

Re-designing and Re-engineering Jobs: A Therapy to Job Satisfaction Crisis in Armed Conflict Societies

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Abstract: The intention of this paper was to examine the extent to which job re-designs assist to boost job satisfaction for small and medium enterprises (SME) employees in armed conflict societies. A cross sectional qualitative study was used with unstructured interviews being utilised as the main data collection instrument. Interviews were conducted to 20 participants who were sampled using the purposive sampling technique. Data was analysed using the thematic data analysis approach. The study found out that job rotation, job enrichment, job enlargement, flexitime, compressed work week and telecommuting were key strategies that can be employed to propel job satisfaction among SME employees in armed conflict societies. The study concluded that the way jobs are designed and organised significantly affects the extent to which employees like their work, the profitability, productivity, employee and organisational performance. SME managers should employ contemporary strategies that appeal to the job satisfaction needs of the 21st century worker.

Keywords: Job satisfaction, SME, employee morale, job designs, job re-engineering.

Subject classification: Management science

1. Introduction

Job satisfaction is usually one of the major propellers of organisational performance, growth and survival of all organisations throughout the world. For organisations to meet their targets they need highly motivated and satisfied workers who are prepared to expend their energy towards meeting their individual, department and organisational set targets. Studies have consistently shown that

any organisation that operates with lowly motivated and satisfied employees is bound to fail. Nyanga in his study of examining the usefulness of job satisfaction theories in armed conflict societies observed that all organisations, profit and non-profit, require satisfied workers for them to realise their goals and grow to become market leaders. Nyanga further revealed that for an organisation to gain a competitive edge it requires highly skilled, competent and satisfied workforce,

who can efficiently and effectively execute their duties (Nyanga, T., 2018). Organisations should therefore make an effort to attract and retain its highly required talent. In some cases organisations should train and develop their workers so as to impart in them the skills and competencies that are required for them to perform their work. This implies that both small and well established organisations require employees who are keen and dedicated to help them realise their set targets. The importance of job satisfaction has grown to the level of being equated to the traditionally highly ranked fixed assets of organisations such as capital, physical infrastructure and others. Traditionally, most organisations valued their fixed and financial assets better than their workforce, but they later changed when they realised that the value of their assets are created by their workforce. Employees are therefore a fundamental factor to organisational performance, growth and survival. Several scholars (Nyanga, T., 2018; Nyanga, T. and Sibanda, R., 2019; Nyanga, T., et al., 2018; Nyanga, T., et al., 2019; Lephoko, C.S. and Roos, J.H., 2006; Mukuvisi, P.F, et al., 2019; Pilgrims, S., 2008) observed that any organisation that chooses to ignore its human capital will have chosen a losing strategy. Just like external and internal customers, employees need to be treated with respect and dignity so that a long relationship between themselves and their organisations is built.

While the need to have highly satisfied employees cannot be overemphasised, the breakneck pace at which job satisfaction among employees working for organisations operating in armed conflict societies is deteriorating has become a major issue of concern among policy makers, consumers,

the business community and socio-political leaders throughout the world. Employees in armed conflict societies work in very hazardous and deplorable work environments that are characterised by gunshots, intimidation, torture, killings and abductions. Studies (Nyanga, T., 2018; Nyanga, T. and Sibanda, R., 2019; Nyanga, T., et al., 2018; Nyanga, T., et al., 2019) have shown that workers from governmental, non-governmental and quasi-governmental organisations in armed conflict societies always register very low levels of job satisfaction and motivation due to the unconducive work environments. The low levels of satisfaction among workers in armed conflict societies disturb and disrupt the economic recovery and poverty reduction efforts made by the government with the assistance of humanitarian organisations. This implies that for an organisation or country to successfully meet its goals it needs to have competent, talented and skilled workforce who are highly motivated and satisfied. Highly motivated and satisfied workforce is usually prepared to expend their energy towards meeting set departmental, organisational and national goals. While all the organisations in armed conflict societies are hard hit by the consequences of armed conflict, SMEs, due to their size and also inability to raise enough financial resources to boost their workers' morale and increase their job satisfaction levels, have become the most vulnerable and hardest hit.

Small to Medium Enterprises (SMEs) are fast becoming one of the major players and drivers of economic growth, socio-economic transformation and poverty eradication in the developing world (Nyanga, T., 2018). Throughout the world, SMEs have permeated in almost all the industries and have made and

continue to make significant contributions to the development of both their local and global economy. According to Nyanga, SMEs are found in all types of socio-political environments including armed conflict societies. During the armed conflict in Mozambique, South Sudan, Somalia, Iraq and other countries, new SMEs continued to emerge and operate in the armed conflict society (Nyanga, T., 2018; Nyanga, T. and Sibanda R., 2015). This implies that developing countries that are in an armed conflict are also home to several SMEs. The SMEs in armed conflict societies, akin to their counterparts in peaceful countries, also strive to contribute to the revival of their economies and poverty eradication (Nyanga, T., 2018). From time to time, armed conflicts emerge in various countries due to various reasons. For example there was a raging civil war in Mozambique during the periods 1977-1992, 2013-2017, and political disturbances and upheavals which started in 2018 in some parts of the country. South Sudan, Rwanda and the Democratic Republic of Congo are some of the developing countries that experienced devastating and destructive war situations. The armed conflicts that occurred in various countries have made several SMEs operating in armed conflict societies to agonise much at the rate at which job satisfaction among employees deteriorates (Lephoko, C.S. and Roos, J.H., 2006; Nyanga, T., et al., 2012; Nyanga, T. and Sibanda, R., 2015; Nyanga, T. and Sibanda, R., 2019). The deterioration of job satisfaction in armed conflict societies was mainly caused by the war induced bad socio-political and economic landscapes. The wars significantly affected the growth of businesses throughout

the country but SMEs were the hardest hit because of their weak financial and political positions. Almost all the socio-economic development activities in war torn countries are stalled (Mukuvisi, P.F., et al., 2019; Nyanga, T., 2018; Nyanga, T. and Sibanda, R., 2019; Nyanga, T., et al., 2012). War results in the displacement of people, destruction of economic infrastructure, conflict between and among villagers (Nyanga, T., and Sibanda, R., 2019), increase in sexual offences (Nyanga, T. and Sibanda, R., 2015), theft and looting of shops. All the consequences of armed conflict are major precipitators of low job satisfaction among workers in armed conflict societies. Armed conflict heavily compromises employees' level of satisfaction at work by distorting and making key job satisfaction factors such as salaries, work environment, leadership style unattainable. Both work and individual related job satisfaction factors depend on the economic and socio-political environments in which organisations operate in (Knoop, R., 2004; Nyanga, T. and Sibanda, R., 2019; Nyanga, T., et al., 2019; Nyanga, T., 2018; Mukuvisi, P.F., et al., 2019). Countless studies (Lephoko, C.S. and Roos, J.H., 2006; Johnstone, R., 2008; Nyanga, T. and Sibanda, R., 2019; Nyanga T., et al., 2019; Knoop, R., 2004; Ololube, N. P., 2004; Tella, A., et al., 2007) revealed that low job satisfaction causes various unpleasant corollaries to individual employees and organisational performance. It therefore implies that SMEs that fall short in improving job satisfaction are at risk of losing their top notch talented workers to their competitors (Roberto, E., 2009; Tella, A., et al., 2007; Nyanga, T., et al., 2019). Loss of talent usually leads to low profitability, productivity and reduction of the market share.

Studies (Nyanga, T., et al., 2019; Knoop, R., 2004; Ololube, N.P., 2004; Tella, A., et al., 2007) have also consistently shown that organisations that lose their human capital to other organisations, especially their competitors are bound to lose a lot of business and business opportunities. Human capital is the most important asset of any organisation; hence strategically focussed employers do everything within their capability and competence to retain their staff.

Owing to the increase in the number of stories raised by researchers and media concerning the ever deteriorating level of job satisfaction, several researchers and scholars throughout the world made an attempt to find lasting solutions to job satisfaction challenges (Tella, A., et al., 2007; Nyanga, T., et al., 2018; Nyanga, T., et al., 2019; Knoop, R., 2004; Mukuvisi, P.F., et al., 2019; Nyanga, T., et al., 2012) by carrying out researches on the subject. However, despite a large number of studies that was done about job satisfaction, the problem continued as evidenced by the high labour mobility throughout the globe. This shows that the problems and challenges of low job satisfaction have not been resolved. The studies that were carried out did not provide lasting solutions to the ever growing job satisfaction challenges. Furthermore, most studies concentrated on the causes and effects of job satisfaction and left out other equally critical areas. Most studies were also carried out in peaceful environments and little, if any, was done in armed conflict areas. The emphasis and concentration of preceding studies left a knowledge gap that is related to the possible measures that can be taken to combat job satisfaction challenges for workers in war torn countries. The

purpose of this study is therefore to establish the extent to which re-designing and re-engineering of jobs positively influence job satisfaction among SME employees in war torn zones.

2. Review of related literature

Job satisfaction describes how content an individual is with his/her job. It entails the feelings workers have about their jobs and job attributes (Woolter, T.S., 2003; Wood, J.A., 2003; Tella, A., et al., 2007; Nyanga T. and Tapfumanei, C.S., 2019; Nyanga, T., et al., 2019; Nyanga, T., et al., 2018; Nyanga, T., et al., 2012; Nyanga, T., 2018). Job satisfaction is a result of an assessment made by an employee about his/her job, its attributes and related factors such as the external environments. It is the attitude that can either be positive or negative, which a worker develops about his/her work. According to Pilgrim (2008), Lephoko and Roos (2006) and Nyanga (2018), job satisfaction can be viewed as a pleasurable or unpleasurable emotional state ensuing from the appraisal of one's job. A satisfied employee is one who likes his/her job and all, if not the majority, of its attributes. He/she has a positive attitude towards it and likes it to the extent that he/she does everything within his/her ability to perform it to the expectation of his/her employer. Job satisfaction is a system that makes an employee to develop the drive and enthusiasm to realise set organisational goals and perform his/her work to the expectation of the employer (Pilgrims, S., 2008; Nyanga, T., et al., 2018). The worker will be in a pleasant emotional state resulting from his/her job. From the above definitions

it shows that job satisfaction takes into account employees' feelings, beliefs and behaviours. For purposes of this study job satisfaction is defined as the extent to which an employee likes or dislikes his/her job and/or its characteristics.

This study is underpinned by Herzberg's two factor theory and the Job Characteristics Model. These models are some of the most ancient but the most influential preludes to the study of job satisfaction and motivation of workers in different work settings. Nyanga et al. (2012) observed that most job satisfaction discussions are largely generated from Herzberg's Two-Factor Model and Hackman and Oldham's Job Characteristic Models. The theories are of the view that all the workers require to be satisfied if they are to give their best to the realisation of organisational goals. Anything short of employee satisfaction leads to organisational failure, low profitability and productivity and in worse scenarios to the closure of companies. Herzberg's theory argues that both hygiene and motivation factors play a critical role in propelling employee happiness in any organisation. For example pay is a hygiene factor and performance is a motivator but if the organisation misses anyone of the factors that will lead to low job satisfaction. Workers from both well-established organisations and SMEs need to be motivated and have their satisfaction levels raised. Studies (Nyanga, T., 2018; Nyanga, T. and Sibanda, R., 2019; Nyanga, T., et al., 2019; Roberto, E., 2009; Nyanga, T., et al., 2012; Ohashi, H. and Nakamura, T., 2005; Ololube, N. P., 2004) have shown that a significant number of job satisfaction studies are guided and underpinned by the two traditional job satisfaction theories such as the Herzberg's

Two Factor Theory and the Job Characteristic Models. Furthermore most if not all the contemporary job satisfaction theories were built around the fundamental principles of Herzberg's two factor theory, Maslow's Hierarchy of Needs and the Hackman and Oldham' Job Characteristic Models. The human factor, job satisfaction in particular has over the years become one of the major factors of production in both newly established and seasoned companies (Nyanga, T., et al., 2012; Nyanga, T., et al., 2018; Nyanga, T., et al., 2019; Nyanga, T. and Tapfumanei, C.S., 2019; Nyanga, T. and Sibanda, R., 2019).

Johnstone (2008) studied key reasons why workers register high job dissatisfaction and low performance and established that job satisfaction is mainly propelled by good working conditions, opportunities for professional growth, opportunities for promotion, good, acceptable and living wages. For workers to like their work and develop a positive attitude towards it, they require an employment relationship which helps them to meet both their organisational and personal goals. Anything short of that triggers low job satisfaction which is detrimental to organisational performance. Failure by organisations to perform at the expected level result in further deterioration of workers' working conditions which will further lower the job satisfaction levels of their workers. Studies (Knoop, R., 2004; Mukuvisi, P.F, 2019; Nyanga, T., 2018; Nyanga T. and Sibanda R., 2019; Nyanga, T., et al., 2019; Ololube N. P., 2004; Johnstone, R., 2008; Bauer J. C., 2002; Gautam, M., et al., 2005; Roberto E., 2009; Nyanga, T., et al., 2012; Nyanga T. and Tapfumanei, C.S., 2019; Ohashi H. and Nakamura T., 2005) have consistently confirmed the findings of

Johnstone's study (Johnstone, R., 2008) that job satisfaction is propelled and influenced by a number of factors such as salaries and wages, working conditions, leadership style, promotion and growth opportunities. Most SMEs operating in armed conflict societies such as South Sudan, Somalia and some parts of Mozambique may find it very difficult, if not impossible, to raise enough working capital to improve workers' conditions of service. It, therefore, requires human resource practitioners to be very craft and diligent to employ several new and appealing approaches that require very little to none financial resources to boost their job satisfaction levels. An armed conflict society is by nature a very difficult society for any business entity to operate in; hence most SMEs find it extremely difficult to cope with the socio-political, economic, cultural and technological pressures exerted to it by the war.

Nyanga and Sibanda (2019) observed that SMEs are the seed bed of poverty reduction, resuscitation of the destroyed economy and industrialisation (Nyanga, T., 2018), hence management should always put mechanisms that promote job satisfaction and make workers become prepared to expend their energy towards meeting organisational goals. On the contrary, SMEs employees in armed conflict societies are continually handicapped by war induced obstacles, which they cannot overcome. Nyanga et al. (2018) observed that war induced obstacles to job satisfaction such as low salaries and wages and poor working conditions frustrate and de-motivate workers. Logic dictates that the most satisfied workers are the best performers, and the least satisfied workers are the least performers, hence, organisations

need to frequently measure and monitor their employees' levels of satisfaction so that the desired results can be produced. In light of the important space job satisfaction occupies in the productivity circles, organisations operating in armed conflict societies should increase their strategies of propelling job satisfaction. There is a purported breach and violation of the psychological contract by employers in various sectors of the economy in armed conflict societies. Earlier studies show that due to the civil war, Mozambique faced serious socio-political challenges which culminated into economic meltdown which resulted in the attrition of employees' level of satisfaction (Nyanga, T. and Sibanda R., 2019), (Nyanga, T., et al., 2018; Nyanga, T., 2018; Nyanga, T., et al., 2019; Nyanga, T., et al., 2012). As the political, economic, technological and social landscapes change, so do employees' respective psychological contracts. The deterioration of the economy in Mozambique resulted in almost the whole work force disliking their jobs. As noted in the study by Nyanga et al. (2018). SME workers in armed conflict societies suffer from low job satisfaction due to war induced economic, social and political upheavals. Nyanga T. (2018) also observed that workers in armed conflict societies experience a lot of challenges, most of which impede organisational efforts to propel workers' job satisfaction levels. It is therefore essential to consider various strategies of curbing the job satisfaction challenges faced by employees in armed conflict societies. One such strategy which the researcher did not come across among preceding studies, yet worth considering, is re-designing and re-engineering jobs.

Despite being situated about 80km Southwest of Tete Town, the biggest town and economic giant in the province, Changara District is one of the districts in Mozambique that are heavily economically distressed by the civil war. Changara District was the main fighting and battle field between the Mozambican National Resistance (or Resistência Nacional Moçambicana, RENAMO, in Portuguese) and the government forces. The war created a very difficult to heal and manage economic distress in the district. Although economically distressed due to war, the district has remained one of the districts with vast investment opportunities ranging from agriculture, construction, manufacturing and many others. The economic status of Changara District puts SMEs in the area in a very wobbly situation with regards to employee satisfaction and retention. Nyanga & Sibanda (2019) observed that the devastating economic upheavals prevailing in a country breed distressing ramifications to SMEs - employee relationship. In war torn areas remuneration and other forms of rewards fail to keep employee morale high mainly because of inflation and over priced goods and services (Nyanga, T., et al., 2018). Several organisations in both armed and peaceful environments that experienced similar problems of low employee motivation and satisfaction used an assortment of strategies to combat the challenge, but failed to realise fruitful results. The purpose of this study is to examine the extent to which job designs can influence employee satisfaction for workers working in armed conflict societies. This study is a follow up to several studies that were carried out by a number of researchers (Nyanga, T., 2018; Nyanga, T., et al., 2012; Nyanga, T., et al.

2018) which focussed on the causes and effects of job satisfaction among workers. Previous studies established factors and effects of job satisfaction, but what has remained unattended is how the low job satisfaction experienced by employees in armed conflict societies can be forestalled. It is this void which this study aims to fill.

3. Research methodology

The study employed a purely qualitative research methodology. The qualitative approach was the most preferred approach because it facilitated the generation of rich descriptive data that helped the researcher to better understand the job satisfaction experiences of SMEs workers in armed conflict societies. The qualitative methodology is the most appropriate in this study since it is highly interactive and flexible. Furthermore, the qualitative approach allows a triangulation of techniques, such as simultaneously flexible. Furthermore, the qualitative approach allows a triangulation of techniques, such as simultaneously employing the unstructured interviews and secondary sources of data. Through this methodology work experiences, feelings, perceptions, opinions and aspirations of SME employees in armed conflict societies were revealed. Furthermore, data were collected from people who were not very fluent in English language, hence, they required a face to face conversation which allowed them to switch to their local language as and when they found it necessary. Changara is one of the districts in Tete Province, which comprises a population that is a mixture of people from Zimbabwe, mainly Mudzi District and those from Mozambique. The

fact that there are a significant number of people in the district who are not very fluent in English makes the use of an interactive research methodology more appropriate for the study. The qualitative approach also provides the researcher with an opportunity to take note of the participants' body gestures as they respond to the questions. For example, frowning is a sign of displeasure or anger, the tone of the voice also indicates whether the participant is excited or not. These gestures may not be captured when respondents respond to questionnaires.

Ten SMEs in Changara District participated in the study, with the majority of them being drawn from the manufacturing sector. Most of the manufacturing companies that participated in the study were manufacturers of small items such as floor polish, agriculture, buying and selling and construction industries. Most essential socio-economic activities and services in the district are provided by small to medium enterprises, for instance, the provision of food through subsistence farming, clothing and food by retail small shops, construction material by small to medium manufacturing enterprises and others. Two types of sampling techniques were employed in this study, namely snowballing and purposive sampling. Snowballing technique was utilised to select SMEs that participated in the study. Firstly, the researchers identified four SMEs in Mazoe Township, which then referred them to other SMEs in the area. The process of being referred to other SMEs went on until a total of ten SMEs were reached. Researchers sought permission to carry out the study from executives members of management of SMEs they were referred

to. Purposive sampling was then employed to select participants. After being granted permission to do the study, the researcher requested registers of employees clearly showing employees' qualifications and positions at work. The information about participants' qualifications and experiences was used by the researcher to select those participants with expertise in the management of the human capital. A total of 20 participants with relevant knowledge of the subject under investigation were chosen to participate in the study. A purposive sampling method was the most preferred method to select the sample, because it accorded the researcher room to choose participants with relevant knowledge and experience about the subject under investigation. The unstructured interview guide was administered to the 20 selected employees from the ten SMEs while secondary data was collected from the owners of SMEs who generously provided documents such as end of year reports. Unstructured interview, a non-directive approach comprising open-ended questions was adopted because it is flexible and breaks communication barriers between the researcher and participants. Unstandardised questions were relied upon because that helped the researcher to amass a lot of accurate and detailed data from participants. The data collection instrument was also most appropriate because it resembles an everyday conversation, which in turn creates a good rapport between the interviewer and the interviewee. The good rapport makes participants freely provide more and detailed information about the subject. The study also made extensive use of secondary sources of data, appreciating what other researchers have documented pertaining to

job satisfaction. Literature review was done to establish what other scholar had found out about the subject under investigation.

The thematic data analysis approach, which is one of the most commonly used data analysis methods for qualitative data (Nyanga, T., 2018; Nyanga, T., et al., 2012; Nyanga T. and Sibanda R., 2019; Nyanga, T., et al., 2019; Ohashi H. and Nakamura T., 2005), was employed to analyse data. The thematic data analysis method was adopted because it can easily be applied in unstructured interview transcripts. The researcher closely analysed the audio recorded data for purposes of identifying common themes, ideas and patterns of meaning that repeatedly emerged. Related themes and sub-themes from the interview responses were identified and grouped into identifiable themes. The advantage for using the thematic approach was that the approach is flexible and allows for detailed description of the collected data. Although the study is purely qualitative in nature, the researcher quantified the responses on biographical data of interviewees and presented it on a table. Tables 1, 2 and 3 showing respondents' educational level, age and experience by gender were inserted.

4. Results

Table 1 presents data on the educational qualifications and gender of the respondents. Females contributed 11 participants while their male counterparts contributed nine. The gender imbalance in favour of female participants was not expected in an armed conflict environment because usually women

and children are more vulnerable to the bad consequences of the war hence they usually relocate to neighbouring countries and other safe places. Studies in armed conflict societies (Nyanga, T., 2018; Nyanga T. and Sibanda R., 2019; Nyanga, T., et al., 2019) have consistently shown that there are more male employees than female ones in war torn countries. War torn areas are usually uncondusive environments for all women and children since they are the most vulnerable groups of people in all war situations. Women and children usually relocate to safer places because they are prone to various forms of abuses by armed forces. The abuses span from mild to full-fledged ones such as sexual assaults, rapes, killings and abductions. Furthermore, most industries in Changara District house professions are traditionally regarded as professions most suitable for males, hence the expectation that male workers dominate female ones. The professions include, among others, construction, agriculture and manufacturing.

In terms of qualifications, there are more participants with below secondary to secondary education. This shows that most people employed in SMEs have basic education. This is expected in a war torn and/or post armed conflict society because almost all economic infrastructures are destroyed by armed conflict which in turn deprives people the opportunity to do their education beyond the secondary level. Most schools were destroyed during the war and a number of people were displaced from their homes, which technically deprived them from accessing education beyond secondary education. Due to the intensity of the war, some people migrated to Zimbabwe and settled in districts such as Mudzi that

borders Changara, which in turn granted their children an opportunity to attend school in Zimbabwean schools. In line with the findings of this study, Nyanga, T., et al.

(2019) observed that the destruction of an economic infrastructure deprives citizens of receiving basic services such as education, health services and many others.

Table 1: Table Showing Respondents' Educational Level by Gender

Educational Level	Females	Males	Total
Below secondary	4	4	8
Secondary	5	3	8
Diploma	2	1	3
Degree	0	1	1
Total	11	9	20

Source: Nyanga Takupiwa, 2021, Results of the author's calculations.

Table 2: Showing Respondents' Positions by Gender

Position	Females	Males	Total
Manager	1	2	3
Supervisor	1	3	4
Operational	9	4	13
Total	11	9	20

Source: Nyanga Takupiwa, 2021, Results of the author's calculations.

Despite the lower representation of male participants, male employees dominated the managerial and supervisory categories. The number of males occupying higher level jobs is higher than those occupied by their female counterparts. It is probably so because of discrimination and the glass ceiling systems, deliberately or unintentionally, put in place by employers. Women remain disadvantaged and discriminated from accessing various economic opportunities. The findings

are consistent with Nyanga, T. and Sibanda, R. (2019), who argued that in war torn societies, women occupy programmed decision making and low level jobs. Female employees provide support services and do menial jobs in most SMEs in Changara District. The other reason why there are fewer female employees occupying higher positions in various organisations is because most women who are appropriately qualified to take up higher positions in various

organisations migrated to other countries such as South Africa, Zimbabwe, Namibia, Malawi and Zambia where there were better economic fortunes and peace.

Table 3: Showing Participants by Age

Age	Females	Males	Total
Below 15	3	4	7
16- 25	1	0	1
26 - 35	0	0	0
36 - 45	1	0	1
46 - 55	2	3	5
56 - 65	2	0	2
65 and above	2	2	4
Total	11	9	20

Source: Nyanga Takupiwa, 2021, Results of the author's calculations.

The ages of respondents ranged from 14 to 72 years, which clearly suggests that some people in Mozambique get employed beyond the government prescribed retirement age limit. The retirement age for people in Mozambique is between 60 and 65 years. Most people choose to work beyond retirement age because of ineffective social protection systems such as retirement packages, medical cover after retirement, and others. Furthermore, the age distribution of respondents shows that there are a number of underage people who are employed. The below 16 age category dominated all the other categories, which is a clear indication that there are some employers who employ underage workers. Employing people who are below the legal age of majority is illegal in Mozambique, but due to high cost of labour, employers choose to employ the underage whom they

manipulate by giving them very low salaries and wages. The 26 - 35 age group did not have respondents. It is probably so because they are engaged in more formal employment by well-established organisations such as Coca-Cola company.

5. Strategies of re-designing and re-engineering jobs

The study established that working in a war torn country is exceptionally frightening, traumatising, stressful, lacerating and disturbing. The fighting between the armed forces and intercommunity violence which is usually characterised by gunshots disrupt the peace and tranquility at workplaces. Employees together with other citizens are killed, sexually abused, physically abused, beaten and abducted by armed forces. Workers

can be abducted or killed at workplaces; an experience which result in workers disliking their work. Such an environment significantly reduces job satisfaction among SMEs employees in armed conflict societies. Below are some of the remarks that were made by participants: Participant 4: "It is not at all motivating to work in an armed conflict society because of fear of being killed, abducted, and sexually, emotionally and physically abused by armed forces." Participant 12: "Even if my employer decides to give me a lot of money I will remain dissatisfied by my work because of the intimidating work environment I work in." Participant 16: "I dislike my work because of the poor working conditions and the low salary I get from my employer. My employer is failing to pay me a living wage due to the operational disturbances and disruptions caused by the war." According to Nyanga (2018), workers in armed conflict societies need to be fully supported for them to remain motivated and satisfied with their work. Job re-designs and engineering of jobs can be utilised to boost worker satisfaction and morale. Studies (Lephoko, C.S. and Roos, J.H., 2006; Nyanga, T., 2018; Nyanga T. and Sibanda R., 2019; Nyanga, T., et al., 2012; Nyanga, T., et al., 2018; Nyanga, T., et al., 2019; Ohashi H. and Nakamura T., 2005), have shown that all the trauma and stress caused by armed conflict seriously and unbearably present work challenges to all the workers. SME workers have not been spared by the job satisfaction challenges faced by all the other groups of employees in armed conflict societies. In most cases they are the hardest hit because of the poor socio-economic positions of their organisations.

The study revealed that organisations in armed conflict societies can re-design their employees' jobs by embracing the culture and principle of flexible work arrangements. Flexible work arrangements play a significant role in propelling job satisfaction among employees working in armed conflict societies because they accord workers an opportunity to attend to other critical social issues such as attending to chronically ill relatives and their children. All the participants unanimously agreed that flexible work arrangements assist in boosting employees' attitude towards their work. The following are some of the remarks which were made by the participants: Participant 16 remarked: "It is very disturbing to work with a helicopter hovering above your head, hence for an employee to be happy under such circumstances flexible work arrangements such as flextime, compressed work week and telecommuting designs need to be embraced so that people can work as and when it is safe for them to do so or report for duty as and when their safety is guaranteed". Participant 9 said: "Flexible work arrangements job design is the best strategy of raising employee morale, igniting employee satisfaction, loyalty and commitment." Participant 1 remarked: "It is very difficult to make workers operating in armed conflict societies to develop a positive attitude towards their work. The only sure way to do so is to re-design their jobs in such a way that they have flexible work arrangements." Only one participant viewed flexible work arrangements as having no influence on job satisfaction. During times of intense fighting and intercommunity violence, SMEs should put

in place flexible work arrangements such as flextime, compressed work week and telecommuting so as to make workers develop a positive attitude towards their work. With the advent of several social media platforms and formal internet communication systems such as emails, Facebook, WhatsApp, Twitter, it is possible for employees to work from home and produce the same results as the ones they would produce when operating from the organisations' premises. Although some tools used in telecommuting require good internet connectivity, it can still be effectively utilised by using tools such as WhatsApp and Facebook which do not require high speed and sophisticated internet connectivity. Studies (Nyanga, T., 2018; Nyanga T. and Sibanda R., 2019; Nyanga, T., et al., 2012; Nyanga, T., et al., 2018; Nyanga, T., et al., 2019) have consistently shown that it is difficult to implement flexible work arrangements in war torn societies because of limited internet connectivity caused by the destruction of technological infrastructure by armed forces. Flexible work arrangements ensure that armed conflict does not lead to an increase in trauma and chronic diseases such as high blood pressure and diabetes in employees. Flexible work arrangements also reduce psychological distress, mental illness and sexual assaults among employees in armed conflict areas. Reductions of all those factors that deter job satisfaction among workers boost employees' job satisfaction. The findings are consistent with Nyanga T., and Sibanda R. (2015), Bauer J. C. (2002), Gautam, M., et al. (2005), Nyanga, T. (2018), Nyanga T. and Sibanda R. (2019), Nyanga,

T., et al., (2019), which also established that conflict causes trauma in workers, which consequently reduce worker satisfaction, loyalty and commitment. This implies that reducing trauma in workers by introducing flexible work arrangements helps in improving job satisfaction for workers in armed conflict societies.

The study also revealed that SMEs need to re-design their jobs by simplifying them. Simplified jobs are motivating to perform and most employees tend to like them because they are easy to do and can be performed within a very short space of time. High demanding and complex jobs can be simplified so as to propel worker satisfaction and motivation. The findings are consistent with Herzberg's Two Factor theory and Hackman and Oldhan's Job Characteristic Model which argue that good performance and achievement are some of the key factors that motivate workers to develop a positive attitude towards their work. All the respondents indicated that job simplification is one of the strategies that can be employed to increase employee satisfaction among workers in armed conflict societies. Job simplification is a job design method whereby jobs are divided into smaller components and subsequently assigned to workers as whole jobs (Nyanga, T., et al., 2012; Judge, T.A and Church, A.H., 2000; Mukuvisi, P.F., et al., 2019; Knoop, R., 2004; Nyanga, T., et al., 2018; Nyanga, T., et al., 2019). These sub-units are then assigned to workers as their total job descriptions. The approach helps in reducing workers' workload which in turn gives workers time to attend to their social problems such as attending to their injured relatives and war induced funerals. Work

simplification design ensures that employees gain knowledge about their responsibilities and tasks swiftly thereby minimising the learning and training time. Acquiring knowledge about the job rapidly increase organisational performance and employee satisfaction. An armed conflict environment requires an employee who completes his/her work on time so that he/she does not leave his/her workplace during odd hours. It is always risk to travel at night in armed conflict areas because most armed forces operate and attack citizens during the night. Furthermore, there will be limited options for commuting transport at night which consequently put employees at risk of being attacked by armed forces. Participant 7, a Zimbabwean national running a supermarket in Mazoe Town, remarked “Employees working in armed conflict societies can work better if their work is split into smaller convenient units which are easy to understand and do”. Participant 9 also remarked: “Workers operate effectively and efficiently when their jobs are simplified.” Participant 1: “I like simplified work than work that is a bunch of disjointed and not easy to perform roles and functions. A good manager simplifies his/her workers’ jobs so as to boost their morale and make them develop a positive attitude towards their work.” This implies that job simplification is one of the approaches that can be used to boost job satisfaction among employees in armed conflict societies. The findings concur with (Nyanga, T., et al., 2018; Nyanga, T., et al., 2019; Nyanga T. and Tapfumane, C.S., 2019; Nyanga, T., 2018; Lephoko, C.S. and Roos, J.H., 2006), which noted that short work cycles allow task performance with little or no mental effort and low-skilled and

low-paid employees to be hired and trained easily. This approach is very important for employees in war torn areas because war causes serious brain drain where talented and skilled workforce leave the country to other countries in search of greener pastures. Nyanga, T. (2018) argued that if the work environment is unfavourable most highly skilled human capital leaves the country in search of better economic fortunes in the region and beyond. Job simplification improves employees’ level of satisfaction because workers will do work which they used not to do. Such an arrangement removes boredom and monotony in workers since they will do various job activities. On the contrary, the study also revealed that if job simplification is not managed well, it can result in workers experiencing boredom, frustration, alienation, low motivation and low job satisfaction, which, in turn, lead to lower productivity and increased production costs. Participant 2 remarked, “The use of job simplification to improve job satisfaction will not produce the desired results since it may dampen the spirits of workers and make them feel like having been demoted because of limited autonomy at work”. The view, though from the minority, is in sync with observations by earlier researchers (Nyanga, T., 2018; Nyanga, T., et al., 2012) that, while job simplification is a noble idea, it may have negative repercussions if employees are not properly psychologically prepared before it is implemented.

The study further found that job enlargement which refers to horizontal expansion of jobs is one of the strategies that can be used to increase job satisfaction among SMEs employees in armed conflict areas. Job enlargement improves job

satisfaction among employees in armed conflict areas by increasing the number of different operations required in a job and the frequency with which the job cycle is repeated. Traumatized and stressed employees require jobs that reduce or eradicate boredom by increasing the number of duties and responsibilities for workers. Workers with enlarged jobs feel respected and honored, hence their level of esteem and self-confidence goes up, which consequently leads to job satisfaction. One of the participants reiterated, "Before my job was enlarged I used to do boring and monotonous job but after enlargement a variety of tasks were introduced. The introduction of new duties boosted my job satisfaction to the extent that I became prepared to expend my energy towards meeting organisational goals. My rate of reporting for duty significantly improved because my attitude towards my job and supervisor significantly improved." Participant 7 also remarked, "Boring and routine work activities do not stimulate an employee's mind which consequently lead to low performance, lack of loyalty and commitment." The moment an employee starts disliking his work he/her performance drastically goes down. The findings are in sync with findings of other preceding studies (Gautam, M., et al., 2005; Nyanga, T., 2018; Nyanga, T., et al., 2019; Ohashi, H. and Nakamura, T., 2005; Pilgrims S., 2008; Lephoko, C.S. and Roos, J.H., 2006; Nyanga, T., et al., 2012; Nyanga, T. and Sibanda, R., 2019), which established that job satisfaction is a key production factor, hence it should be managed in a professional and acceptable way by all organisations irrespective of size and type of business they are engaged in. Job enlargement can be used

by SMEs to provide the meaningfulness of the job to workers and boost their positive attitude towards their work. Job enlargement increases the number of tasks an employee performs, increases the scope of the job, or job diversity, which are all key factors to job satisfaction and motivation. Nyanga (2018) argues that job enlargement propels job satisfaction among workers in armed conflict societies by removing monotony, flatness and boredom from workers. For example instead of only sorting the incoming mail, a mail sorter's job could be enlarged to include delivering the mail to the various departments or individuals or cleaning and organising the manager's office. Re-designing jobs by enlarging the jobs plays a key role in boosting workers' self-esteem and self-confidence. Well organised job enlargement programmes propel job satisfaction among workers in armed conflict societies, which, in turn, increase employee and organisational performance.

To curb the job satisfaction problem among SME employees, organisations should use job rotation to boost employee morale. Although job rotation does not fully change the complexion of the duties and responsibilities, it raises the level of job satisfaction among workers in armed conflict societies. Almost all the respondents view job rotation as one of the job designs that can be employed to increase employee satisfaction. Job rotation was viewed by respondents as providing a variety of work activities and making employees multi-skilled. Multi-skilling increases job satisfaction in the sense that it makes employees flexible; that is, they can switch from one department to another or from one organisation to another or move from their home

country to another. The findings concur with the observations made by other researchers (Nyanga, T., et al., 2012; Ohashi, H. and Nakamura, T., 2005; Mukuvisi, P.F., et al., 2019; Nyanga, T., et al., 2019), who view job rotation as providing a variety of activities and reducing employee boredom. The movement of employees from one department to the other makes them multi-skilled which serves as an employee development programme. For instance the movement of an employee from the dispensary to the consultations departments in a hospital equips the worker with new skills which he/she would have not acquired if he/she had not been moved. In job rotations, jobs themselves are not actually changed, only the employees are rotated among various jobs (Knoop, R., 2004; Gautam, M., et al., 2005). An employee doing a routine job is moved to another job for some hours or days or months and, in some instances, a year and returns back to the first job. SMEs in armed conflict areas can employ this strategy to reduce boredom and monotony. Tripathi (2004) says that job rotation improves the employee's skills regarding various jobs and improves worker's self-image and self-efficacy. It also helps workers to grow professionally. Some few respondents, however, expressed some reservations in the use of this strategy as a tool to combat low job satisfaction. One of the participant remarked, "Frequent job rotations are not advisable in view of their negative impact on the organisation and the employee". People in war torn areas do not easily accommodate strangers, hence job rotation can create an unnecessary conflict among employees which may degenerate in the killing of employees since

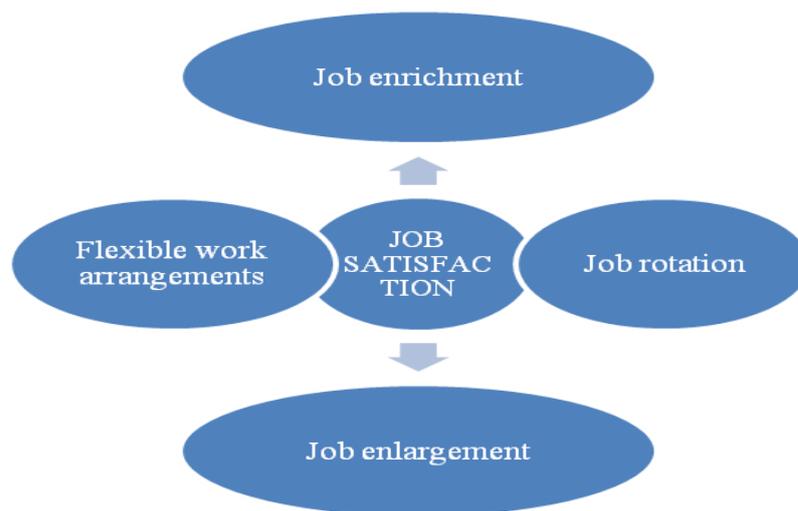
some employees own unlicensed weapons such as guns, knobkerries, spears and knives.

Almost all the respondents irrespective of gender, age and educational qualifications unanimously agreed that job enrichment is a useful strategy that can be employed to help increase employee satisfaction. Job satisfaction and job enrichment are a direct outgrowth of Herzberg's Two Factor Theory of motivation. The job enrichment strategy has been tried and tested in various industries and found to be very effective in promoting employee motivation and satisfaction (Johnstone, R. 2008). Job enrichment is based on the assumption that in order to retain and keep employee morale high the job itself must provide opportunities for autonomy, recognition, responsibility and growth (Nyanga, T., et al., 2012; Bauer. J. C., 2002; Nyanga, T., et al., 2019; Mukuvisi, P.F., et al., 2019; Nyanga. T. and Sibanda. R., 2019). One of the participants who was a senior administrator at one of the institutions remarked, "Job enrichment provides elements of interest that were taken away under intensive specialisation and bureaucratic management systems. Bringing it back implies increasing employee morale and satisfaction". In line with these findings Tripathi argues that job enrichment embellishes the job with factors that Herzberg viewed as motivators (Tripathi P.C., 2004). According to Herzberg Two Factor Theory motivational factors include among others achievement, autonomy, recognition, opportunities for growth and promotion. There is an attempt to build into jobs a higher sense of challenge and achievement, through vertical job loading. The findings are in sync with results from other researchers (Johnstone, R., 2008; Nyanga, T., et al., 2019; Mukuvisi, P.F., et al., 2019) who

argue that interesting and challenging work are key sources of worker satisfaction. Job enrichment changes employee behavior and attitude in ways that lead to organisational effectiveness and efficiency. Done right,

job enrichment can invigorate SMEs employees in armed conflict societies to work more effectively and efficiently and with vigor.

Figure 1: Job Designs that Boost Job Satisfaction



Source: Nyanga Takupiwa, 2019.

6. Conclusion

The main purpose of this study was to examine the extent to which job designs influence job satisfaction among SMEs employees in armed conflict areas. Organisations can design and re-design their jobs so as to increase efficiency and effectiveness in the operations of an organisation. The study made the following conclusions: *Firstly*, SMEs employees irrespective of gender, age, educational level and position at work experience low job satisfaction which distorts key human capital aspects that influence an employee's performance. Low job satisfaction compromises employee loyalty, organisational entrepreneur-

ship, commitment, hard work and creativity. Low job satisfaction among armed conflict employees is mainly caused by consequences of the war such as the killing of people, violence, and destruction of economic infrastructure and displacement of people. *Secondly*, job designs are essential apparatus that can be employed to propel job satisfaction among workers in war torn societies. Job enlargement, job enrichment, job rotation and flexibility were confirmed as the most effective tools of propelling job satisfaction in war torn societies. *Thirdly*, it was concluded that, whilst job designs provide answers to job satisfaction crisis among SMEs workers, there are other approaches that can also be

used to help boost employee morale. *Fourthly*, it was concluded that job designs have far reaching positive ramifications to job satisfaction to SME employees working in armed conflict areas.

The study contributed to the body of knowledge by creating awareness to key stakeholders such as government, customers, trade unions and employers on the factors that give birth to low job satisfaction among workers in armed conflict areas. The consequences of job satisfaction among SME employees in armed conflict areas were also revealed. The research provides practitioners with tools that enhance an in-depth understanding of job designs that can be used to increase job satisfaction. Furthermore, the study provides a foundation and basis for future research.

In light of the above findings the following recommendations were given:

- Employers should continuously design, re-design, engineer and re-engineer jobs so as to keep employee morale high. Re-designing and re-engineering of job designs can stimulate workers to expend their energy towards the achievement of institutional goals.

- SMEs and policy makers in armed conflict areas should formulate policies that enhance job satisfaction and employee retention. Policies on job designs should be clear, fair and applied equally to all employees in armed conflict societies. A change of policy in the positive direction will reduce the level of dissatisfaction and promote productivity, efficiency and effectiveness in institutions operating in armed conflict societies.

- SMEs in armed conflict societies should offer jobs with depth, variety and

meaningfulness so as to increase job satisfaction among employees in armed conflict societies.

Note

¹ Language editor: Ta Quang Dong.

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