

## Job Enrichment and Employee Commitment in Private Universities in Anambra State, Nigeria

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**Abstract:** *The study examined the job enrichment and employee commitment in private universities in Anambra State. The researcher developed four objectives such as to: determine the effect of task identity on affective commitment in selected private universities in Anambra State, Nigeria; ascertain the relationship between job feedback and normative commitment in selected private universities in Anambra State, Nigeria; examine the relationship between skill variety and continuous commitment in selected private universities in Anambra State, Nigeria; determine the effect of task autonomy on affective commitment in selected private universities in Anambra State, Nigeria. Four research questions and four hypotheses were formulated in line with the stated objectives of the study. The study adopted survey method of research. Data were generated through primary and secondary sources. The method for data collection was questionnaire which was administered randomly among the staff of the selected private universities in Anambra State. The population of the study was 311 from four private universities in Anambra state; the sample size of the study was the same population because it is not up to 1000. Two hundred and eighty-nine (289) were retrieved. The hypotheses were tested using regression analysis method at 0.05% level of significance. The findings of the study revealed that, Task identity has significant positive effect on affective commitment in selected private universities in Anambra State. T-test 7.026, P, 0.000. Job feedback has significant positive effect on normative commitment in selected private universities in Anambra State T-test 2.211, P, 0.028. Skill variety has significant positive effect on continuous commitment in selected private universities in Anambra State.. T-test 3.056, P, 0.002. Task autonomy has no significant positive effect on affective commitment in selected private universities in Anambra State. T-test 1.448, P, 0.149. The study concludes that job enrichment has significant positive effect on employee commitment in private universities in Nigeria. The study recommends that private universities should establish a cohesive relationship with their employees in order to analyze the job identity in the organization and necessary continuous action to increase and maintain the loyalty and commitment level of the employees. Private universities should focus on giving employees a considerable level of job feedback. This would enable them to utilize their skills and ability to complete assigned task and take responsibility for their actions, as well as maintaining strong loyalty and commitment level to the organization*

**Keywords:** *job enrichment, employee commitment, task identity, affective commitment, job feedback, normative commitment*

### 1.1 Introduction

Today's world of rapid change and fierce competition in the labor market means that organizations must adapt to trends like population growth, technological advancements, product changes, and global competition in order to serve the economy. This means that organizations must be nimble, competitive, and quick to adopt new ideas (Magaji 2014). Because workers today must adapt to the constantly changing demands of their jobs, the traditional definition of an occupation or work is debilitated and no longer refers to a precise set of accountabilities and movements (Raza & Nawa 2011; Parvin and Kabir, 2011). Job enrichment, according to Magaji (2015), Sanda, Asikia,

and Nanle (2015), is involving employees in managerial responsibilities at higher levels, which raises their sense of self-actualization, self-control, and self-worth and improves their commitment. According to Ramllal (2014), job enrichment serves as a source of inspiration for employees and fosters dedication.

Job enrichment has evolved into a fundamental instrument used by management to inspire staff members to work better and contribute to the expansion of the company. The primary goal of work enrichment is to increase the job's level of responsibility, challenge, significance, and intrigue. Increased responsibility and a higher requirement for a variety of skills in the workplace are two ways that occupations are enriched to inspire people. Giving employees more responsibilities and variety in their work can help to enhance their motivation by allowing them to utilize a wider range of skills. The goal of job enrichment is to counteract the detrimental consequences of autonomy-required repetitious activities, which can lead to employee unhappiness, boredom, and a lack of flexibility. A job that is enriched will have the following components: (a) a variety of difficult tasks and difficulties; (b) a finished work unit; and (c) channels for communication, support, and feedback. Leach and Wall (2014). Leach and Wall (2014) define work enrichment as a job design that enhances the amount of autonomy, control, variety of skills, and responsibility for employees. This design always contributes to a decrease in rigidity, tediousness, lack of innovation, and employee unhappiness. 'Vertical loading' of a job is how Frederick Herzberg conceptualized and implemented job enrichment in the 1950s (Davoudi, 2013). This means that a well-rounded employment should offer a variety of activities along with sufficient channels for communication, support, and feedback. According to Leach & Wall (2002), job enrichment is the vertical augmentation of work with a rise in employee authority and accountability. It is a growth that is vertical. According to Robbins and Judge (2011), job enrichment is a methodical approach that involves "harnessing work processes and procedures for stimulating employees' performance and satisfaction." This suggests that workers may detect unhappiness with their occupations when they become aware of the absence of challenges that are necessary, inadequate respect and recognition, a lack of creativity and other motivators, repetitive tasks, or an excessively bureaucratic and restricted authority structure. According to Brown (2014), job enrichment results in internal work motivation rather than just giving employees extra work to accomplish. Therefore, by raising employees' levels of accountability, recognition, creativity, autonomy, and control over their work inside the company, job enrichment acts as a road map for job fulfillment. Choudhary, (2016) believes "the problem of Job enrichment stem from the fact that 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". Job enrichment (JE) involves upward expansion of the job contents to make them more difficult and interesting through modification.

Today, organizations are under intense pressure to identify and implement programs that will prove effective in improving employee productivity (Deci, 2013). It is no longer enough to increase salaries and expect increased performance; it is more complex than that (George & Jones, 2013).

Boredom and job dissatisfaction are common problems in most private organizations, and they eventually result in low worker productivity, administrative performance delays, work stress, psychological breakdowns, absenteeism and tardiness, and eventually service withdrawal. Richer vocations have the potential to demotivate people if they don't enjoy the job enrichment interventions. Understanding employees' motivations and potential is essential before implementing job enrichment programs. 2004 green notes. Job redesign might not be advantageous if done incorrectly. This may lead to dissatisfaction, retreat tendencies in employees, a lack of

dedication, and poor performance.. Well-designed work enrichment projects improve employee engagement and solve some organizational difficulties. Certain employee habits, like attendance, are significantly predicted by an organization's commitment. This study was conducted to gain a better understanding of the relationship between job enrichment components and organizational effectiveness.

## **1.2 Objective of the Study**

The broad aim of this study was to determine the effect of job enrichment on employee commitment in selected private universities in Anambra State, Nigeria. Specifically, the study objectives were to:

1. Determine the effect of task identity on affective commitment in selected private universities in Anambra State, Nigeria.
2. Ascertain the relationship between job feedback and normative commitment in selected private universities in Anambra State, Nigeria.
3. Examine the relationship between skill variety and continuous commitment in selected private universities in Anambra State, Nigeria.
4. Determine the effect of task autonomy on affective commitment in selected private universities in Anambra State, Nigeria.

## **1.3 Hypotheses**

The following null hypotheses were formulated that guide the objectives of the study and strengthen the analysis:

- Ho<sub>1</sub>: Task identity has no significant effect on affective commitment in selected private universities in Anambra State.
- Ho<sub>2</sub>: Job feedback has no significant effect on normative commitment in selected private universities in Anambra State.
- Ho<sub>3</sub>: Skill variety has no significant effect on continuous commitment in selected private universities in Anambra State.
- Ho<sub>4</sub>: Task autonomy has no significant effect on affective commitment in selected private universities in Anambra State.

# **REVIEW OF RELATED LITERATURE**

## **2.1 Theoretical Framework**

### **Job Characteristic Theory**

Hackman and Oldham were the main, well-known proponents of this hypothesis (1976). It is composed of four concepts: results, a moderator, the critical psychological state, and the fundamental job aspects. It makes the claim that individuals in enriched employment score highly, which raises worker motivation, job satisfaction, and output. According to Torrington et al. (2011), the job characteristic model outlines certain factors to take into account while redesigning a work

to achieve a desired result. For the purpose of improving employee job happiness, motivation, and performance, it is important to modify these five fundamental job dimensions: tasks diversity, autonomy, meaning, identification, and feedback. "A job must have all the five dimensions to be fully enriched," according to Newstrom (2011). Among other things, Job Characteristic Theory (JCT) aims to improve employee work happiness, motivation, and performance (Hackman & Oldham, 1976, 1980 Hackman & Lawler, 1971). Applying this idea will benefit an organization since it will allow for greater customization of these fundamental work qualities, which will improve employee commitment, retention, and corporate profits.

In their study on the components of core job dimensions and their effects on employees' performance and commitment, Gardner and Pierce (1998) confirmed that modifications will affect individual performance through job satisfaction and motivation. As a result, JCT sees JE as an application of these fundamental job aspects that may be changed to elicit the necessary actions. Task diversity, for example, can raise the interest level of a job by providing greater variety through expanded decision-making discretion, the addition of duties, and controls in the way work is executed (Armstrong 2006). It is possible to combine tasks to create a natural work unit with recognizable results, which leads to task identity. According to Torrington et al. (2011), finishing this kind of job is essential for achieving favorable psychological results. As noted by Fuller et al. (2006), "autonomy in job enrichment interventions have a positive relationship with job performance and work behaviors," indicating the importance of workplace autonomy.

### **Relevance of the Theory to the Study**

The Job Characteristics Model helps make employees' jobs and tasks more appealing, varied, and challenging. You can rotate and redefine jobs so that employees have to use more of their skills, and their work becomes less monotonous and repetitive. JCT is moderated by growth need strength and best applies to individual who have strong need for growth and development. Therefore is not suitable for workers who don't have a drive for growth and cannot be used to manage employee perceptions which can affect effective implementation of job enrichment interventions and employee commitment.

## **2.2 Empirical Review**

Ade-Adeniji (2022) examined Skill Variety and Work Engagement among Bankers in Nigeria. This study was a descriptive one that used the mixed method approach of both quantitative and qualitative research and was carried out on banks in the Lagos metropolis. A total of 438 copies of questionnaires were distributed, and 353 copies were retrieved, and 15 members of senior staff were randomly selected for the interview. Method of analysis was structural equation modeling (Partial Least Square) for the quantitative, while thematic analysis was used for the qualitative. The results of the hypotheses revealed that skill variety significantly influenced physical work engagement (R-square = 0.346); emotional work engagement (R-square = 0.272); and cognitive work engagement (R-square = 0.438). The study concluded that skill variety is significant to work engagement among bankers in Nigeria. The study recommended that banks should provide adequate opportunities for the use of diverse skills to achieve a higher level of work engagement in the banks.

Isiramen, Amadi, and Mbaka (2022) investigated the relationship between job enrichment and employee innovativeness of insurance companies in Port Harcourt. The study utilized a cross-

sectional research survey design. Primary source was sourced through structured questionnaire. There are 58 Insurance Companies registered to operate in Nigeria (this information is from the NAICOM website. 36 of the companies have a functional office in Rivers State with a permanent staff strength of 195. The sample size of 131 was determined using the Krejcie and Morgan (1970) table for determining minimum returned sample. The reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70 selected. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings revealed that there is a significant job enrichment and employee performance of insurance companies in Port Harcourt. The result of the findings further revealed that skill variety and all the measures of employee innovativeness of insurance companies in Port Harcourt. The study recommends that insurance companies should ensure that job enrichment is considered in planning and evaluation of employees' jobs and performance respectively. Job rotation are some of the methods that can be adopted to ensure that all employees are part of the organizations entire goal. This can increase the variety of skills that every employee possesses which is a form of motivation.

Ade-Adeniji, Adeniji, and Imhonopi (2021) examined the extent of job autonomy in ensuring that banking industry employees in Nigeria attain a certain level of work engagement. The study used a mixed investigation method, including both quantitative and qualitative research techniques. The quantitative analysis involved the distribution of 438 copies of the questionnaire, of which 353 copies were retrieved from bank employees. For a qualitative assessment, 15 respondents were randomly selected from among the senior officers of the selected banks. Data were analyzed using Structural Equation Modeling (PLS). As a result, job autonomy was found to be stronger with cognitive engagement ( $\beta = 0.524$ ,  $T_{val} = 6.268$ ,  $P = 0.000$ ) and emotional engagement ( $\beta = 0.440$ ,  $T_{val} = 4.372$ ,  $P = 0.000$ ) than with physical engagement ( $\beta = 0.341$ ,  $T_{val} = 2.485$ ,  $P = 0.000$ ). This implied that though job autonomy had a significant influence on employee work engagement, the aspects of scheduling work and making decisions were weak areas. This study concludes that there is a need to rethink the decision-making element in the banking system, given that the workplace is tilting to a more dynamic and flexible culture, fueled by digital innovation.

Chilgong, Karanja, and Muturi, (2021) examined the impact of job enrichment on the performance of academic staff in public universities in Kenya. The study uses data collected from all academic staff in Kenyan public universities who form the target population. Further, the study employed exploratory research which enabled the researcher to achieve greater control of the study design, and the use of a cross-sectional survey since the data used was collected during the research and was not initially centrally available. Data collection was undertaken using questionnaires distributed to a select number of staff derived using the multi-stage sampling procedure. Using simple regression models for data analysis, the research established that there is a positive correlation between job enrichment and the performance of academic staff in public universities in Kenya. Based on the above findings, it is recommended that further research is required to analyze the impact of job enrichment on non-academic staff. Further, extensive research should be undertaken to establish similarities of findings in the case where the target population is private university staff.

Kusuma and Adnyani (2021) determined the effect of job enrichment on organizational commitment, job enrichment on job satisfaction, and the role of job satisfaction in mediating the effect of job enrichment on organizational commitment. This research was conducted at the Harper Kuta Hotel. 57 employees used as sample, using saturated sampling. Data collection was carried out through interviews and questionnaires. The analysis technique used is path analysis. The results

indicate that job enrichment has a positive and significant effect on organizational commitment; Job satisfaction has a positive and significant effect on organizational commitment; Job enrichment has a positive and significant effect on job satisfaction; Job satisfaction mediates the effect of job enrichment on organizational commitment.

Mezeh, (2021) examined the relationship between job enrichment and employee commitment in indigenous oil servicing companies in Rivers State. A cross-sectional research survey design was used in the study. A questionnaire that respondents self-administered produced the primary source. The study's participants comprise 270 workers from 24 locally owned and operated oil servicing enterprises in Rivers State. Using Taro Yamane's formula for sample size determination, 161 was the sample size. The Cronbach Alpha coefficient was used to determine the instrument's reliability, and all items scoring higher than 0.70 were chosen. The Spearman's Rank Order Correlation Statistics was used to test the hypotheses. The results showed that, in indigenous oil servicing enterprises in Rivers State, job enrichment and employee devotion are significantly correlated. Thus, the study suggests that employee commitment in indigenous oil servicing enterprises in Rivers State is highly correlated with job enrichment. According to the report, in order to increase employee loyalty, local oil servicing companies should make sure that jobs are regularly enhanced to make repetitious duties more interesting and demanding for workers.

Puji, Doddy and Siti (2021) determined the effect of job enrichment and direct financial compensation on job satisfaction and whether Motivation also has an indirect relationship with job satisfaction. Partial least squares research methodology was employed in the variant-based structural equation modeling data analysis process. This study demonstrates that while work enrichment and direct monetary compensation both significantly increase job satisfaction, the motivational component has a positive contribution but does not significantly increase job satisfaction. Additionally, in terms of the motivation component, job enrichment significantly boosts motivation while job pleasure slightly boosts motivation.

George, Jonathan and Michael (2020) identified the relationship between task characteristics (variety of skills, task identity, task significance, autonomy, feedback) and employee engagement. In Sabah, Malaysia, a healthcare facility hosted the study. Convenience sampling was employed to gather data using a self-administered questionnaire. The survey involved 78 respondents in total. Spearman Correlation analysis was performed on the data. The findings showed that task features (skill diversity, task identity, task relevance, autonomy, and feedback) and employee engagement in the organization under study were significantly and positively correlated. The ramifications for employers are significant. It is advised that supervisors, managers, and human resource development (HRD) professionals occasionally give their staff members more difficult assignments, freedom, and feedback. Work designs should also take into account how the jobs could enhance the significance and identity of the employees.

Mac-Ozigbo and Daniel, (2020) analyzed the effects of job enrichment on organizational performance. Nonteaching staff of University of Abuja, a public university in Federal Capital Territory (FCT) was the focus. The study used a descriptive research design and employed a sample of one hundred and ninety-seven (197) valid questionnaires filled out by university faculty members in the Federal Capital Territory (FCT), North Central Nigeria. The study used a basic random sampling technique. Significant statistical analysis was done on the gathered data. The results showed that, although there was no association between performance and motivators, there was a strong positive relationship between job depth, job training, and key job dimension parts of the job enrichment and organizational performance. Therefore, a greater understanding of the

importance of the work at hand will encourage staff members to further improve their dedication to achieving the institution's or organization's goals.

## **METHODOLOGY**

The research design that was adopted in this study is the survey design. Questionnaires was used in this study to seek clarifications and convenience on the part of the respondent given schedules. The area of this study was Anambra state. Anambra is a state in southeastern Nigeria. With respect to this research work, the researcher made use of primary and secondary sources of data. The primary sources of data which include the questionnaire and the personal observation, while the secondary sources of data include the journals, magazines, textbooks and internet. The population of this study was the four private universities in Anambra State with a total elements of 311 members of staff. This population is made of male, female including their vice chancellor. This population figure was derived from personnel unit of selected private universities. Since the population is not up to 1000, the researcher sampled all. The research adopted stratified sampling. Statistics such as frequency count and percentages was used in the analysis of research questions while research hypotheses were tested using Analysis of Variance (ANOVA) analysis. The research hypotheses were tested at 0.05 level of significance. Analysis was carried out with the aid of Statistical Package for Social Sciences (SPSS).

### **PRESENTATION ANALYSIS AND INTERPRETATION OF DATA**

The information gathered from the respondents via the distributed questionnaire is presented in this chapter. A total of 311 copies were distributed to the personnel of particular private universities. It was discovered that 289 copies of the questionnaire had been lost. As a result, only the completed and returned questionnaire was used for data analysis and interpretation. When compared to alternative linear unbiased estimates, the method's distinctive estimating properties—such as its impartiality, efficiency, and consistency—led to its adoption.

#### **4.1 Bio-data of the Respondents**

##### **4.1.1 Gender**

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FEMALE	117	39.9	40.5	40.5
	MALE	172	58.7	59.5	100.0
	Total	289	98.6	100.0	

*Source: SPSS Version 21, 2023*

The above table revealed that one hundred and seventeen (117) respondents which represents 40.5% were female respondents, while one hundred and seventy-two (172) respondents which represent 59.5% were male respondents. By implication, male respondents were more than female respondents by 9.5 per cent in our selected population sample for this study. The implication of this is to enable us to know the number of female and male that successfully returned their questionnaire.

#### 4.1.2 AGE BRACKET

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	18-30	91	31.1	31.5	31.5
	31-40	98	33.4	33.9	65.4
	41-50	24	8.2	8.3	73.7
	51-1BOVE	76	25.9	26.3	100.0
	Total	289	98.6	100.0	

**Source: SPSS Version 21, 2023**

The table above showed that respondents whose age bracket falls below 18-30yrs were ninety-one (91) which represent 31.5 percent. This is followed by those with age bracket of 31-40years with ninety-eight (98) which represents 33.9%. Also those within age bracket of 41-50yrs were twenty-four (24) which represents 8.3%. This is followed by those with age bracket of 51-above years with seventy-six (76) which represents 26.3%. The implication of this age distribution is to enable us to check if the questionnaire was directed to the right age group.

#### 4.1.3 MARITAL SATUS

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	SINGLE	120	41.0	41.5	41.5
	MARRIED	129	44.0	44.6	86.2
	WIDOWED/DIVORECED	40	13.7	13.8	100.0
	Total	289	98.6	100.0	

**Source: SPSS Version 21, 2023**

In the table above, one hundred and twenty (120) of the respondents which represent 41.5% were married, while one hundred and twenty-nine (129) of the respondents which represent 44.6% are single. Lastly, forty (40) of the respondents which represent 13.8% are widowed/divorced. It is therefore glaring that most of the respondents are married as at the time of this study. Thus marital status table help us to know the number of single, married, and widowed/divorced respondents that answered the distributed questionnaire.

#### 4.1.4 EDUCATIONAL QUALIFICATION

		Frequency	Percent	Valid Percent	Cumulative Percent
Valid	FSLC	15	5.1	5.2	5.2
	OND/NCE	102	34.8	35.3	40.5
	BSC/HND	113	38.6	39.1	79.6
	MSC/MBA	44	15.0	15.2	94.8
	PHD	15	5.1	5.2	100.0
	Total	289	98.6	100.0	

**Source: SPSS Version 21, 2023**

The table above indicated that fifteen (15) respondents which representing 5.2% maintain to acquire have acquired FSLC, while 35.3% of the respondents which represents one hundred (102) ordinary national diplomas/NCE. However one hundred and thirteen (113) which represent 39.1 percent either have BSC/HND/BA. The respondents that have MSC/MBA are numbered forty-four (44) which represent 15.2%. Lastly, the respondents that have PHD are numbered fifteen (15)



which represent 5.2% This is one of the demographic item which helped us to identify the education qualification of the respondent.

## 4.2 Multiple Regression Analysis

Multiple regression result was employed to test the effect of independent or explanatory variables on the dependent variables. The result of the multiple regression analysis is presented in the tables below.

**Table 4.2.1 Summary of the Regression Result**

The result of the multiple regressions formulated in chapter three is presented in the tables below.

**Model Summary<sup>b</sup>**

Model	R	R Square	Adjusted R Square	Std. Error of the Estimate	Change Statistics					Durbin-Watson
					R Square Change	F Change	df1	df2	Sig. F Change	
1	.562 <sup>a</sup>	.316	.404	.41033	.316	26.116	5	283	.000	1.769

a. Predictors: (Constant), TAI, JOF, SKV, TAA

Table 4.2.1 demonstrated that the independent variable's strength of effect on the dependent variable, measured by R<sup>2</sup>, had a value of 41.6%. This suggests that differences in work identity, job feedback, skill diversity, and task autonomy account for 41.6% of the variation in employee commitment. A 40.4% modified R<sup>2</sup> was used to support this. Using Durbin-Watson statistics, the model was examined for autocorrelation. The variables in the model are not auto-correlated, as indicated by the Durbin-Watson statistics of 1.769 in table 4.3.1, and the model is dependable for predictions.

**Table 4.2.2 ANOVA<sup>a</sup>**

Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	21.985	6	3.664	21.81	.000 <sup>b</sup>
	Residual	47.648	283	.168		
	Total	69.633	289			

a. Dependent Variable: AFC

b. Predictors: (Constant), TAI JOF SKV TAA

The independent variables have a considerable impact on the dependent variables, such as task identity, job feedback, skill variety, and task autonomy, and they may all be used together to explain differences in profitability, as indicated by the f-statistics value of 26.116 in Table 4.2.2 with an f-statistics probability of 0.000.

**Table 4.2.3 Coefficients of the Model**

The effect of individual independent or explanatory factors on the dependent variables is represented by the probability value and T-statistics from the regression result. The table below displays a summary of the outcome.

### T-Statistics and Probability Value from the Regression Result

**Coefficients<sup>a</sup>**

Model	Unstandardized Coefficients		Standardized Coefficients	t	Sig.	95.0% Confidence Interval for B	
	B	Std. Error	Beta			Lower Bound	Upper Bound
1 (Constant)	.734	.098		7.466	.000	.541	.928
TAI	.202	.029	.481	7.026	.000	.146	.259
JOE	.165	.075	.232	2.211	.028	.018	.312
SKV	.089	.029	.171	3.056	.002	.032	.147
TAA	.066	.045	.185	1.448	.149	-.155	.024

a. Dependent Variable: AFC

The probability values and coefficients for each individual variable were displayed in Table 4.2.3. The employee commitment value is 0.000, however the task identity variables have a regression t-value of 7.026. This suggests that task identity significantly and favorably influences employee commitment. The job feedback variable has a positive and significant effect on employee commitment, as indicated by the regression t-test of 2.211 with a probability value of 0.028.

Comparably, the skill variety variable has a probability value of 0.002 and a t-test value of 3.056. This demonstrates that employee commitment is positively and significantly impacted by skill variety. Regression coefficient for task autonomy influence is 1.448, and probability is 0.149. This suggests that employee commitment is positively and marginally impacted by the task autonomy variable.

### 4.3 Test of Hypotheses

#### Test of Hypothesis One

H<sub>01</sub>: Task identity has no significant positive effect on affective commitment in selected private universities in Anambra State.

Task identity has a t-statistics of 7.026 and a probability value of 0.000 which is statistically significant. Therefore, we accept the alternative hypothesis and reject the null hypotheses which state Task identity has significant positive effect on affective commitment in selected private universities in Anambra State

#### Test of Hypothesis Two

H<sub>02</sub> Job feedback has no significant positive effect on normative commitment in selected private universities in Anambra State.

In testing this hypothesis, the t-statistics and probability value in table above is used. Job feedback has a t-statistics of 2.211 and a probability value of 0.020 which is statistically significant.

Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Job feedback has significant positive effect on normative commitment in selected private universities in Anambra State

### **Test of Hypothesis Three**

Ho<sub>3</sub>: Skill variety has no significant positive effect on continuous commitment in selected private universities in Anambra State.

Skill variety has a t-statistics of 3.056 and a probability value of .002 which is statistically significant. Therefore, we reject the null hypothesis and accept the alternative hypotheses which state that Skill variety has significant positive effect on continuous commitment in selected private universities in Anambra State.

### **Test of Hypothesis Four**

Ho<sub>4</sub>: Task autonomy has no significant positive effect on affective commitment in selected private universities in Anambra State.

Task autonomy has a t-statistics of 1.448 and a probability value of .149 which is statistically insignificant. Therefore, we reject the alternative hypothesis and accept the null hypotheses and conclude that Task autonomy has no significant positive effect on affective commitment in selected private universities in Anambra State

## **SUMMARY OF FINDINGS, CONCLUSION AND RECOMMENDATION**

### **5.1 Conclusion**

This study was carried out in order to ascertain the effect of job enrichment on employee Commitment in Private universities in Anambra state. The Findings showed that job enrichment is a strong Predictor of commitment. It is therefore concluded that job enrichment is being practice in the selected private universities in Anambra state Nigeria. This study has made obtainable Empirical evidence to support theoretical models That prescribed a relationship between job Enrichment and employee commitment. It is Obvious from the review of existing literature and Empirical results of this study that job enrichment Is an important tool for managements to arm their Employees with in today's dynamic world and Highly competitive labour market, therefore Human resource managers of these selected Private universities and others should make sure That job enrichment design is correctly carried out

### **5.2 Recommendations**

The effect of job enrichment on employee commitment in selected private universities in Anambra State was examined in this study. According to the findings and in line with the conclusion of the study, it was clearly revealed that employee commitment is largely dependent on job enrichment. Sequel to that we make the following recommendations;

- i. Private universities should establish a cohesive relationship with their employees in order to analyze the job identity in the organization and necessary continuous action to increase and maintain the loyalty and commitment level of the employees.

ii. Private universities should focus on giving employees a considerable level of job feedback. This would enable them to utilize their skills and ability to complete assigned task and take responsibility for their actions, as well as maintaining strong loyalty and commitment level to the organization

iii. Skill variety is some of the methods that can be adopted to ensure that all employees are part of the organizations entire goal. This can increase the skills that every employee possesses which is a form of motivation.

iv. Management should embrace the process of management by objectives whereby major focus must be oriented towards putting in place job autonomy that will shoot into achievement of the objectives of the organization

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