



JOB ENRICHMENT AND JOB PERFORMANCE: EVIDENCE FROM EMPLOYEES' IN NIGERIAN BREWERIES PLC, IMAGBON, OGUN STATE

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Abstract

The study examined the influence of job enrichment on employees' performance in Nigerian Breweries PLC, Imagbon, Ogun State. The study was guided by three research questions. A correlational research design was used for achieving the aim of the study. The population comprised all employees of Nigerian Breweries PLC, Imagbon, Ogun State. A stratified random sampling technique was used to select 75 employees of Nigerian Breweries PLC. A structured instrument titled: "Job Enrichment and Employee Performance Questionnaire (JEEPQ)" was used for data collection with a reliability coefficient value of 0.94. Descriptive statistics of mean and standard deviation were used to answer research questions 1 and 2. Research question 3 was answered using linear regression. The results indicated that inadequate knowledge and skills, unclear or unrealistic expectation, inadequate motivation, inadequate engagement, low level of work-life balance, laziness on the part of employees and inadequate supervision by the leadership were among the factors causing decline in employees' performance. Increasing variety of skills for employees, create succession planning, assigning additional responsibilities roles, adding meaning to the jobs, creating job autonomy, giving feedback, job rotation and opportunity for career advancement allow to further education were among the ingredients of job enrichment for employees' performance. Job enrichment directly influence employees' performance in Nigerian Breweries Pls, Imagbon, Ogun State. The study recommended, among others, that management of the company should endeavour to embrace job rotation as a job design technique that could be used to make employees gain personal development at work.

Keywords: Employees, Job Enrichment, Job Performance, Nigerian Breweries.

Introduction

The performance of employees could be considered as a factor influences organization success. Job performance is defined as an aggregate of employee behaviors that have some expected value to organizations (positive or negative). These behaviours can be classified into three broad categories, namely: Task performance, contextual performance, and counterproductivity. Employees performance could also be termed organizational blood. The employee performance cannot be increased without increasing the commitment and engagement of the employees in the working environment (Saleem, Shaheen & Saleem, 2012). Job performance assesses whether an employee

performs a job well. It studied academically as part of industrial and organizational psychology, also forms a part of human resources management. Job performance is defined as the total expected value to the organization of the discrete behavioral episodes that an individual carries out over a standard period of time. However, in this study employee performance would be measure through job autonomy. Job autonomy can play an important role in enhancing the performance of the employee in the organizations. Job autonomy creates a sense of responsibility among the employees of the organization. Saud (2021) stated that the success of any organization depends on its employees, through their skills and capabilities that they have, which in turn enable them to obtain a good competitive position among competitors. Employees in terms of human resources are one of the most important assets in the organization, through which the desired goals, profits are achieved and performance level is improved (Saud, 2021).

However, studies have reviewed different factors influence employees' performance (Azees & Abimbola, 2016; Nanle, 2015; Iman & Wayan, 2018). Job enrichment practice as a form of vertical expansion of work, is certainly related to job analysis. Job analysis is an analysis process undertaken by the organization to determine the tasks, obligations, and responsibilities of a job that will produce an information that determines the job description and job specification. In addition to being part of the analysis, job enrichment can be viewed as a direct application of job analysis. When a job is enriched then the job description will change (increase in quality) and then also change the job specification needed to fill or run a job. Iman and Wayan (2018) reported that there is a strong positive relationship between Job Enrichment and employee motivation, employees respond well to job enrichment and make employees motivated. Job enrichment provides a variety of skills, job identity, importance in the eyes of others, responsibilities, challenges, realizing competence, freedom, participation in decision making, performance feedback from work done, growth and a sense of accomplishment that encourages internal motivation, and high performance of non-academic staff (Azees & Abimbola, 2016).

Job enrichment focuses on creating greater diversity in the content of tasks, and a higher level of know-how and skills. In addition, individuals have greater autonomy and responsibility in various fields, all of which lead to getting more useful and meaningful experience. Job enrichment has become the main tool, that plays a very important role in improving the level of employees' performance, where it contributes very significantly to achieving growth for the entire organization (Saud, 2021). Employee becomes subject to more attractive job situations, and has a sense of responsibility, since the organizations in the modern era are gradually shifting from considering capital as a major stimulus for job enrichment, to move to work itself as a meaningful value. In this sense, employees accomplish their tasks with an inner spirit emanating from their adherence and loyalty to work more than any external incentives that may be granted to them (Al-Khayat, 2017). Job enrichment is one of the administrative inputs that enable employees add new resources of satisfaction to a job that increases responsibility, autonomy, control and the level of employee performance (Allemon, 2019). Job enrichment is defined as the creation of changes in the dimensions of the job, the physical conditions of the job and the basic tasks in order to increase job satisfaction for the individual who is responsible for doing his/her duties (Saud, 2021). Job enrichment is also defined as an essential tool used by the administration to increase the motivation of individuals towards better performance, through driving employees to do additional work in order to increase excitement and challenge (Allemon, 2019).

Job enrichment according to Magaji, Akpa and Akinlabi (2017), is redesigning of jobs in a way that increases the opportunities for the worker to experience feelings of responsibility achievement, growth, and recognition. It is a qualitative change to a job that increases the extent of autonomy, feedback, and significance of the job, allowing workers to have better control and feedback in their work setting. An addition in job related tasks with a view to increase employee control and responsibility is called job enrichment (Magaji, Akpa & Akinlabi, 2017). Giri (2020) defined job enrichment as changing job content in order to make tasks challenging and to increase productivity. An enriched job offers more autonomy and freedom in executing the related responsibility and adds variety and challenge to an employee's daily routine. And besides the pecuniary remuneration associated to work, an enriched job renders self-fulfillment, actualization and contentment of meaningful job. Giri (2020) found that an enriched job has been attributed with certain critical characteristics. His research identifies three psychological conditions for a job to be considered as enriched – experience of meaningfulness, the experience of responsibility for outcomes and feedback or knowledge of results. Giri (2020) asserted that job enrichment provides employee empowerment, and in turn leads to autonomy, in which such employee will manifest greater responsibility, engagement on work, satisfaction, commitment and performance and gives them a feeling or sense of belongingness.

Job enrichment is a process that is characterized by adding dimensions to existing jobs to make them more motivating. Examples of job enrichment include adding extra tasks (also called job enlargement), increasing skill variety, adding meaning to jobs, creating autonomy, and giving feedback. Job enrichment is a strategy used to motivate employees by giving them increased responsibility and variety in their jobs. The idea is to allow employees to have more control over their work. By doing so, one can tap into their natural desire to do a good job and contribute to the overall goals of the company (Saud, 2021). According to Iman and Wayan (2018), job enrichment is a job design approach that focuses on adding job content to an existing job to make it more interesting and challenging. The goal of job enrichment is to make job tasks more interesting and stimulating and to give employees the opportunity to develop their skills and knowledge. This can lead to improved performance, increased motivation, and higher job performance. On the contrary, job enrichment involves adding job content and more challenging job responsibilities, requiring greater responsibility and higher-level skills. This gives workers greater authority and autonomy on the job while also increasing job satisfaction. Job enrichment is often used with job rotation where workers are moved from one job to another within the same organization. This enables the worker to gain a better understanding of different roles and departments, as well as provides them with greater control over their job choices (Shaik, 2020).

Shaik (2020) reiterated that job enrichment offers the advantage of improving workplace satisfaction, motivation, and employee experience. Investing in an enriching employee experience is essential. Research has proven that contented employees are more punctual, work with greater enthusiasm and dedication, and contribute more actively to the company's natural growth. Employees who feel content and driven at work are less likely to miss a day unless necessary. This gives them more pride in their job and eagerness to come back each day - making it an ideal strategy for reducing unauthorized absences from the office (Shaik, 2020).

Statement of the Problem

The performance of employees in organization particularly in public sector seems to be on decline end. Today in Nigeria, public sector had been blamed for non-performance remittance to government and this circumstance is alarming by making government workers non-productive. Although, issues such as corruption, fake certificate on the part of employee, government lopsided policies on remuneration, non-payment of salaries and wages as at when due among others might among the factors causing low performance of employee in government parastatal. Government and other stakeholders have been making steps towards the upliftment of employee job performance. Despite these steps taken so far, the issue still persisted. This study examined how job enrichment could help in impacting and improving employees' performance in Nigerian Breweries Plc, Imagbon, Ogun State.

Theoretical Framework

Humanistic Theories of Motivation and Ryanself-Determination Theory

There are many theoretical foundations on job enrichment and employee performance, but this study is anchored on humanistic theories of motivation from Maslow's hierarchy of needs theory and Deci and Ryanself-determination theory. Humanistic theory sees behaviour as determine 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 interprets their experience (Huitt 2006). Huitt (2006) 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. Humanistic theory affirms a person's self – needs. That the main property of humanistic theory is the personal goals/needs of the employees. 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 satisfaction, involvement, motivation, commitment and performance. 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 affects commitment.

Purpose of the Study

The aim of the study was to examine the influence of job enrichment on employees' job performance in Nigerian Breweries Plc, Imagbon, Ogun State. Specifically, the study examined the:

1. factors influencing decline in employees' job performance in Nigerian Breweries Plc, Imagbon, Ogun State.
2. characteristics of job enrichment for employees' job performance in Nigerian Breweries Plc, Imagbon, Ogun State.
3. extent to which job enrichment influence employees' job performance in Nigerian Breweries Plc, Imagbon, Ogun State.

Research Questions

The following research questions guided this study.

Research Question 1: What are the factors influencing decline in employees' job performance in Nigerian Breweries Plc, Imagbon, Ogun State.?

Research Question 2: What are the characteristics of job enrichment for employees' job performance in Nigerian Breweries Plc, Imagbon, Ogun State?

Research Question 3: To what extent does job enrichment influence employees' job performance in Nigerian Breweries Plc, Imagbon, Ogun State?

Method

Research Design

A correlational research design was used to accomplish the goal of the study. The design was appropriate because it enabled the researcher to establish the existing relationship/influence between the independent variable (job enrichment) and dependent variable (employee job performance).

Population and Sampling Procedure

The population of this study comprised all employees of Nigerian Breweries Plc, Imagbon, Ogun State. A total of 75 employees of Nigerian Breweries Plc, Imagbon were selected as sample size of the study. Stratified random sampling technique was used for the selection of the sample size. The stratification was based on gender, because male and female employees were considered while selecting the sample size.

Data Collection Instrument

A structured instrument titled: "Job Enrichment and Employee Performance Questionnaire (JEEPQ)" was used for this study. This questionnaire was used for the collection of data from employees of Nigerian Breweries Plc, Imagbon on the factors causing decline in employees' performance, ingredients of job enrichment for employees' performance and extent to which job enrichment could impact employees' performance. The questionnaire requested responses on a four (4) – point scale format which is a modification of 5-point Likert scale. The responses rating scales are as follows: Strongly Agree (SA), Agree (A), Disagree (D) and Strongly Disagree (SD).

Validity and Reliability of the Instrument

To ensure the face and content validity of the instrument, copies of the instruments were given to an expert in the Department of Business Education for correction. After all the identified corrections have been done, the final draft was used to gather the required data for the study. Reliability test of the instrument was done using a test-retest method. In this case, copies of the instrument were administered twice on 10 employees of Frignoglass Limited that are not part of the sample size within a week interval. The collected data from the dual administration of the instruments were compared

using Pearson moment reliability statistic. The reliability coefficient 0.94 was reported for the instrument.

Data Collection Procedure

Primary method of data collection was adopted in this study. Primary method includes the usage of questionnaire to collect data needed data for the study.

Data Analysis

Descriptive statistics of mean and standard deviation were used for answering research questions 1 and 2. Research question 3 was answered using linear regression.

Results

Research Question 1: What are the factors influencing decline in employees’ job performance in Nigerian Breweries Plc, Imagbon, Ogun State.?

Table 1: Descriptive statistics on the factors influencing decline in employees’ job performance.

| Items | M | SD | Remark |
|--|------|-------|--------|
| Inadequate knowledge or skill. | 2.77 | .6530 | Agreed |
| Unclear or unrealistic expectation | 2.64 | .6694 | Agreed |
| Inadequate motivation | 2.59 | .7032 | Agreed |
| Inadequate engagement | 2.55 | .7621 | Agreed |
| Lack of work-life balance | 3.02 | .4582 | Agreed |
| Laziness on the part of employees | 2.79 | .7833 | Agreed |
| Inadequate supervision by the leadership | 2.69 | .6744 | Agreed |
| Cluster Mean | 2.72 | | |

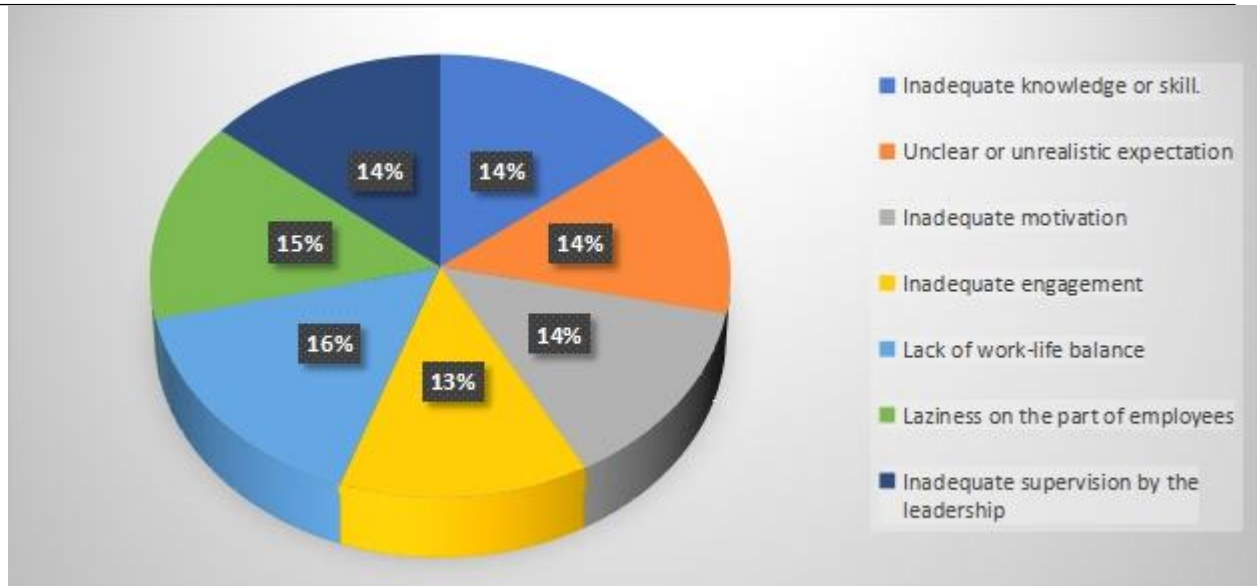


Figure 1: Pie-chart showing the influencing causing decline in employees’ job performance in Nigeria public sector

Table 1 revealed that cluster mean was 2.72 and the bench mark mean of 2.50. Since $2.72 > 2.50$, this implied that inadequate knowledge or skill, unclear or unrealistic expectation, inadequate motivation, inadequate engagement, lack of work-life balance, laziness on the part of employees and inadequate supervision by the leadership were among the factors influencing decline in employees' job performance in Nigerian Breweries Plc, Imagbon, Ogun State.

Research Question 2: What are the characteristics of job enrichment for employees' job performance in Nigerian Breweries Plc, Imagbon, Ogun State?

Table 2: Descriptive statistics on the characteristics of job enrichment for employees' job performance

| Items | M | SD | Remarks |
|---|------|-------|---------|
| Increasing variety skills for employees. | 2.73 | .5937 | Agreed |
| Create succession planning | 2.85 | .7001 | Agreed |
| Assigning additional responsibilities roles | 2.82 | .6341 | Agreed |
| Adding meaning to the jobs | 2.74 | .5999 | Agreed |
| Creating autonomy | 2.90 | .6796 | Agreed |
| Giving feedback | 2.60 | .6111 | Agreed |
| Job rotation | 2.84 | .6251 | Agreed |
| Allow to further education | 3.14 | .5023 | |
| Cluster Mean | 2.83 | | |

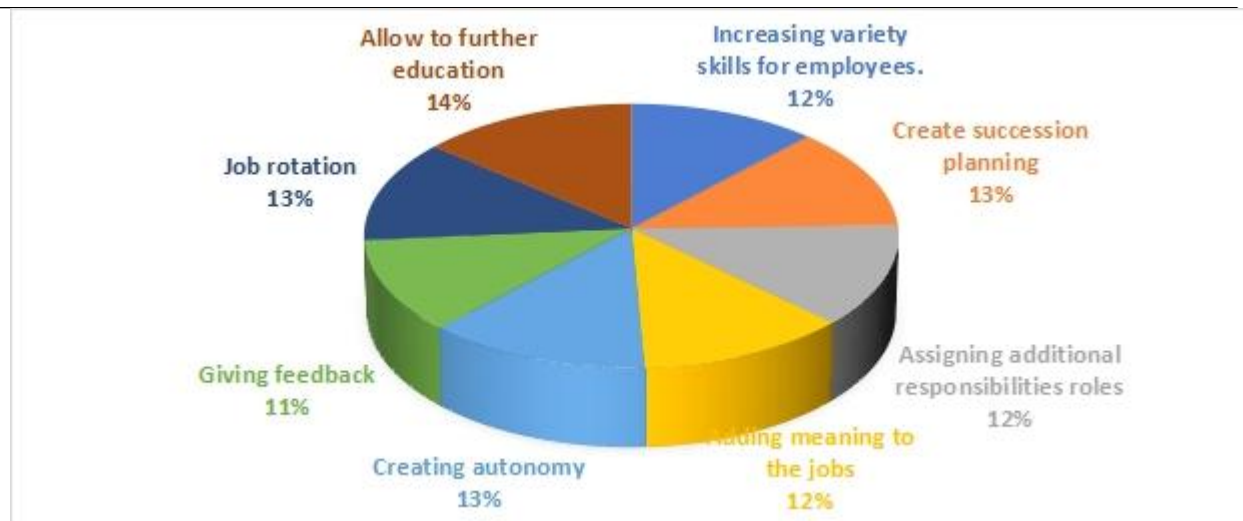


Figure 2: Pie-chart showing the characteristics of job enrichment for employees' job performance in Nigerian Breweries Plc, Imagbon, Ogun State

Table 2 indicated that cluster mean was 2.83 and the bench mark of 2.50. Since $2.83 > 2.50$, this implied that increasing variety skills for employees, create succession planning, assigning additional responsibilities roles, adding meaning to the jobs, creating autonomy, giving feedback, job rotation and allow to further education were among the

characteristics of job enrichment for employees' performance in Nigerian Breweries Plc, Imagbon, Ogun State.

Research Question 3: To what extent does job enrichment influence employees' job performance in Nigerian Breweries Plc, Imagbon, Ogun State?

Table 3: Regression results on the extent to which job enrichment influence employees' job performance.

| Model | | Unstandardized Coefficients | | Standardized Coefficients | t | Sig. |
|-------|----------------|-----------------------------|-------|---------------------------|-------|------|
| | | B | SE | Beta | | |
| 1 | (Constant) | 6.578 | 5.302 | | 2.557 | .000 |
| | Job enrichment | .163 | .048 | .161 | 3.356 | .001 |

a. Dependent Variable: Employees' performance

The first important thing to note in Table 3 is that the sign of the coefficient of job enrichment is positive. This implied that job enrichment and employees' performance positively related. Furthermore, the probability ($p = 0.01$) as reported in Table 3 for job enrichment implied that the Beta ($\beta = 0.161$) is statistically significant. Hence, the researcher concluded that job enrichment directly impacts employees' performance in Nigerian Breweries Plc, Imagbon, Ogun State.

Discussion

The findings of the study revealed that inadequate knowledge or skill, unclear or unrealistic expectation, inadequate motivation, inadequate engagement, lack of work-life balance, laziness on the part of employees and inadequate supervision by the leadership were among the factors causing decline in employees' performance in Nigerian Breweries Plc, Imagbon, Ogun State. Increasing variety skills for employees, create succession planning, assigning additional responsibilities roles, adding meaning to the jobs, creating autonomy, giving feedback, job rotation and allow to further education were among the ingredients of job enrichment for employees' performance in Nigeria public sector. Job enrichment directly impacts employees' performance in Nigerian Breweries Plc, Imagbon, Ogun State. These findings were in consonants with Saud (2021) revealed that there was a positive significant relationship between the dimensions of job enrichment and job performance of employees at Aqaba Jordan Customs, which confirms the need to pay more attention to this administrative approach in order to improve the level of job performance of employees in organizations in general. Wilfred (2021) showed that job enrichment impacts positively on employees' job satisfaction because all the variables of job enrichments show a strong positive and statistically significant relationship with job satisfaction. Obibhunun and Analaba (2021) revealed that there is a positive, strong and significant relationship between all the dimensions of job enrichment and measures of employee's performance in the Nigerian oil and gas industry. Nwankwo and Tantua (2021) confirmed that there is a significant relationship between job enrichment and employee satisfaction in Rivers State-owned tertiary institutions. Owhorji and Olomi (2021) showed that job enlargement has a very strong and positive relationship with Employee Emotional and Cognitive Self Efficacy development. Mac-Ozigbo and Cross (2020) revealed that there is significant positive relationship between job depth, job training and core job dimension elements of the job enrichment and organizational performance while there was no correlation between

motivators' elements and performance. Hence, increased recognition of task significance will stimulate the employees to further raise their commitment towards the attainment and realization of the goal and objectives of the institution/organization.

The study findings also corroborate with Magaji (2018) revealed that there is positive relationship between job enrichment and work-related attitudes which was highly moderated by employee growth-need strength. The concluded that employee with strong growth-need strength will turn on eagerly to job enrichment than employee with weak growth need strength. Al-Khayyat (2017) indicated a positive correlation between job enrichment and motivity, where it showed that enrichment and motivity were affected by the employee's gender in favor of female employees. Bakri (2015) revealed that there is a statistically significant positive relationship between the dimensions of job enrichment, individually and collectively, and job performance; the level of job enrichment at the Islamic University has a high rate and relative weightof 81%; the level of job performance of employees at the Islamic University has a high rate and relative weight of 80.45%. Marta and Supartha (2018) found that job enrichment and empowerment affect significantly and directly the process of organizational commitment and recommended taking into account the size of work done by the employee and focus on the size of the compensation against this work. Nzewi, Chiekezie, Ekene, Raphael and Ebuka (2017) showed that there is a significant positive relationship between job autonomy and affective commitment among the employees in the selected brewing firms. It was also found that when the jobs of the employees are enriched, their commitment level would increase positively and that would ultimately increase their productivity level in the organization. Magaji, Akpa and Akinlabi (2017) show that non-academic staff in the sample Universities are committed to their work as the result of the practice of job enrichment. Azeez and Abimbola (2016) revealed that job enrichment is a strong predictor of work-related attitudes (employee satisfaction, motivation, and performance). This study concludes that job enrichment provides skill variety, job identity, feeling important in the eyes of others, responsibility, challenge, realizing ones' competence, freedom, participation in decision making, performance feedback from the job done, growth and sense of achievement which leads to internal motivation, satisfaction, and high performance of the non-academic staff. Sanda, Asikhia and Magaji (2015) reveals that there is a significant positive relationship between job enrichment and employee satisfaction in selected private universities in South-West Nigeria. The regression results also showed that 44% of the variation in employee satisfaction can be explained by the changes in practice of job enrichment. With these findings, this study provides many implications for the practice of job enrichment.

Conclusion

The study examined the impact of job enrichment on employees' performance in Nigerian Breweries plc, Imagbon, Ogun State, the following conclusions were drawn based on the findings of the study that inadequate knowledge or skill, unclear or unrealistic expectation, inadequate motivation, inadequate engagement, lack of work-life balance, laziness on the part of employees and inadequate supervision by the leadership were among the factors causing decline in employees' performance; increasing variety skills for employees, create succession planning, assigning additional responsibilities roles, adding meaning to the jobs, creating autonomy, giving feedback, job rotation and allow to further education were among the ingredients of job enrichment for employees' performance and that job enrichment directly influence employees' performance in Nigerian Breweries Plc, Imagbon, Ogun State.

Recommendations

Based on the findings of the study, the following recommendations are made:

1. Human resource managers should endeavour to take a proactive role in coming up with jobs that have task identity and to use the psychological approach to job designing so that when coming up with job descriptions, they consider the aspects in a given task that can motivate the workers.
2. Management should endeavour to adopt Job enrichment techniques should also be embraced as way of getting employees to develop their cognitive self-efficacy. Management of the company should also embrace Job rotation as a job design technique that could be used to make employees gain personal development at work.
3. Human resource managers should endeavour to encourage the employees with high growth-need strength and find strategies for helping those with low growth- need strength through training.
4. Organizations should endeavour to focus on giving employees a considerable level of job autonomy, this would enable them to utilize their skills and ability to complete assigned tasks and take responsibility for their actions, as well as maintaining strong loyalty and commitment level to the organization.

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