



## Office Job Enlargement and Employee Satisfaction of Rivers State-Owned Tertiary Institutions

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**Abstract:** *This study investigated the relationship between office job enlargement and employee satisfaction in Rivers State-owned tertiary institutions. The target population of this study encompasses all academic staff of the four (4) Rivers State-owned tertiary institutions. These institutions are: Rivers State University, Ignatius Ajuru University of Education and Port Harcourt Polytechnic, Kenule Beeson Polytechnic, Bori and Captain Elechi Amadi Polytechnic Rumuola. Leaning on the records sourced from this institution's Establishments Unit, the population of this study was 4,906. The sample size of 370 was determined using the Taro Yamane's formula for sample size determination. The research instrument was validated through supervisor's vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed and presented using both descriptive and inferential statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance. The findings of this study confirmed that there is a significant relationship between office job enlargement and employee satisfaction in Rivers State-owned tertiary institutions. The study thus recommends that tertiary institutions should conduct a job analysis to identify which tasks and responsibilities are currently being performed by employees, and which tasks could potentially be added to their job descriptions. Another recommendation could be to involve employees in the process of identifying and selecting new tasks to be added to their job descriptions.*

**Keywords:** *Office Job Enlargement, Employee Satisfaction, Cognitive Satisfaction, Affective Satisfaction.*

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### INTRODUCTION

Every employee aspires or hope to maximize satisfaction from their jobs while giving their best to the organization and managers want the employees to deploy their skills and special abilities in performing their jobs in order to achieve the goals and objectives of the organization. The job designed method is crucial to achieving employees' fulfilment. Magaji (2014) noted that managers for decades have been trying to device better means to ensure employees get

fulfilment from their current jobs. Enriching an employee's job is one of the various means managers have device to ensure employees get the desired fulfilment and satisfaction from their jobs. The concept of job enrichment is now a vital tool for management of organizations in improving workers' motivation and organizational innovation. Jobs are enriched to motivate employees by adding to their responsibilities with a higher need for skill varieties in their jobs.

According to Leach and Wall (2004), job enrichment is a design of job that increases the volume of employees' autonomy, control, skill varieties and responsibility which in turn helps to reduce rigidity, tediousness, lack of creativity/innovation and employee dissatisfaction. In the 1950s, Frederick Herzberg developed and viewed job enrichment as the vertical loading of a job (Davoudi, 2013).

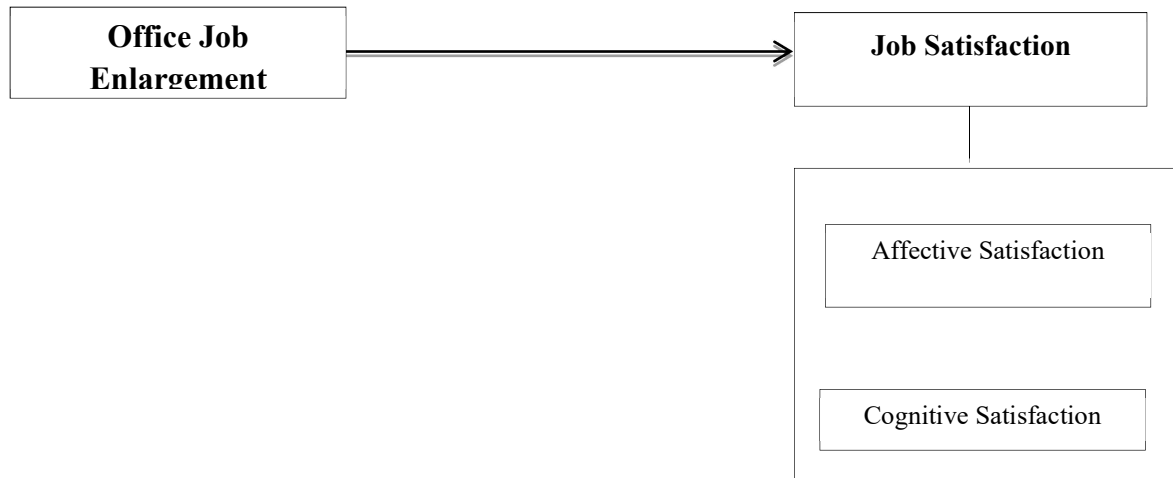
Job enlargement, involves giving workers more tasks and increasing their workload (Dessler, 2005). This reduces daily monotony and motivates employees. Hulin and Blood (1968) state that job enlargement boosts productivity by allowing workers to set limits, control quality, correct mistakes, and plan their work. Gupta (2008) states that increasing the number of tasks makes a job more interesting. The expanded and more complex job should satisfy employees' higher-order needs.

Organizational performance should be considered alongside employee personal and social needs. Job enlargement increases the number of tasks, reducing monotony. Job enlargement should consider employee satisfaction and resource efficiency. Specialization and labor division are job enlargement principles, according to Wales (2000). Specialization boosts productivity and job satisfaction due to repetitive tasks. Job enlargement improves job satisfaction and maximizes organizational resources to overcome performance barriers. Employee boredom and alienation may make division of labor ineffective.

Therefore, this study examined the relationship between office job enlargement and employee satisfaction of Rivers State-owned tertiary institutions.

Specifically, this study was also guided by the following objectives:

- i. What is the relationship between office job enlargement and affective satisfaction of Rivers State-owned tertiary institutions?
- ii. What is the relationship between office job enlargement and cognitive satisfaction of Rivers State-owned tertiary institutions?



***Fig.1 Conceptual Framework for the relationship office job enlargement and employee satisfaction***

***Source: Author's Desk Research, 2022***

## **LITERATURE REVIEW**

### **Theoretical Foundation**

#### **The Job Characteristics Model (JCM)**

This study is based on the job characteristics theory developed by Hackman and Oldham (1976). An important view on factors affecting jobs and motivation is provided by Hackman and Oldham (1974) in the job characteristics model. Hackman and Oldham's framework distinguished five key components of a job that are useful in making jobs more satisfying for staff. Crucial elements of employments are specifically; skill variety, task identity, task significance, autonomy and feedback. This study is based on this model which is the lead model. The JCM model is one of the primary endeavors to configure occupations or jobs with expanded motivational properties. The model proposed by Hackman and Oldham (1975) portrays five center employment measurements prompting three basic mental states, bringing about business related results. The proximity of these five main occupation measurements

drives workers to interact with three mental states. They see their work as significant, they feel responsible for the results of their job, and they achieve knowledge of outcomes.

Garg and Rastogi (2005) noted that, this theory was built on the previous knowledge and research from other theories such as Hierarchy of Need Theory, Expectancy Theory, and Frederick Herzberg Two-Factor Theory. According to Hackman and Oldham (1976), job enrichment is based on job characteristics that offer motivation, satisfaction, commitment, involvement and performance quality.

The theory assumed that the job itself should be designed to possess certain characteristics that create conditions for high work motivation, satisfaction, performance involvement and commitment. The theory identifies the tasks condition in which an employee is predicted to prosper in his work. Job characteristics theory provides management with the insight that employee effectiveness can be enhanced by enriching their jobs with high levels of key characteristics and ensuring that those employees with appropriate individual qualities are assigned to those jobs (Garg, 2006).

### **Office Job Enlargement**

Job enlargement is described as the process of allocating employee's additional identical activities, which eventually increases the number of duties that they perform (Dessler, 2005). Raza and Nawaz (2011) observed that the fundamental determinants of employee's behavior at work are related to job enlargement. Modern day corporate environment, initiatives towards job enlargement informs the actions towards expanding the scope of an employee's role and the enhancement of the primary workload (Raza & Nawaz, 2011). Organizations carry out job enlargements to increase the organizational capacity of handling new customers, to address labor shortages, or to forestall the effects of high employee turnover in the organization (Hellgren & Sverke, 2001). 10 Employees can positively adopt job enhancement at the beginning but as time goes by and the workload becomes heavier with no compensation forthcoming the employees can become demoralized and view the extra duties as a burden (Dessler, 2005). Some scholars argue that job enlargement is designed to meet the lower needs of Maslow theory. Raza and Nawaz (2011) concluded it is possible for job enlargement to lead to higher job satisfaction.

Job enlargement means increasing the range of a job through intensifying the variety of obligations and accountabilities. As an alternative of a worker undertaking the same phases on each product, will now carry out diverse tasks on one singular item. Most managers continuously contemplates that competitive advantage is always gained from the result of enlarging work across units in the organization. In lieu of this, almost all the organizations, in

their bid to muddle through upcoming encounters are leaning towards employing the multi-talented employees to carry out more than a few kinds of responsibilities effectively. It is supposed that the repetitive work undertakings generate tediousness and low motivation, to this effect, job enlargement has been employed as an effective tool for plummeting the rate of monotony at workplace and enhancing the motivation of workers in a bid to influence their levels of job satisfaction.

According to Saleem *et al.* (2012), performance increases by enhancing the job satisfaction level of workers and this satisfaction could be boosted by broadening their jobs by developing diversity of skills in them and giving them a sense of ownership in the organization. Job enlargement and job enrichment are two essential techniques of job design to motivate the workers and to build increased satisfaction level on employees which is helpful in accomplishing work life balance and business sustainability (Sushil, 2014). Job enlargement has a positive effect on the employee's motivation because employees supposed that certain benefits will be given to them for putting in high level of efforts so they try their best to perform well in the organization on the assigned additional tasks. Performance of the employees is usually strengthened when it is going along with some kind of rewards. Dessler (2005), views job enlargement a work activity that bring about assigning employees extra job roles within the same level of activities thus increasing the total activities they undertake. Hence, this means that job enlargement increases the scope of work horizontally without essentially increasing job tasks in a parallel manner.

Dessler (2005), described job enlargement to mean allocating of workers extra activities in the same level, hence enhancing the number of jobs they perform. The author further highlighted that an essential predictor of individuals conducts at work is job enlargement. Durai (2010) established that job enlargement has a purpose to design jobs such that the expectations of workers meet with the objectives of the organization. There are two major ways to enlarge job, the first is the horizontal enlargement, which is simply the extent to which a job consists of several tasks. This could be achieved by aggregating additional tasks to the current tasks being carried out by workers in the same job level. The general purpose of this kind of enlargement is to diminish the rate of specialization and the monotony of work, reduce the number of challenging tasks, which lead towards the establishment of novel workers expertise (Durai 2010). The second component of job enlargement is vertical enlargement which simply means the extent to which individuals agree on how they are to carryout assigned tasks. The purpose of this procedure is to improve the position and self-satisfactory necessities of the individuals by planning and controlling of tasks in the organization (Mohr & Zoghi, 2006). Job enlargement evolved as a result of heightened competition and spontaneous amplification of cost of production which forces organizations to downsize, lay off workers and restructure operations,

as a result of this; employees are made to undertake more workloads compared to what they usually did (Hellgren & Sveerke 2007)

It has been acknowledged in literature that there are two basic procedures for job enlargement, they are horizontal enlargement which has to do with the extent to which jobs enlargement entails several tasks (Durai, 2010). This is readily accomplished through addition of more works to the existing tasks carried out by workers while at the same level of skills. Horizontal job enlargement helps in reducing the level of complexity and repetitiveness of work, minimize the number of complex works and enhance the development of novel skills by employees. On the other hand vertical enlargement is seen to be the “extent to which workers decide on their own how tasks are to be carried out (Durai, 2010). The essential purpose of this approach is to enhance the acceptance and self-fulfillment needs of the employees, while it creates avenue for the employee to enhance their involvement in the organization, planning and control of task (Durai, 2010). However, job enlargement has generally been critiqued as diminishing social relations and increasing amount of work, thereby decreasing job satisfaction and commitment of employees (Donaldson, 1975). Essentially, this arises from the fact that job enlargement increases the volume of work of employees in so doing plummeting the mingling time of employees eventually resulting to depressed job satisfaction and employee commitment.

Job enlargement seeks to advance specific changes in the number of tasks that the company expects an employee to accomplish. At a particular employment level (Aina & Omoniyi, 2014). Implementation of employee reforms to reassign tasks to employees incorporates appraisal activity (Saleem, Shaheem & Saleem, 2012). Ameh (2013) acknowledged the effect of job enlargement in enhancing productivity through capitalizing on the employee best capabilities in task execution. Job enlargement addresses elements of employee capacity determination through executing appraisals for the employees to be deployed. Upon determination of the employee levels of competencies abilities and the overall commitment to their daily duties makes it possible to implement seamless task reassignment (Dessler, 2005)

Researchers posited that job enlargement is a factor of reorganization of employees capacities to effect operational changes aimed at enhancing the levels of employee performance and overall organizational productivity (Saleem, Shaheen & Saleem, 2012) Aswathappa (2005) explained that job enlargement formed a critical human resources undertaking that helped in redefining employee tasks and responsibilities towards the realization of the organizational, operational objectives. The organization needs to enhance the levels of efficiency in critical operational tasks that are deemed to be operating below par of inability to achieve optimal productivity.

Ameh (2013) noted that job enlargement enables the organization to undertake employee performance assessment and make deductions on grey areas. Underperformance evaluation, human resources department profiles the capacities by employee individual abilities in specific areas of responsibility and proceed to reassign them in their areas of excellence (Oladapo, 2011). Raza and Nawaz (2011) addressed the subject of evaluation and reassignment, highlighting the importance of continuously undertaking the exercise. Job enlargement is viewed as a strategic undertaking by the management to implement an employee rotation strategy to continue to ensure employee best commitment for tasks assigned. Mahmoud (2014) viewed job enlargement as horizontal restructuring implemented to address numerous performance-related factors such as talent and ability matching to individual roles and tasks. Appraising assists in determining fit for the task in particular time among the organization employees to address the underlying performance shortcomings (Ewidah, 2008). Muhsan (2012) determined that the rotation of employees is subject to the determination of employee capacities and technical skills to ensure continuity and efficiency in organization operational tasks.

## **Measures of Job Satisfaction**

### **Affective Job Satisfaction**

One of the increases or key indicators of employee job satisfaction is affective. The affective component of attitudes account for the feelings or emotions employees associate with their jobs or attitude object as well as the valence of those feelings (Bagozzi, 1978). Positive affective (PA) reflects the extent to which a person feels enthusiastic, active, and alert.” (Watson, Clark, & Tellegen, 1988, p. 1063). It is sometimes described as enjoying life and feeling fully engaged (Weiss & Cropanzo, 1996). High PA individuals tend to be extroverted, outgoing, and energetic (Watson, Clark, MacIntyre & Hamaker, 1992; Yik & Russell, 2001). Not surprisingly, these individuals also display more social behavior (Watson et al., 1988) as PA has been linked to extroversion (Watson et al., 1992). Individuals high in PA also tend to be more satisfied with work and life in general as well as being sensitive to the frequency of rewards, suggesting they may orient towards the positive aspects of life (Watson et al., 1988).

Conversely, individuals high in negative affect (NA) are generally uncomfortable or otherwise orient towards life’s negative aspects (Watson & Clark, 1984). NA reflects the extent to which people experience “a general dimension of subjective distress and unpleasant engagement” that may take the form of many emotional states, “including anger, contempt, disgust, guilt, fear, and nervousness” (Watson et al., 1988, p. 1063). People high in NA report more physical complaints (Schaubroeck, Ganster, & Fox, 1992; Watson 1988a), as well as more stress (Brief et



al., 1988; Schaubroeck, Ganster, & Fox, 1992; Watson 1988b). These findings indicate that “high NA individuals may view their lives as a series of stresses or hassles, regardless of what actually happens to them” (Watson, 1988b, p. 1028).

### **Cognitive Satisfaction**

Cognitive is a major indicator or sub-variable of employee job satisfaction. While affective is an important part of job satisfaction, cognitions play a significant role as well. Cognitions are often characterized as the content of thoughts or beliefs about an attitude object or statement of fact in question, usually in comparison to a standard or expectation (Bagozzi, 1978; Campbell, 2000; Crites et al., 1994; Organ & Near, 1985; Weiss, 2002b; Weiss & Cropanzano, 1996). For example, if an employee expects a certain level of autonomy in the way he/she works and is being micromanaged, the discrepancy between expected and perceived autonomy may lead to thoughts of dissatisfaction. They may be thought of as the rational, calculating part of attitudes that rely on unemotional comparisons (Hulin & Judge, 2003).

### **Office Job Enlargement and Employee Satisfaction**

Feder (2001), argue that job enrichment is a systematic way of encouraging employees by creating for them the opportunity to utilize various number of skills and capabilities in carrying out tasks. Kotila (2001) opined that job enrichment spurs job satisfaction by increasing the level of accountability and engendering the sense of freedom, autonomy and opportunities so that employees can determine how tasks can be carried out and accomplished. According to Behson *et al.* (2000), job enrichment is essentially the procedures that assigns higher responsibility to employees by assembling, organizing and designing work for the workers who produces the products. This is usually applicable in manufacturing firm. Robins and Judge (2011) described job enrichment as a process of developing jobs vertically and increases different tasks in a job. Simply put, job enrichment creates an opportunity for workers to have greater control over their work. According to Armstrong (2010), feedback has become very important so as to allow workers to assess and examine the level of completion that is the end result of the assigned tasks. Saavedr and Kwun (2000), indicated that where job is enriched, employee satisfaction tends to be more enhanced resulting in the decline of labour turnover and absenteeism. However, Derek & Laura (2000), suggests that job enrichment in organizational development has helped in eliminating de-motivating factor by ensuring that employees have the privilege to make decisions as well as has control over their job roles in order to encourage healthier performance in the workplace.

Niehof (2011) studied the association between empowerment, job enrichment, and loyalty of workers. The study's results were that there is a positive relationship between enrichment of



job, empowerment, and loyalty of employee in downsizing surroundings. The research was chiefly of interest since downsizing in itself is an intuitional structure change. Reporting such a positive association deduces that redesigns of job aren't merely efficient in still surroundings but can have positive effects on satisfaction of employees even in period when firms to instituting strict actions for instance downsizing.

Askenazy (2011) on the study of the relationship between job enrichment and workplace hazard found out that, there is a fundamental association between various variables of job enrichment and hazards of workplace. The findings from the study reveals that it is important to make sure that interventions of job redesigns for instance enrichment of job are executed with care since they might result to elevated hazards of workplace which might otherwise result to injuries of workplace therefore resulting to reduced performances of employees. Brenner, Fairris and Ruser (2014) study on job enrichment and related work injuries found out that, that there is an association between enrichment of job and injuries related to work place. The research puts stress on the significance of understanding that there is want to implement cautiously enrichment of job as a redesign of job as it might have counterproductive impacts of negatively affecting workers by inducement of injuries therefore resulting to reduced efficiency. This research is vital as it points out the causal function of enrichment of job in accordance with enhanced worker job performance.

From the foregoing point of view, we hereby hypothesized thus:

- H<sub>01</sub>:** There is no significant relationship between office job enlargement and affective satisfaction in Rivers State-owned tertiary institutions.
- H<sub>02</sub>:** There is no significant relationship between office job enlargement and cognitive satisfaction in Rivers State-owned tertiary institutions.

## **METHODOLOGY**

The target population of this study encompasses all academic staff of the four (4) Rivers State-owned tertiary institutions. These institutions are: Rivers State University, Ignatius Ajuru University of Education and Port Harcourt Polytechnic, Kenule Beeson Polytechnic, Bori and Captain Elechi Amadi Polytechnic Rumuola. Leaning on the records sourced from this institution's Establishments Unit, the population of this study was 4,906. The sample size of 370 was determined using the Taro Yamane's formula for sample size determination. The research instrument was validated through supervisor's vetting and approval while the reliability of the instrument was achieved by the use of the Cronbach Alpha coefficient with all the items scoring above 0.70. Data generated were analyzed and presented using both descriptive and inferential

statistical techniques. The hypotheses were tested using the Spearman's Rank Order Correlation Statistics. The tests were carried out at a 95% confidence interval and a 0.05 level of significance.

## DATA ANALYSIS AND RESULTS

**Table 1 Correlations for Office Job Enlargement and Measures of Job Satisfaction**

			Office Job Enlargement	Affective Job Satisfaction	Cognitive Job Satisfaction
Spearman 's rho	Office Job Enlargement	Correlation Coefficient	1.000	.748**	.735**
		Sig. (2-tailed)	.	.000	.000
		N	251	251	251
	Affective job satisfaction	Correlation Coefficient	.748**	1.000	.856**
		Sig. (2-tailed)	.000	.	.000
		N	251	251	251
	Normative job satisfaction	Correlation Coefficient	.735**	.856**	1.000
		Sig. (2-tailed)	.000	.000	.
		N	251	251	251

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

### **Source: SPSS Output**

**Ho<sub>1</sub>:** There is no significant relationship between office job enlargement and affective satisfaction in Rivers State-owned tertiary institutions.

The correlation coefficient (r) shows that there is a significant and positive relationship between office job enlargement and affective satisfaction. The *rho* value 0.748 indicates this relationship and it is significant at  $p\ 0.000 < 0.05$ . The correlation coefficient represents a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the

alternate upheld. Thus, there is a significant relationship between office job enlargement and affective satisfaction in Rivers State-owned tertiary institutions.

**Ho<sub>2</sub>:** There is no significant relationship between office job enlargement and cognitive satisfaction in Rivers State-owned tertiary institutions.

The correlation coefficient ( $r$ ) shows that there is a significant and positive relationship between office job enlargement and cognitive satisfaction. The  $\rho$  value 0.735 indicates this relationship and it is significant at  $p\ 0.000 < 0.05$ . The correlation coefficient represents a strong relationship. Therefore, based on empirical findings the null hypothesis earlier stated is hereby rejected and the alternate upheld. Thus, there is a significant relationship between office job enlargement and cognitive satisfaction in Rivers State-owned tertiary institutions.

### **DISCUSSION OF FINDINGS**

The finding revealed that there is a significant relationship between office job enlargement and employee satisfaction in Rivers State-owned tertiary institutions. This finding agrees with previous finding by Derek and Laura (2000) that the first core job dimension which involves the number of different types of skills that are used in performing a task. It focuses on the degree to which a task challenges the job holder to use different kind of skills, abilities and talents. It is believed that when only one skill is adopted in performing tasks repetitively, it tends to bring fatigue, stress and boredom which will in turn affect their morale and productivity at workplace. Movement of employees from one job to another job within a particular organization and allowing them to adopt a variety of tasks in their work helps in avoiding repetitiveness, dullness and boredom. Several researchers added that the use of skill variety serves as a means of retaining and motivating workers for higher performance. Bratton (2007), also pointed that when a variety of skills are necessary to complete a task and those skills are perceived to be of value to the organization, employees find their work to be more meaningful.

Askenazy (2011) on the study of the relationship between job enrichment and workplace hazard found out that, there is a fundamental association between various variables of job enrichment and hazards of workplace. The findings from the study reveals that it is important to make sure that interventions of job redesigns for instance enrichment of job are executed with care since they might result to elevated hazards of workplace which might otherwise result to injuries of workplace therefore resulting to reduced performances of employees. Brenner, Fairris and Ruser (2014) study on job enrichment and related work injuries found out that, that there is an association between enrichment of job and injuries related to work place. The research puts stress on the significance of understanding that there is want to implement cautiously enrichment of job as a redesign of job as it might have counterproductive impacts of negatively affecting workers by inducement of injuries therefore resulting to reduced efficiency.

This research is vital as it points out the causal function of enrichment of job in accordance with enhanced worker job performance.

## **CONCLUSION AND RECOMMENDATION**

From the research findings, it can be concluded that there is a strong positive linear correlation between office job enlargement and employee satisfaction in Rivers State-owned tertiary institutions. This is because it can lead to increased motivation and engagement, as employees are given more autonomy and a wider range of responsibilities. This study therefore concludes that office job enlargement significantly influences employee satisfaction in Rivers State-owned tertiary institutions. Implying that office job enlargement is a strategy that can potentially lead to increased employee satisfaction in Rivers State-owned tertiary institutions. By increasing the variety of tasks that employees perform, their jobs may become more interesting and fulfilling.

The study thus recommends that tertiary institutions should conduct a job analysis to identify which tasks and responsibilities are currently being performed by employees, and which tasks could potentially be added to their job descriptions. Another recommendation could be to involve employees in the process of identifying and selecting new tasks to be added to their job descriptions.

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