing on the strength points and trying to improve them. In addition, feedback prevents committing mistakes that might harm the organization.
- 5-Since there is a general practice of job enlargement, decision makers and managers in UNRWA should connect performing the additional tasks with monetary and non-monetary incentives, otherwise job enlargement will be perceived as work burden and consequently will reduce motivation and job satisfaction.
- 6-It is recommended to involve employees of certain grades with the process of decision making in order to make them more responsible, loyal, motivated and satisfied.
- 7-UNRWA administration is recommended to review the incentives and reward system. The increase of cost of living and the continuous requirements makes it



necessary to improve the scale of the salary to meet the employees' responsibilities and needs.

- 8-Seniors, decisions makers and administrators at UNRWA should make sure that the promotion opportunities are fair and depend on well-organized, transparent and accurate criteria such as experience, qualification, performance, abilities and skills. Unfair criteria of promotion leads to lower level of motivation and satisfaction and also to lower level of organizational commitment.

### **Proposed Future Studies**

Conceivable studies regarding this research can be conducted to improve the field of job design techniques such as:

- 1-The relationship between job design techniques and employees' organizational commitment in Governmental ministries in Gaza Strip.
- 2-Impact of job enrichment as a job design technique in the process of decision making process among managers in UNRWA Gaza Field Office.
- 3-The role of feedback on the effectiveness of job enlargement, job rotation and job enrichment in NGOs in Gaza Strip.
- 4-The relationship between job design techniques and rate of absenteeism in UNRWA Gaza Field Office.

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**Appendices**  
**Appendix I**  
**List of Referees' Names and Titles**

	<b>Referee's Name</b>	<b>Referee's Title</b>
<b>1</b>	Dr. Yousef Bahar	The Islamic University of Gaza (IUG)
<b>2</b>	Dr. Sameer Safi	The Islamic University of Gaza (IUG)
<b>3</b>	Mr.Mousa Lubd	Al Aqsa University
<b>4</b>	Dr. Nedal Abdullah	Al Aqsa University
<b>5</b>	Dr. Mahmoud Abu Bakr	Al Aqsa University
<b>6</b>	Dr.Tawfiq Al Agha	Al -Azhar University
<b>7</b>	Dr. Nehaya El-Telbani	Al -Azhar University
<b>8</b>	Dr. Mohammed Faris	Al -Azhar University
<b>9</b>	Mr. Abdullah Qandil	UNRWA Human Recourses Officer
<b>10</b>	Dr.Jalal Shabat	Al-Quds Open University

## Appendix II Request for Questionnaire Assessment



طلب تحكيم الاستبانة

الجامعة الإسلامية - غزة  
كلية التجارة - الدراسات العليا  
برنامج ماجستير ادارة الاعمال

الأخ الكريم/ الاخت الكريمة

الدكتور/....., حفظه الله.  
السلام عليكم و رحمة الله و بركاته,

### الموضوع/ تحكيم استبانة

يقوم الطالب/ علي محمود محمود و الملتحق ببرنامج الماجستير في ادارة الاعمال بالعمل في مرحلة تصميم الاستبانة الخاصة برسالة الماجستير بعنوان :

" أثر التوسيع الوظيفي على الدافعية و الرضا الوظيفي لدى الموظفين في مكتب غزة الاقليمي لوكالة الغوث الدولية "

لذا أرجو من سيادتكم التكرم بتحكيم الاستبانة المرفقة و التعليق عليها, لما يمثله رأيكم من أهمية بالغة بالنسبة لي.

وشكرا لكم على حسن تعاونكم

الباحث/ علي محمود محمود

### المرفقات:

- مشكلة الدراسة
- الفرضيات, المتغيرات.
- الاستبانة

## Appendix IV Questionnaire in English

**Islamic University- Gaza  
Postgraduate Department  
Faculty of Commerce  
Dep. of Business Administration**



**Dear colleagues,**

This questionnaire is a tool for collecting data to conduct a thesis about "Impact of Job Enlargement on Employees' motivation and Job Satisfaction" as an empirical study on UNRWA Gaza Field Office to be submitted in a partial fulfillment of the requirement for Master Degree in Business Administration. Therefore, achieving this objective requires your participation to answer all questions thoroughly, honestly and subjectively. You are kindly reminded that all submitted information will be treated as confidential and will be of major concern to us.

**Thank you for your cooperation**

**Researcher: Ali Mahmoud**

### **Part One: General Information**

**Please tick ( × ) before the item that best corresponds to your status.**

<b>1-Sex</b>	<input type="checkbox"/> Male	<input type="checkbox"/> Female
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<b>2-Age Group</b>	<input type="checkbox"/> Less than 30	<input type="checkbox"/> From 30 to less than 40
	<input type="checkbox"/> From 40 to less than 50	<input type="checkbox"/> More than 50

<b>3-Marital Status</b>	<input type="checkbox"/> Married	<input type="checkbox"/> Single
	<input type="checkbox"/> widower	<input type="checkbox"/> Divorced

<b>4-Education</b>	<input type="checkbox"/> Less than high school	<input type="checkbox"/> High school
	<input type="checkbox"/> Diploma	<input type="checkbox"/> Bachelor Degree
	<input type="checkbox"/> Master Degree	<input type="checkbox"/> PhD

<b>5-Years of Experience</b>	<input type="checkbox"/> Less than 5 years	<input type="checkbox"/> From 5 to less than 7
	<input type="checkbox"/> From 7 to less than 10	<input type="checkbox"/> From 10 to less than 15

	( ) More than 15
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<b>6-Grade</b>		( ) From 5 to 10
	( ) From 11 to 15	( ) From 16 to 20

**Part Two: Questionnaire dimensions.**

The questionnaire consists of **69** statements that measure three dimensions. The first one is job enlargement, the second dimension is motivation and the last one is job satisfaction.

Please indicate how strongly you agree or disagree with the following statements using the scale provided.

1	Job Enlargement	Strongly Agree	Agree	Neutral	Disagree	Strongly Disagree
1	There is a general practice to assign employees additional tasks other than their regular job duties.					
2	Performing the additional same level duties is connected with offering additional financial benefits.					
3	Performing the additional same level tasks is connected with offering non-monetary incentives.					
4	Charging me with additional tasks improves my abilities and skills.					
5	Charging me with extra tasks decreases the routine and boring job activities.					
6	Charging me with additional tasks is a technique the organization follows just to reduce cost of hiring new employees.					
7	Charging me with additional tasks to perform makes the job challenging and more interesting.					
8	Performing the additional same level duties helps me improve my growth opportunities.					
9	Charging me with additional same level tasks is a good chance to communicate and learn from others.					
10	Charging me with additional same level duties satisfies my need of self-esteem, autonomy, recognition and accomplishment.					
11	I prefer accomplishing extra various same level duties.					
12	Charging me with additional same level tasks makes me feel work loaded.					
13	Doing additional same level duties is helpful for promotion and advancement.					
14	Repeatedly charging me with additional same level duties leads me take days off.					
15	I perform the additional tasks as efficiently as the regular tasks.					
16	Charging me with additional same level					



	tasks increases the flexibility in the work.					
<b>2</b>	<b>Motivation</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
17	My job is challenging.					
18	I receive adequate feedback from my manager/supervisor.					
19	Goals I am supposed to achieve are realistic and attainable.					
20	There is a good level of autonomy that motivates me to do my job efficiently.					
21	I don't hesitate to give my hand and help others when needed.					
22	I don't mind going to work an hour early or staying an hour late to prepare or accomplish certain tasks.					
23	I feel a sense of pride in doing my job.					
24	I recognize myself as an important part for my organization.					
25	I have flexibility in planning my schedule.					
26	I receive informal praise, appreciation and recognition on my work performance.					
27	I feel happy and motivated on my way to work.					
28	I understand how my work contributes to the organizations overall success and growth.					
29	Job requirements are always clear.					
30	My immediate supervisor/ manager understands the problems and obstacles I face at work.					
31	I have enough involvement in decisions that affect my work.					
32	My immediate manager /supervisor accepts mistakes I make in the process of trying new tasks.					
33	I don't feel upset or bored in my job.					
34	I understand the organization's mission statement, vision and values.					
35	I decide to be absent only when it is needed.					
36	Managers usually delegate employees with enough authority to perform duties.					
37	I like accomplishing tasks in certain accurate time without delay even when I am busy.					
38	I try hard to accomplish my tasks with the highest quality and performance.					
39	I present initiatives to solve problems we face at work.					
40	I volunteer to do extra tasks in purpose of fulfilling certain duties completely.					
<b>3</b>	<b>Job Satisfaction</b>	<b>Strongly Agree</b>	<b>Agree</b>	<b>Neutral</b>	<b>Disagree</b>	<b>Strongly Disagree</b>
41	My salary is fair to my responsibilities.					
42	I receive my salary at certain scheduled times without lateness.					

43	My salary is good compared with other employees doing the same job in other organizations.					
44	My salary is good enough to meet my basic needs.					
45	My salary suits the increase in the cost of living.					
46	I am satisfied with the performance appraisal system.					
47	My boss gives me informative feedback that aims at improving my performance.					
48	My boss evaluates work and performance based on certain clear criteria.					
49	My supervisor/manager cares about my feelings and interests.					
50	My boss deals with me and other employees fairly and equally in the field of work.					
51	I am satisfied with the work relationships with the people around me.					
52	There is good cooperation and teamwork among members of my workgroup.					
53	The organization work on improving and training employees to help them master new skills.					
54	Promotion opportunities in the organization are fair and based on experience, skills and performance.					
55	The organization continuously works on updating the programs, tools and equipment needed to perform the job.					
56	Security and protection aids and equipment are available and sufficient.					
57	The tools and recourses needed to do my job are sufficient. (Telephone, Fax, E-mail, other appliances, machines....)					
58	My job is secure, so I don't fear future.					
59	The amount of work I am supposed to do suits the equipment and facilities.					
60	The working conditions (lighting, ventilation, furniture) are appropriate to the nature of the job.					
61	The working hours are reasonable and appropriate.					
62	My workplace is safe and comfortable.					
63	I am satisfied with my chances for promotion and advancement.					
64	Equality is available and there is no bias in my job.					
65	My job suits my qualification, abilities and skills.					
66	My job is interesting enough and doesn't include or leads me to any troubles.					
67	My job makes me feel worthwhile and achieves my personal ambitions.					
68	I am satisfied with the retirement system.					
69	I am satisfied with the rewards and incentives policies.					

## Appendix III Questionnaire in Arabic بسم الله الرحمن الرحيم



الجامعة الإسلامية - غزة  
كلية التجارة/ إدارة الأعمال  
إدارة الموارد البشرية

الأخ الكريم / الأخت الكريمة:  
السلام عليكم ورحمة الله وبركاته,

### الموضوع: تعبئة استبانة لدراسة ماجستير

يقوم الباحث بدراسة بعنوان " أثر التوسيع الوظيفي على الدافعية و الرضا الوظيفي لدى العاملين بمكتب غزة الاقليمي بوكالة الغوث الدولية", و هو بصدد تطبيق استبانة للحصول على المعلومات و البيانات اللازمة لذلك, و تشمل الاستبانة على ثلاثة محاور ( توسيع الوظيفة - الدافعية - الرضا الوظيفي ), و يتضمن كل محور مجموعة من الفقرات , فأرجو منكم التكرم بتعبئة هذه الاستبانة لما له من الأثر الايجابي في إنجاح هذه الدراسة , علما بأن المعلومات الواردة في هذا البحث ستستخدم لأغراض البحث العلمي فقط.

وتفضلوا بقبول فائق الاحترام و التقدير.

التوسيع الوظيفي: هو تكليف الموظف بمهام جديدة من نفس المستوى الوظيفي للقيام بها بالإضافة الى المهام الأساسية المنوطة بالوظيفة.

الباحث: علي محمود

#### الجزء الاول : البيانات الشخصية:

الرجاء وضع اشارة ( x ) امام البند الذي يناسبك:

1-الجنس	ذكر ( )	أنثى ( )
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2- العمر	أقل من 30 ( )	من 30 الى اقل من 40 ( )
	من 40 الى اقل من 50 ( )	50 سنة فأكثر ( )

3- الحالة الاجتماعية	متزوج ( )	أعزب ( )
	مطلق ( )	أرمل ( )

4-المؤهل العلمي	أقل من ثانوية عامة ( )	ثانوية عامة ( )
	دبلوم ( )	بكالوريوس ( )
	ماجستير ( )	دكتوراه ( )

5- سنوات الخدمة	أقل من 5 سنوات ( )	من 5 الى اقل من 7 ( )
	من 7 الى اقل من 10 ( )	من 10 الى اقل من 15 ( )
	15 سنه فأكثر ( )	

6- الدرجة الوظيفية	من 11 الى 15 ( )	من 5 الى 10 ( )
	من 16 الى 20 ( )	

الجزء الثاني: محاور الاستبانة:

يتكون الجزء الثاني من ثلاثة محاور, المحور الأول هو التوسيع الوظيفي و المحور الثاني هو الدافعية , أما المحور الثالث فهو الرضا الوظيفي.

#### المحور الاول: التوسيع الوظيفي:

موافق بدرجة قليلة جدا	موافق بدرجة قليلة	موافق بدرجة متوسطة	موافق بدرجة كبيرة	موافق بدرجة كبيرة جدا	الفقرة	
					هناك اتجاه عام في المنظمة نحو تكليف الموظفين بمهام اضافية من نفس المستوى الوظيفي.	1
					يتم ربط انجاز المهام الاضافية بحوافز مادية.	2
					يتم ربط انجاز المهام الاضافية بحوافز غير مادية.	3
					تكلفي بمهام اضافية يطور مهاراتي و قدراتي.	4
					تكلفي بمهام اضافية يقلل من مستوى الروتين في العمل.	5
					تكلفي بمهام اضافية هو اسلوب تتبعه المنظمة لتوفير تكاليف توظيف عاملين جدد.	6
					تكلفي بمهام اضافية يضيف للعمل المتعة و روح التحدي.	7
					تكلفي بمهام اضافية من نفس المستوى الوظيفي يساعد في تطوير فرص النمو.	8
					تكلفي بمهام وظيفية من نفس المستوى الوظيفي يتيح لي الفرصة للتعاون و التعلم من الاخرين.	9
					تكلفي بمهام وظيفية من نفس المستوى الوظيفي يشبع حاجاتي بالشعور بالإنجاز و تقدير الذات.	10
					أفضل القيام بمهام اضافية متنوعة من نفس المستوى الوظيفي.	11
					أشعر بضغط العمل عندما يتم تكلفي بمهام اضافية.	12
					انجاز الاعمال الاضافية يساهم في الترقية و التقدم في المسار الوظيفي.	13
					أتغيب عن العمل عندما يتم تكلفي بمهام اضافية بشكل متكرر.	14
					أنجز الاعمال الإضافية بنفس الكفاءة التي أنجز بها الأعمال الأساسية المنوطة بوظيفتي.	15
					تكلفي بمهام من نفس المستوى الوظيفي يزيد درجة المرونة في العمل.	16

#### المحور الثاني: الدافعية

موافق بدرجة قليلة جدا	موافق بدرجة قليلة	موافق بدرجة متوسطة	موافق بدرجة كبيرة	موافق بدرجة كبيرة جدا	الفقرة	
					يتسم عملي بالتحدي.	17
					أتلقي تغذية راجعة بناءة من المدير/المشرف تدفعني لإتمام العمل كما هو مطلوب.	18
					الأهداف المطلوب الوصول اليها من خلال عملي واقعية و يمكن تحقيقها.	19
					يوجد درجة من الاستقلالية تحفزني للقيام بالعمل بكفاءة.	20

					21	لا أتردد بالمساعدة عندما يحتاجني الآخرون في مجال العمل.
					22	لا أمانع قضاء وقت إضافي في العمل أو الذهاب مبكرا لإتمام مهام محددة.
					23	أشعر بنوع من الفخر أثناء القيام بعملتي.
					24	أعتبر نفسي جزء مهم في منظومة العمل و المنظمة.
					25	يوجد مستوى كاف من المرونة في التخطيط يشجعني على القيام بالأعمال.
					26	أتلقي المدح و الشكر عند القيام بالمهام بكفاءة.
					27	أشعر بالراحة النفسية عند الذهاب للعمل.
					28	اتفهم مدى قيمة عملي في تحقيق النجاح و النمو للمنظمة.
					29	متطلبات العمل المطلوب إنجازها واضحة دائما
					30	يتفهم المدير/المشرف المشاكل و العقبات التي قد تواجهني في العمل.
					31	يتم إشراكي في عملية اتخاذ القرارات مما يحفزني لإنجاز المهام بكفاءة و فاعلية.
					32	يتعامل المدير/المشرف بشكل ايجابي مع الأخطاء التي قد تحدث عند القيام بمهام جديدة.
					33	لا اشعر بملل أو ضيق من وظيفتي.
					34	أفهم رؤية و رسالة المنظمة و القيم التي تسعى لتحقيقها.
					35	أتغيب عن العمل في حالات الضرورة فقط.
					36	يقوم المدراء/المشرفون بتفويض الصلاحيات للقيام بالمهام المطلوبة.
					37	أحب إنجاز الأعمال في وقتها المحدد دون تأخير حتى لو كنت مشغولا.
					38	أحاول بوجه عام ان أتقن العمل الذي أقوم به قدر المستطاع.
					39	أبادر بتقديم المقترحات لحل المشاكل التي تواجهنا في العمل.
					40	أتطوع للقيام بأعمال إضافية غير مطلوبة مني بهدف إتمام العمل على أكمل وجه.

### المحور الثالث: الرضا الوظيفي:

موافق بدرجة قليلة جدا	موافق بدرجة قليلة	موافق بدرجة متوسطة	موافق بدرجة كبيرة	موافق بدرجة كبيرة جدا	الفقرة	
					مرتبتي يتناسب مع جهدي في المنظمة.	41
					استلم راتبي قبل انتهاء الشهر بشكل منتظم.	42
					راتبي جيد بالمقارنة مع موظفين آخرين يقوموا بنفس العمل في منظمات مشابهة.	43
					دخلي يكفي لإشباع حاجاتي الأساسية.	44
					يتناسب الراتب مع ارتفاع معدلات غلاء المعيشة.	45
					انني راض عن نظام تقييم الأداء الحالي.	46
					يقوم المدير/المشرف بمناقشة ادائي خلال عملية التقييم بهدف تحسين الأداء و إمكانية التطوير.	47
					يقيم رئيسي سير العمل و الأداء وفق معايير محددة.	48
					يعاملني رؤسائي باحترام و اهتمام.	49
					لا يفرق رئيسي بيني و بين زملائي في المعاملة مهنيا.	50
					اشعر بالمودة و التفاهم المتبادل بيني و بين زملائي و	51

					الإدارة في العمل.
					52 مفهوم العمل كفريق واحد في المنظمة واضح و مطبق.
					53 تعمل المنظمة على تطوير و تدريب الموظفين و اكسابهم مهارات و قدرات جديدة.
					54 عملية الترقية بالمنظمة عادلة و تعتمد على الكفاءة و الأداء .
					55 تعمل المنظمة على مواكبة التطورات من خلال تحديث و تطوير البرامج و الأدوات بصفة مستمرة.
					56 توفر المنظمة للموظفين عناصر الأمان و الحماية من الأخطار المهنية.
					57 تقدم المنظمة التسهيلات المناسبة للموظفين (معدات , وسائل , اجهزة) لتحقيق أداء وظيفي متميز.
					58 تحقق لي المنظمة الاستقرار و الأمن الوظيفي.
					59 حجم العمل المطلوب مني يتناسب مع التجهيزات و المعدات المتوفرة.
					60 ظروف العمل في المنظمة (الاثاث, التهوية, التدفئة ,الاضاءة) متوفرة و مناسبة.
					61 عدد ساعات العمل مناسبة.
					62 مكان العمل الذي أعمل به مريح و امن.
					63 يوجد فرص جيدة لمستقبل وظيفتي في المنظمة.
					64 يوجد عدالة و عدم تحيز في وظيفتي الحالية.
					65 تتفق وظيفتي مع ميولي و قدراتي و المؤهل الدراسي.
					66 وظيفتي ممتعة لي بدرجة كافية و لا تسبب لي أي مشاكل.
					67 تحقق لي وظيفتي الشعور بالإنجاز و تحقيق الطموحات الشخصية.
					68 أنا راض عن نظام التقاعد المعمول به .
					69 أنا راض عن نظام المكافآت و الحوافز.