

**ASSESSING IMPACT OF JOB DESCRIPTION ON EMPLOYEE'S
PERFORMANCE: A CASE STUDY OF ZANZIBAR ELECTRICITY
CORPORATION**

HALIMA RAMADHAN TAUFIK

**A DISSERTATION SUBMITTED IN PARTIAL FULFILLMENT OF THE
REQUIREMENTS FOR THE DEGREE OF MASTER OF HUMAN
RESOURCE MANAGEMENT OF OPEN UNIVERSITY OF TANZANIA**

2014

CERTIFICATION

The undersigned certifies that he has read and hereby recommended for acceptance by the Open University of Tanzania a dissertation titled “**Assessing Impact of Job Description on Employee’s Performance in Public Organizations: A Case Study of the Zanzibar Electricity Corporation (ZECO)**”, in partial fulfillment of the requirements for the degree of Master of Human Resource Management (MHRM) of the Open University of Tanzania.

.....

Dr. Salum Soud Mohamed
(Supervisor)

.....

Date

COPYRIGHT

No part of this dissertation may be reproduced, stored in any retrieval system, or transmitted in any form by any means, electronic, mechanical, photocopying, recording or otherwise without prior written permission of the author or the Open University of Tanzania in that behalf.

DECLARATION

I, Taufik, Halima Ramadhan do hereby declare that this dissertation is my own work and therefore it may not be produced anywhere or submitted in any other University for a similar or any other degree award.

.....

Signature

.....

Date

ACKNOWLEDGEMENT

My most sincere thanks go to God who has enabled me to do this work. I am also obliged to convey my heartfelt gratitude to all those who, in one way or another, contributed to successful completion of this research report, in particular, my Supervisor, Dr. Salum Soud Mohamed, who tirelessly guided me with his critical ideas that aimed at improving the quality of this work.

Special thanks also deserve the President's Office and Chairman of Revolutionary Council for permitting and sponsoring me to pursue this course. The following also deserve special mention for their outstanding assistance in the process of accomplishing this research exercise: Mr. Salum M. Salum, Principal Secretary, President's Office and Chairman of Revolutionary Council, Mr. Makame Juma Khamis, Director for Human Resources, President's Office and Chairman of Revolutionary Council, Zanzibar, who recommended me to join the study, Dr. Ali Salim Hafidh, President Analyst, President's Office and Chairman of Revolutionary Council, Zanzibar, for his technical advice; General Manager of Zanzibar Electricity Corporation who accepted my request of conducting research in his institution.

Last but not least, my sincere thanks deserve all my lecturers, my respondents and my colleagues for their precious time they volunteered and their cooperation and encouragement while fulfilling this task.

However, all weaknesses and shortcomings pertaining to this study rest solely on me.

DEDICATION

This work is dedicated to my late parents, Mrs. Maryam Khatib Haji and Mr. Ramadhan Taufik Juma, for their dedicated upbringing filled with love and encouragement, and to my lovely children, Mwahija, Safia, Omar and Ramadhan for their moral support and encouragement they accorded me during my studies.

ABSTRACT

Job description defines essential tools that circumscribe an employee's profile relating to his/her particular job. Despite the fact that job description is crucial for efficient work performance in any institution, previous researchers found that in many organizations employees complain for having ineffective or non-existence job descriptions. The existence of the problem warrants researcher to undertake this study and assessing impact of job description in ZECO, in relation to increasing performance of employees. Various methods of data collection were used such as interviews, questionnaires and documentation. The results show that 38% of the respondents did not have effective job descriptions that were in line with their responsibilities and qualifications. Also, the study revealed that 97% of the respondents agreed that they needed job descriptions which indicate working conditions to increase their performance. Problems leading to poor performance among the workers are related with absence or unclear job descriptions with unspecified working conditions during recruitment process, poor involvement of workers in decision making process and underutilization of skills acquired by employees. The study recommend that in order to redress the situation and increase performance related to Job description, ZECO should formulate effective job descriptions which would include job specification, job qualification, working condition and responsibilities of the employees. The study found the need to redesign scheme of service and job descriptions according to the situation, establish employment policy in line with job description, to ensure availability of job analysts and to establish HR policy to reduce brain drain of qualified employees who go for green pastures elsewhere.

TABLE OF CONTENTS

CERTIFICATION.....	ii
COPYRIGHT.....	iii
DECLARATION	iv
ACKNOWLEDGEMENT	v
DEDICATION	vi
ABSTRACT	vii
LIST OF TABLES	xiv
FIGURE	xv
LIST OF APPENDICES.....	xvi
LIST OF ABBREVIATIONS	xvii
CHAPTER ONE	1
1.0 INTRODUCTION.....	1
1.1 Background to the Study.....	1
1.2 Statement of the Research Problem	3
1.3 Objective of the Research.....	4
1.3.1 General Objective	4
1.3.2 Specific Objectives	4
1.4 Research Questions	5
1.4.1 General Research Questions.....	5
1.4.2 Specific Research Questions	5
1.5 Significance of the Study.....	5
1.6 Scope of the Study	6
1.7 Organization of the Study.....	6

CHAPTER TWO	8
2.0 LITERATURE REVIEW	8
2.1 Introduction	8
2.2 Conceptual Definitions	8
2.2.1 Job.....	8
2.2.2 Job Analysis.....	8
2.2.3 Job Description	9
2.2.4 Job Identification	9
2.2.5 Job qualification	10
2.2.6 Employee.....	10
2.2.7 Performance.....	11
2.3 Theoretical Literature Review	11
2.3.1 Scientific Management Theory	11
2.3.2 Administrative Process Theory	12
2.3.3 Bureaucratic Theory.....	14
2.3.4 Job Characteristics Theory	15
2.3.5 Role Theory	16
2.3.6 Usefulness of Job Description	18
2.3.7 Factors that Hinder Employee’s Performance Related to Job Description.....	20
2.4 Empirical Studying	21
2.4.1 Empirical Literature Worldwide.....	21
2.4.2 Empirical Literature Review in Africa.....	25
2.4.3 Empirical Literature Review in Tanzania	30
2.5 Research Gap.....	33

2.6	Conceptual Framework.....	34
2.7	Theoretical Framework.....	35
CHAPTER THREE.....		39
3.0	RESEARCH METHODOLOGY.....	39
3.1	Introduction.....	39
3.2	Research Design.....	39
3.3	Area of the Study	39
3.4	Population of the Study	40
3.5	Sampling Design and Sample Size	40
3.6	Methods of Data Collection.....	41
3.6.1	Primary Data.....	41
3.6.2	Secondary Data.....	42
3.7	Data Collection Tools	42
3.7.1	Interview	42
3.7.2	Questionnaire.....	42
3.7.3	Documentary Review.....	43
3.8	Variable and Measurement Procedures.....	43
3.9	Reliability and Validity of Data.....	44
3.9.1	Reliability of Data.....	44
3.9.2	Validity of Data	45
3.10	Data Analysis and Interpretation	46
CHAPTER FOUR.....		47
4.0	DATA PRESENTATION, ANALYSIS AND DISCUSSION OF THE	
	STUDY FINDINGS	47

4.1	Introduction	47
4.2	Demographic Characteristics of the Respondents	49
4.2.1	Respondents Gender	49
4.2.2	Educational Level of the Respondents.....	50
4.2.3	Work Experience of Respondents	51
4.3	Job Description Knowledge.....	52
4.3.1	Job Description Knowledge Among Employees.....	53
4.3.2	Respondents Knowledge of Specific Tasks	53
4.4	Job identification Related to Employee’s Performance	54
4.4.1	The Extent that Job Description Increase Employee’s Performance in Zanzibar Electricity Corporation.....	55
4.4.2	Means used to Define Job Description in the Department.....	55
4.4.3	The Extent that Job Identification Can Increase Employee’s Performance in Zanzibar Electricity Corporation.....	56
4.4.4	The Impact of Job Identification, (Job Duties, Job Specialization, Working Condition, Job Relation to Others, Transport Facilities, Salary Scale, Incentive and Responsibilities) in Increasing Performance	57
4.5	Job Qualifications in Contributing Employee’s Performance in Zanzibar Electricity Corporation.....	58
4.5.1	Job Descriptions Given Relevant to Qualification	58
4.5.2	The Problems Related to Absence or Unclear Job Description in Zanzibar Electricity Corporation.....	60
4.5.3	The Need to have Effective Job Description for Every Employee in the Department.....	61

4.6	The Extent that Assignment of Job Responsibilities Influence Employee's Performance.....	63
4.6.1	Job Description Given During Current Responsibilities.....	63
4.6.2	Feedback of Performance Based on Job Description	64
4.7	To Investigate if Working Conditions Could Increase Performance in Zanzabar Electricity Corporation	66
4.7.1	The Extent That Working Condition Could Increase Performance in Zanzibar Electricity Corporation	66
4.7.2	Problems as a Result of not Mentioning use of Machines, Tools and Equipment Required for Particular Job	67
4.7.3	Means through which Every Employee Would Have an Effective Job Description in His/Her Position/Unit or Department	68
4.8	Discussion of the Findings	70
	CHAPTER FIVE	73
5.0	SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS	73
5.1	Introduction.....	73
5.2	Summary of the Main Findings	73
5.3	Implications of the Findings	76
5.4	Conclusions.....	77
5.5	Recommendations	79
5.5.1	Recommendations to the Government/Board of Directors.....	79
5.5.2	To the Employees.....	81
5.6	Limitation of the Study.....	82

5.6.1 Time Frame	82
5.6.2 Reluctance of Respondents	82
5.6.3 The Problem of Expertise.....	83
5.7 Suggested Area for Further Studies	83
REFERENCES	84
APENDICIES.....	87

LIST OF TABLES

Table 3.1 Distribution of the Sample	41
Table 3.2 Distribution of Respondents by Departments	43
Table 4.1: Interviewees Respondents	48
Table 4.2: Responses of Questionnaires by Zanzibar Electricity Corporation	48
Table 4.3: Distributions of Respondents According to Their Sex.....	49
Table 4.4: Distributions of Education Levels of the Respondents	51
Table 4.5: Distribution of Respondent's to Their Working Experience	52
Table 4.6: Employees Knowledge on Job Description	53
Table 4.7: Responses and Percentage on Knowledge of Specific Tasks	54
Table 4.8: Job Descriptions on Employee's Performance	55
Table 4.9: Means Used to Defined Job description	56
Table 4.10: Job Identification on Employee's Performance	57
Table 4.11: Job Description Depend on Targeted Objectives	58
Table 4.12: Job Description and its Relation to Qualification	59
Table 4.13: Job Description and Current Responsibilities	63
Table 4.14: Feedback of performance based on job description	64
Table 4.15: Extent that Working Condition Relates to Performance Increase.....	66

FIGURE

Figure 2.1: Effective Job Description on Employee's Performance35

LIST OF APPENDICES

Appendix 1: Copy of Introduction Letter.....87

Appendix 2: Interview Guide88

Appendix 3(a): Questionnaire in English.....91

Appendix 3(b): Questionnaire in Kiswahili91

Appendix 4: Organization Chart of Zanzibar Electricity Cooperation.....101

LIST OF ABBREVIATIONS

ADA	American with Disabilities Act
A-LEVEL	Advanced Level
CGMP	Compliance Good Manufacturing Practice
ELRA	Employment and Labour Relations Act
HR	Human Resource
HRP	Human Resource Programme
HR & ADM	Human Resource and Administration
MLHWE	Ministry of Lands, Housing, Water and Energy
O-LEVEL	Ordinary Level
POSDCoRB	Planning, Organizing, Staffing, Directing, Coordinating, Reporting and Budgeting
TANESCO	Tanzania National Electricity Supply Corporation
ZECO	Zanzibar Electricity Corporation

CHAPTER ONE

1.0 INTRODUCTION

1.1 Background to the Study

Zanzibar is a semi-autonomous state within the United Republic of Tanzania that comprises of two main Islands, Unguja and Pemba lying approximately 40 km and 60 km respectively off the coast of Tanzania Mainland. The Zanzibar Islands have a population of over 1.2 million (<http://www.zoominfo.com>). Zanzibar has its own Government and President. It has 16 Ministries and 15 semi-autonomous institutions governed by Boards of Directors which have authority of employing workers based on their demands to ensure efficient implementation of the Government policies.

This study is on the Zanzibar Electricity Corporation (ZECO) which is 100% owned by the Government through the Ministry of Lands, Housing, Water and Energy (MLHWE). The Vision of ZECO is *“To be efficient commercially sound electric utility supporting the development of the economy in Zanzibar”* and its Mission is *“To supply electricity to meet the national demand in an effective, safe, reliable and sustainable manner”*. ZECO is responsible for providing reliable and affordable electricity in Zanzibar through buying bulk power from Tanzania Electric Supply Company Limited (TANESCO) and selling it to its customers in the islands. (ZECO – HR & ADM, 2013).

In order to implement its objectives with efficacy, ZECO has employed 498 employees in Unguja and 155 in Pemba who provide services to the customers. It is expected that these employees were assigned effective job descriptions, as Alan Chapman (1995-2014) states, that are usually essential for managing people in organizations to define a person's role and accountability. Without a job description it

is usually very difficult for a person to properly commit to, or be held accountable for, a role. Where the Job Description is well defined and utilized, efficacy in production is increased.

It is in that regard that Tanzania Government put in place Public Service Management and Employment Policy (1999) to solve job description problems in the public service in order to increase employee's performance. That Employment Policy insists that employers should outline the responsibilities, accountability and performance criteria of each employee. Despite the presence of such official guidelines; preliminary survey has shown that still several public organizations in Tanzania have problems of effective job descriptions which ultimately hinder performance and reduce productivity. This situation probably may hinder development of the country because the Government's policies may not be effectively fulfilled.

Recently, the Government of Zanzibar reviewed its Scheme of Service which shows how to draw a well defined job description. However, it has been observed that there is a continuous decline of performance among the employees as years go by as former researchers reported that in several workplaces Job Descriptions have not been used to the expectation of the institutions, emanating from ambiguous and inconsistent availability of job descriptions among workers in the public service. It is a common practice for some employees not to be posted at their right positions or given the right job according to their qualifications and experiences or specialization, thus causing overlapping among different workers in the same department and deterring productivity instead of promoting it. For that matter, there is a need for

looking into the reality of the situation and discern the intrinsic causes, then propose steps to be taken to improve the situation.

1.2 Statement of the Research Problem

Despite the fact that Zanzibar Government in 2013 directed public service organizations to prescribe effective job description to every employee according to their schemes of service, showing job positions, responsibilities, grades and salary scales of employees according to their skills and experience in order to increase performance, still some workers in various cadres have no such job descriptions. Hence, they do not have clear guidance on how to perform their jobs and what is expected from them after 12 months in order to achieve specific objectives and increase performance, as insisted by the Public Service Management and Employment Policy (1999) that all individual or group of staff should be given job descriptions that indicate performance objectives, personnel and skill development as well as operational objectives to work efficiently according to what they ought to do to increase performance.

In line with this study, the findings of Ally (2011) noted that for the last decades Zanzibar Government Institutions experienced ineffective job description because of unspecified working conditions during recruitment process, turnover at earlier stage of well trained and experienced employees who sought green pastures in private sectors, or to other countries. Despite the trainings provided by the Government, most of the employees are not retained in their jobs, thus bringing loss to their employers. Other reasons noted were ineffective supervision, poor involvement in decision making process and boredom at work that was due to inefficient leadership

or underutilization of skills acquired by employees, lack of institutional motivation and incentive plans such as attractive remuneration and incentive packages.

Moreover, the findings of the Third National Manpower Survey conducted in Zanzibar in 2001/2002, which in most cases resembles that of Hassan (2007), highlighted problems of absence or non-existence of well defined job descriptions for employees in Zanzibar regarding appraisal of employees in relation to increasing performance and productivity in public sectors. Furthermore, those studies observed that overlapping of jobs and role ambiguity led to low commitment, accidents at workplace because a person might do some work outside his/her field of competence or specialization leading to poor morale among the employees. This tendency affects employee's performance leading to poor productivity. The existence of the problem warrants researcher to undertake this study and examine the impact of job description in ZECO in relation to increasing performance of employees because at that institution most of the employees have not effective job descriptions.

1.3 Objective of the Research

The study will be guided by the following objectives:

1.3.1 General Objective

The general objective of the study is Assessing Impact of Job Descriptions on Employee's Performance in the Zanzibar Electricity Corporation.

1.3.2 Specific Objectives

- (i) To examine how job identification can increase employee's performance.
- (ii) To explore how job qualifications contribute employee's performance in ZECO.

- (iii) To examine to what extent assignment of job responsibilities influence employee's performance.
- (iv) To investigate if working condition can develop performance in ZECO.

1.4 Research Questions

Research Questions of this study were divided into two categories; general and specific questions as described below:

1.4.1 General Research Questions

How does Job Description impact on employee's performance in Zanzibar Electricity Corporation?

1.4.2 Specific Research Questions

- (i) To what extent does job identification increase employee's performance in ZECO?
- (ii) What is the contribution of job qualifications to employee's performance?
- (iii) How does assignment of responsibilities help in increasing performance?
- (iv) How does working conditions affect performance in ZECO?

1.5 Significance of the Study

The findings of the study were expected to highlight the impact of non-existence of effective employees' job descriptions on their performance and thus suggest some solutions that could benefit the following categories of stakeholders:

Managers – They will be informed and made aware of the related factors which impede job descriptions and their effects on performance and how to overcome them

in order to promote production efficiency in ZECO and other public and private institutions. Policy makers – The study will give insights to the Government policy makers who prepare and review job descriptions aiming at achieving quality performance.

Employees – They would be given their respective clearly defined job descriptions that would outline their duties and responsibilities, thus enhancing their performance.

Academicians/other researchers – The study findings will provide useful source of information to academicians and other researchers who would be interested to undertake research in the same field. To the researcher– The study is significant to the researcher because it will equip her with practical experience in the research process that could be used in her future studies.

1.6 Scope of the Study

The study was conducted at the Zanzibar Electricity Corporation (ZECO) Main Office at Mianzini Zanzibar that is among the public corporations in Zanzibar. The researcher chose this institution due to its crucial role as public service provider in Zanzibar with the main obligation of supplying electricity to meet the national demand. Also, ZECO was seen as the best area because it centralized services that were relevant to researcher that could facilitate her work of data collecting in line with available resources and time enabling her to accomplish the study in time.

1.7 Organization of the Study

The study was organized into five chapters as follows:

Chapter one covers introductory part which introduces the topic, background of the problem and statement of the problem. Also, research objectives and research

questions are defined. Chapter two covers literature review and the related information about the subject. Chapter three discusses research methodology, research design and area of study, population of the study, study sampling framework, methods of data collection, variables and measurement procedures, reliability and validity of data analysis and interpretation. Chapter four comprises data presentation, data analysis and discussion of the study finding. Chapter five includes conclusion and recommendations.

CHAPTER TWO

2.0 LITERATURE REVIEW

2.1 Introduction

This chapter deals with the review of the existing literature related to the problem under study. Reviewing what others have already done help to deepen the understanding of areas and issues pertinent to research in hand. It is important that what previous researchers had discovered is presented objectively for the purpose of sharing their experience. This review contributed to the accomplishment of this study. The chapter comprises of conceptual definitions, theoretical literature review, empirical review and a summary which seeks to fill the gaps in the subject.

2.2 Conceptual Definitions

2.2.1 Job

A job can be defined as unit of work comprising related tasks that have been grouped together for purposes of assigning them to a person or group of persons for performance (Ngirwa, 2005:3). In the context of this study, a task or a job represents the duties and responsibilities of an employee, and indicate what the employee is accountable for at work place.

2.2.2 Job Analysis

Armstrong, (2008:188) defines job analysis as those tasks or duties listed for the purpose of producing job description. It spells out exactly what job holders are required to do. Also HR Dictionary (c:3) defines Job analysis as the procedure for determining the duties and skills requirement of a job and kind of a person who should be hired for it. For the purpose of this study, the foremost task in a human

resource management is to undertake a thorough job analysis since this forms a fundamental foundation upon which human resource development strategies are based.

2.2.3 Job Description

Job descriptions should be based on the job analysis and should be as brief and formal as possible. Their content could be described under the headings of job title, main purpose of job, main activities, tasks or duties (Armstrong, 2010). Barry (2003) points out that job description is a written statement of the content of any particular job and it can be distinguished from a person's specification, which describes not the content of the job, but the attribute, which allow individual or group of staffs to work efficiently according to what they ought to do. Ann *et al.* (2009) do not differ from Barry. They note that job description includes a role summary, the essential duties and tasks and minimum education and experience required which allows individual or group of staffs to work efficiently according to what they ought to do.

2.2.4 Job Identification

Job identification includes the title of the job, the department or section on an employee or job number and the name of the job holders (commonly omitted in the evaluation exercise to preserve objectivity). The precise title of the job should be described briefly but accurately. Cushway (2003:6) supports that identification with a social category — the extent to which the category (e.g a work team, a department, an organization) is valued and self-involving, and contributes to an enduring sense of self — is one particularly important factor which affects a person's readiness to use that social category in order to define themselves. Among other things, when a

person identifies strongly with a given organization, he or she will be more prepared to interpret the world, and their own place within it, in a manner consistent with that organization's values, ideology, and culture.

2.2.5 Job qualification

Toolkit (accessed: 8/4/2014) elaborates job qualification in job description as the list of required qualifications. An employer should touch on the skills required for an applicant to successfully complete the job tasks. Toolkit suggests that in defining job qualification should include information like education requirements, job experience or managerial responsibilities that one expects ability, language ability and physical effort ability depending on the nature of work. Job qualification can use the results to create job description to touch on the skills required for an applicant to successfully complete the job tasks.

2.2.6 Employee

Employee means an individual who has entered into the contract of employment; or has entered into any other contract under which the individual undertakes to work personally for the other party to the contract; and the other party is not client or customer of any profession, business, or undertaking caused on by the individual (ELRA, 2004:7-8). For the purpose of this study, effective job description informs the candidate exactly what one wants in the selected process and helps Human Resource Officer to select preferred candidates to increase work performance in an organization. Thus, the content of any effective job description should be part of the contract between the employers and employees.

2.2.7 Performance

Gupta (2008:14.20) defined performance as the degree or standard considered satisfactory to achieve the goal. On his part, Hirriyapo (2009) has defined performance as referring to evaluation of behavior of an individual in the organization; also it determines the monetary and non-monetary rewards to individual in an organization. It is based on the ability and standard roles and responsibilities toward an organization. Various studies suggest that managers can measure and appraise performance effectively by comparing the requirement of the job with the extent to which the employees meet those requirements in improving performance and productivity.

2.3 Theoretical Literature Review

Theoretical review is related to theoretical tools which the researcher uses in analyzing the collected data – for instance books, journals, newspapers, internet and other sources; it is reviewing what others have already done in order to deepen the understanding of areas and issues pertinent to research in hand. There are various theories which deal with job description. The below sub-section will concentrate on analyzing these theories in order to propose the most applicable one.

2.3.1 Scientific Management Theory

Preliminary information shows that the concept of effective well defined job description was established since the beginning of the Industrial Revolution, when contributors to scientific management movement introduced it. Among them was F.W. Taylor (1856-1915) who was suggesting division of labor and insisted people

to work according to their specializations. His contribution is also useful and applicable in modern organizations.

2.3.2 Administrative Process Theory

Another major contributor to evolution of management theories whose ideas related to this study is Henri Fayol (1841-1925), a leading French industrialist. Fayol as quoted by Cole, (2004) argues that to manage is to forecast and plan, to organize, to command, to coordinate and to control.

To forecast and plan means to study the future and arrange the plan of operation; to organize means to build up material and human organizations of the business, organizing both man and material; to command means to make the staff do their work; to coordinate means to unite and or relate all activities; and to control means to see that everything is done in accordance with the laid down rules and the instructions which have been given. His contribution is also useful and applicable in modern organizations.

Also Cole stated that there has been 14 Principles of Management listed by Fayol that include Division of work – develops practice and formality; Authority that is the right to give orders, Discipline – respect; Unity of command – one man one superior; Unity of direction – one head, one plan for a group of activities with the same objectives; Subordination that is individual interest that is to the general interests; Remuneration – fair for both employees and firm; Centralization – there should always be scalar chain line of authority from top to bottom; Order – a place for everything and everything in its place; the right man in the right place; Equity – a

combination of kindness and justice towards employees. Stability of tenure of personnel time for settling; and Spirit de corps – teamwork should be encouraged. According to this study, Human Resource Managers may use these 14 Principles of Management of Fayol to define job description in order to increase performance.

Luther Gulik and Lyndall Urwick (1947) as quoted by (Okumbe, 1999) being strongly influenced by Fayol, put forward seven administrative functions: as planning, organizing, staffing, directing coordinating, reporting and budgeting. These processes are given the acronym “POSDCoRB”.

Luther Gulik and Lyndall Urwick define job description by using “POSDCoRB” that is to say, planning, working out in broad outline, the things that need to be done and the methods for doing them to accomplish the purpose set for the enterprise. Organizing – the establishment of a formal structure of authority, through which work subdivisions are arranged, defined and coordinated for defined objectives. Staffing – the whole personnel function of bringing in and training the staff and maintaining favourable conditions of work.

Then Okumbe, (1999) sees directing as the continuous task of making decisions and embodying them in specific and general orders and instructions and serving as the leader of the enterprise. Coordinating - the overall important job of inter-relating the various parts of the work. It ensures that all units and sub-units are working in unison towards the common objectives of the enterprise. Reporting – the process of keeping those to whom the executive is responsible informed as to what is going on, which includes keeping himself and his subordinates informed through records,

research and inspection. Budgeting – concerned with all that which goes on in the enterprise in the form of fiscal planning, accounting and control.

Moreover, Gullick and Urwick put forward ten “principles” which are to be used when defining job description. These principles are: objective, specialization, coordination, authority, responsibility, definition, correspondence, span of control, balance and continuity (Okumbe, 1999).

Scientific Management advocates the establishment of goals and objectives of organization which the subordinates and all level of managers are committed to achieving in the most effective and efficient manner. The work plans and schemes of work should have well-defined and carefully stated objectives which the managers and subordinates strive to achieve. The idea of knowledge of aims, goals and objectives and duties is very important for both employees and Human Resource Managers because performance and productivity at workplace would increase if tasks are well defined. This facilitates accountability and is an important basis upon which an effective work appraisal can be undertaken.

2.3.3 Bureaucratic Theory

Another contributor of scientific management movement whose concept related to job description on employee’s performance was Max Weber (1864-1920), a German academician and social scientist who identified seven main features of a bureaucratic organization as a continuous organization of functions bound by rule, specified spheres of competence, a hierarchical arrangement of offices (jobs), appointment made on grounds of technical competence, separation of officials from the ownership

of the organization, official positions exist in their own right, and job holders have no right to a particular position and rules, decisions, and action are formulated and recorded in writing (Cole, 2003:26). His contribution is also meaningful and applicable in modern organizations (Okumbe, 1999).

Armstrong (2011) poses the term “bureaucracy” as a label for a type of formal organization in which impersonality and rationality are developed to the highest degree. He suggested that formal structures are based on laid down hierarchies which are represented in organization chart that was made of closely defined job descriptions. The processes that take place in organization of group behavior interactions and networking, leadership, the exercise of power, the use of politics may well have much more affect on how organization function than a well defined organization chart supported by organization functions will be largely contingent on its purpose, technology method of working and external environment. In relation to this study, the ideas of bureaucracy contribute to enhance organizational capacity by providing advance on how best to manage and organize the HR involved. Many commentators were against bureaucracy but managers were not because they tend to prefer clear line of communications, clear definitions of authority and responsibility and clear knowledge of to whom they are responsible.

2.3.4 Job Characteristics Theory

Job characteristic theory stresses intrinsic aspect of work. It holds that employees are motivated to perform when they experience the work itself as meaningful, have responsibility for work outcomes, and receive feedback on the results of their work activities.

In relation to this study, Scarpello also states that although Motivation Hygiene theory does not specify facets of the job that should be changed but job characteristics theory suggests focusing on five core dimensions of the job: that is skill variety – the extent to which the job required a variety of activities, skills, and talents to carry out the work; task identity – the extent to which the job allows its employees to complete whole tasks rather than just part of tasks; task significance – the extent to which the job can be regarded as important to others inside and outside the organization; autonomy – the extent to which the job provided freedom to plan, schedule, and decide about work procedures; and feedback – the extent to which the job allows its employees to obtain clear and direct knowledge about how well they perform.

Also, in relation to this study, (Armstrong 2008:330) noted A. Hackman and Oldham's (1974) do not differ from Scarpello. They introduced useful perspectives on the factors affecting job design and motivation. They suggest that the 'critical psychological states' of 'experienced meaningfulness of work, experienced responsibility for outcomes of work and knowledge of the actual outcomes of work' should strongly influence motivation, job satisfaction and performance. They identified variety; autonomy; required interaction; optional interaction; knowledge and skills required and responsibility as characteristics of jobs that should be taken into account in job design that influence effective job descriptions.

2.3.5 Role Theory

According to Armstrong (2010:247) role theory as formulated by Katz and Kahn (1966) states that the role individuals occupy at work and elsewhere exists in relation

to other people. Performance in a role is a product of the situation individuals are in, for example, organizational context and the direction or influence exercised from above or elsewhere in the organization and their own skills, competence, attitudes and personalities.

Therefore, Armstrong is of the opinion that the term *role* describes the part to be played by individuals in fulfilling their job requirements. Roles also indicate forms of behavior required to carry out a particular task or the group of tasks contained in a position or job. Work role profiles primarily define the requirements in terms of the ways tasks are carried out rather than the tasks themselves. A distinction can therefore be made between a job description, which simply lists the main tasks an individual has to carry out, and a role profile which is more concerned with the behavioral aspect to work and the outcomes the individual in the role is expected to achieve. In relation to this study, Human Resource Officer should well define suitable roles in job descriptions in order to achieve efficacy within the institution.

Armstrong (2011) does not differ from Armstrong's (2010) Role theory that helps us to understand the need to clarify with individual what is expected of them in behavior terms and to ensure when designing jobs that they do not contain any incapability elements; we must be aware of the potential for role conflict so that steps can be taken to minimize stress. This study, however, applied role theory because it helps us to understand the need to clarify with individuals what is expected of them in behavioral and outcome terms and to ensure when designing roles in job description that they do not contain any incompatibility elements. A Manager should also be aware of the potential of role ambiguity and role conflict among employees

of different cadres so that steps can be taken to eradicate job stress and poor performance.

2.3.6 Usefulness of Job Description

Effectively developed job descriptions are communication tools that are significant in organizations success. Poorly, written job descriptions, on the other hand, add to workplace confusion, hurt communication and make people feel as if they do not know what is expected from them.

Job descriptions are written statements that describe the duties, responsibilities, required qualification, and reporting relationships of a particular job. Thus, job descriptions are based on objective information obtained through job analysis, an understanding of the competences and skills required to accomplish needed tasks, and the needs of the organization to increase productivity in work.

A positive job description provides an opportunity to clearly communicate to company direction and they tell the employee where he or she fits inside of the big picture of the institution. Effective job descriptions will help to align employee direction. Alignment of the people to employee with specific goals, vision, and mission spells success for the organization. For the purpose of this study, the manager should assure the inter-functioning of all the different positions and roles needed to get the job done for the customer to increase performance.

Job descriptions help in coverage of all legal bases. For instance- in compliance with the Americans with Disabilities Act (ADA), the employers in the United States of

America are to ensure that the descriptions of the physical requirements of the job are accurately reflected in the job description (www.skillsoft.com). In fact, whether in recruiting new employees or post jobs for internal applicants, job descriptions tell the candidate exactly what one wants in the selected applicants. Moreover, job description is helpful in framing questions to be asked in the selection interviews, it helps during the orientation or induction process and in placement of new employees on job positions or when transferring or promoting coworker.

Hence, effective job descriptions are useful and helpful in the areas of Human Resource Management such as in job grading and classification, career paths and career development, handling grievances relating to the duties and responsibilities, work measurement and working improvement, defining the limits of authority, training and development, developing performance standards, making good relationship and conducive environment at workplace between employees and employers/management and customers. Also, in line with the above Cashway (2003:3-4) argues that the information of effective job description will be useful for job evaluation, job redesign, performance management and organization change.

Likewise, Okumbe (1999:243) sees job description as a check-list which is useful in performance appraisal, helps individual employees to have their own self-appraisal and self-development. Job description also, helps managers to prevent misunderstandings which could otherwise mar the performance of the organization. By using effective job description managers can decide when a worker is due for promotion on the basis of his or her job performance or when his or her experience can best be utilized elsewhere.

Moreover, job description can be used as useful tool for employee's salary administration. Comprehensive and objective job description forms a factual basis for human resource managers during the grading of all the jobs and determination of a salary structure which is both internally and externally equitable. Effective job description helps Managers to take disciplinary measures against employees who have not performed their jobs as required of them. (Okumbe, 1999:244).

2.3.7 Factors that Hinder Employee's Performance Related to Job Description

Unclear defined job description may cause dissatisfaction which is among symptoms of an underlying employee problem that should be addressed, overlapping of job, low morale and poor performance. Other factors that hinder employee's performance related to job description are problems that stem from employee perceptions on how they are treated at work and the match between individual and organization needs and desires. Thus, job description if not planned well can reduce flexibility and it has been criticized on the ground that a job is largely what the jobholder makes it to be. Hence, unusual or high levels of absenteeism and turnover also represent force for change (Cushway, 2003).

In that respect, it can be argued that organizations might respond to these problems by using the various approaches to job analysis and job description by reducing employees' role conflict, overload, and ambiguity of their jobs. Moreover jobs are modified when work patterns in the organization are changed. Jobs tend to be dynamic and not static. Therefore job description can quickly become outdated. Job description has an ongoing purpose throughout the employment lifecycle so it pays to spend some time getting it right from the outset. It is necessary to make job

description as accurate as possible. Prospects for positive change stem from employee participation and suggestions are required to increase performance toward producing more to meet the organization objectives.

2.4 Empirical Studying

Job descriptions nowadays are documents containing job title, reporting relationships, summary of responsibilities, job span (such as budget, staff) primary accountabilities and responsibilities, decision making, authority and hiring requirement (for instance – knowledge, skills, abilities, certifications, degree). This is one document that has become the basic building blocks for enterprise wide talent management processes such as recruitment, succession planning, coaching, training and development, compensation, legal aspect, performance appraisal and performance evaluation or job modeling.

However, Stybel (2010) found on the Managing the Inner Contradictions of Job Descriptions: A technique for use in recruitment found that job description have an internal and external audience when used as part of a recruitment program. In the recruitment situation, the above mentioned multiple constituencies can cause a conflict, resulting in job descriptions that either lack validity or lack critical information necessary for valid hiring decision. The existence of the problem gives room to undertake this study and assessing the impact of job description in ZECO and analyze its relationship in increasing productivity and performance.

2.4.1 Empirical Literature Worldwide

Job description is a written statement of all facets of the job accompanied (in some cases) by required levels of achievement to be attained by the person performing the

job. Ideally, both employer and employee should sign such a statement to evidence their agreement to the requirement. Also, Martin (2006:xviii-xix) states that person description is a written statement analyzing the skills, educational, attainments and or experience believed to be required by the ideal candidate for the vacancy being filled candidates attainment can be confused with the required items to try to obtain a perfect match, or, if not to identify areas where training may be required.

Pigors (1981) is on the opinion that a job description is a word picture (in writing). It is the culmination of a process which includes collecting, verifying and correlating information about job elements and task (job content). The description of the job description also shows report relationships and specifies work-related responsibilities for behaviour by fellow workers. Thus, job description should indicate opportunities to apply, demonstrates and improves specific performance which can also contribute to career development.

According to (Sims, 2002) a job description is an account of the duties and activities associated with a particular job. It concentrates on describing the job as it is currently being performed. Thus, the format of job description varies somewhat, most of job descriptions contain sections that include human resource planning, recruitment, orientation of new employees, development of performance appraisal system, career planning and compensation system.

Gupta (2008:6.11) described job description as a process of collecting data through job analysis to provide the basis for preparing job descriptions and job specification. Job description is a functional description of what the job entails. It is descriptive in

nature and defines the purpose and scope of a job. Also, job description is a written record of the appropriate and authorized contents of a job. It is a factual and organized statement describing the job in terms of its title, location, duties responsibilities, working condition, hazards and relationship with other jobs. It shows what is to be done, how it is to be done and why. The approach is also used as a guide to this study because it is factual and applicable in various situations.

Furthermore, Ann (2009:21) does not differ from Gupta (2008) who defines a job description as a process of identifying the duties, responsibilities and working conditions of a particular job. This information is of great value to the jobholders and the environment. It establishes expectations for job performance and maintaining misunderstanding that can occurs between these two parties. Also, Job description process is essential information from Human Resource Management functions such as recruitment and selections, performance appraisals, training and development, health and safety, legal aspects and career planning.

Job descriptions are a map to help employees navigate their job. In relation to this study, an effective job description should accurately depict what an average day on the job looks like for that position. When used correctly, they are an important tool for employees and employers.

Moreover, job descriptions consist of a group of related duties and are typically performed by more than one person (for instance, a nurse). A job description includes the title and other classifying information. Also, a typically job description revises a role summary, the essential duties, tasks and responsibilities and minimum

education, skills and experience required. Furthermore, it contains other pertinent information such as reporting relationship, and equipment used on the job (Ann, 2009).

Stybel (2010) posits that all Human Resource Management functions are the aspects of job description. The one of exception is recruitment. Job description summaries of job descriptions that are used for job postings are created with both internal and external audiences in mind. The internal readership would place a premium on job descriptions having valid data. However, company officials responsible for managing external product and company reputation might portray the company in the best possible light.

Then, Stybel advised that when conduct a retained search, should create two documents of job descriptions. Firstly, is the traditional job description and secondly, is Leadership Mandate. Thus, writing two documents is a burden, but it is appropriate because it recognizes the conflicting constituencies that will review the core document that is called the corporate job description. This technique helps to advance the goal of making these conflicts discussable and provides a practical way of dealing with them.

Martin (2006) states a description of job, supported by clear parameters as to what level of performance is needed to be attained, and gaining the agreement of both parties to the wording, this mutual agreement to content should lead to a greater understanding of what is required, and a prioritization of tasks. It also helps make any assessment of performance more objective. In relation to this study, Martin

insists that in implementing a job description system, particularly where measure of performance are to be incorporated, can raise concerns amongst employees and must be handed carefully.

Also, Martin suggested checklist that is the timetable must allow adequate time for consultation and explanation of the principles and practice; and a user-friendly guide must be provided to answer all employees' questions. Management briefing should help to identify these concerns, with explanations and reassurances provided. So as an appeal mechanism whereby disputes can be settled by an independent third party should be incorporated. A pilot scheme, with draft job descriptions agreed or discussed between subjects and superiors should be run so that others can see the scheme in operation. Sufficient time should be allowed for explanation for the principles behind the system, coaching in its adoption, particularly of those who will need to compose the job description, answering concerns and queries and the results of the pilot scheme to be put into operation and difficulties identified, eradicated or overcome.

Therefore Martin suggested that the Manager should decide whether additional payment for 'good performance' is to be incorporated, to set up a review mechanism to assess the effectiveness of the scheme, say a year after inception. Then ensure there is a procedure for updating job descriptions and instituting new measures of performance.

2.4.2 Empirical Literature Review in Africa

The concept of job description is widely explained by different literary works. (Okumbe, 1999) conceptualizes job description as a statement of what a job holder

does, how it is done, and why it is done and the scope of responsibility as continuing work assignments which are sufficiently different from those of other jobs to warrant a specific title. The concept of job description describe as the working conditions, hazards, stress that it can produce and the relationship with other jobs. From various literature reviews, this section presents different perspectives concerning the concept of job description.

According to Okumbe (1999), an employee's job should be very clearly spelt out so that conflicts that may arise from role ambiguity are avoided. Objective of performance appraisals are also based on a well thought-out job description.

Peay (2005) quoted by Barbie Carpenter, eHow Contributor describes the importance of job description and states that a business owner can use a good job description not only as a valuable aid in the job-recruiting process, but also as an outline for reporting relationships and working conditions. When it comes to job description, flexibility is a key factor. It creates more generic job descriptions that emphasize expectations and accountabilities, rather than specific tasks, thereby encouraging employees to focus on results rather than job duties. A more wide-ranging job description is also easier to maintain when it does not require modification with every minor change in duties.

Thus, job description can be viewed as a list that a person might use for general tasks, or functions, and responsibilities of a position. It may often include to whom the position reports, specifications such as the qualifications or skills needed by the person in the job, or a salary range. Job descriptions are usually narrative, but some

may instead comprise a simple list of competencies; for instance, strategic human resource planning methodologies may be used to develop competency architecture for an organization, from which job descriptions are built as a shortlist of competencies.

A job description is usually developed by conducting job analysis, which includes examining the tasks and sequences of tasks necessary to perform the job. The analysis considers the areas of knowledge and skills needed for the job. A job usually includes several roles. The job might be broadened to form a person specification or may be known as Terms of Reference. The person/job specification can be presented as a stand-alone document though in practice, it is usually included within the job description.

Also, job description may include relationships with other people in organization; supervisory level, managerial requirements, and relationships with other colleagues. The goals of job description need not be limited to explaining the current situation, or work that is currently expected; it may also set out goals for what might be achieved in future.

Alison (accessed: 4/4/2014) is of the opinion that most organization develop job descriptions to formalize their expectations for the work efforts of employees in specific roles. Job advertisement is a form of a job description used to promote vacancies to prospective candidates.

Alison also thinks that job description helps employees covered by contract. If employees are governed by employment contract or bargaining of work roles or

conditions employer cannot change them without their agreement. Alison suggests that employees are protected from changes in their job description that can be constructed as retaliation by employment right. Changes by employers in the number of hours worked, schedule, location or responsibilities to preclude the Medical Leave Act are also prohibited. Employers cannot change staff to another job upon their return to the workplace.

Thus, Alison recommends that best Human Resource Management practices, aside from these legal considerations, should be deployed by employers in view of bringing major changes in work roles by redrafting job descriptions to make the new roles clear. Moreover, he recommends that employees concerned with job responsibilities changes, it is a good idea to see or propose if he/she can discuss Company's Human Resources Department to see if there is a way to work out a solution that is agreeable. Generally, formal job descriptions often serve as the basis for performance evaluations as managers gauge whether employees have met or exceeded expectations in their roles.

Pritchard (2013) states four critical components of job description; namely, job duties and responsibilities, position summary, experience and education requirements and job title. The objectives of a guide that help to know the reasons of job description are important, to understand the key components of job description and how to identify them, and to learn the steps to writing effective job description. Thus, Pritchard suggests that method selected may vary based upon the level and complexity of the job. For instance, starting with key functions in one's job; then writing a list of all the daily, weekly, monthly, and/or annual duties and

responsibilities that are related to that function; or starting with a list of one's daily, weekly, monthly, and/or annual duties and responsibilities, then grouping the duties and responsibilities by functions.

Also, Pritchard (*ibid.*) describes job description as a powerful tool that is used to communicate the job expectation to the employee, to focus recruitment efforts, to manage employee performance, to see employee and organization goals and is used for workload management and for succession planning. Moreover it's used to create training and development plans, for the job evaluation and classification process, to establish fair, competitive pay rates for staff members, to develop career paths and opportunities for job growth and to help maintain compliance with federal regulations.

Then, Pritchard recommends that the physical demand in job description should be tied to the essential functions of the job (that is the key functions, duties and responsibilities) and should not be only reflective of the ways that those functions are currently performed; but should be clearly and specifically state only those physical demands that cannot be easily accommodated, should be written with carefully chosen words to convey the essential functions of the job (that is the key functions, duties, and responsibilities) so that the job description is not prejudicial to qualified persons with disabilities J.

ob duties should be focused on key tasks, be expressed in complete sentences, beginning with an action verb, be precise, be concise, be written by the supervisor of the position, be written for one's audience and using the words "may" and

“occasionally” sparingly. The job duties/responsibilities component of the job description should be focused on key tasks, and job titles should be brief – 1 to 3 words and should be consistent with the department’s organizational structure.

Henson (2011) in *Journal of Validation Technology* on the study of Effective personnel Qualification wonders whether job description play a role in CGMP Compliance in order to make good manufacturing practice topics useful to practitioners in compliance and validations. He points out that inconsistencies between human resource personnel requirements stated in job descriptions and the actual qualifications of personnel in jobs may occur, therefore validation practitioners must be sure that personnel involved in validation projects and validation activities meet stated qualification requirements to their respective positions.

In that regard, Henson recommends that HR Managers should accord employees job descriptions according to their qualifications, constantly evolving to reflect changing requirements. Job descriptions should be reviewed, ideally annually, and amended as appropriate. Taking time to craft an accurate job description can be invaluable to the on-going attraction, hiring and retention of employees. Thus, Human Resource Officer should be serving warning letter as warning to those employees in regulated industries who have contravened personnel requirement listed in job descriptions.

2.4.3 Empirical Literature Review in Tanzania

Ngirwa, (2003, c. 4) defines job description as “a written statement which shows the duties, working conditions, and other details of a job”. That is, what the employee

does, how he/she does it, and under what circumstances. In the sense that within one organization all job descriptions should take the same format though different organizations adopt job descriptions that differ in form and even content. Also (Ngirwa, 2003, c. 4) notes that most job descriptions comprise job title, job identification, job duties and working conditions.

Tanzania Government has established public Management and Employment Policy (1999) which, among other things, states that “Every employee, including Permanent Secretaries and Heads of Independent Departments, shall be given a Job Description incorporating specific, measurable objectives for the results they are to achieve in the following 12 months. The Job description and performance objectives shall be drawn up in consultation with the employee, and shall include personal and skill development objectives as well as operational objectives”. But the preliminary survey shows that although there is a Public Management and Employment Policy, still most public organizations have problems of unclear defined job descriptions which hinder performance and reduce productivity.

The finding of Ally (2011) in her study of factors leading to employees’ turnover among Zanzibar Government Institutions related to job description suggested that job specification should indicate professional qualification, working condition and in other cases payment grades for the posts. Also, in her findings she notes that working conditions are specified in all posts advertised in the media while those sent to the Civil Service Department do not include working condition. On the other hand, the data shows that 63% of respondents were not aware on working conditions before they joined the organization. In addition to that the results of Focus Group showed

that 100% of the respondents were neither aware on working conditions nor salary grade prior to joining the institution.

Also, Ally stated that although Zanzibar Government had prepared Scheme of Service but employees were not given the job description according to their specialization, working conditions, including pay, which ultimately decreases employee's morale, commitment and accountability at workplace; hence planned objectives may not be achieved because most of the qualified recruited employees continue to quit the job after six months or one year from the date of employment.

Also, the survey results of the Third National Manpower Survey (2001/2002) in Zanzibar, revealed that 8,073 employers equivalent to 77.3% of total technical manpower group had their job descriptions spelt out in writing either during their first appointment or after being transferred from one job to another; the remaining 22.7% had noted that neither their job had those descriptions spelt out in writing nor in any other way. A situation in which there are 2,365 employees out of total 10,438 employees in various levels of technical manpower, who do not directly or indirectly understand their job description, was not conducive to the management of formal sector organizations. Also that survey report states that this situation may result in low labour productivity, ineffectiveness, inefficiency and lack of willingness to take responsibilities. It might also affect working morale and relationships, participation of workers and result in the development of a negative culture among workers.

In line with this point, the findings of Hassan (2007) of "the efficacy of job description" conducted in Zanzibar revealed that there were few employees in public

sectors who had job descriptions that were not effective for the needs of job descriptions related to their jobs. Also, it was shown that to a large extent this factor contributed to the qualified employees not getting an opportunity of exercising their jobs, duties and responsibilities in a systematic manner related to increasing performance. Similarly, this problem has resulted into various forms of inefficacy of newly employed workers who are not exposed to their job descriptions. This tendency, leads to poor performance and productivity because one person may do jobs outside his/her specialization. Moreover, Hassan (2007) suggests that the Revolutionary Government of Zanzibar should put in place effective job description in order to increase efficacy related to their jobs.

2.5 Research Gap

Theoretical literature reviews and the analyzed study show that there are problems of non-existence of job descriptions which lead to poor performance. The theoretical reviews show that the Principles of Scientific Management, Idea of Bureaucracy that Armstrong (361:20011) suggested based on laid down hierarchies which are represented in organization chart that was made of closely defined job descriptions, Role theory that states the role individuals occupy at work and elsewhere exists in relation to other people. However those theorists did not write specific theory about job description.

Moreover, empirical studies show that Ngirwa, (2003, c.4) doesn't differ from Okumbe (1999) in the explanation of job description as he states that "Job Description is a written statement which shows the duties, working conditions, and other details of a job" but did not suggest how to eradicate the problems if there are

ineffective Job Description related to employees performance or what impact may occurs if employee's do not have effective job description to increase performance.

Generally, empirical studies show that in Zanzibar there are problems of Effectiveness of Job Description on Employee's Performance in Public Organization although nowadays, Government has authorized employers in public service to give their employees effective job description in order to increase performance in organization; still some workers, regardless of their cadres and ranks in the office, have no clear and effective job descriptions because some of employers cannot define effective job description that shows how to perform their jobs and what is expected to get after 12 months or in a specific period in order to achieve specific objectives and increase performance. This study intended, therefore, assessing the impact of job descriptions in Zanzibar and analyze its relations employee's performance and suggest how to overcome the problems in order to fill the missing gaps.

2.6 Conceptual Framework

Conceptual Research is that which relates to some abstract ideas or theory. It is generally used by philosophers and thinkers to develop new concepts or to reinterpret existing ones. (Kothari, 1990:4). In this study, the Conceptual Framework shows how independent and dependent variables relationships measure the impact of job description on the employee's performance in the area of study. The Conceptual Framework designates as independent variables as the assessing impact of Job Description and Employee's Performance as a dependent variable. The line is an indicator of influence of a variable to another variable. According to the nature of

effective Job Descriptions, the Conceptual framework diagram below shows how the concept of effective job description relates to employee's performance.

This analytical study deployed some hints of Bureaucracy Theory, Role Theory, Okumbe (1999), Gupta (2008), Armstrong (2011), to find out whether effective job description on employee's performance is crucially needed. The researcher used these theories as factual and applicable in various situations.

Conceptual Framework

Independent Variables

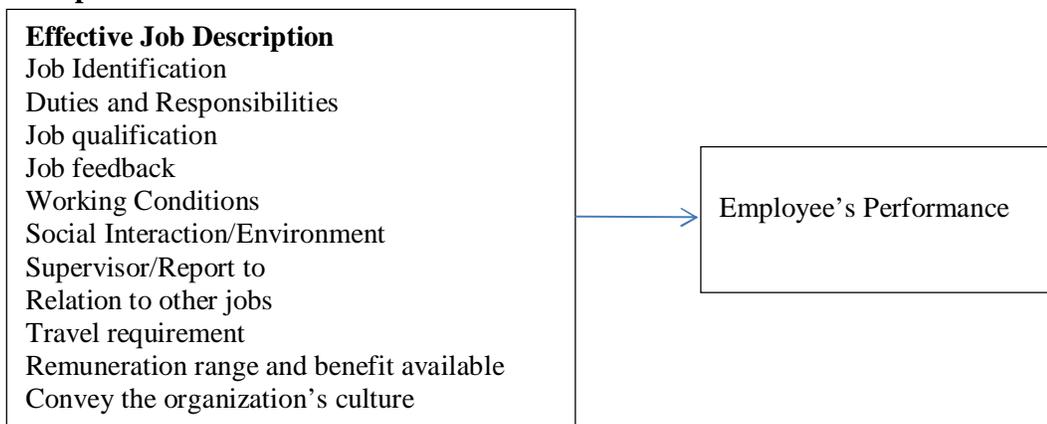


Figure 2.1: Effective Job Description on Employee's Performance

Source: Field Data (2013)

2.7 Theoretical Framework

Generally, Figure 2.1 shows independent variable and independent variable. Independent variable of effective job description stands like a heart of the research which contains the following constituents:

Job Identification includes job title, code number of the job, department or division where the job is located and helps to identify the job and shows the relationship of

the job to other jobs; and summary of the job that describes the contents of the job in terms of activities and tasks performed.

Job duties and responsibilities is among key components of job description and shows duties and responsibilities of employees, skilled variety (skills and activities required in particular task/work), autonomy (freedom, independence and recreation of the employee), commitment required in short/medium/long terms for the responsibilities, supervision, training, career paths and career development.

Job qualification is based on the qualification pertaining to education, attitude, experience and the skills required for an applicant to successfully perform a particular job.

Job feedback determines how much performance feedback will be provided to the worker. Objective of performance appraisals based on a well thought out job description would be part of job description. The information of standard of performance will state the level or degree of performance expected with the job's major duties and responsibilities. This might pertain to performing tasks within certain time periods, achieving specific target, reducing amount of errors.

Working conditions include working hours (eight hours per day and five-six days per week (ELRA 2004), the physical environment of job that is described in terms of duties and responsibilities, health and fatigue studies, light, work hazards, investigating accidents, health and safety, boredom and loneliness at work as is the case for a mortuary attendant. Also, working conditions include

machines/tools/equipment that relates to training given to employee on how to operate major machines, equipment, instruments and the materials used.

Social environment includes size of group and inter-personal interaction required to perform the job which is given to the employee. Developing job description is an easy way to involve people in organization success.

Supervision relates to supervision given or received and is stated in terms of number of persons to be supervised along with their job titles. Designations of immediate superior and subordinates may also be defined. A job description is a reliable impersonal guide for both the employee on his or her immediate supervisor.

Relation to others jobs is concerned with the relationship of an employee with his/her immediate boss, peers and subordinates. It provides the ideas of vertical work flow and channel of communication and promotion. Also, it shows to whom the jobholders will report to.

Travel requirement relates to the means of travel that employees are offered by the organization to motivate them in order to perform jobs required to improve employee's performance.

Remuneration range and benefits available show variations in education and training, skills required and their relationship with salary scale and grade, given for that particular job.

Scope of progress and promotion helps managers to decide when workers are due for promotion on the basis of their job performance. Also scope of job description

helps to define in writing the scope of progress and promotion. During the recruitment process, there is good opportunity to attract talents if there is a well documented account of job titles.

Organization's culture culture includes power culture, role culture and personal culture. Power culture is controlled by procedures, rules and roles and these aspects are of importance to job description. The task of organization's culture aims at consolidating institutional power rather than personal power (Armstrong, 2010:129). The main purpose of effective job description is to attract employees by describing the roles required and track record with the aim of attracting response from an internal or external applicant for the job so as to improve employee's performance.

Also, effective job description gives qualified workers an opportunity to do their jobs better according to their specialization and increasing commitment, morale at workplace and job satisfaction; thus reducing labor turnover for trained employees, minimizing accidents and improving employee's performance and productivity in the work place.

For the purpose of this study, the dependent variable is employee's performance. Human Resource Department should devise effective job description by using factors mentioned above for the purpose of giving chance to qualified employees get an opportunity of exercising their jobs, duties and responsibilities in systematic manner related to improving performance and productivities.

CHAPTER THREE

3.0 RESEARCH METHODOLOGY

3.1 Introduction

Research methodology is an important aspect of research or any other kind of study to describe ways that have been used in conducting it. According to Kothari, (1990) research methodology is the way to systematically solve the research problem. In this chapter different methodological aspects which were used during the study are presented. These include research design, study area, population involved, sampling design and procedure, sampling techniques, data collection tools, variables, reliability and validity measurement, and data analysis and interpretation.

3.2 Research Design

A research design is the arrangement of conditions for collection and analysis of data in a manner that aims to combine relevance to the research purpose with economy in procedure” (Kothari, 1990). This study data collected and analyzing both qualitative and quantitative measures that could be able to manage every unit of enquiry due to reliability and validity of data, according to the time frame and financial constraints.

3.3 Area of the Study

The study was conducted at the Zanzibar Electricity Corporation (ZECO) main office in Urban District, Urban West Region in Unguja. The area was selected because it was seen as appropriate due to its corporate nature, easy accessibility and availability of information and potentiality of service delivery.

3.4 Population of the Study

The study population targeted employees of Zanzibar Electricity Corporation in Unguja Main Office including all six (6) managers, two (2) Heads of Units and 76 subordinates who were ready to provide information required to accomplish this study; but four (4) managers, two (2) heads of unit and 73 subordinates were the ones who responded. That demographic feature was sufficient to come up with genuine results that could be used to reliably explain the problem researched into without bias.

The ZECO organization (administrative) structure is composed of the Board of Directors, the General Manager who leads the management team of ZECO. The management team involves Chief Internal Auditor, Procurement Management Unit (PMU) Head, Public Relation Head, Corporation Secretary and Chief Legal Counsel. All these officers report direct to the General Manager except the Chief Internal Auditor who reports to the General Manager as well as to Board of Directors. Another level of management team involves departmental managers of HR and Administration, Commercial, Operation, Pemba Branch, Corporate Planning, Finance and Information Technology who also report to the General Manager. Below the management team follows the level of the Assistants to the Managers (Appendix IV).

3.5 Sampling Design and Sample Size

The study deployed two main sampling techniques; that is Random Sampling technique and Purposive Sampling technique to avoid sampling errors. The former was used for its advantage of giving respondents equal chance according to their

income level, age, education and gender and for its potentiality in saving time and purposive sampling was used for potential respondents chosen on the basis of their convenience and availability (Creswell, 120:1994). This study selected 84 respondents from 168 employees who worked at ZECO Main Office in Unguja. The sampling size deployed random sampling of 76 subordinates and purposeful sampling for six (6) Managers and two (2) Heads of Unit in line with available resources and time. The actual number of respondents who participated in this study was 79, as shown in Table 3.1.

Table 3.1: Distribution of the Sample

Categories	Population	Sample selected	Frequency	Techniques
Managers	6	6	4	Purposeful
Heads of Unit	4	2	2	Purposeful
Subordinates	158	76	73	Random
TOTAL	168	84	79	

Source: Field study (2013)

3.6 Methods of Data Collection

In this study, the researcher used a combination of methods to collect quantitative and qualitative data. Both primary and secondary data were collected.

3.6.1 Primary Data

Primary data are first-hand accounts of circumstances by individuals who are directly involved or have first-hand experience on what they are writing about (Rachael, 2003). In this study, the researcher used interviews and questionnaires as instruments in collecting primary data.

3.6.2 Secondary Data

These are documentary sources. The documentary sources of data which were used included personal files, annual reports and inventory of employees which were available in ZECO that helped the researcher to get different documentation views that related to the study.

3.7 Data Collection Tools

There are variety of methods of data collection tools that can be used to interacting with respondents in order to get required information which constitute the findings and results of research problems. In this study the researcher employed four techniques; namely, interviews, questionnaires and documentation.

3.7.1 Interview

This is the verbal interaction between the researcher and the respondents (Kothari, 1990). In this study, eight (8) respondents were selected but during the interviews conducted only 6 respondents – four (4) managers and two (2) heads of unit – participated who represented a manageable sample of the general population. The researcher formulated structured (close) and unstructured (open) questions that were used during interviews to obtain reliable information.

3.7.2 Questionnaire

This was the main data collection technique. The questionnaire comprised structured (close) or non-structured (open) types of questions, or both of them. In this study the questionnaire was used to collect data from the 73 subordinates who were willingly to fill in questionnaires. This method was adopted due to its advantages such as its ability to collect large amount of data in a short period of time, its ability to permit

coverage of a wider geographical area, and its ability in giving respondents greater freedom of expressing their views so as to fill in questionnaires at their convenient time.

Table 3.2: Distribution of Respondents by Departments

No.	Department	Total Employees	Frequency	Percentage
1	HR and Administration	90	42	53
2	Commercial	22	10	13
3	Finance	45	22	28
4	Planning and Policy	6	3	4
5	Information and Technology	3	1	1
6	Operation	1	1	1
Total		168	79	100

Source: Field Data (2013)

3.7.3 Documentary Review

The researcher ensured that data collected from ZECO were reliable, suitable and adequate. Thus, different documents related to study were reviewed. The documentary sources of data that were reviewed included annual reports and employees records of ZECO.

3.8 Variable and Measurement Procedures

Creswell (1994:4) defines quantitative theory as a set of interrelated constructs (variables), definitions and propositions that presents a systematic view of

phenomena by specifying relations among variables, with the purpose of explaining the phenomenon. In the same vein, Creswell (1994:57) quoted by Firestone, (1987) observes that a good qualitative purpose statement is that which implies or expresses the assumptions of the qualitative paradigm, such as the language of qualitative research. Locke (1987) explains that the purpose statement should provide a specific and accurate phenomenon of the overall purpose of the study. This study applied both qualitative and quantitative measures.

3.9 Reliability and Validity of Data

The study conducted a case study to test the validity and reliability of the interviews, questionnaires, observation as a primary data collection method and documentations that were available as a secondary data collection method to measure how truthful the research results were. The area of the study in which the validity and reliability was tested was the ZECO Main Office at Mianzini, Unguja.

3.9.1 Reliability of Data

The reliability test is important in any sound measurement. A measuring instrument is reliable if it provides consistent results. Reliable measuring instrument does contribute to validity, but a reliable instrument need not be a valid instrument. A reliable criterion is stable or reproducible (Kothari, 1990).

Also, Ann et al. (2009:120) states that reliability refers to the consistency and stability of an evaluation indicated its reliability of data. It could be said that an evaluation is reliable if results are consistent and scores do not change significantly over times which is known as test/retest reliability. Evaluations are also considered

reliable if scores do not change a great deal when different variations of the same evaluation are used. In other words, if the order of questions used during a focus group or an interview varies from evaluations to evaluation but the evaluation includes the exact same questions and the results are similar the evaluation is considered reliable. To achieve the target, this study administered questionnaires for 63 subordinates and interviewed 4 Managers and 2 heads of units in using same questions to test-retest reliability of data collection in the selected area of study; that is ZECO Main Office.

3.9.2 Validity of Data

Kothari (1990:73) argues that validity is a crucial criterion that indicates the degree to which an instrument measures what it is supposed to measure. Validity is the extent which differences found with a measuring instrument reflect true differences among those being tested. Moreover, validity is concerned with the extent to which an evaluation measures what it is supposed to measure. Accordingly evaluations should be more objective as they attempt to isolate and control independent variable (things that affect the outcomes) of the evaluations which can affect evaluation accuracy. There are three types of validity relevant to Human Resource Management evaluations.

Firstly, content validity is used to ensure that the evaluation represents specific competences, performance and skills that reflect actual practice; secondly, predictive validity refers to an evaluator's ability to predict future performance. It assumes that the evaluations when used accurately reflect what employees accomplished on the job; and thirdly, concurrent validity is used to determine whether or not evaluation

results provide an accurate estimate of present performance. As with predictive validity, concurrent validity involves the relationship between the evaluation and some other measure (Ann, 2009). In this study, the instruments had common line of collecting data that covered information about the findings, and constructed according to the groups of subjects that constituted the research population.

3.10 Data Analysis and Interpretation

Data analysis is the ordering of data into constituent parts in order to obtain answers in research question (Rwegoshora, 2006). In analyzing data, the researcher first completed statistical table from the coded answers. This is intended to assist in making analysis and interpretation of data easier by using qualitative and quantitative analysis. Hence, data processed and analyzed manually and computerized in Microsoft office Excel 2010, before pasting the output in Microsoft Word and presented in tables in such a way that one could come up with specific answers to the research questions in order to meet the objectives of this study.

CHAPTER FOUR

4.0 DATA PRESENTATION, ANALYSIS AND DISCUSSION OF THE STUDY FINDINGS

4.1 Introduction

This chapter presents the collected data, its analysis and discussion of the findings as deduced from the analysis. This study was on the Assessing Impact of Job Description on Employee's Performance in Public Organizations in Zanzibar. The study was conducted in Zanzibar Electricity Corporation (ZECO). The data collected was processed using the methodological tools stated in Chapter Three above. It involved processing and analyzing it before it could consequently be presented and interpreted by the researcher and the readers as well.

In order to achieve the objective of the study, data processing was done so as to detect and eliminate errors that might have occurred during the process of data collection. Data presented and interpreted were collected from a total number of 79 respondents through questionnaires and interviews.

The interviews were made to yield almost perfect sample of the general population as they also included verbal interactions. In this study, eight (8) interviewees were targeted: six (6) Managers and two (2) Heads of Division; however only four (4) managers and 2 heads of unit responded; that is, Human Resource and Administrative Manager, Finance Manager, Commercial Manager, Operations Manager and Head of Public Relations Unit and Chief Internal Auditor.

Table 4.1: Interviewees Respondents

Sample	Sample selected	Responded	Not Responded	Percentage
Heads of Departments	6	4	2	66
Heads of Unit	2	2	-	100
Total	8	6	2	75

Source: Field Data (2013)

The guiding questions were prepared so as to have consistency in asking questions (Appendix I). The researcher also prepared and distributed questionnaires in Kiswahili that comprised structured (close) or non-structured (open) types of questions or both. In this study the questionnaire was used to collect data from the subordinates. Fortunately, many respondents were willing to express their views so as to fill in questionnaires at their convenient time. Out of 76 respondents only 3 did not respond as shown in Table 4.3.

Table 4.2: Responses of Questionnaires by ZECO

Total Sample	Questionnaires Distributed	Questionnaires Responded	Percentage
76	76	73	96

Source: Field Data (2013)

The questionnaires for subordinates were prepared and distributed randomly in order to give them equal chance (Appendix II). The testing of the objectives of this study involved the making of a format statement, set to draw some relevant answers drawn from the respondents by the way of questionnaires and interviews. Observation that was made by the researcher complemented the process of data gathering. In assessing whether there was impact of job description in Zanzibar and whether it had

relationship to employee's performance; or if there was any effect arising from this problem, the respondents were given the chance to suggest and give opinions about the ways of strengthening the job description that was used so as to have effective job description that could upgrade employee's performance. To meet these objectives, data was collected to provide factual evidence for the findings. Also in this study, the research objectives were tested.

4.2 Demographic Characteristics of the Respondents

It was important to know the demography of the respondents in order to get clear picture of the sample from different sexes, level of education, position held and experience of a particular job. Demographic characteristics of the respondents helped to know if the employees were given the job according to their job identification, qualifications – skills, knowledge, attitude and experience or whether they were given equal chance according to gender.

4.2.1 Respondents Gender

A question on the gender was asked to all respondents to know if there was gender balance or women empowerment in different departments. The results shown in Table 4.3 reflect the situation:

Table 4.3: Distributions of Respondents According to Their Sex

Total of Sample	Sex	Frequency	Percent
N = 79 Respondents	Male	52	66
	Female	27	34
	Total	79	100

Source: Field Data (2014)

Findings in Table 4.3 show that 52 respondents, equivalent to 66%, out of 79 respondents were males and 27 respondents equivalent to 34%, were females. This indicates that ZECO is imbalanced when it comes to gender and much was needed regarding neither the issue of women empowerment as documentation observation showed that there was neither woman manager nor woman head of department. This situation had negative impact to the study in the sense that there was no female opinion on the assessing impact of effective job description at the level of decision makers in the studied institution

4.2.2 Educational Level of the Respondents

The researcher collected data of the documentation which showed that the total number of employees of ZECO Main Office was 168. The assumption was that, this could help to know the nature of competence and performance of employees in different departments. The findings in documentation show that, the total number of employees who were below Form IV leavers in ZECO was 116 out of 168, equivalent to 69% (102 males and 32 females), Form IV leavers were 18, out of 168, equivalent to 11% (males were 10 and 8 were females), Form VI/FTC/Diploma leavers were 10 out of 168, equivalent to 6% (8 were males and 2 were females), Advanced Diploma/1st Degree were 12 employees out of 168, equivalent to 7% (8 males and 4 females), Post Graduate Diploma were 3 out of 168 equivalent to 2% (males were 2, and 1 was female) and Master level were 9 out of 168 equivalent to 5% (males were 8 and 1 was female). Also the finding shows that 80% of employees were below certificates. This education level scenario was likely one of the factors that could lead to poor performance. Also, in the series were questions on the

demographic characteristics of the respondents who were interviewed and to whom questionnaires were distributed. Table 4.4 displays the findings:

Table 4.4: Distributions of Education Levels of the Respondents

Total of Sample	Education Level	Number of Respondents	Percent
N=79 Respondents	Std. I – Form II/III	15	19
	O' Level	9	11
	A' Level	0	0
	Certificate	10	13
	Diploma	18	23
	Advanced Diploma	12	15
	1 st Degree	12	15
	Post Graduate	3	4
	Master Degree	0	0
	Phd	0	0
	Total	79	100

Source: Field Data (2014)

Table 4.4 shows that 15 respondents, equivalent to 19%, out of 79 respondents were below Form IV education; 9 respondents, equivalent to 11%, were Form IV leavers; 10 respondents, equivalent to 13%, were certificate holders while 18 respondents, equivalent to 23% were Diploma holders; 12 respondents, equivalent to 15% were Advanced Diploma holders; 12 respondents, equivalent to 15% were 1st Degree holders and 3 respondents, equivalent to 4%, were postgraduate holders that has no negative impact to the study, since the finding of documentation show that most of employees were below Form IV.

4.2.3 Work Experience of Respondents

Experience helps employees to have broad knowledge to perform specific tasks. Those workers in long experience in an organization know better and can reveal

more information than new employees. Therefore, this question was asked to all respondents in order to know working experience of the respondents. Table 4.5 shows the experience distribution in the studied institution:

Table 4.5: Distribution of Respondent's to Their Working Experience

Total of Sample	Length of Service	Number of Respondents	Percent
N=79 Respondents	1 – 5 years	40	50
	6 – 10 years	10	13
	11 – 15 years	9	11
	16 – 20 years	6	8
	21 – 30 years	6	8
	31 years and above	8	10
	Total	79	100

Source: Field Data (2014)

Table 4.5 shows that 40 respondents out of 79, equivalent to 50%, had an experience of one to five years; 10 respondents, equivalent to 13%, had an experience of about 6 to 10 years; 9 respondents, equivalent to 11%, had length of service of about 11 to 15 years; 6 respondents, equivalent to 8%, had an experience of 16 to 20 years; 6 respondents, equivalent to 8%, had an experience of 21 to 30 years; and 8 respondents, equivalent to 10% had an experience of 31 years and above. In this respect, the employees in this organization had long experienced staff. Also, the finding shows that ZECO employed new graduate staff which has no negative impact to this study.

4.3 Job Description Knowledge

In respect to the study of effective job description for employee's performance in public organizations, the researcher should know the awareness of effective job

description in relation to performance of day to day activities in the ZECO Main Office. The findings of questions and answers of the respondents interviewed and given questionnaires about awareness of the study are shown in subsections below.

4.3.1 Job Description Knowledge Among Employees

A series of questions were asked to all respondents that wanted them to mention whether they ever heard about job description in their institution. 72 respondents out of 79, equivalent to 91%, who filled questionnaires and underwent interviews, replied that they had heard about job description. The rest 7 respondents, equivalent to 9%, did not give answer the question. The response distribution of questionnaires is shown in Table 4.6.

Table 4.6: Employees Knowledge on Job Description

Total Sample	Categories	Frequency	Percent
N = 79 Respondents	Yes	72	91
	No response	7	9
Total		79	100

Source: Field Data (2014)

This implies negative impact to the study because most of employees had the knowledge about job description.

4.3.2 Respondents Knowledge of Specific Tasks

All 79 respondents of questionnaires and interviews were asked the same question, whether their job description had mentioned the employee's specific tasks. The distribution of results is as seen in Table 4.7.

Table 4.7: Responses and Percentage on Knowledge of Specific Tasks

Total Sample	Categories	Frequency	Percent
N = 79 Respondents	Yes	56	71
	No	23	29
	Total	79	100

Source: Field Data (2014)

The findings in Table 4.7 shows that 56 respondents, equivalent to 71%, agreed that they could tell their specific tasks; and 23 respondents, equivalent to 29%, said that did not know their specific tasks.

Moreover, the findings of questionnaires respondents show that there were 10 respondents out of 73, equivalent to 14% who responded that they had heard about job description but in series of this question, they admitted that they did not know their specific tasks because they were not given effective job description according to their responsibilities and job specialization. Fortunately, all six (6) respondents of the interview, equivalent to 100%, responded positively when asked if they had heard about job description, they said that since they were given their posts, they were given job description; although one respondent noted that he had not been given any training related to his new appointment after changing his work and that he was using only his own experience. This implies that some respondents didn't perform well their specific tasks and this could lead to poor performance in the ZECO.

4.4 Job Identification Related to Employee's Performance

This objective was to examine how job identification can increase employee's performance in public organizations. The researcher formulated tentative questions that touched different areas in order to know if job description included job

identification; that is job title, code number of the job, department or division where the job was located, relationship of the job to other jobs and how duties were assigned and if the means used to define the job could help to increase performance.

4.4.1 The Extent that Job Description Increase Employee's Performance in ZECO

The same question was also asked to all 79 respondents of questionnaires and interviews and the findings are shown in Table 4.8.

Table 4.8: Job Descriptions on Employee's Performance

Total Sample	Categories	Frequency	Percent
N = 79 Respondents	Yes	79	100
	No	-	-
	Total	79	100

Source: Field Data (2014)

Table 4.8 shows that all 79 respondents, equivalent to 100%, gave positive response that they agreed that to a large extent job description increase performance of employee's at work place. This has no negative impact to the study.

4.4.2 Means used to Define Job Description in the Department

In a series of questions, all 79 respondents were required to mention the means that were used to define job description in their departments. Essentially, there were various means such as written, oral or both (written and oral). The findings are as shown in Table 4.9.

Table 4.9: Means Used to Defined Job Description

Method of Data Collection	Total of Sample	Description	Frequency	Percent
Questionnaires	73	Written document	25	34
		Oral	22	30
		Both	24	33
		No response	02	3
		Sub total	73	100
Interviewees	6	Written document	5	83
		Oral	0	0
		Both	1	17
		Sub total	6	100
Total respondents	79	Grand total	79	100

Source: Field Data (2014)

The findings of Table 4.9 from the 73 questionnaire respondents 25 of them, equivalent to 34%, said that written documents were used; 22 of them, equivalent to 30%, said that oral method was mostly used, followed by 24 respondents, equivalent to 33%, said both methods were in use. The remaining 2 respondents, equivalent to 3%, did not answer the question. While 5, out of 6 interviewed respondents, equivalent to 83% replied they were given written job description and the remaining 1, equivalent to 17% said both methods were used. This implies that there was unclear or non-existence effective job description on employee's performance because there was no consistency in defining job description. This could lead to poor performance in an organization.

4.4.3 The Extent that Job Identification Can Increase Employee's Performance in ZECO

A question relating to this aspect was asked to all respondents. It wanted them to say to what extent job identification could increase employee's performance in ZECO. The findings are shown in Table 4.10.

Table 4.10: Job Identification on Employee's Performance

Method of Data Collection	Total of Sample	Responded	Frequency	Percent
Questionnaires	73	Yes	66	90
		No response	7	10
		Sub total	73	100
Interviewees	6	Yes	6	100
		No	0	0
		Sub total	6	0
Total respondents	79	Grand total	79	100

Source: Field Data (2014)

In Table 4.10, the findings from the questionnaires show that 66 out of 73 respondents, equivalent to 90%, agreed that to a large extent job description that identified job identification could increase performance of employee's while the rest 7 out of 73 respondents, equivalent to 9%, did not answer the question.

In series of the same question all 6 interviewed respondents agreed that if job description implied job identification to a large extent could increase employee's performance.

4.4.4 The Impact of Job Identification, (Job Duties, Job Specialization, Working Condition, Job Relation to Others, Transport Facilities, Salary Scale, Incentive and Responsibilities) in Increasing Performance

All 79 respondents of questionnaires and interviews were asked the same whether job description should be modified to describe job identification, job duties, job specialization, working condition, job relation to others, transport facilities, salary scale, incentive, duties and responsibilities and agreed that such a move could increase employee's performance and the organization could meet its targeted objectives. The findings are shown in Table 4.11.

Table 4.11: Job Description Depend on Targeted Objectives

Total Sample	Categories	Frequency	Percent
N = 79 Respondents	Yes	79	100
	No	-	-
	Total	79	100

Source: Field Study (2014)

Table 4.11 shows that all 79 questionnaire and interview respondents who were asked this question, equivalent to 100%, agreed that they needed to have effective job description with job identification, duties, specialization, working condition, transport facilities, salary scale, incentive, responsibilities to meet targeted objectives in order to increase employee's performance.

4.5 Job Qualifications in Contributing Employee's Performance in ZECO

The second objective was to explore how job qualifications contributed to employee's performance in ZECO. The researcher formulated tentative questions that touched different areas in order to know whether job qualifications were needed to increase performance of employee's in ZECO.

4.5.1 Job Descriptions Given Relevant to Qualification

The question of qualification was asked to respondents because it was assumed that job description should be modified and updated when work patterns changed or employees were given job description according to their qualifications and specialization so as to meet organization objectives. The findings are shown in Table 4.12.

Table 4.12: Job Description and its Relation to Qualification

Categories of Method of Data Collection	Total of Sample	Responded	Frequency	Percent
Questionnaires	73	Yes	43	60
		No	29	39
		No response	1	1
		Sub total	73	100
Interviewees	6	Yes	6	100
		No	0	0
Total respondents	79	Grand total	79	100

Source: Field Study (2014)

Table 4.12, shows that 43 out of 73 respondents of questionnaires with equivalent of 60%, agreed that they were currently given effective job description while 29 of them, equivalent to 39%, said that they were not given effective job description consistent with the present situation and the remaining 1 did not answered the question. Regarding respondents who were interviewed, all 6 respondents, equivalent to 100%, said that they were given job description related to present situation.

The reason given by some respondents of questionnaires was that some employees were not given work training but they did work according to their own experience. Thus, other employees needed the chance of training or seminar according to their jobs. It was also noted that there was ambiguity and confusion of responsibilities for others because of not being given work according to their qualifications and job specialization and they were not aware of their boundaries. Others thought that it might be that the supervisor ignored to upgrade and update their job descriptions because some of them had insufficient knowledge in job redesigning; there was also,

have lack of job analysts; As a result there was no policy related to job description program.

One of the respondent of questionnaire commented that he was selected to the post by chance not for his qualification and had been given high responsibilities that he did not qualify for and therefore he could not perform well.

The findings above show that there was unsystematic recruitment process; some of the employees were given responsibilities according to their skills and knowledge and others were not. This tendency could lead to accidents at workplace, low production, labour turnover, absenteeism, low morale of work and low performance because one person might do jobs outside his/her specialization while qualified employees might not be given chance to perform work according to their specialization.

4.5.2 The Problems Related to Absence or Unclear Job Description in ZECO

The researcher further wanted to know the problems resulting from not having job description in ZECO. The findings from the interview conducted and the questionnaires distributed noted several problems relating to employees in performing their routine work that made it difficult to attain their objectives.

These included overlapping of jobs, poor commitment and low morale of employees, low production and inefficiency, poor performance, conflicts and poor relationship, dissatisfaction, ineffective leadership style, poor services and poor customer care, loss of goodwill in organization image, boredom due to overworking and

overloading some employees while others did not exercise or practice their jobs due to lack of experience of work, ambiguity of responsibilities for others that could lead to breaching rules and regulations, absenteeism and labour turnover, employees not knowing their job boundaries, poor work relationship, lack of confidence in work, low productivity, accidents at work, lack of career planning and career development, lack of discipline, and inadequate Human Resource Planning (HRP).

This implies that, the absence/unclear of effective job description on employee's performance, had great impact to the study as viewed by 72 respondents out of 79, equivalent to 91%, and 7 respondents out of 79, equivalent to 9%, did not answer the question. The researcher recognized that several problems such as dissatisfaction, which was among symptoms underlying employee problems, overlapping of jobs, role ambiguity and those mentioned by respondents should be addressed.

4.5.3 The Need to have Effective Job Description for Every Employee in the Department

The researcher wanted to know if there was a need for every employee to have effective job description so as to increase performance in the institution. The focus question was directed to measures that were to be taken in their departments in order to increase employee's performance in relation to job description. Fortunately, all 79 respondents, equivalent to 100%, who were interviewed and those who answered questionnaires agreed that there was need for every employee to be given effective job description in the public institutions including ZECO to increase employee's performance.

The study findings show that 77, out of 79 respondents, equivalent to 97%, suggested that every employee had the right to be given effective job description to safeguard his/her employment rights, to know what he/she ought to do and to perform within certain time periods, producing limited number of errors, knowing his/her boundaries, duties and responsibilities so as to promote confidence, work morale, commitment and performance and increasing production.

71 out of 79 respondents, equivalent to 90%, suggested that employers should attract new employees and other experienced staff to define effective job description according to their responsibilities, qualifications and specialization so that employees could play part and perform their jobs accordingly and increase productivity. Most of them suggested better working conditions related to job description and every employee should be aware of the Scheme of Service; employment policy and effective job description could retain skilled labour and increase job satisfaction for trained employees, thus reducing accidents at workplace and increasing employee's performance and productivity in the work place.

Also, the study shows that majority of respondents were of the opinion that if performance feedback would be provided to the workers it could help in raising performance standards because they would be aware of what was expected from them and they would know their weakness and strength. Thus, they thought it was useful for employers to select employees for training and to handle grievances relating to the duties and responsibilities to enhance employee's satisfaction. Such steps, they argued, could help to prevent misunderstandings at workplace and could increase performance of the organization.

4.6 The Extent that Assignment of Job Responsibilities Influence Employee's Performance

The third objective was to examine to what extent assignment of job responsibilities influenced employee's performance. The researcher formulated tentative questions in order to know if job description included job responsibilities can related employee's performance in public service.

4.6.1 Job Description Given During Current Responsibilities

Table 4.13: Job Description and Current Responsibilities

Categories	Total Sample	Responded	Frequency	Percent
Questionnaires	73	Yes	50	68
		No	22	30
		No response	2	2
		Sub total	73	100
Interviewees	6	Yes	6	100
		No	0	0
Total	79	Grand total	79	100

Source: Case Study (2014)

Table 4.13 shows that 50 out of 73 respondents of questionnaires, equivalent to 68%, agreed that they were given job description during their current responsibilities while 22 out of 73 respondents, equivalent to 30%, said they were not given effective job description related to their current responsibilities and 2 respondents out of 73 did not answer the question.

Also, 5 out of 22 employees who responded negatively to questionnaires elaborated that some of them were doing their work according to their own experience. There was overstaffing, lack of accountability and commitment. They added that there was

lack of trained Job Analysts in the institution, and other cadres did not have scheme of service, a situation that could lead to ineffective job description, hampering employee's performance.

In series questions asked to interview respondents, all 6 interviewees, equivalent to 100%, agreed that they were given job description during their current responsibilities. But in elaborating on the same question they complained about absence of Employment Policy that had bearing on job description. They argued that this discrepancy had a negative impact on the performance of organization since it was recognized that at that moment there was absence of guidelines related to effective job description that could be obtained from Employment Policy, and also there was absence of guidelines on performance appraisal process that could appraise the measurable objectives and could guide employees on what they ought to do and what they were expected to achieve.

4.6.2 Feedback of Performance Based on Job Description

This question of job feedback was addressed to all 79 respondents who participated in the study. Table 4.14 presents the summary of the findings:

Table 4.14: Feedback of performance based on job description

Categories	Total Sample	Responded	Frequency	Percent
Questionnaires	73	Yes	8	11
		No	60	82
		No response	5	7
		Sub total	73	100
Interviewees	6	Yes	5	83
		No	1	17
		Sub total	6	100
Total	79	Grand total	79	100

Source: Case Study (2014)

Table 4.14, shows that 8 out of 73 respondents of questionnaire, equivalent to 11%, agreed that they was given job feedback of level of performance based on job description. 60 out of 73 respondents, equivalents to 82%, said they were not given job feedback of level of performance and 5 out 73 respondents, equivalent to 7%, did not answer the question. The findings show that 5 interviewees out of 6, equivalent to 83%, agreed they were given job feedback while 1 respondent said he had not been given job feedback of standard of performance.

In elaborating on the same question respondents who answered negatively argued that employers needed to define job description according to the scheme of service but some of supervisors did not take action because the guideline they had did not include all cadres of employees. They also said there was neither employment policy related to job description nor performance appraisal and salary increment system.

Those respondents who answered yes recommended that job feedback of standard of performance was useful for selecting employees for training as it enabled the employer to appraise workers and determine service delivery. This could increase income of the parastatal, the organization could know weakness and strength of workers, and the employee could eradicate his /her weakness and stick-yard himself/herself after given feedback of performance based on job description.

Also, one questionnaire respondent when gave reason said that employees were not given feedback of standard of performance related to their jobs but the employer was interested only in writing budget speech and other reports.

4.7 To Investigate if Working Conditions Could Increase Performance in ZECO

The last objective of the researcher was to investigate if working conditions could increase performance in ZECO. Table 4.15 below presents the results in a tabular form:

4.7.1 The Extent That Working Condition Could Increase Performance in ZECO

Table 4.15: Extent that Working Condition Relates to Performance Increase

Total Sample	Categories	Frequency	Percent
N = 79 Respondents	Yes	77	97
	No response	2	3
	Total	79	100

Source: Field Data (2014)

Table 4.15 shows that all 79 respondents of questionnaires distributed and who were interviewed was asked the same question. 77 out of 79 respondents, equivalent to 97%, agreed that there was a need when defining job description to include working condition so as to increase performance. 2 out of 79 respondents, equivalent to 3%, did not answer the question.

The respondents who answered the question argued that if job description mentioned working conditions obviously the workers would increase commitment and their work morale would be raised; they would attend work in time and would remain at work place for a long time. For instance if workers were using new technology, they could save energy and their morale of work could be raised as they would have less

fatigue, could be innovative and could increase commitment, confidence, freedom at work. The employees could easily be retained at their work and reduce labour turnover. This would enable the organisation to meet its objective and increase performance of work.

In addition, one respondent observed that to have good working condition did not only mean to have a plush office with new machinery and furniture and other facilities; but it meant that employers should be updated on the code of conduct and job description according to the situation, insisting team work, providing transport facilities, paying salary related to current living standard, bonus or overtime pay, training provided according to training program, good service and customer care, worker involvement and participation in decision making to increase discipline, to eradicate gossiping, organization politics and absenteeism behavior and reduce job conflict, have good flow of communication between management, staff and customers; then, employees could trust his/her employer and can increasing performance at workplace because he/she would feel that he/she was part and parcel of the organization.

4.7.2 Problems as a Result of not Mentioning use of Machines, Tools and Equipment Required for Particular Job

The researcher further wanted to know whether there would be problems resulting from job description not mentioning the use of machines, tools, equipment required for particular job and if such information was related to employee's performance in ZECO. The findings show that 4 respondents out of 79, equivalent to 5%, did not answer the question and 75 respondents out of 79, equivalent to 95%, gave positive

answers to the question. They cited several problems emanating from job descriptions not including the use of machines, tools, equipment required to a particular job.

These included accidents at work place, damage of machines and tools and operating systems, poor customer care, costly to customers and organization, under performance, wastage of time, finance, energy and other resources. Such a situation, the respondents argued, could lead the organization to not meeting its objectives, low productivity, loss of organization image, collecting rough data and having poor record keeping, to be harmful the health of users, to have low commitment because users would not know what ought to do and to lose morale of work, be negligent, to have some machine operators who do not master their work, lacking training program and lacking awareness and having inefficient or lacking organization policy related to job description.

4.7.3 Means through which Every Employee Would Have an Effective Job Description in His/Her Position/Unit or Department

The last question of the researcher was to suggest means through which every employee would be accorded an effective job description in his/her position and the unit or department. The focus question was directed to measures that were to be taken in their departments in order to increase employee's performance in relation to job description.

74 out of 79 respondents, equivalent to 94%, gave their views, opinions and recommendations for actions to be taken in ZECO in order to increase performance.

5 out of 79 respondents did not answer the question. They suggested that every employee should be given effective job description that included job identification, duties and responsibilities showing boundaries of work; tasks should be divided into areas of qualification and specializations and employees should be assigned tasks in accordance with their training, skills and experience.

ZECO should review training policy to upgrade qualifications, knowledge and skills, satisfaction of work, competence at work and to meet technological changes and customers demand. After that it should ensure that workers are given job descriptions according to their qualifications to minimize job conflicts and ambiguity, to reduce overlapping, laziness and absenteeism behavior, dissatisfaction of work in order to increase performance. In order to increase performance at work place, ZECO should develop a Training Program and give equal opportunities to employees to attend short/long training in a systematic manner.

One respondent recommended in questionnaire that in order to increase performance of employee's in Public Service Institutions their challenges should be looked into and the scheme of service and job description should be developed according to qualifications and working conditions including salary structure and other incentives should be reviewed to be in line with current living standard.

Moreover, the findings show that in order to increase performance, ZECO should provide conducive environment in working condition; for instance, establish career development and succession planning, employees to be given travelling facilities, life insurance and health insurance, bonus according the income and other facilities such

as how to operate major machines, equipment, instruments and the materials used to reduce unnecessary costs and to reduce misunderstanding, organization politics and increasing employee's performance.

4.8 Discussion of the Findings

As compared to the study objectives and research questions, the findings of the study show that there is a relationship between job description and employee's performance but it is ineffective in practice. Most of respondents who were asked in interview and questionnaires gave opinion that was in line with the theoretical review done by the study. Information provided shows that interviewed respondents (managers and heads of unit) had been given effective job description while most respondents (subordinates) of questionnaires had been given unclear or lacked job descriptions since they were recruited; that lead to poor performance of employee's. This is because job description were not mentioned during the recruitment process while Stybel (2010) posits that summaries of job descriptions that are used for job postings are created with both internal and external audiences in mind during the recruitment process and help to advance the goal, to reduce conflicts and attracting to have talent employees. Peay (2005) also describes job description not only as a valuable aid in job-recruiting process, but also as an outline for reporting relationships and working conditions in order to increase performance.

Therefore, some of employees supported to be given chance for training relating to their positions to obtain a perfect match with their job to increase performance as Martin (2006) states that person/job description is a written statement analyzing the skills, educational attainments and or experience believed to be required by the ideal

candidate for the vacancy being filled. Candidate's attainment can be confused with the required items to try to obtain a perfect match, or, if not to identify areas where training may be required. Also, Ann et al. (2009) does not differ to Barry (2003) when suggesting that job description includes a role summary, the essential duties and tasks and minimum education and experience required which allow

All 79 respondents of questionnaires and interviewed agreed that in order to increase performance related to the job description, they should be given responsibilities according to their qualifications and job specialization; and they suggested every employee should be given effective job description whenever work pattern changed to reduce misunderstanding, job ambiguity, boredom at workplace in order to increase performance as Cushway (2003) argued that organizations might be using the various approaches to job analysis and job description by reducing employees' role conflict, overload, and ambiguity of their jobs. Moreover, jobs are modified when work patterns in the organization are changed. Job description has an ongoing purpose throughout the employment lifecycle; so it pays to spend some time getting it right from the outset. Prospects for positive change stem from employee participation and suggestions are required to increase performance toward producing more to meet the organization objectives.

Also, found that there are chances and privileges of modern working instruments because they use computerized system to provide work. But there was also a need for job description to be transparent regarding employees job identification, working condition, especially in relation to tools and equipment used, knowledge and skills needed and to train employees how to operate major machines, equipment,

instruments and the materials used to reduce unnecessary costs. This is also suggested by Ann *et al.* (2009) who recommends that job description therefore should contain other pertinent information such as reporting relationship, and equipment used on the job. Also, the findings supported (Ngirwa, 2003, c.4) who notes that most job descriptions comprise job title, job identification, job duties and working conditions.

The study supported the views of F. W Taylor (1856-1915) who was suggesting division of labor and insisted people to work according to their specializations. In this study, most of respondents suggested there was need to provide effective job description to each employee according to his/her qualification and job specialization relating to performance objective of organization and given job feedback of standard of performance at a measurable time in order to increase performance of employees.

CHAPTER FIVE

5.0 SUMMARY OF FINDINGS, CONCLUSIONS AND RECOMMENDATIONS

5.1 Introduction

This chapter includes Summary of the Main Findings, the second part provides the researcher's conclusion about the research findings and the third part provides recommendations for possible course of actions towards on assessing impact of job description on employee's performance in public organizations.

The purpose of this study was assessing impact of job description on employee's performance in public organizations. The Zanzibar Electricity Corporation was selected for the study. The objective was to examine how job identification can increase employee's performance, to explore how job qualifications contribute to employee's performance in ZECO, to examine to what extent assignment of job responsibilities influence employee's performance and to investigate if working condition can develop performance in ZECO.

5.2 Summary of the Main Findings

The findings of the study revealed that the prevailing weaknesses of effective job description have negative impact on employees' performance. To increase employee's performance, it found that there was the need of job identification if job description defined job title, code number of the job, department or division where the job is located, and relationship of the job to other jobs and pursuant to position of the employee, unit or department. The study found that there were job conflicts, job overlapping, some of employees did not know their boundaries related to job

descriptions, lack of confidence of work, low productivity, and loss of morale among the employees which leads poor performance. Also, the study found out there was three means used to define job: written, oral or both that was not consistent and this could reduce performance of employee's.

Whether job qualifications contribute to employee's performance in ZECO, it was assumed that effective job description needed to be modified and updated when work patterns changed or employees given job description according to their qualification and specialization to meet organization objectives. Also, it was noted that there was ambiguity and confusion of responsibilities for others; also some employees was noted that were not given work according to their qualifications. One respondent of questionnaires commented that he was selected to the post by chance not for his qualification and was given high responsibilities that he was not qualified for and he could not perform well. Also it was found that there was insufficient knowledge in job redesign; absenteeism at workplace but they did private/own work at work time, low morale of work and low productivity that leads to poor performance.

Job responsibilities influence employee's performance and are related to effective job description. However, in this study it was found that there was unclear effective job description related to current responsibilities and was doing their work according to their own experience, lack of trained Job Analysts.

There was absence of HR guideline such as Employment Policy related to effective job description, absence of performance appraisal guideline process and performance appraisal and performance management in public organization in Zanzibar including

ZECO. That can appraise the measurable objectives and can define what employees ought to do and what needed to be achieved after the next 12 months in order to increase employee's performance related to job descriptions as Tanzania Management and Employment Policy (1999) stipulates.

Regarding if working condition could develop performance in ZECO it was found that when job description mentions working conditions clearly, workers increase commitment and raise morale of work, employees could be innovative, confident, free at work and this could increase employee's performance related to job description. This could also stabilize workers mobility, and absenteeism behavior through increasing performance of employees.

Also, the findings on working condition insists updating code of conduct and job description according to the situation, insists team work, paying salary and other incentives according to living standard, training program, good service and customer care, good communication flow, worker involvement and participation in decision making to increase discipline and organization image for the employees to trust their employer in order to increase performance of employees.

Moreover, it's found that most respondents were not given job feedback of standard of performance based on job description and this may lead to poor performance of employees. It was also found that there was a need for effective job description that included job identification, job duties, job specialization, duties and responsibilities, working condition, job relation, transport facilities, salary scales, incentives, life and health insurance in order to increase performance of employees.

5.3 Implications of the Findings

Ministry concerned for Public Service indorsed and distributed scheme of service and insisted that every employee should be given effective job description to increase employee's performance and reduce the situations, though that guideline cannot show how other employees such as plumbers, meter readers, and others subordinates to perform their jobs and what is expected to get from them for specific period in order to achieve organization objectives. This situation causes the problem of job description on employee's performance relating to their jobs.

In practice also, most of experienced officers and other subordinates still do not grade properly and pay salary accordingly to their qualifications, experience and responsibilities as shown in the scheme of service which causes some of employees loose morale of their work, incompetence, work/job stress, and lack of confidence in responsibilities which could lead to poor performance in public organizations including ZECO.

Cushway (4:2003) explains that if job descriptions are applied too rigidly they may become inappropriate for an organization that is rapidly changing. Job descriptions require frequent updating because over time the work actually carried out by the jobholder may become significantly different from the responsibilities set out in the job description. The quality of a job description will often depend on the writing skills and personal perceptions of the person preparing it. This is likely to be a critical issue where the job description is used for job evaluation. The best way of combating these problems is to try to ensure that job descriptions are written flexibly by focusing on the overall objectives, rather than on the tasks to be carried out to

meet those objectives, and to update them regularly. Where individuals change the job content, the job description should be amended to take these changes into account if they are intended to become a permanent feature of the job.

Some of respondents mentioned that there was unsystematic training policy and programs which lead to some employees to attend training through a *reward approach* (for their own benefit) instead of *systematic approach* for the benefit of all employees and the organization. In such cases training is provided not for the need of accomplishing organization tasks.

The findings of this study do not differ from those of Ali (2009) that show recruitment process in public institutions in Zanzibar is still ineffective because unspecified working condition related to job descriptions during recruitment process seems to be source of labour turnover at earlier stages and poor performance of employees.

Then, the researcher found that there is a positive relation between employment policy related to job description in public institutions and performance of employees since lack of that policy related to job description is one of the major sources of poor performance of employees in Zanzibar.

5.4 Conclusions

On the bases of the study findings, the study concludes that job identification was not mentioned properly in job description and this caused overlapping of jobs and roles ambiguity among employees and job conflicts:

Means used to defined job description were inconsistent, vague and unpredictable because the findings show that 30 out of 79 of the respondents equal to (37.9%) given written job description and 22 out of 79, equivalent to 27.8% oral; and 25 out of 79, equal to 31.6% noted both (written and oral) the rest 2 did not answered the question.

The study found nearly 40% of the respondents were not given effective job description according to their qualification and specialization and that lead to poor performance because if employee was not do his/her work according to their specialization, there appeared labour turnover, low commitment, low work morale, absenteeism at work place while using work hours for private work, although they were paid salary by the corporation. As a result most workers could not meet their objectives properly and leading to poor performance.

Also, study finding shows that other employees have not well defined job descriptions that stipulate their job responsibilities to influence employees' performance. There was absence of employment policy related to job description, performance appraisals and performance management guidelines and this is the main cause of absence/unclear effective job description on employee's performance in public organizations in Zanzibar. The ZECO as an example of public organization with absence/unclear effective job description on employee's performance faces difficulties in executing managerial decisions.

Indeed, lack of those guidelines that can measure performance objectives and operational objectives in order to rate their achievement cause problems of unclear or

ineffective job description in ZECO and to a large extent caused poor relationship at work, poor human resources information systems, poor division of labour and outdated job description.

The findings revealed that job condition related to job description was needed to a large extent in ZECO to retain talented employees, increase commitment and morale of work, establish and increase new technology, to be innovative, confident, free at work, to insist team work, increase salary and other incentives depending on living standard, training program, good service and customer care, good communication flow, worker involvement and participation in decision making while raising discipline. Then, the study found that 100% of the respondents suggested that to have effective job description depends on job identification, job duties, job specialization, duties and responsibilities, working condition, job relation to, transport facilities, salary scale, incentives, life and health insurance and, given job feedback of standard of performance at a measurable time in order to increase performance of employees.

5.5 Recommendations

Zanzibar Electricity Corporation is a government institution which is a corporate body under the Ministry of Lands, Housing, Water and Energy. In order to mitigate obstacles which hinder its activities and to achieve the desired objectives, the followings are recommended:

5.5.1 Recommendations to the Government/Board of Directors

- (i) Job identification should be mentioned properly in job description so that employees know their boundaries and increase competence, commitment to

reduce role ambiguity, overlapping to the job, and job conflict, thus increasing performance among employees.

- (ii) Job descriptions should be modified and updated when work patterns changed or employees given job description according to their qualifications and specializations; Also, Systematic training policy should be established, stipulating training needs assessment and training program and to assist workers to join the training so as to make them competent.
- (iii) Job descriptions should be drawn up in consultation with employees; to retain talented employees, increase commitment and improving productivities. Also, means used to defined job description should be systematic and consistent.
- (iv) Government should establish employment policy related to the job description on employee's performance and employees should be given job feedback of standard of performance related to job descriptions at a measurable time.
- (v) Facilitate career planning and career development and encourage succession planning to retain talented and qualified workers.
- (vi) Recruit competent human resources specialists and job analysts and job descriptions and given chance new employees to practice their skills and knowledge; and facilitate career planning and career development and encourage succession planning to retain talented and qualified workers.
- (vii) Specified working condition related to Job description during recruitment process to reduce non-compulsory labour turnover at earlier stages and increase employee's performance.
- (viii) Be supportive and set aside a budget and effective job description on employee's performance to ensure its appropriate implementation of increase accuracy and efficacy.

- (ix) Improve and insists teamwork, workers involvement and worker's participation in decision making process in matters affecting them so as to increase their loyalty, competence, commitment and raise their morale to achieve the organization objectives.
- (x) Job description should be used as legal aspect in the contract of service between employer and employee.
- (xi) Personal emoluments to the workers should be raised according to cater for the rising standard of living in Zanzibar.
- (xii) Encourage organizational information base system that will help to make relevant references of skills profile, management profile and proper HRP that should be a useful source of information when defined effective job descriptions.

5.5.2 To the Employees

- (i) Employees should:
- (ii) Be helpful, loyal and commitment to their job to increase production in organization with efficacy.
- (iii) Be willing to attend the training related to responsibilities and the description of work to provide good services to their employers/customers.
- (iv) Have self-assessment regarding skills, values and interest so as to improve their career path.
- (v) Have good morale and increase performance of one's self and of their organizations.
- (vi) Face challenges in being creative, innovative and competent when accomplishing responsibilities.

- (vii) Avoid negligence, corruption, power struggle, dissatisfaction and organizational politics.
- (viii) Participate fully in achieving organizational objectives related to job description.
- (ix) Use job description as legal aspect in the contract of service and to provide service accordingly.

5.6 Limitation of the Study

This study had limitations of two categories: mechanical limitations and methodological limitations. Mechanical limitations encountered included time constraint, financial capacity and the limited expertise on the part of the researcher. Methodological limitations included insufficient interaction between the researcher and respondents and reluctance of some respondents.

5.6.1 Time Frame

Among the limitations facing this study is time constraint. The researcher being an active employee has to conduct research while going to work. Hence her span of time shall have to be portioned among research activities and work responsibilities. This may lead not to get enough time to concentrate on research assignments and perhaps, it may be difficult to finish the study in a scheduled time frame.

5.6.2 Reluctance of Respondents

The researcher was faced this limitation during data collection. Some respondents were did not give clear answers that lead complications in data analysis; and others were not co-operative as they feared to provide information needed thinking that it

might be against management norms. Also, others thought that they had the right to be paid for the information which they provided. This affected distribution of questionnaires and interview exercise as well.

5.6.3 The Problem of Expertise

It is very important to consider that the author of this study is the student in research methods. Hence, the shortcomings that are to be seen in this Research Report Writing should be viewed in the experimental perspective towards conducting successful research projects later on.

5.7 Suggested Area for Further Studies

The study may generate literature to guide further investigation and research on other aspects of the employment policy related to the impact of job description on employee's performance.

Also it is suggested that similar research should be conducted in other parts of Zanzibar especially in Pemba in order to ensure employees are given effective job descriptions to increase performance.

REFERENCES

- Alison Doyle, *Can an Employer Change My Job Description?*
<http://jobsearch.about.com/od/faqs/qt/employer-change-job.htm>(accessed:
 4/4/2014).
- Ali, Farida Omar, (2011), *Factor leading to employee's Turnover among Zanzibar Government Institutions*, Zanzibar – Tanzania.
- Ann Gilley, Jerry W. Gilley, Scott A. Qatro and Pamela Dixon (2009), *Praeger Handbook of Human Resource Management*, 1st Edition, Greenwood Publishing Group USA.
- Armstrong Michael, (2008), *Human Resource Management and Practice*, 10th Edition, Kogan Page, London
- Armstrong Michael, (2010), *Essential Human Resource Management and Practice*, 1th Edition, Kogan Page, London.
- Armstrong Michael, (2011), *Human Resource Management and Practice*, 11th Edition, Kogan Page, London.
- Barry, Cuchway (2003), *Handbook of Model Job Description*, 1st Edition, Kogan Page, London N1 9JN, United Kingdom.
- Business Owner's Toolkit (Accessed: 8/4/2014) *Defining Job Qualifications When Hiring*
<http://www.bizfilings.com/toolkit/sbg/office-hr/hiring-workers/job-qualificationwhen-hiri...>
- Chapman,A.(1995-2014)Job Descriptions<http://www.businessballs.com/jobdescription.htm> (last accessed 14th February 2014).
- CAS Crown & Rosa,(1991) *The Blackwell Encyclopedia Dictionary HRM*,1998.
- Creswell John, W. (1994) *Research Design Qualitative & Quantitative Approaches*,

- SAGE Publications, U.S.A.
- Cole, G. A. (2004), *Management Theory and Practice*, 6th Edition, New York, U.S.A. *Employment Labour Relation Act*, (2004) URT.
- David Martin, (2006), *The A-Z of Employment Practice*, London, UK.
- Eldon Henson, (2011) 4) *Effective Personnel Qualification-Does the Job Description Play Role in CGMP Compliance?*, Journal of Validation Technology <http://www.fda.gov/ICECI/Enforcement/Warningletters/ucm21900.htm> (Assessed: 4/2/2014).
- Gupta, C. B. (2008), *Human Resource Management*, 9th Edition, New Delhi, India.
- Hassan Asya (2007), *The efficacy of Job Description in Public Organization*, Zanzibar – Tanzania.
- Heathfield, Susan M. (Accessed 18/11/2013) *Why Effective Job Descriptions Make Good Business Sense* <http://www.ecornell.com>.
- Hirriyapa, B. (2009) *Organization Behaviour*, Merge International (P) Limited, New Delhi India.
- Kothari, C. R. (1990), *Research Methodology, Method and Technique*, 2nd Edition, Jaipur, India.
- Martin, D. (2006), *The A – Z Employment Practice*, Replica London, UK.
- Ngirwa, C.P (2003), *Human Resources in African Organization*, 1st Edition, Tanzania.
- Okumbe, J. A. (1999), *Educational Management Theory and Practice*, Nairobi University Press, Kenya.
- Peay Austin (2005) Job Description, <http://www.opsu.edu/hrhomepage/forms/Job-Description-Templete.pdf>.

- Pigors Paul (1981) *Personnel Administration a point of View and a Method*, 9th Edition, Tokyo, Japan.
- Pritchard Kenneth, H. (2013), *Job description Writing: A Step by Step Guide Public Service Management and Employment Policy* (1999), Tanzania.
- Rachael Stark, *Research & Writing Skills Success in 20 Minutes a Day*, 1st Edition, New York.
- Rwegashora, Hossea M. M. (2006), *A guide to Social Science, Research*, Dar-es-Salaam, Tanzania.
- Salman Hafeez, *Dictionary of Human Resource Management and Personnel Management*, 3rd Edition HR Dictionary Final.
- Sims, Ronald R. (2002) *Organizational Success Through Effective Human Resource Management*, Greenwood Publishers Group <http://www.HF5549.S59252002eb>.
- Stybel, Laurence J. (2010) *Managing the Inner Contradictions of Job Descriptions: A Technique for Use in Recruitment*, *The Psychologist-Manager Journal*, 13: 2, 105 – (110) (Assessed: 03-03-2014).
- 2001/2002 Zanzibar Manpower Survey Report*, Department of Human Resource Planning, Ministry of Finance and Economic Affairs, (2004) Zanzibar.

APENDICIES

Appendix 1: Copy of Introduction Letter

3rd October, 2013

**GENERAL MANAGER,
ZANZIBAR ELECTRICITY CORPORATION,
ZANZIBAR.**

**RE: INTRODUCTION TO HALIMA RAMADHAN TAUFIK
REG.NO HD/B/271/T.13**

The above named student is enrolled at the Open University of Tanzania for Master Degree of Business Administration (Human Resource Management Executive).

As essential requirement of the study is that each student is required submit a dissertation report on project undertaken within industry and supervised by a member of the Open University's academic staff.

Where possible this project should be relate to practical situation in an organization of firm selected by a candidate. Student will be expected to use their won initiatives to identify a possible project and negotiate access with a local firm or organization.

The work may take the form of survey, ethnography, case studies etc. Where the report may contain a confidential information and its publication could be harmful to the organization confidential is assured by the University. Such a report will be seen only by the Supervisor and Examiner for examination purposes.

I would like to grateful if you would provide the student with this opportunity to further her studies whole at the same time gaining some useful input for your own organization through the results of the project report.

I hope very good support from.

Yours sincerely,

(Sgd)

.....

**Yussuf Mussa Mhangwa
Director Zanzibar Centre**

Appendix 2: Interview Guide

THE OPEN UNIVERSITY OF DAR ES SALAAM
MASTER OF BUSINESS ADMINISTRATION (MHRM)

Interview Guideline of Heads of Department

Please, give the answers to the questions in this Interview and the information given will be used strictly for academic purpose and will be kept strictly confidential.

SECTION A: GENERAL INFORMATION

1. Sex of Respondent
 - (i) Male ()
 - (ii) Female ()

2. Level of Education
 - (i) Primary ()
 - (ii) Secondary ()
 - (iii) Certificate/Diploma ()
 - (iv) Undergraduate ()
 - (v) Post Graduate ()
 - (vi) Other please specify ()

3. Work experience
 - (i) 1 – 5 years ()
 - (ii) 6 -10 years ()
 - (iii) 11-15 years ()
 - (iv) 16-20 years ()
 - (v) 21-30 years ()
 - (vi) 31 and above ()

4. (a) Department

.....

4. (b) Current position

held:.....

SECTION B: JOB DESCRIPTION KNOWLEDGE

5. (a) Have you ever heard about Job description? (Yes/No)

5. (b) If yes, can you describe what your specific tasks?

5. (c) If not, why (explain)

6. (a) To what extent does job description increase performance in ZECO?

6. (b) What means are used to define job description in your organization?

Please tick (√) where is appropriate

(i) Written document

(ii) Oral

(iii) both mention above

6. (c) To what extent does job identification can increase performance in ZECO?

7. (a) Were you job description given relevant to your qualifications?

(Yes/No)

7. (b) If no, give reasons.

7. (c) What are the problems of not having effective job description?

7. (d) Do you need to have effective and well defined Job description for every employee in your department? (Yes/No)

7. (e) If yes, why?

7. (e) if not, give reasons

8. (a) Were you given Job description during your present responsibilities?

(Yes/No)

8. (b) If yes, are your specific tasks well defined?

8. (c) If not, give reasons.

8. (d) Were you given job feedback of standard of performance based on job description?

9. (a) How does working conditions increase performance in ZECO?

9. (b) What do you think are the problems as a result not mentioning use of machine/tools/equipment required for particular job?

10. What measures to be taken in your parastatal in order to increase employee's performance and productivity in relation to job description?

Appendix 3(a): Questionnaire in English

**QUESTIONNAIRE FOR SUBORDINATES
THE OPEN UNIVERSITY OF TANZANIA**

The study is about **“The Impact of Job description on Employee’s Performance in Public Organizations” A case study: Zanzibar Electricity Corporation, Zanzibar.**

Please, give answers to the questions in this questionnaire and the information obtained will be used strictly for academic purpose and will be kept strictly confidential.

SECTION A : GENERAL INFORMATION

Please tick (✓) where is appropriate

1. Sex of Respondent

- (i) Male ()
(ii) Female ()

2. Level of Education

- (i) Primary ()
(ii) Secondary ()
(iii) Certificate/Diploma ()
(iv) Undergraduate ()
(v) Post Graduate ()
(vi) Other please specify ()

3. Position

- (i) Manpower Unit ()
(ii) Finance Unit ()
(iii) Local Government Unit ()
(iv) Customer service Unit ()

4. Work experience

- (i) 1 – 5 years ()
- (ii) 6 -10 years ()
- (iii) 11-15 years ()
- (iv) 16-20 years ()
- (v) 21-30 years ()
- (vi) 31 and above ()

SECTION B: JOB DESCRIPTION KNOWLEDGE

5. (a) Are you aware about Job description?

- (i) Yes ()
- (ii) No ()

5. (b) If yes, can you describe what it is all about?

- (i).....
- (ii).....
- (iii).....
- (iv).....
- (v).....

5. (c) If not, why (explain)

- (i).....
- (ii).....
- (iii).....
- (iv).....
- (v).....

6. (a) To what extent does job description increase performance in ZECO?

6. (b) What means are used to define job description in your organization?

Please tick (✓) where is appropriate

- (i) Written document
- (ii) Oral
- (iii) both mention above

6. (c) To what extent does job identification can increase performance in ZECO?

(Please mention below)

- (i).....
- (ii).....
- (iii).....
- (iv).....
- (v).....

7. (a) Were you job description given relevant to your qualifications?

(Yes/No)

7. (b) If no, give reasons.

- (i).....
- (ii).....
- (iii).....
- (iv).....
- (v).....

7. (c) What are the problems of not having effective job description?

7. (d) Do you need to have effective and well defined Job description for every employee in your department? *(Yes/No)*

7. (e) If yes, why?

- (i).....
- (ii).....

- (iii).....
- (iv).....
- (v).....

7. (f) if not, give reasons

- (i).....
- (ii).....
- (iii).....
- (iv).....
- (v).....

8. (a) Were you given Job description during your present responsibilities?

(Yes/No)

8. (b) If yes, are your specific tasks well defined?

- (i).....
- (ii).....
- (iii).....
- (iv).....
- (v).....

8. (c) If not, give reasons.

- (i).....
- (ii).....
- (iii).....
- (iv).....
- (v).....

8. (d) Were you given job feedback of standard of performance based on job description?

(Please mention below)

- (i).....
- (ii).....
- (iii).....
- (iv).....
- (v).....

9. (a) How does working conditions increase performance in ZECO?
(Please mention below)

- (i).....
- (ii).....
- (iii).....
- (iv).....
- (v).....

9. (b) What do you think are the problems as a result not mentioning use of machine/tools/equipment required for particular job?
(Please mention below)

- (i).....
- (ii).....
- (iii).....
- (iv).....
- (v).....

10. What measures to be taken in your parastatal in order to increase employee's performance and productivity in relation to job description?
(Please mention below)

- (i).....
- (ii).....
- (iii).....
- (iv).....

Appendix 3(a): Questionnaire in Kiswahili**‘QUESTIONNAIRES FOR SUBORDINATES’****CHUO KIKUU HURIA TANZANIA**

Utafiti wa mafunzo kuhusu ‘**The Impact of Job Description on Employee’s Performance in Public Organizations**’ A case of: Shirika la Umeme Unguja – Zanzibar.

Tafadhali, toa majibu ya maswali ya ‘questionnaire’ na taarifa zitakazotolewa ni kwa ajili ya kitaaluma na zitakuwa ni siri na kudhibiti wa ipasavyo.

SEHEMU A :MAELEZO YA KAWAIDA

Tafadhali weka tiki (✓) pahala panapostahiki

1. Jinsia
 - (i) Mwanamke ()
 - (ii) Mwanamme ()
2. Kiwango cha Elimu
 - (i) Elimu ya msingi ()
 - (ii) Elimu ya Sekondari ()
 - (iii) Kiwango cha cheti ()
 - (iv) Diploma ya kawaida ()
 - (v) Diploma ya juu ()
 - (vi) Shahada ya kwanza ()
 - (vii) Shahada ya uzamili ()
 - (viii) Shahada ya Pili ()
 - (ix) Nyenginezo ()
3. Dhamana za kazi.....
 - (i) Sehemu ya Utawala ()
 - (ii) Sehemu ya Uhasibu ()
 - (iii) Huduma kwa wateja ()
 - (iv) Nyenginezo ()
4. Uzoefu wa kazi
 - (i) miaka 1 – 5 ()
 - (ii) miaka 6 – 10 ()
 - (iii) miaka 11-15 ()

- (iv) miaka 16-20 ()
- (v) miaka 21-30 ()
- (vi) miaka 31 au zaidi ()

SEHEMU B: TAARIFA MAALUM

5 (a) Je, unaelewa majukumu yako ya kazi?

- (i) Ndio ()
- (ii) hapana ()

5. (b) Iwapo ndio, unaelewa kazi zako mahsusi,

- (i) ndio ()
- (ii) hapana ()

5. (c) Iwapo hapana, tafadhali elezea kwanini

- (i).....
- (ii).....
- (iii).....
- (iv).....
- (v).....

6. (a) Jee, ni kwa kiasi gani majukumu ya kazi yanaweza kuongeza ufanisi wa kazi katika Shirika la Umeme?

- (i).....
- (ii).....
- (iii).....
- (iv).....
- (v).....

6. (b) Ni njia zipi zilizotumika kuelezea majukumu ya kazi katika idara yako?

(tafadhali tiki (√) iliyo sahihi

- (i) kwa maandishi ()
- (ii) unaelekezwa kwa mdomo na mkuu wa kazi ()
- (iii) njia zote mbili hapo juu ()

6. (c) Jee, ni kwa kiasi gani utambulisho wa kazi unaweza kuongeza ufanisi wa kazi katika Shirika la Umeme?

7. (a) Jee, majukumu ya kazi uliopewa/mnayopewa ni kwa mujibu wa taaluma yako?

(i) ndio ()

(ii) hapana ()

7. (b) Iwapo hapana kwa sababu gani

(i).....

(ii).....

(iii).....

(iv).....

(v).....

7. (c) Unafikiri ni matatizo gani yanayosababishwa na kutokuwa na majukumu ya kazi (Job description) yaliofafanuliwa vyema katika idara yako?

(tafadhali yataje hapa chini)

(i).....

(ii).....

(iii).....

(iv).....

(v).....

7.(d) Jee, kuna hitajika kuwa na majukumu ya kazi yaliofafanuliwa vyema kwa kila mfanyakazi?

(i) ndio ()

(ii) hapana ()

7. (e) Iwapo ndio, tafadhali toa sababu hapa chini:

(i).....

(ii).....

(iii).....

(iv).....

(v).....

7. (f) Iwapo hapana, ni kwa sababu gani?

- (i).....
 (ii).....
 (iii).....
 (iv).....
 (v).....

8. (a) Jee, majukumu ya kazi mliopewa ni kwa mujibu wa dhamana zenu za kazi?
 (Ndio/hapana)

8. (b) Iwapo ndio, yameeleza dhamana zako mahsusi?

- (i) Ndio ()
 (ii) Hapana ()

8. (c) Iwapo hapana ni kwa sababu gani?

- (i).....
 (ii).....
 (iii).....
 (iv).....
 (v).....

8. (d) Jee, mnaelezewa matokeo (mrejesho nyuma) ya utekelezaji wa malengo mnayopangiwa kwa kipindi maalum kulingana na majukumu ya kazi?
 (tafadhali, elezea hapa chini?)

- (i).....
 (ii).....
 (iii).....
 (iv).....
 (v).....

8. (e) Je, ni matatizo gani yanayotokana na majukumu ya kazi kutoelekeza namna ya utumiaji wa machine, vifaa au nyezo za kufanyiakazi?
 (tafadhali yataje hapa chini)

- (i).....

- (ii).....
- (iii).....
- (iv).....
- (v).....

9. (a) Vipi/Ni namna gani mazingira bora ya kazi yanaweza kuongeza ufanisi wa kazi katika Shirika?

- (i).....
- (ii).....
- (iii).....
- (iv).....
- (v).....

9. (b) Ni matatizo gani anaweza kutokea iwapo hakukufanuliwa/kuelekezwa namna ya utumiaji wa mashine au vifaa vya kazi?
(tafadhali elezea hapa chini)

- (i).....
- (ii).....
- (iii).....
- (iv).....
- (v).....

10. Tafadhali toa ushauri wako ili kuhakikisha kila mfanyakazi anapewa majukumu ya kazi na kufanyakazi kwa mujibu wa majukumu yake ya kazi (Job description) katika Shirika lako.

- (i).....
- (ii).....
- (iii).....
- (iv).....
- (v).....

Appendix 4: Organization Chart of ZECO

ORGANIZATION CHART OF ZECO

