
JOB ENRICHMENT AND ORGANIZATIONAL EFFICIENCY: A STUDY OF NIGER FLOUR MILLS CALABAR, NIGERIA

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ABSTRACT

The objective of the study was to examine the relationship between job enrichment and organizational efficiency of Niger Flour Mills Plc Calabar, Nigeria. A descriptive research design was adopted, while questionnaire served as the research instrument. Job characteristic model served as the theoretical foundation of the study. The Spearman Rank Order Correlation was used as the test statistic. All data were analyzed using SPSS software version 23. The study found a positive significant relationship between proxies of job enrichment (employee autonomy and career growth) and organizational efficiency at $p < 0.01$. The study concludes that enriched jobs, leads to employee motivation and satisfaction which subsequently result in organizational efficiency. The study therefore recommends that managers of Niger Flour Mills should employ job enrichment dimensions as strategies to motivate their employees.

Keywords: Employee autonomy, career growth, job enrichment, organizational efficiency.

INTRODUCTION

Advances in technology and shifting demographics have made today's work environment more complex, and have made managers task of satisfying and motivating workers more difficult. Both employers and employees continually seek ways of making jobs more interesting, meaningful and satisfying. One viable means by which managers make work more engaging and challenging for employees is through job enrichment - redesigning jobs to better meet new requirements of employee motivation and productivity. Job enrichment is a core strategy and approach to redesigning and tailoring jobs to make them more engaging, interesting and challenging.

Job enrichment is essential to satisfying and motivating employees for better performance; it promotes skill variety, task identity, task significance, task autonomy and feedback (Salau et al., 2014). Job enrichment reduces the negative effects of repetitive work, such as boredom, lack of flexibility, and unhappy workers. A job that has been enhanced will have a range of tasks and challenges of varying degrees of complexity, as well as a complete unit of work, feedback, effective communication channels (Shakeela et al., 2012). Job enrichment is a direct outgrowth of Herzberg's two factor theory of motivation.

Herzberg (1950) assumed that, in order to motivate workers, jobs must be redesigned to provide opportunities for achievement, recognition, responsibility, advancement and growth. Workers possessing broader diversity of talents find more satisfaction and fulfillment in jobs (Kamal et al., 2008) that require the use of self-systematic techniques for harnessing work processes and procedures (Robbins & Judge, 2011). Multi-talented employees also find perform better, and

derive more satisfaction from jobs that summons their initiatives. However, Pillai et al. (2012) suggests that job dissatisfaction occurs when employees are not involved in the planning and implementation of job enrichment. Job dissatisfaction has been acknowledged as a major cause employee turnover.

Human elements are strategic resources that determine the efficiency that predicts organizational. Hence, it is essential that these human elements are developed and allowed to appropriate their discretion and initiatives in matters that have direct bearing on the performance of their job (Okochi & Ateke, 2021). Also, Okochi and Ateke (2020) argue that upsurge in aggressive competition has pushed firms to seek newer ways of gaining employee commitment that result in efficiently effective job performance that confer competitive advantage.

Hiring and retaining experienced staff is thus crucial to firms' long-term success. Employees exhibit dissatisfaction with, and often become upset with monotonous mechanic jobs; and react negatively, in terms of poor work quality, absenteeism and high turnover. Pillai et al. (2012) aver that job discontent is a major reason employees perform poorly, and even quit their jobs. Yet, job enrichment has been identified as a key determinant of job satisfaction and employee motivation; both of which are crucial to organizational productivity and efficiency. Thus, this study examines the effect of job enrichment on organizational efficiency in Niger Flour Mills Plc Calabar, Nigeria. The study specifically assesses if employee autonomy/empowerment and career advancement/growth relates to efficiency of Niger Flour Mills Plc Calabar, Nigeria.

LITERATURE REVIEW

Theoretical Foundation

This research is based on job characteristics theory (Hackman & Oldham, 1976) which present an essential perspective on factors impacting jobs and incentives. The model distinguished five key components of a job that are useful in making jobs more satisfying. Crucial elements of employment are specially; skill variety, task identity, task significance, autonomy and feedback. The JCM model is one of the first attempts to design vocations or jobs that have more motivational features. Hackman and vocations Oldham (1975) offered a paradigm in which five central employment metrics trigger three basic mental states, resulting in business-related outcomes.

Job characteristics theory, according to Garg and Rastogi (2005), was founded on past information and research from other theories such as Hierarchy of Need Theory, Expectancy Theory, and Frederick Herzberg Two-Factor Theory. Job enrichment, according to Hackman and Oldham (1976), is based on job attributes that provide motivation, satisfaction, commitment, engagement, and high-quality performance. According to the notion, the job should be created to have particular features that promote high levels of job motivation, satisfaction, performance participation, and commitment.

Concept of Job Enrichment

Job enrichment is an approach for improving job content by incorporating more motivational potentials. It is an attempt to motivate employees by giving them opportunity to use their abilities (Pillai et al., 2012; Razaq & Nawaz, 2011). It is a systematic technique of "harnessing work processes and procedures for stimulating employees' performance and satisfaction" (Robbins & Judge, 2011). Job enrichment adds a sense of challenge and variety to jobs by granting employees

more autonomy over work methods (Robert & Cindy, 2006). It also encourage employee participation and interaction among employees and instill feelings of personal responsibility. Thus, job enrichment alleviate boredom (Armstrong, 2014).

In the view of Nwulu and Ateke (2018), sustained success of firms in today's highly competitive business-scape requires the presence of employees that are competent in the performance of their tasks; and who are deployed to perform tasks in which they are most proficient. However, employees are most likely to perform optimally when they consider their job engaging and challenging. Job enrichment is one technique firms employ to make employees' jobs more challenging and satisfying.

Job enrichment is multifaceted. Hackman and Oldham (1975) suggested three characteristics of job enrichment, namely, task significance, task identity, and skill variety. However, the present study adopt employee autonomy and career growth as dimensions of job enrichment. Employee autonomy is the range of freedom and control employees have over their job. It addresses the employees' freedom to make decisions relating to the performance of their tasks and the assistance or support they receive from their superiors. Smith (2011, as cited in Okochi & Ateke, 2020) describes employee autonomy as the freedom or independence employees have to control their work life; including the selection of projects, roles or clients. Employee autonomy offer benefits to both employee and firms. When employees have the freedom to approach their jobs in a way that suits their personalities and skill sets, the organization flourish (Okochi & Ateke, 2020). To enhance employee performance, engagement, morale and motivation, giving more discretion to employees regarding their work can be a useful tactic.

Career growth on the other hand, is the process of climbing the career ladder through promotion - advancing from current post to a higher standing. Employees grow on their jobs as they expand in knowledge, experience, skill-set and relationships in the firm. With career growth, or the prospect of it, comes job satisfaction. Generally, satisfaction is an overall indicator of how satisfied a person is with their job that is stimulated with the feeling of doing meaningful work, sense of personal responsibility with job outcomes and knowledge of actual result of work outcome (Hackman & Oldham, 1975). Highly satisfied workers experience positive feeling when they think about their jobs while unsatisfied employees experience negative feeling when they think about their jobs (Colquitt et al., 2009; Pareek, 2007).

Organizational Efficiency

Efficiency relates to optimal resource utilization and cost and waste reduction in firms' operations. Daraio and Simar (2007) defined efficiency as the proportion of input to output that defines a firm's best possible outcome in its industry. According to Farrell et al. (2008), the allocation or price efficiency of a firm depend on the measurement of inputs. Irsova and Havranek (2010) identified three forms of efficiency: technical, profit, and cost efficiency. They define technical efficiency as the decision-making unit's ability to maximize output with given set of inputs. Profit efficiency is defined as how a firm fares in terms of percentage of profits whilst cost efficiency is defined as how much the firm saves or does not waste in terms of cost. Mokhtar et al. (2006) insist that comparing outputs and inputs needed to create a product is how efficiency is defined.

Bartuševiciene and Šakalyte (2013, as cited in Nwulu et al., 2022) states that efficiency represents the extent to which firms optimize resource utilization and avoids redundancy in their operations.

Hence, by improving efficiency, costs of operations is controlled, and shareholders' returns increase (Nwokah, 2006). This position echoes the assertion that efficiency focuses on improving firms' processes to run on less cost, minimize resource consumption, and reduce wastage, while providing consistent quality of services (Nwulu et al., 2022). Youn et al. (2013) provides that efficiency is essential to firm's success because it simplifies processes, free resources for alternative uses; and promotes growth and profitability

Job Enrichment and Organizational Efficiency

Job enrichment influences job contentment and significantly relates to efficient operations. Okochi and Ateke (2020) argue that employee empowerment is essential to improved performance of employees. Job dissatisfaction and low employee commitment disappear when employees' jobs are enriched (Salau et al., 2014). Report from the study of Okochi and Ateke (2021) showed that employee empowerment significantly influences output quality. The present study views job enrichment as a facet of employee empowerment. Ateke and Akani (2018) on the other hand, revealed that perceived organisational support influences commitment of employees, which in turn leads to improved job performance and organizational efficiency.

Ifunanya and Tantua (2021) in their study, explored the relationship between job enrichment and employee satisfaction and found a significant relationship between job enrichment and employee satisfaction in River State owned tertiary institutions. The study goes on to say that human resource managers should take proactive roles in creating job descriptions, taking into account the aspects of tasks that excite and motivate workers.

Okoroma et al. (2013) investigated organizational efficiency of extension service in Imo State Agricultural Development Programme (ADP) and observed that direct a relationship exist between organizational efficiency of extension service and organizational set up in ADP. The study recommend that extension service of ADP in Imo State should be improved and sustained for efficiency in Nigeria. Thiam et al. (2001) looked at technical efficiency in developing country agriculture. According to findings, there is still debate about how responsive empirical efficiency measurements are to technique choices. According to the report, research that uses larger samples from diverse geographic or industry coverage will help us better understand how to quantify technological efficiency.

Iman et al. (2021) looked into the impact of job enrichment, empowerment and organizational commitment as well as mediating function of work motivation and job satisfaction. According to the findings, job enrichment has a significant impact on company commitment, employee empowerment, and work motivations. The outcome of the study can be utilized for informed policies aimed at motivating and satisfying employees as well as improving their organizational commitment. Also, Ozigbo and Ogohi (2020) reported that data show a significant positive relationship exists between job depth, job training and are job dimension elements of the job enrichment and organizational performance but no such relationship between motivators elements and performance; and suggested that employees should be given more tasks recognition in order to strengthen their dedication to their institutions goals and objectives.

Similarly, Faith et al. (2021) investigated the impact of job enrichment on academic staff performance at a Kenya public institution; and revealed that, there is a good link between job enrichment and academic staff performance in Kenya's public universities; while Puji et al. (2021)

revealed that job enrichment and direct financial remuneration have positive effect on job satisfaction. Wika and Andreas (2019) on their part reported that job enrichment and self-development have positive significant effect on employee engagement and organizational commitment.

In their own study, Hope et al. (2017) investigated the interaction between work enrichment and employee commitment in brewing enterprises in Anambra state; and found a substantial link between autonomy and affective commitment among employees in the studied firms. It was also discovered that as employees' jobs are improved, their degree of dedication rises. The study such suggests that firms should prioritize providing employee with job autonomy, as this improve their ability to fulfill assigned duties and take responsibility for their actions.

In other studies, Divya et al. (2016) demonstrates that among work enrichment elements, task identification contributes the most to improving individual performance; and argued that firms should concentrate on providing employees with freedom to complete their responsibilities properly. Sanda et al. (2015) reported of a strong positive association between work enrichment and employee happiness; while Shakeela et al. (2012) show that work enrichment has a direct impact on job satisfaction, and that boosting employee contentment will result to improved performance.

In lieu of the foregoing, the study formulates the following hypotheses:

Ho₁. Employee autonomy/empowerment does not relate significantly to organizational efficiency.

Ho₂. Employee advancement/growth does not relate significantly to organizational efficiency.

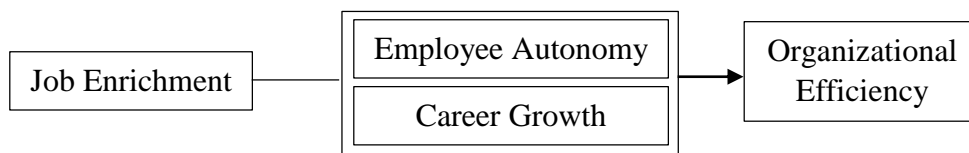


Fig. 1: Conceptual framework of the study.

Source: Conceptualized from review of literature (2022).

METHODOLOGY

This study adopted a descriptive research design. The study focused exclusively on Niger flour mills in Calabar, Cross River State, it is a case study. A simple size of 212 was obtained from the population of 453 at 5% error tolerance and 95% degree of freedom using Taro Yamane's statistical formula. Primary data was collected using questionnaire. 212 (100%) of the questionnaires distributed 212(100%) were returned. The questionnaire was designed in Likert scale format. While demographic data was gathered by questioning respondents about their age, gender, educational credentials and years of service. The initial draft of the questionnaire was distributed to colleagues working in the field of education to assess its content validity. Cronbach's alpha was used to assess the reliability of the instruments. Spearman's Rank order Correlation statistic was used to test the hypothesis formulated for the study. The study variables expressed mathematically to describe regression model;

OE=EA, CG.

OE=f (JE), OE= β_1 EA + β_2 CG + $\mu\epsilon$

Where: OE=Organizational Efficiency, JE=Job Enrichment, EA=Employees autonomy, CG=Career growth, β_1 & β_2 = regression coefficient. μe = is the error term. The model specified above captured job enrichment as the independent variable while organizational efficiency is the dependent variable.

DATA ANALYSES AND INTERPRETATION OF RESULTS

Table 1: Summary of Descriptive Statistics

Variables	Descriptive Statistics								
	N	Minimum	Maximum	Mean	Std. Dev.	Skewness		Kurtosis	
	Statistic	Statistic	Statistic	Statistic	Statistic	Statistic	Std. Error	Statistic	Std. Error
Organizational Efficiency	193	1.20	5.00	3.8725	1.15187	-1.048	.175	.176	.348
Employees autonomy	193	1.00	5.00	3.9171	1.26580	-1.228	.175	.442	.348
Career growth	193	1.20	5.00	4.1834	.90952	-1.712	.175	3.060	.348
Valid N (listwise)	193								

Source: Simulation from SPSS output of data analyses (2022).

The results in Table 1 shows that the standard deviation values for career growth and employee autonomy are closer to the mean, whereas values for other variables are above or below the mean. Also, values of skewness for all variables were above ± 1.0 , while all variables for kurtosis except organizational efficiency and employee's autonomy were also above ± 1.0 . This outcome revealed that data collected for this study were not normally distributed, hence the use of Spearman's Rank Order Correlation statistic.

Table 2: Correlation between employee autonomy and organizational efficiency

			Employee Autonomy	Organizational Efficiency
Spearman's rho	Employee Autonomy	Correlation Coefficient	1.000	.985**
		Sig. (2-tailed)	.	.000
		N	195	195
	Organizational Efficiency	Correlation Coefficient	.985**	1.000
		Sig. (2-tailed)	.000	.
		N	195	195

** . Correlation is significant at the 0.01 level (2-tailed).

Decision Rule: Since the p-value (0.001) is less than 0.01 confidence level, we, therefore, rejected the null hypothesis and accept the alternative hypothesis which stated that there is a statistically significant relationship between employee's autonomy and organizational efficiency.

Table 3: Correlation between Career growth and organizational efficiency

			Career Growth	Organizational Efficiency
Spearman's rho	Career Growth	Correlation Coefficient	1.000	.974**
		Sig. (2-tailed)	.	.000
		N	195	195
	Organizational Efficiency	Correlation Coefficient	.974**	1.000
		Sig. (2-tailed)	.000	.
		N	195	195

** . Correlation is significant at the 0.01 level (2-tailed).

Decision Rule: Since the p-value (0.001) is less than 0.01 confidence level, we, therefore, rejected the null hypothesis and accept the alternative hypothesis which stated that there is a statistically significant relationship between career growth and organizational efficiency.

DISCUSSION OF FINDINGS, CONCLUSION AND RECOMMENDATIONS

Result of the analyses showed that the more enriched employee's jobs are made, the more motivated and satisfied they become and subsequently makes an organization more efficient. The outcome of this study corresponds to results of previous studies. For example, Salau et al. (2014) reported that when employee's jobs are enriched, job dissatisfactions and lower commitment tends to disappear. Also, findings from Sanda et al. (2015) and Iman et al. (2021) corresponded with workplace enrichment and employee satisfaction are significantly correlated with one another as recorded in the present study. Relatedly, the findings of this study supports the report of Ozigbo and Ogohi (2020) that job enrichment associates with organizational performance.

This study assesses the link between enrichment and organizational efficiency, focusing on Niger flour Mills Plc. Calabar, Nigeria. The findings indicate a favorable correlation between job enrichment (in terms of employee autonomy and career growth) and organizational efficiency. This clearly supports the concepts that job enrichment contributes to job satisfaction and employee engagement, resulting in organizational efficiency. The study recommends that employees should be given considerable level of autonomy in areas such as decision making, responsibility and control in order to contribute to organizational efficiency.

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