

**EFFECT OF JOB ENRICHMENT ON EMPLOYEE INVOLVEMENT AND PERFORMANCE OF NON-ACADEMIC STAFF IN SELECTED PRIVATE UNIVERSITIES IN SOUTH – WEST, NIGERIA**

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**ABSTRACT**

*The study is an examination of the effect of Job enrichment on employee involvement and performance of non-academic staff of selected private universities in South-West, Nigeria. Job enrichment, employee involvement and performance for ages have been a difficult issue for human resource managers of organizations worldwide; private universities in Nigeria are not an exception. Job enrichment implementation schemes constitute a major problem that affects employee involvement and performance. Numerous researches have been carried out over the past years with the aim of resolving this problem. The study adopted a cross-sectional survey design. The population of the study was 2462 non-academic staff distributed among seven (7) approved universities that had existed for six years in South-West Nigeria. A Sample of 740 respondents was selected using multi-stage sampling technique, 618 were returned but 547 was found useable. Descriptive statistics, multiple regressions, and Pearson product moment correlation were used to analyze the data collected and to test the hypotheses. The findings revealed that job enrichment had a significant effect on employee involvement and performance of non-academic staff in the selected private universities in South-West Nigeria, Job enrichment has a significant positive relationship with employee involvement ( $r=0.653$ ,  $p<0.05$ ) and employee performance ( $r=0.603$   $p<0.05$ ). The study concluded that the practice of job enrichment design in the selected private universities in South-West, Nigeria is a tool for improving involvement and performance of the non-academic staff. This study recommended that the human resource management and*

*administrators should ensure that job enrichment design is properly implemented as it has a strong influence on the involvement and performance of employees.*

*Keywords: Job enrichment, Employee involvement and performance, Skill variety, Task significance, Task identity, Task significance.*

## **INTRODUCTION**

Employees in every organization want to draw fulfillments from their jobs and every human resource Manager/management wants the employees to be fulfilled being the most important resources of the organization. But managers for ages have been struggling on how to make them get the fulfillment. Globalization has created many challenges for multinational and local organisations such as cost of production that is on the increase day by day due to universal factors such as world recession, resource limitation, modern world computing, information technology and trends that have affected the way work is done and also changed the face of competition among organisations. The problem of job enrichment stemmed from the fact that in today's rapidly corporate environment, organizations globally want to maximize the potential of their human resources to stay ahead of the aggressive competition to survive in the middle of the quest (Raza & Nawaz 2011; Mohsan, Nawaz, Khan; Shaukat & Aslam, 2011). Job enrichment is a motivational problem created by the disaffection of employees from their work, and by lack of their interest in their work. Here the problem is how to make the work more interesting, purposeful and acceptable to employees so that they may perform it more enthusiastically and with a greater sense of responsibility. Job enrichment is the problem which every supervisor and manager has to face while managing and making their subordinates work (Pride, Huges & Kapoor 2013, Davoudi & Mehdi, 2013).

On the other hand, involving the employees in managerial functions of the higher ranks is called job enrichment. There is no gainsaying that job enrichment also increases the self-actualization, self-control and self-esteem of the workers which eventually leads to the improved performance of the employees. In a nutshell, job enrichment is a source of motivation for the employees which leads to a goal-oriented behaviour (Ramllal, 2004). Over the past few years, numerous researches have been carried out in order to find methods which might increase an employee's involvement and performance to his/ her job in the organization (Mowday, Porter and Steers, 1982). All of these researches suggest that employee involvement and job performance is highly dependent upon the organization job enrichment (Neyshabor & Rashidi, 2013). There is no doubt that job enrichment processes have enjoyed enormous popularity both among the theorists and practitioners during the last century. It is to this fact that this study now intends to evaluate the effect of job enrichment processes on employee involvement and performance of non-academic staff in selected private universities in South-West Nigeria.

## **REVIEW OF LITERATURE**

### **Job enrichment**

Job enrichment according to Hackman and Oldham (1976), Raza and Nawaz (2011), Davoudi, Mehdi (2013) is redesigning of jobs in a way that increases the opportunities for the worker to experience feelings of responsibility, achievement, growth, and recognition. Job enrichment is a job-design strategy for enhancing job content by building into it more motivating potential by giving them the opportunity to use their abilities (Raze & Nawaz, 2011; Yasdani, Yaghoubi, Giri, 2011; Neyshabor & Rashidi, 2013; Pillai, Mashood, Amoodi, & Husain, 2012; Razag & Nawaz, 2011; Lunenburg 2011; Mondy, Noe & Premeaux 1999; Magaji, Akpa &

Akinlabi, 2017). Jayawardana and O'Donnell, 2009; Jenaibi, (2010) Saleem, Shaheen and Saleem (2012); Chung and Ross (2013) sees job enrichment as involving the workers to managerial functions of the higher ranks and which leads to the increase employee performance and decrease the overall cost of the organisation as employees can be moved in vertical way to do different tasks at different levels (Magaji, 2015; Yasdani, Yaghoubi & Giri, 2011; Mandy, Newstrom, 2011; Mohr & Zoghi, 2006; Koontz, O'Donnell & Wehrich, 1988).

The job characteristic model developed by Hackman and Oldham (1976), was an attempt to redesign the work to ensure a greater degree of job involvement, and, thereby, enabling the employees to have more sense of responsibility. Hackman and Lawler, (1971) stipulate that the way jobs are perceived in terms of :skill variety; task identity ;task Significance autonomy and job feedback impacts three particular psychological states in employees which include: experienced meaningfulness of work, felt responsibility, and knowledge of results and finally increases the self-actualization, self-control and self-esteem of the workers. This leads to the success of the employees in improving performance and involvement (Sanda, Asikhia & Magaji; 2015; Dost & Khan, 2012; Newstrom, 2011; Zare, Jajarmizadeh & Abbasi, 2010; Robbins et al., 2008; Kreither, 2007; Jacko, 2004; Bartol & Martin 1998; Glick, Jenkins, & Gupta, 1986; Lawler, 1973; Swinth, 1971; Vroom, 1964).

### **Employee Involvement**

Job involvement is the degree to which employees immerse themselves in their jobs, invest time and energy, and view work as a central part of their overall lives. Job involvement measures the degree to which people identify psychologically with their job and consider their perceived performance level important to self-worth. That is, employees' belief in the degree to which they impact their work environment, their competence, the meaningfulness of their work. (Newstrom, 2011; Akuoko, Dwumah & Ansong, 2012; Robbins et al., 2008; Knick and Williams, 2009; Ogden, 1992; Spreitzer and Mishra, 1999; Kuye et al., 2011). Employee involvement consists of those practices which are initiated principally by management, and are designed to increase employee information about, and commitment to, the organisation. It is a process usually initiated by management to increase the information given to employees and thus, enhance their commitment to the success of the organization (Marchington & Parker 1990; Lodahl & Kejner, 1965; Kanungo, 1982; Chughtai & Zafar 2006; Armstrong, 2001; Robbins et al., 2008; Akuoko et al., 2012; De Cenzo & Robbins, 1994; Ram & Prabhakar, 2011; Magaji, 2014).

### **Employee Performance**

The importance of employees as the real assets in every organization's success, competitiveness and as a primary source of competitive advantage is increasing day by day (Mohsan, Nawaz, Khan, Shaukat, 2011). Magaji, Akpa, & Olaniyan (2017); Bao & Nizam, (2015) sees performance as the extent to which employees contribute, add value in their activities for the achievement of the organizational goals. It is a rating system used to decide the abilities and output of the employee (Gungor, 2011). Organizations can only gain competitive advantage through its employees who creates first impressions to customers and potential about organization. Organizations also require highly performing people so as to meet their goals, to deliver products and services they specialize in, and most importantly, to achieve competitive advantage which is what business strive for (Barkker & Schaufeli, 2008).

## **Theoretical Framework**

There are many theoretical foundations on job enrichment, employee involvement and performance but this paper is anchored on humanistic theories of motivation from Maslow's hierarchy of needs theory, Deci and Ryan self-determination theory. Humanistic theory sees behaviour as determined by learned habits, people as rational beings, free to make their own choices/ decisions about how to live their lives and to be motivated to maximize freedom and also to achieve personal growth and to interpret their experience (Huitt 2006, Scholastics 2011, Asendorpf, VanAkan, 2003). Huitt (2001), examined humanistic theory in five objectives to education in work place as to promote autonomy, develop responsibility, challenging task, develop creativity and curiosity and expressing interest in artistic endeavours (Aanstoos, Serlin, & Greening, 2000). Similarly job enrichment characteristics theory gives the workers the opportunity to do challenging task, offers more autonomy and freedom in executing the related responsibility and adds variety and challenge to an employee's daily routine, an enriched job renders self-fulfillment, actualization and contentment of meaningful job, which leads to three psychological conditions: experience of meaningfulness, the experience of responsibility for outcomes and feedback or knowledge of results which results to change in behaviour such as employee involvement and performance. (Grant & Shin, 2011, Lawler 2003). The theory provides a set of implementing principles for enriching jobs in an organization setting which proposed a model of five core job characteristics-skill variety, task significance, task identity, autonomy, feedback that affect commitment (Oldham & Hackman, 2010; Parker & Ohly, 2008, Hackman & Lawler, 1971).

### **Job enrichment and employee involvement**

Britt, Adler, and Bartone (2001), (Harter, Schmidt & Hayes, 2002; Locke 1968; Nelson and Simmons, 2003); Frank, Finnegan, and Taylor, (2004) Locke (1968) in their study shows that there is a positive relationship between employee involvement and the accomplishment of the goals by the workers when these employees' jobs are enriched (Pandey David, Moynihan, 2007). Also Yasdani, Yaghoubi and Giri, (2011) Lawler, 2003). Also, Kemelgor (2002) found a positive relationship between job enrichment and employee involvement. They argued that when employees are given the opportunities of contributing their ideas and suggestions in decision making, increased firms' performance may result since deep employee involvement in decision making maximizes viewpoints and a diversity of perspectives. Akuoko et al. (2012), reported that there was a significant positive relationship between job enrichment and employee involvement of Pakistan public sector personnel. Pandey, et al (2007), Orphen (1979) found out in their study that job enrichment have positive relationship with employees involvement in the organization.

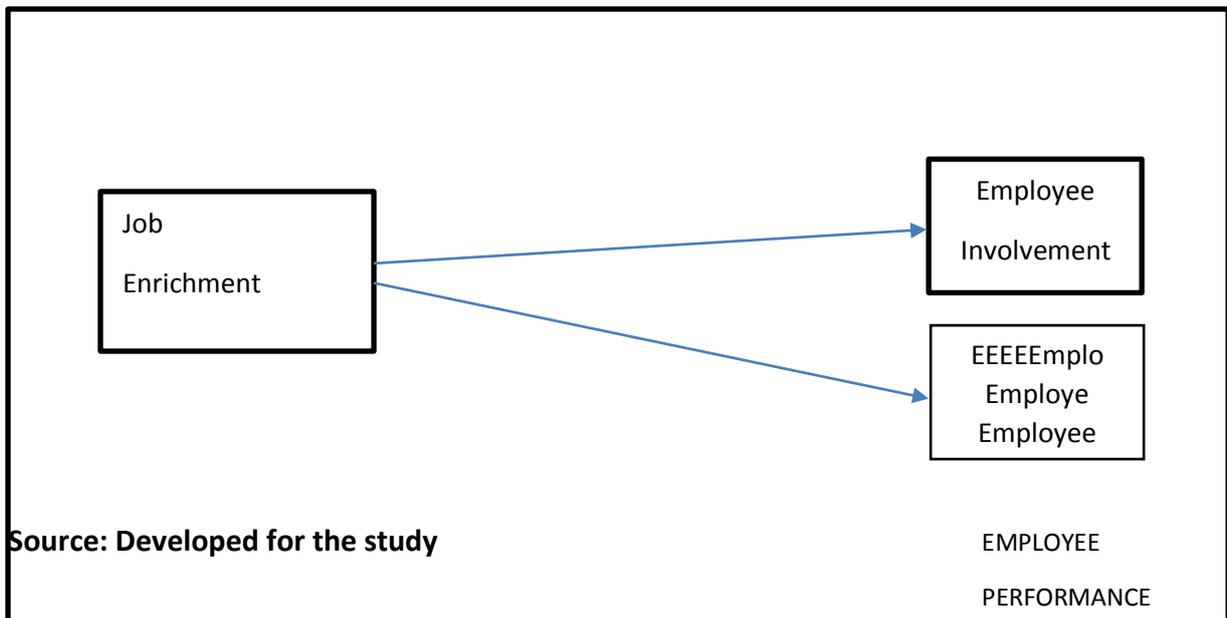
### **Job enrichment and employee performance**

Zareen, Kiran, and Mujtaba (2013), Saleem, et al. (2012) in their studies found a significant positive relationship between job enrichment and employee performance. Lunengbury (2011), Employees performing enriched jobs usually experience lower absenteeism and turnover and high performance. And enriching certain elements of job alters people's psychological states in a manner that enhances their work effectiveness. The result of Locke (1968), showed that there is a positive relationship between involvement and the accomplishment of goals by the workers when their jobs are enriched. And that job enrichment also increase the motivation level and performance of employees in the work place and their tendency to achieve the goals also becomes more possible. Zareen, Kiran, and

Mujtaba (2013), discovered a significant positive impact on the relationship between job enrichment and employee performance. However, Pierce and Dunham (1976) found out that the relationship between job enrichment and performance is less strong and that affective and motivational responses are more strongly related to task design than are the behavioural responses. Orphen (1979) found that job enrichment had little impact on performance.

**Conceptual model**

Established from the literature review, job enrichment is directly related to employee involvement and employee performance. The model for this study propositions that, the objective of job enrichment is to improve employee involvement and performance. The model shows independent variable- job enrichment and dependent variables- employee involvement and performance.



**METHODOLOGY**

A descriptive survey research design was adopted to evaluate the effect of job enrichment on employee involvement and performance so as to establish the degree of relationship between the hypothesized variables. The use of descriptive research design was considered because it allowed for the collection of quantitative data which were analyzed quantitatively using descriptive and inferential statistics. The population of this study comprised of twenty one (21) out of fifty (50) approved private universities in South-West, Nigeria as at the time of this research in 2013.

The data gathering instrument used in this study was structured questionnaire administered to selected non-teaching staff of Babcock, Covenant, Bells, Ajayi Crowther, Lead City, Bowen and Joseph Ayo Babalola Universities, all in South-West Nigerian. The questionnaire was administered between 10<sup>th</sup> and 24<sup>th</sup> of October, 2013. The questionnaire contained three sections: section one on job enrichment, second on employees’ involvement and the third on employees’ performance respectively. The questions for job enrichment were adopted from Hackman- Oldham model of job diagnostic survey (JDS) which was used by Orphen (1979) and employees involvement and performance items from Raza and Nawaz (2011); Dost and Zia-ur-Rehman (2012); Oladele, Subair, and Sebina (2010); Oyewobi,

Suleiman and Mahammad-Jamil (2012) and Parvin and Kabir (2011). The questions adopted were modified to suit the purpose of this study. The six point rating scale was used in the questionnaire so as to avoid the problem of central tendency and to gain more effective screening power (Sin and Tse, 2002; Osuagwu, 2006). The scores were coded as strongly agree =6, agree= 5, partially agree=4, partially disagree=3, disagree =2, and strongly disagree=1.

The study used Cronbach's Alpha reliability test to evaluate the internal consistency reliability of the questionnaire for the study and validity was established through suitable statistical means. The analysis was done using SPSS. The benchmark for reliability Cronbach's Alpha score is .70 as recommended by Nunnally (1978), thus all the variables are above the minimal 0.70; therefore, the overall reliability of the whole scale is guaranteed. Cronbach's Alpha Reliability co-efficient for all the construct items in the study were ascertained via the outcome of the pilot study. Table-3.1 reveals that the Cronbach's Alpha values. Therefore, based on the Alpha values it can be concluded that the framed questionnaire is more reliable with each other and the questionnaire survey can be conducted by using the questionnaire.

**Table 3.1: Reliability coefficients of research measures (Cronbach's Alpha)**

Section	Items	Cronbach's Alpha
A	Job Enrichment	0.794
B	Employees involvement	0.718
C	Employees performance	0.814

**Source:** Field Survey, 2013

The statistical analysis carried out in the study by using MS-Excel and SPSS (Statistical Package for Social Science) Software 21 version for windows. The statistical technique like correlation, and regression were used for the analysis. Analyzed and interpretation of data have been presented in the form of tables. The questionnaire assessing the effect job enrichment on employees' involvement and employees performance measures were distributed to a random sample of 740 respondents. A total of 547 questionnaire were returned representing a response rate of 73.91 percent.

### Hypotheses Testing, Results and Discussion

**Hypothesis 1**  $H_{01}$ : Job enrichment does not have a significant relationship with employee involvement in selected private universities in South-West Nigeria.

**Table 4.1: Correlation (Pearson Product Moment Correlation (PPMC) of job enrichment and employee involvement**

Variables	N	Mean	Std. Deviation	R	P	Remark
Job Enrichment	547	4.94	0.65	0.650	.000	Significant
Employee Involvement	547	4.74	0.80			

**Source:** Researcher's Field Survey from SPSS output, 2013

**Table 4.2: Summary showing Linear Regression/Analysis of Variance on the effect of Job enrichment on employee involvement in selected private universities in South-West Nigeria (ANOVA)**

	Sum of Squares	Df	Mean Square	F	Sig.
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Regression	150.163	1	150.163	405.853	.000 <sup>b</sup>
Residual	201.647	545	.370		
Total	351.810	546			
R = 0.653 R Square = 0.427					

Source: Researcher's Field Survey from SPSS output, 2013

## Discussion

This empirical study was conducted in partial determination of the effect of job enrichment on employee involvement of non-academic staff in selected private universities in South-West Nigeria, while statistical test were applied to test the hypothesis. The result showed that job enrichment has a strong positive relationship with employee involvement of non-academic staff in selected private universities at  $R=0.653$ . This is congruent with the findings of Newstrom, (2011); Robbins et al. (2008); Knick and Williams (2009), Dost and Khan (2012), Orphen (1979) who showed that job involvement have a significant positive relationship with the job enrichment (Akuoko, et al, 2012). Also, Akuoko et al. (2012), reported that there was a significant positive relationship between job enrichment and employee involvement of Pakistan public sector personnel. Pandey, et al (2007), however, submit that in the area of job design, it is expected that organisations will have the least influence over employee involvement. However, from the finding of this study and the empirical evidences from other studies from the literatures, job enrichment has strong positive effect on the involvement of employee of non-academic staff in the selected universities surveyed

**Test of Hypothesis 2:**  $H_{02}$ : Job enrichment does not have a significant relationship with employee performance in selected private universities in South-West Nigeria.

**Table 4.3: Correlation (Pearson Product Moment Correlation (PPMC) of job enrichment and employee performance**

Variables	N	Mean	Std. Deviation	R	P	Remark
Job Enrichment	547	4.94	0.65	0.603	.000	Significant
Employee Performance	547	4.93	0.68			

Source: Researcher's Field Survey from SPSS output, 2013

**Table 4.4: Summary showing Linear Regression/Analysis of Variance on the effect of Job enrichment on employee performance in selected private universities in South-West Nigeria. NOVA**

	Sum of Squares	Df	Mean Square	F	Sig.
Regression	91.969	1	91.969	310.772	.000 <sup>b</sup>
Residual	161.285	545	.296		
Total	253.254	546			
R = 0.60 R Square = 0.363					

Source: Researcher's Field Survey from SPSS output, 2013

## Discussion

This empirical study was conducted in partial determination of the effect of job enrichment on employee performance of non-academic staff in selected private universities in South- West Nigeria. The findings of the study revealed that the predictor variable (job enrichment) had a strong positive relationship with employee performance  $r=0.60$ . In the light of the statistical results in which at a significant level of 0.05, it becomes apparent that job enrichment has significant effect on employee performance in the seven private universities in this surveyed. The finding of this study is in consonance with the findings of Ali & Aroosiya (n.d.), Ferried and Ferris (2006), Latham and Baldes (1975), Latham and Yuki (1975), Raja (1974), Al-Ahmadi, (2009), in which the results of their study showed a significant positive relationship between job enrichment employee performance. Implying that skill variety, task identity, autonomy and feedback improve performance.

Mohr and Zoghi, (2006) and Cappelli and Rogovsky (1994) asserted that their underlying assumption is that Taylorist jobs cannot meet the employees' psychological and social needs. That job enrichment meets these needs and increases the motivating potential of work, which simultaneously increases both work satisfaction and performance. When employees perform jobs that incorporate high levels of the five core job characteristics (skill variety, task identity, autonomy and feedback), they perform work effectively (Hackman & Oldham, 1976). Saleem et al (2012), Chung and Ross (2013), in their research found out that job enrichment and performance are correlated. That involving the workers to managerial functions of the higher ranks and leads to the increase of the work performance of the employees and decrease the overall cost of the organization as employees can be moved in vertical way to do different tasks at different levels (Garg & Rastogi, 2006; Borman, 2004). However, from the findings of this study and the empirical evidences from other studies from the literatures, job enrichment has statistical significant effect on the performance of employee in the selected universities surveyed.

## CONCLUSION AND RECOMMENDATIONS

This study was carried out in order to ascertain the effect of job enrichment on employee involvement and performance of non-academic staff in selected private universities in South-West Nigeria. And also to observe whether job enrichment design is being practiced in the studied universities and what are the resultant effects and outcomes it has on the employees. The finding revealed that job enrichment lead to employee involvement and high performance of the non-academic staff. It was apparent from the review of existing literature and empirical results of this study that job enrichment is a vital instrument for organizations to equip their employees in today's dynamic world and highly competitive labour market, therefore human resource managers of these seven selected private universities should ensure that job enrichment design is properly implemented.

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