



Job enrichment as predictor of work performance among heads of departments of federal universities in south-south, Nigeria

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Abstract

The study investigated job enrichment as predictor of work performance of Heads of Departments of Federal Universities in South-South Zone, Nigeria. One research question was answered and one null hypothesis was also tested at 0.05 alpha level. The study adopted a correlation design. The population for the study was 378 HoDs in 378 Departments in six Federal Universities in South-South, Nigeria. The sample size was 310 HoDs representing 82.01% of the population. Two self-designed instruments titled "Job Enrichment Scale" (JES) and "Work Performance Scale" (WPS) were used for data collection. Face and content validities were ensured by experts in Measurement and Evaluation in the Department of Psychology, Guidance and Counseling. Multiple and simple regression analysis were used to answer the research question while ANOVA and t-test associated with multiple and simple regression were used to test the null hypothesis at 0.05. It was found among others that Job enrichment (work meaningfulness, sense of responsibility and knowledge of result) significantly jointly predicted work performance among administrative staff of federal Universities in South-South Zone. It was recommended that controlled school climate should be encouraged in the Universities by the principal officers of the University. Again, the administrative staff should value and approach their job with achievement drive in order to effectively make use of their multiple skills.

Keywords: job enrichment, work performance, universities, heads of department, South-South

Introduction

Job enrichment describes the extent to which individual workers are motivated to experience meaningfulness of work, sense of responsibility for work outcome and have knowledge of work outcomes so as to let them know how they are performing their work. Job enrichment entails improving performance and employees' satisfaction by broadening the scope of one's work and giving more opportunities for personal success and growth. Job enrichment is the expansion of a job by increasing the degree to which the worker controls the planning, execution and evaluation of the work (Laag & Rashiy, 2013) [3]. Job enrichment is an incentive that enhances the motivational level and performance of staff in work place and their propensity to achieve the set goals. Job enrichment is a way of making job interesting and motivating for the worker to put in his or her best in the work. Work enrichment can also be seen as a motivational technique used by institutions and organizations to enhance staff's satisfaction in their job. This comprised additional responsibilities previously reserved for staff to give them more self-management in their duties. Therefore, job enrichment entails restructuring of jobs with the focus of giving the staff more authority, independence, and control over the manner the activity is being carried out. Job enrichment is the incorporation of motivational factors into a job; in particular, giving the employees more responsibility and recognition (Certo, 2008) [2]. When modifying jobs to make them more interesting leadership in the universities must remember that employees are motivated differently based on their incliner to the job. Thus, while some employees may

eagerly accept the new variety in their jobs, others are likely to be less enthusiastic. Some workers may think that jobs are being redesigned simply to get more work out of people for the same amount of money. Lunenberg (2011) submitted that factors that enhance and raise the level of performance is determined by the extent to which job enrichment characteristics such as skill variety, task identity, task significance, autonomy and feedback influence employee response to work. It was reported by Salau, Adeniji and Oyewunmi (2014) [5] that there is a relationship between elements of job enrichment and organizational performance among heads of departments in public universities in Southwest Nigeria. In agreement with this, Salau, Adeniji and Oyewunmi (2014) [5] showed that 44% of the variation in employee satisfaction can be explained by the changes in practice of job enrichment. Interestingly, however, Vijay and Indradevi (2015) found that individual performance is influenced by job enrichment. Still on the same line of contribution, Aninkan (2014) [1] revealed that there is strong positive relationship between the variety of skills of the employee and his level of job satisfaction. The relationship between job enrichment and performance may be because jobs that incorporate high levels of the five core job characteristics have significant influence employee performance and organizational effectiveness (Salau, Adeniji & Oyewunmi, 2014) [5]. The findings of Sanda, Asikhia and Magaji (2015) [6] further revealed that there is a significant positive relationship between job enrichment and employee satisfaction in selected private Universities in South-West Nigeria.

Statement of the Problem

In every organization, there is the assumption that workers could gain more satisfaction at work if their jobs are enlarged and enriched with those factors that will make them have feelings of satisfaction, interest, and motivation. This may include such factors as more responsibility, recognition, and more duties to their jobs. Scholars and researcher's observation have proven that majority of the HODs are not performing expectedly and as such complain of excess workload. Job that do not contain much of incentives as anticipated may likely breeds dissatisfaction and make the employee not to perform well on their job. Job enrichment aim is to eliminate these problems and bring better performance to the organization. Heads of Departments seem not to have much of these enrichment incentives as anticipated and as such may become dissatisfied which may lead to poor performance. Moreover, the management does not give the HODs freedom to plan, control, take decisions on their jobs, execute and evaluate their performance. As a result are denied the opportunity to exploit wide range of abilities to improve on their jobs. These seem to be influencing work performance level of the administrative staff as they are willing to carry out only work specified task asked to do, they seem not to have sense of responsibility.

It is therefore, becoming worrisome these days that Heads of Departments working in Universities in South-South Nigerian Universities seem to be getting dissatisfied in the jobs they are assigned to perform. Most of these HOD smay have not been provided the opportunity to plan their own rather they are subjected to the control of the management at the top, who limits the them in choosing how to do their job and when to do the job. Majority of the Heads of Departments have died untimely as a result work pressure. Those who are still leaving are under accumulated stress that could result to terminal illness. Furthermore, some HODs in these institutions seem not to have in-depth knowledge of the work they are doing; thereby ending up repeating the same job everyday with little output. This gives room to boredom and delay in administrative performance. However, most of these HODs do not seem to have any feeling of responsibility despite the challenging jobs before them. The lack of commitment by these HODs might be because the management do not give them the freedom to plan, control, take decisions on their jobs, execute and evaluate their performance. As a result, they are denied the opportunity to exploit wide range of abilities to improve on their jobs. The researcher is bothered on the extent job enrichment (work meaningfulness, sense of responsibility and knowledge of result) practices jointly predict work performance among HODs of federal Universities in South-South, Nigeria.

Objective of the Study

The objective of the study was to

Examine the extent job enrichment (work meaningfulness, sense of responsibility and knowledge of result) jointly predicts work performance among Head of Departments of federal universities in South-South Zone, Nigeria.

Research Question

The following research question guided the study

To what extent does job enrichment (work meaningfulness, sense of responsibility and knowledge of result) jointly predict work performance among heads of departments of federal universities in South-South Zone, Nigeria?

Hypothesis

The following null hypothesis was tested at 0.05 alpha level of significance

Job enrichment (work meaningfulness, sense of responsibility and knowledge of result) jointly does not jointly significantly predict work performance among head of departments of federal universities in South-South Zone, Nigeria.

Methodology

The study adopted a correlation design. The population for the study was 378 HoDs in 378 Departments in six Federal Universities in South-South, Nigeria. The sample size was 310 HoDs representing 82.01% of the population. Two self-designed instruments titled Job Enrichment Scale (JES) and Work Performance Scale (WPS) were used for data collection. The Job Enrichment Scale has two sections of A and B. Section A contains the demographic information of the respondents while section B contains 45 items while the Work Performance Scale contains 24 items. Face and content validities were ensured by experts in Measurement and Evaluation. Multiple regression analysis was used to answer the research question while ANOVA associated with multiple regression were used to test the null hypothesis at 0.05.

Results

The results of this study were presented as shown below

Research Question One: To what extent does job enrichment (work meaningfulness, sense of responsibility and knowledge of result) jointly predict work performance among heads of department staff of federal universities in South-South Zone, Nigeria?

Table 1: Multiple regression analysis on the joint prediction of job enrichment on work performance among heads of department staff of federal universities

Model	R	R Square	Adjusted R Square
1	.165 ^a	.027	.018

a. Predictors: (Constant), knowledge of result, meaningfulness, sense of responsibility

b. Dependent Variable: work performance

Table 1 revealed that the regression coefficient and regression squared values are 0.165 and 0.027. The coefficient of determination (R^2) is 2.7% (100×0.027). This implies that job enrichment variables account for up to 2.7% of work performance of administrative staff. Therefore, job enrichment (work meaningfulness, sense of responsibility and knowledge of result) jointly predict work performance among heads of departments of federal universities in South-South Zone, Nigeria.

Hypothesis One: Job enrichment (work meaningfulness, sense of responsibility and knowledge of result) do not jointly significantly predict work performance among heads of department of federal universities in South-South Zone, Nigeria.

Table 2: ANOVA associated with multiple regression analysis on the joint prediction of job enrichment on work performance among heads of department of federal universities

	Model	Sum of Squares	df	Mean Square	F	Sig.
1	Regression	18.425	3	6.142	2.859	.037 ^a
	Residual	657.411	306	2.148		
	Total	675.835	309			

a. Predictors: (Constant), knowledge of result, meaningfulness, sense of responsibility

b. Dependent Variable: work performance

Table 2 revealed that sum and mean squares are 18.425 and 657.411. With degree of freedom of 3 and 306, the F value of 2.859 is statistically significant when subjected to an alpha level of 0.05 this showed that the null hypothesis was rejected. This is because the calculated probability value of 0.037 was less than the critical probability value of 0.05 which implies statistical significance. By implication, job enrichment (work meaningfulness, sense of responsibility and knowledge of result) jointly significantly predict work performance among heads of department of federal universities in South-South Zone, Nigeria.

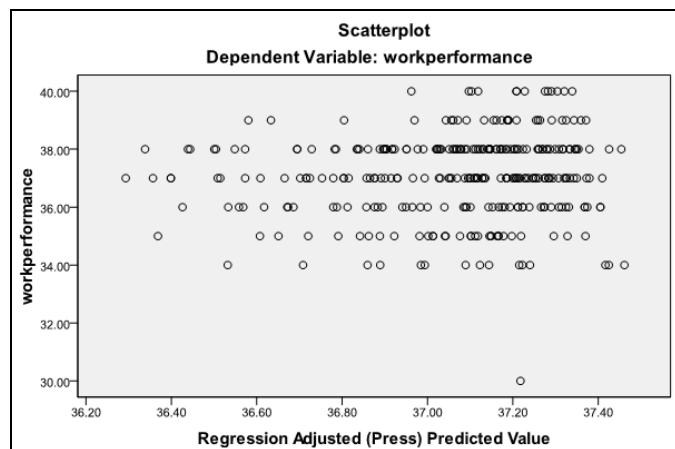


Fig 1: Graphical representation of the joint prediction of enrichment (work meaningfulness, sense of responsibility and knowledge of result) on work performance among heads of department

Discussion of Findings

Job Enrichment and Work Performance

Job enrichment (work meaningfulness, sense of responsibility and knowledge of result) jointly predicted work performance among heads of departments of federal universities in South-South Zone, Nigeria. One possible reason why job enrichment predicted work performance of administrative staff of universities could be because it is designed to accommodate huge task identity, multiple skills, significant contributions, autonomy are enriched jobs. This is why Lunenberg (2011) submitted that factors that enhance and raise the level of

performance is determined by the extent to which job enrichment characteristics such as skill variety, task identity, task significance, autonomy and feedback influence employee response to work. The finding of this study is in agreement with Salau, Adeniji and Oyewunmi (2014) [5] who investigated the relationship between elements of job enrichment and organizational performance among heads of departments in public universities in Southwest Nigeria, he stated that there is a relationship between elements of job enrichment and organizational performance among heads of departments in public universities in Southwest Nigeria. The relationship recorded between elements of job enrichment and organizational performance is due to the fact that job enrichment is an indispensable element in the motivation of workers to achieve excellence in the workplace. Moreso, in agreement with the finding of this study, Salau, Adeniji and Oyewunmi (2014) [5] showed that 44% of the variation in employee satisfaction can be explained by the changes in practice of job enrichment. Interestingly, however, Vijay and Indradevi (2015) found that individual performance is influenced by job enrichment.

Still on the same line of responses, Aninkan (2014) [1] revealed that there is strong positive relationship between the variety of skills of the employee and his level of job satisfaction. It was found in this study that job enrichment components (work meaningfulness, sense of responsibility and knowledge of result) jointly significantly predict work performance among heads of departments of federal universities in South-South Zone, Nigeria. The significance may be because jobs that incorporate high levels of the five core job characteristics have significant influence employee performance and organizational effectiveness (Salau, Adeniji & Oyewunmi 2014) [5]. In corroboration of the finding, Sanda, Asikhia and Magaji (2015) [6] revealed that there is a significant positive relationship between job enrichment and employee satisfaction in selected private universities in South-West Nigeria.

Conclusion

Based on the findings of this study, the study concluded that job enrichment (work meaningfulness, sense of responsibility and knowledge of result) jointly is a significant determinant of work performance among Head of Departments of federal Universities in South-South Zone, Nigeria.

Recommendation

The following recommendation was made

The principal officers of the universities and the governing council should draw up programme of activities that will allow the head of departments to effectively and efficiently use their skills and expertise rather than doing work under unfavourable condition.

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