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EFFECT OF JOB ENRICHMENT ON JOB SATISFACTION FOR SELECTED EMPLOYEES IN APAPA LOCAL GOVERNMENT AREA, LAGOS - STATE, NIGERIA

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Abstract

Job enrichment is an indispensable feature adopted in the organization not only to facilitate employees' satisfaction but also for employees' better and greater job performance through a shared sense for skill variety, task identity, task significance and autonomy. This is with the main purpose of turning around the adverse effects of routine tasks that produce consequences such as boredom, inflexibility and employees' discontentment. Therefore, the objective of this study is to investigate the relationship between job enrichment and employees' job satisfaction. Simple random sampling technique was adopted for the study with the use of a structured questionnaire to elicit information from the respondents. The descriptive statistics used comprised simple percentages and tables, while inferential statistics utilized were multiple regressions. The findings of the study showed that job enrichment has a positive and significant relationship with employees' job satisfaction ($F = 139.97, p < 0.05$). The study concludes that employees' job is always enriched and has a significant effect on the workers' job satisfaction. It is therefore recommended that more efforts should be made in boosting employees' feedback on job performance. This is for workers' improved personal development, work experience, and organization's overall performance.

Keywords: Commitment, Motivation, Performance, Retention, Satisfaction

1.0 INTRODUCTION

The dynamic nature of the present business world has necessitated the urgent need for organizations not to only be responsive, but also to be flexible, competitive and innovative. This is to be able to cope with developments such as speedy product and technological changes, global rivalry, demographic changes, the movement to a service economy and deregulation. Hence, job enrichment is essential as employees in every organization desire fulfilment in their chosen careers and all human resource managers in the workplaces expect excellent performance from their employees or subordinates having considered them as the most treasured resources that the firms have.

It is only the well satisfied and highly motivated workforces that make the attainment of a high level of performance possible while more absenteeism and turnover tend to result when employees are dissatisfied and are not well motivated as they are not comfortable to accomplish for the organization its predetermined objectives. It is an improvement of job content in order to make it challenging, autonomous, significant, having more skill varieties, better control, feedback from work done, self-respect of the employee, more opportunity for growth, and more chance to contribute his or her ideas (Saleem, 2012; Raza & Nawaz 2011; Yasdani, 2011; Mondy & Noe 1990; Hackma & Oldman, 1976; Herzberg, 1968).

The concept of job enrichment has turned as an effective tool for management in the organization to promote employee's job satisfaction and organizational growth. Jobs are enriched to satisfy employees through the assignment of additional tasks with a better requirement for skill varieties in their assignments. Organizations are currently drifting from the old-style philosophical orientation of regarding money as the ultimate motivating or job satisfying factor. This is to a circumstance where employees now continually cherish their job, having full control in planning their assigned duties and as well determine the easiest and best method of carrying these out, while at the same time feel highly esteemed due to the hasty change in the business environment and growing level competition.

According to Parvin and Kabir (2011), management of people is undoubtedly the most important aspect of the organizational processes; thus, requires the provision of a conducive working condition of job satisfaction and commitment through the formulation of guiding principles capable of guaranteeing the achievement of the organizational objectives. Roe and Siegelman (1964), and Brown (2004), opined that organizations set objectives which tend to turn out to be a dream and unachievable intents in an occasion where the employees' needs and requirements are unmet. This indicates that workers can perceive job dissatisfaction when it is discovered that their jobs are deficient of required challenges, are void of enough recognition, respect and creativity as well as other motivators, when the processes are monotonous or in an event of high bureaucratic and over-controlled authority structure.

However, extant researches affirmed that in spite of much pressures on employers of labour to have another look at traditional assessments of how employees are absorbed, managed, developed and handled, yet a number of them see no justification for job enrichment in as much the employees' work performance do result in organizations' income generation (Shilpa, 2013). To some employers, enrichment of workers' job has amounted to time and financial resources wastage. Likewise, Pillai, Mashood, Amoodi, Husain (2012) established non-involvement of employees in the processes and implementation of job enrichment in

the workplace, resulting in job dissatisfaction, poor work performance, high rate of employee turnover. In a bid to enhance employees' job satisfaction and commitment, Brown (2004) asserted that job enrichment could be a necessity. Thus, this study attempts to empirically examine the effect of job enrichment on employee job satisfaction in Apapa Local Government Area of Lagos State, Nigeria.

However, the main objective of the study was to examine the effect of job enrichment on the employees' job satisfaction in Apapa Local Government, Lagos, while the specific objectives were to:

- i. investigate the relationship between job enrichment and employees' job satisfaction,
- ii. determine the relative contribution of job enrichment strategies of job characteristics model to employees' job satisfaction in the study area.

The formulated hypotheses for the study included:

- I. H_{01} : Job enrichment does not have a significant relationship with employee job satisfaction in Apapa Local Government Area, Lagos.
- ii. H_{02} : Job enrichment strategies of job characteristics model make no individual significant contribution to the employees' job satisfaction in the study area.

2.0 LITERATURE REVIEW

Conceptual Definitions

Job enrichment as a concept has been described in various ways by different authors, for examples, Pillai, Mashood, Moodi, Husain (2012); Razag and Nawaz (2011); Mondy and Noe (1990) view job enrichment as an effort made to inspire workers by affording them the needed opportunities to utilize their capabilities. Robbins and Judge (2011) describe job enrichment as the systematic method by which work processes and procedures are harnessed with a view to ensuring achievement of employees' performance and satisfaction. As said by Supriya (2016), job enrichment includes an ultimate part of enticing, encouraging, and keeping talented employee, predominantly where work is boring. Yasdani, Yaghoubi, Giri (2011) identify job enrichment as a process having to do with changing of job content so as to ensure that employees' assigned tasks are not only challenging but also tend to boost productivity. The rationale behind job enrichment is to make the job to be more challenging and fascinating to the employees so as for them to use their capabilities on the job and as well develop a sensation of self-sufficiency and self-management. This was supported by Salau (2014), who opines that job enrichment comes to be an important practice in motivating and satisfying workers for enhanced and ample performance through a reciprocated perception for task identity, task significance, task autonomy, skill variety and feedback.

Saleem, Shaheen and Saleem (2012) posit that job enrichment satisfies employees' desire or aspiration for growth and achievement, self-actualization, self-control and self-respect and consequently prompts a high level of job satisfaction. This can be a step forward in the management of misappropriated resources and at the same time enhance the delivery of service in the organizations, as job enrichment affords the workers with more encouragements to boost job satisfaction and performance (Esbra, 2015).

Elements of Job Enrichment

Core Job Dimension

Jobs that are known to be encompassing, attention-grabbing, recompensing and challenging in nature and having future prospects do have the tendency to be attached with a higher level of job satisfaction. According to Judge (2003); Judge, Parker, Colbert, Heller and Ilies (2002); Loher, Noe, Moeller and Fitzgerald (1985); Saavedra and Kwun (2000), a number of researches had in the time past assessed the existing link between the core job dimension and job satisfaction. In reference to Gardner and Pierce (1998), elements of core job dimension (job enrichment strategies) consist of task identity, skill variety, task significance, autonomy and feedback, all of which effect in no small measure on employees' performance and commitment.

Job Depth

The job depth encompasses the different tasks that make up a job. This may include planning, controlling and coordination of diverse activities required in a particular job. Stone (2002) substantiates this by asserting that job depth is sketching out tasks and activities to be required for undertaking and allotting them to the organization's workers.

Motivators

Two-factor theory propounded by Herzberg offers an in-depth assessment of factors that are related to both the motivators (job contents) and hygiene (job context). As said by Frederick, (1966), Herzberg established that factors resulting in job satisfaction expressively differ from those that lead to job dissatisfaction. The motivator factors are associated with workers' feelings and attitudes towards their work. Herzberg further revealed that the motivator factors have to particularly do with the work itself, such as recognition, personal growth and advancement, a sense of responsibility and achievement. In another way, the hygiene factors bother on the job environment in which the activities involved in the work undertaken. These are

equally inclusive of factors such as the firm's formulated policies and adopted administration style, working conditions, remuneration, and interactions existing among the organization's staff members.

Employees' Job Satisfaction

Over time, a number of definitions have been given by different authors or scholars in the field of management. For instance, Robbins (2003) defines job satisfaction as a person's attitude toward his job. In the opinion of Schermerhorn (2005), job satisfaction refers to the intensity of feelings that people have over their job, which could either be positive or negative. These include expressive reaction given by an employee to his job in addition to the one given to the organization's physical and social state of affairs.

McShane and Glinow (2003) view job satisfaction as the replication or thought of employees' work evaluation; these authors add that personal opinions and gathered emotional experiences often times serve as the premise upon which satisfied workers base their job appraisal. According to Mullins (2006), in general term, job satisfaction connotes an employee's behaviour or disposition to his job. It could therefore be construed that job satisfaction has to do with the condition in which individual workers in organizations derive joy or pleasure to the fullest in the job they do and consider it as an essential part in their lives, while others stay on their job out of compulsion or due to the fact that they have no choice and have to keep the soul and body together.

Theoretical Review

In an attempt to describe job enrichment as an effective tool for employee job satisfaction in Apapa Local Government Area, Lagos, Job Characteristics Theory (JCT) was reviewed and considered appropriate for this study.

Job Characteristics Theory (JCT)

Hackman and Greg Oldham developed Job Characteristics theory in 1975, and this was later improved in 1980. The theory analyzes factors that bring about definite job satisfaction at work (Fried & Ferris, 1987). It illustrates the link that exists between job characteristics and individual reactions to work. The model is premised on the notion that work can be designed not only to make employees derive pleasure or satisfaction from what they do but also to make them have a sense of doing something worthwhile in the workplace. The theory focuses on job features that are capable of producing feelings of gratification with the work itself. According to Hackman and Oldham theory, five core job characteristics (skill variety, task

identity, task significance, autonomy, and job feedback which are main job enrichment factors) should trigger indispensable emotional conditions resulting in employee satisfaction.

Empirical Review

Magaji, Akpa and Akinlabi (2017) examined the effect of job enrichment in some selected private universities in south-west Nigeria. The study adopted a cross-sectional survey design. The findings of the study established that job enrichment had a significant and positive effect on employee commitment of non-academic staff in the selected private universities in the study area.

In Tanzania, Mathias (2016) conducted a research to determine the link between job enrichment and job satisfaction of academic staff members of Sokoine University of Agriculture (SUA)-Morogoro, and to also investigate whether job enrichment improved job satisfaction or not of the academic staff of the University. The results of the study revealed that job enrichment practice was in force for the academic staff of SUA ($M=3.84$; $SD=1.05$) and this has a positive influence on the thinking pattern of SUA's employees ($M=3.8$; $SD= 1.16$). The results as well show that there is a link between core job characteristics (task variety, task identity, task significance, task autonomy and feedback) which are components of the job enrichment and employee job satisfaction ($M=3.68$; $SD= 1.12$).

Also, Sanda, Asikhia and Magaji (2015) researched to establish the effect of job enrichment on job satisfaction of non - academic staff in some selected private universities in South-West Nigeria. The findings substantiate that significant positive relationship between job enrichment and employee satisfaction exists in selected private universities in South-West Nigeria.

3.0 METHODOLOGY

Research Design

This study examines the effect of job enrichment on the employee job satisfaction with reference to Apapa Local Government Area, Lagos. Survey method was adopted through the use of a questionnaire to elicit information from the respondents. The method was considered appropriate for the study because it gave room for the collection of quantitative data which were analyzed quantitatively with the utilization of descriptive and inferential statistics. The method also provided an avenue for more honest and unambiguous responses from the respondents.

The population for this study is the entire staff of Apapa Local Government Area, Lagos, totaling One Hundred and Sixty-Eight (168) employees. The figure was based on the given information. Taro Yamane's formula was utilized to determine the sample size which was One Hundred and Eighteen (118), where

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

and n = Sample size, N = Population of the study
 e = Tolerable error (5%).

Out of One Hundred and Eighteen (118) copies of the administered questionnaire, ninety-eight (98) copies were properly filled, retrieved and analyzed for the study.

Sources of Data

The Primary source of data was utilized. The primary data were through the use of questionnaire meant for gathering pertinent data from the respondents, while secondary data were obtained through a review of academic journals and relevant textbooks. The study utilized the questionnaire as an instrument for data collection. Simple random sampling technique was employed with the use of a structured questionnaire to obtain information from the respondents. The use of simple random sampling was premised on its ease of use and accuracy of representing a large population.

The questionnaire consists of two sections (section A and B). Section A featured variables having to do with bio-data and it was to directly gather background (personal) information about the respondents. Section B has two parts. Part one is made up of questions intended to ascertain the relationship between job enrichment and employees job satisfaction, while part two consists of questions designed for describing the relative contribution of job enrichment variables to employee job satisfaction. For the study, some questions were adopted from previous researches with high validity and reliability coefficient but were modified to suit the present environment.

In this study, both descriptive and inferential statistics were used. The descriptive statistics involves simple percentages and frequency tables while inferential statistics are multiple regressions analysis. The simple percentage was employed to describe the demographic characteristics of the respondents, while multiple regressions were employed to analyse the collected data. SPSS version was adopted to run the analysis of the gathered data.

4.0 RESULTS AND DISCUSSION

Out of the 118 copies of the questionnaire administered for the data collection in this study, 98 copies were properly filled and returned for the analysis. This figure represents 83.1% of the expected sample size. Therefore, the results presented in the Tables 1-3 were based on this figure.

Variable	Level	Frequency (f)	Percentage (%)
Gender	Male	64	65.3
	Female	34	34.7
	Total	98	100.0
Age (Years)	20-30	29	29.6
	31-40	47	48.0
	41-50	15	15.3
	51 and Above	7	7.1
	Total	98	100.0
Marital Status	Married	42	42.9
	Single	34	34.7
	Divorced	5	5.1
	Widowed	17	17.3
	Total	98	100.0
Educational Qualification	SSCE	6	6.1
	OND	11	11.2
	HND/BSc	42	42.9
	Masters	39	39.8
	Total	98	100.0
Years of Working Experience (Years)	0-5	20	20.4
	6-10	15	15.3
	11-15	54	55.1
	Over 15	9	9.2
	Total	98	100.0

Source: Researchers' Field Survey, 2019

Table 1 shows the socio-demographic data of the respondents. It is shown that out of 100.0% of respondents that participated in this study, 65.3% were males, while 34.7% were females. It is therefore revealed that the majority of the respondents in this study were males. Also, the age distribution of the respondents reflects that 29.6% were within the age 20-30 years, 48.0% were of age 31-40 years, and 15.3% were of age 41-50, while 7.1% of the respondents were of age 51 years and above. Marital status distribution of the respondents indicates that 42.9% were married individuals, 34.7% were still single, and 5.1% were divorcees, while 17.35 were widows. Also, out of the respondents, 6.1% had SSCE, 11.2% had OND, and 42.9% had HND / BSc, while 9.2% had a Master degree. Respondents' working experience

distribution displays that 20.4% had been working for between 0-5 years, 15(15.3%) for 6-10 years, 55.1% had 11-15 years working experience, while 9.2% of the respondents had more than 15 years working experience in the organization.

Testing of Hypotheses

H_{01} : Job enrichment does not have a significant relationship with employees' job satisfaction

Table 2: Summary of Regression Analyses of the relationship between job enrichment and work satisfaction (N=98)

Variable	B	SEB	
(Constant)	-.171	.182	
Skill variety	.537	.105	.530
Task identity	.211	.050	.198
Task significance	.264	.123	.166
Autonomy	.605	.101	.561
Feedback	.456	.078	.021
R		.928	
R^2		.861	
F		139.974*	

* $p < 0.05$. Dependent Variable: Employee Job Satisfaction

Source: Authors' Computation, 2019

Table 2 shows the result of the relationship between job enrichment and employee job satisfaction. It is shown that job enrichment variables yield a coefficient of correlation (R) and multiple correlation square (R^2) of 0.928 and 0.862 respectively. This value is statistically significant at the 0.05 probability level. In order words, job enrichment variables could explain for 86.2% of the observed variance in employee job satisfaction in an organizational setting. This outcome, therefore, implies that job enrichment variables had a positive, high and significant relationship with employee job satisfaction.

H_{02} : Job enrichment strategies of job characteristics model make no individual significant contribution to employees' job satisfaction.

Table 3: Individual Significant Contribution of Job Enrichment Strategies of Job Characteristics Model to Employees' Job Satisfaction

Model		Unstandardized Coefficients		Standardized Coefficients	T	Sig.
		B	Std. Error	Beta		
1	(Constant)	-.171	.182		-.941	.001
	Skill variety	.537	.105	.530	5.103	.000
	Task identity	.211	.050	.198	4.213	.032
	Task significance	.264	.123	.166	2.146	.034
	Autonomy	.605	.101	.561	6.018	.000
	Feedback	.456	.078	.021	5.835	.009

* $p < 0.05$. Dependent Variable: Employee Job Satisfaction
Source: Authors' Computation, 2019

Table 3 shows the result relative contribution of individual job enrichment strategies of job characteristics to employee satisfaction. As shown in Table 3, skill variety and task identity had t-values of 5.10 and 4.21 respectively. Also, the values of the beta weights for the variables are .530 and .198 respectively. Task significance and autonomy had respectively t-values of 2.15 and 6.02, while their beta weights are .166 and .561. The t-value and beta weight for feedback are 5.84 and .021. From the respective p-value of these variables, all of these make a significant contribution to employee job satisfaction ($p < .05$). However, judging from their respective beta weight and t-ratio, it is shown that autonomy had the highest contribution to employee job satisfaction. This is followed by skill variety, task identity, task significance, while feedback had the least contribution to employee job satisfaction.

The findings of the study established that job enrichment had positive, high and significant relationship with employees' job satisfaction ($F = 139.97$, $p < .05$), meaning that employees' job satisfaction in the study area is highly dependent on job enrichment practice to a very great extent as job enrichment is an effective predictor. The findings are in tandem with the findings of Sanda, Asikhia and Magaji (2015) that established the existence of a significant and positive relationship between job enrichment and employees' job satisfaction in selected private universities in South-West Nigeria.

The findings of the study revealed further that each job enrichment strategy of job characteristic model makes distinct and substantial contribution to employees' job satisfaction ($p < .05$), however, with employee autonomy having the highest contribution which is also significant ($\beta = .561$, $p < .05$), followed by Skill variety ($\beta = .530$, $p < .05$), task identity ($\beta = .198$, $p < .05$), task significance ($\beta = .166$, $p < .05$), and feedback ($\beta = .021$, $p < .05$). This implies that job enrichment offers to the organization's workforces skill variety, job identity, sense of dignity in the presence

of colleagues, sense of commitment, freedom of job operations, opportunity for contribution to key firm's decision making, opportunity to get feedback on the performed tasks, career progression or development, and sense of fulfillment resulting in job satisfaction. These findings lend credence to the findings of Mathías (2016) that there is a link between core job characteristics (task variety, task identity, task significance, task autonomy and feedback) which are components of the job enrichment and employees' job satisfaction ($M=3.68$; $SD=1.12$).

5.0 CONCLUSION AND RECOMMENDATIONS

Consequent to the findings of the study, it could therefore, be inferred that job enrichment is an effective tool for promoting employees' job satisfaction and retention in the workplace. Job enrichment has thus turned as an integral quality or feature of stimulating employees for better and greater work performance through a shared sense for skill variety, task identity, task significance and autonomy. Hence, it could be concluded that job enrichment is in practice in Apapa LGA, Lagos and that it has a significant effect on the employees' job satisfaction.

Sequel to the fact that employees' feedback was described to be comparatively low compared to the other job enrichment strategies of job characteristic as revealed by the empirical results of the study, it is therefore recommended that in Apapa LGA, Lagos, more efforts should be made in boosting employees' feedback on job performances. This should be on a regular basis so as to:

- i. assure the employees of the required organizational support for job satisfaction
- ii. improve employees' personal development, work experience, and organization's overall performance.

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of colleagues, sense of commitment, freedom of job operations, opportunity for contribution to key firm's decision making, opportunity to get feedback on the performed tasks, career progression or development, and sense of fulfillment resulting in job satisfaction. These findings lend credence to the findings of Mathías (2016) that there is a link between core job characteristics (task variety, task identity, task significance, task autonomy and feedback) which are components of the job enrichment and employees' job satisfaction ($M=3.68$; $SD=1.12$).

5.0 CONCLUSION AND RECOMMENDATIONS

Consequent to the findings of the study, it could therefore, be inferred that job enrichment is an effective tool for promoting employees' job satisfaction and retention in the workplace. Job enrichment has thus turned as an integral quality or feature of stimulating employees for better and greater work performance through a shared sense for skill variety, task identity, task significance and autonomy. Hence, it could be concluded that job enrichment is in practice in Apapa LGA, Lagos and that it has a significant effect on the employees' job satisfaction.

Sequel to the fact that employees' feedback was described to be comparatively low compared to the other job enrichment strategies of job characteristic as revealed by the empirical results of the study, it is therefore recommended that in Apapa LGA, Lagos, more efforts should be made in boosting employees' feedback on job performances. This should be on a regular basis so as to:

- i. assure the employees of the required organizational support for job satisfaction
- ii. improve employees' personal development, work experience, and organization's overall performance.

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