



Job Enlargement and Organizational Efficiency in the Jos Electricity Distribution Company, Bauchi Zonal Office

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Abstract: *This paper examined the relationship between Job Enlargement and Organizational Efficiency in the Jos Electricity Distribution Company, Bauchi Main Office. The study used a cross sectional design. The target population of the study was three hundred and fifty six (356) consisting the entire management and staff of the Jos Electricity Distribution Company, JED, Bauchi offices. The sample size was obtained using the Krejcie and Morgan (1970) table for determining minimum returned sample size for a given population. For our population, the table placed our sample size at one hundred and eighty three (183). After data cleaning, only data of 173 respondents were finally used for data analysis. The sampling procedure to be used in this study is the purposive sampling technique which focused on managers and operators. Descriptive statistics and Spearman's rank correlation were used for data analysis and hypothesis testing. Empirical results confirm that there is a positive significant relationship between Job Enlargement and Organizational Efficiency in the Jos Electricity Distribution Company, Bauchi Main Office. The study concluded that Job Enlargement has a positive and significant relationship with Organizational Efficiency. The study recommended that managers of JED should sponsor continuous training and development programmes to the top management of all their outlets on matters of job enlargement and how it can be aligned to enhance organizational efficiency. Thus, top management will gain knowledge and skills on employee job allocation, monitoring and supervision and thus contribute towards better planning and decision making on job enlargement.*

Keywords: *Job Enlargement, Organizational Efficiency*

INTRODUCTION

Organizations are, fundamentally, social groups attempting to adapt and survive in their particular circumstances (Adelaiye, Adubasim, & Adim, 2020). To achieve their goals, they must be able to make the correct plans, gather the resources needed to implement those plans, and then deploy resources like cash and labour to carry out those plans. The ability of an organization to carry out its plans with the least number of resources is referred to as organizational efficiency. It is a significant aspect of the form's organizational effectiveness since it determines how easily and successfully the organization can achieve its goals (Alan, 2021). On the other side, efficiency is defined as productivity with estimated effects; especially, productivity without any waste. This has to do with employees' ability to work efficiently while wasting the least amount of energy, time, and money (Shaikh, et al., 2020). Efficiency is a difference between the usage of inputs in a well-defined process and the outputs produced. For

example, if a decision-making entity, whether an individual, a corporation, an administrative institution, or a state, achieves a level of output that is judged to be the greatest feasible given the current situation that entity is said to be efficient. However, it is said to be inefficient if it generates less than what it is expected to yield (Falavigna, & Ippoliti, 2021). As a result of the relationship between inputs and outputs, efficiency is defined as the degree to which outputs are produced while manufacturing costs are minimized (Kumar, 2018).

Job enlargement is a method of job design that aids in identifying an employee's skills, duties, and responsibilities (Zhu, Wu, & Zhang 2021). With increased responsibility and accountability, employees are less likely to perform a single job in a monotonous manner, which can lead to boredom and decreased productivity. Job expansion improves an individual's working efficiency (Chukwuma, 2021). Due to the greater scope of work that is being performed, job enlargement makes the individual realize his increasing importance in the organization. Job expansion necessitates the cooperation of the organization's management in giving suitable training to employees so that they can adjust to the expanded job scope (Harju, Kaltiainen, & Hakanen, 2021). This may take some time, but the strategy's result will always be beneficial to the company (Parker & Jorritsma, 2021).

While you don't want to micromanage your staff, if you want to enhance organizational efficiency and output, you can't let them be unsupervised. Creating effective management controls, such as strategic objectives, operational regulations, and staff guidelines, will enable you to direct rather than merely constrain your employees' activities (Steve 2019). Previous research has identified the importance of job expansion, but it has yet to investigate the relationship between job expansion and organizational efficiency in Nigeria. If the management does not plan adequately, job expansion might harm the employee's efficiency and effectiveness. Various factors influence organizational performance, including job satisfaction, which is determined by the type and design of the assigned duties (Deeb et al., 2020). As a result, the goal of this paper was to assess the relationship between job enlargement and organizational efficiency.

This study provided answers to the following research question:

- i. What is the relationship between job enlargement and organizational efficiency in the Jos Electricity Distribution Company?

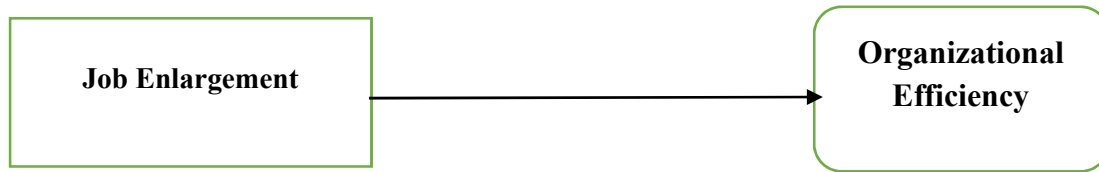


Fig.1 Conceptual framework showing the relationship between job enlargement and organizational efficiency

Source: Author's Desk Research, 2022

LITERATURE REVIEW

Theoretical Foundation

Resource-Based View Theory

Resource-based view critically explain resources of organizations that are valuable, rare, imperfectly imitable and imperfectly substitutable are the main source of sustainable competitive advantage for sustained superior performance (Asikhia, et al.,2021). According to Resource-Based View, an organization can be considered as a collection of physical resources, human resources and organizational resources (Malik, et al., 2020). Make it possible for businesses to develop and maintain competitive advantages to utilize these resources and competitive advantages for superior performance (Black & Van-Esch, 2020).

The Resource-Based View takes an inside out view or firm-specific perspective on why organizations succeed or fail in the marketplace (Collins, 2021). According to RBV, resources can be broadly defined to include assets, organizational processes, firm attributes, information or knowledge controlled by the firm which can be used to conceive of and implement their strategies (Zaini, et al.,2018). Examples of resources are brand names, technological abilities, efficient procedures, among others (Teece, 2018). Other researchers have classified different resources as tangible and intangible (Boukis & Kabadayi 2020). When identifying resources, several researchers have grouped specific types of resources that may enable firms to conceive and implement value-creating business strategies (Chen, et al., 2021).

Resource-Based View analyzes and interprets the resources of the organizations to understand how organizations achieve sustainable competitive advantage. The RBV focuses on the concept of difficult to imitate attributes of the firm as a source of superior performance and competitive advantage (Chigara, 2021). Resources that cannot be easily transferred or purchased, that require an extended learning curve or a major change in the organization climate and culture, are more likely to be unique to the organization and therefore, more difficult to imitate by

competitors. Performance variance between firms depends on its possession of unique inputs and capabilities (Luo, et al., 2021).

Concept of Job Enlargement

Job enlargement is a process of increasing additional related task to the employees horizontally in order to meet the organization goals and reduce boredom at workplace (Nguso, 2019). Employees may consider job enlargement as a strategy for improving their performance, as well as a source for improving their efficiency in implementing their jobs. However, some employees see the increased additional task as additional excises that add more responsibilities to their tiresome jobs. While some of the employees believes that job enlargement practices is the strategy which is used by the organisation for the aim of cutting cost of hiring new employees in an organisation. It is the advice to the management that when providing additional tasks to the employees it should be abide with rewards so as to motivate the employees and increase job satisfaction ((Nguso, 2019).

Most research found out that Repetitive task and specialized jobs contributes to the dissatisfaction of the employees at workplace. They do not like undertaking particular repetitive tasks. One of the main function of human resource department in an organization is to retain and motivate the employees, and ensure employees job satisfaction. When employees are happy, motivated and satisfied with their jobs it contributes to high level of performance, on the other hand employees who are demotivated and dissatisfied with their jobs tend to have frequently absenteeism and high labor turnover in organization since their not happy with their jobs.

It is impossible for demotivated employees to achieve organizational goals. JE is a strategy of designing a job more suitable and motivating the employees to perform their job better. However sometimes through job enlargement they put their employees in a difficult situation as one has to perform large number of tasks within short period of time. Moreover in Economic point one of the major goal for all organization is to maximize profit and decrease cost, and to the stiff competition of organizations/company in the world Job enlargement has been one of the best method for cutting costs as the organization will use few human resources to achieve organizational goals therefore JE is a tool for decreasing cost for hiring new employees (Saleem & Shaheen, 2013).

Concept of Organizational Efficiency

Organizational efficiency is the organization's degree of success in using the least possible inputs to produce the highest possible outputs. Because organizational efficiency is too wide a concept to be encompassed in a single figure, it is measured using a variety of quantitative data such as production costs and lead times (Alan, 2021). Furthermore, resources encompass both tangible commodities such as cash and more abstract concepts such as human capital, which all

contribute to organizational efficiency. Internal and external factors can both have an impact on the efficiency with which a company uses its resources. For example, the quality of an organization's workforce is frequently dependent on the general education of the region in which it is based. Quality of management is perhaps the most influential factor on organizational efficiency since it is management that chooses how to implement strategic plans including selecting what methods and resources to use, and leading employees to make the most of their labour (Ahmadi, 2021).

Organizational efficiency is a critical paradigm for a company's short-term profitability and long-term viability as a responsible participant in society (Al-Shaiba, et al., 2019). Furthermore, measuring organizational efficiency is essentially focused on tracking the organization's performance using key performance indicators that are developed differently by sectors. Organizational efficiency is a vital factor to the effectiveness of the organization's acquisition of resources and the use of those resources to implement its plans but it less important to the creation of those plans. Increased organizational efficiency makes implementation cheaper and easier, but it's less beneficial if the strategy being implemented is a lousy one (Kitur & Kimutai, 2019).

Sheffield, (2021) in simple terms organizational efficiency examines how to increase the output an organization can achieve, using a specific amount of resources. The more output delivered using those same resources, the more efficient the organization is. Any discussion of organizational efficiency begs the question, what's the difference between efficiency, productivity and effectiveness. These simple definitions help organizational productivity: Capacity of a business to produce desired results with a minimum expenditure of resources.

Job Enlargement and Organizational Efficiency

Job enlargement refers to broadening the scope of a job by adding new duties and responsibilities (Bruning, & Campion, 2018). Instead of repeating the same steps on each product, employees work on a single item and perform different tasks. Top management believes that a company's competitive advantage is the result of many different departments working together. As a result, almost all organizations are hiring multi-skilled employees to effectively complete various types of tasks to deal with upcoming challenges. Routine work activities are thought to cause boredom and a lack of motivation; as a result, job enlargement is used as a tool for reducing boredom at work and increasing employee motivation and job satisfaction (Tufail, Bashir, & Shoukat, 2017). Employees feel like the organization owns them and consider them an important part of the organization when their jobs are expanded, so their performance improves (Roberge, & Boudrias, 2021). It was discovered that increasing job satisfaction improves performance, and that job satisfaction is increased by broadening their responsibilities, introducing a variety of skills, and giving them a sense of ownership in the organization (Uddin, 2021). Job enlargement can affect the employees efficiently and effectively it doesn't plan well by the management, therefore when planning for JE the

management should plan it well and use good strategies to implement job enlargement in the organization so that it cannot negatively affect the employee's performance (Gift, & Obindah, 2020). (Gift, & Obindah, 2020). As a result, job expansion can be accomplished through job arrangement as well as a review of the job's importance to the organization (Mwinyishehe, 2019).

(Jongsupannapong, 2021) Job enlargement aims at meeting the personal needs of employees by re-organizing and restructuring work such that the nature and content of the assigned tasks meet the social and personal needs of employees. Job enlargement if well applied is very important in any organization because it enhances positive effects on the productivity of its employees (Gichuki, 2017). Posit that as a result of the increase in the pressure of work it is worthwhile to transform employees work activities and expose them to broader levels (Bieber, & Moggia, 2021). Job enlargement impacts motivational and satisfaction levels and organizational level of commitment. Job enlargement increases employee interest to perform the job. Routine tasks without change might make employees bored in the workplace and impact negatively their level of motivation.

Njeri, and Mary (2020) also assessed that contribution of job increase on employees' motivation and satisfaction, and found that well managed and designed jobs cause employees to feel interested and as a result get motivated and satisfied. Employees expressed that enlargement widens abilities and skills while providing staff with a chance to communicate and learn from others. The aim of determining the effect of job upgrade, job enlargement and work-life balance. It was concluded that if implemented properly the job becomes a motivation in itself. This enhances job satisfaction and thus improves work-life balance. It also increases commitment and overall effectiveness and efficiency of organizations making them sustainable (Msofe, 2019). Job enlargement is defined as a process of adding to the responsibilities and duties of a job by extending their range at the same job level (Waschull, et al., 2020).

The natures of increased duties are in sync with the existing responsibilities and more often than not compliment them. The term addition of responsibilities may mean that the responsibilities and duties may be new, or they might have been performed by an existing employee (Kilpone, et al., 2021). The important fact to note here is that the duties are at the same job level (Hitesh, 2020). In addition, not only the duties and responsibilities increased in job enlargement, but also the scope of these duties is also heightened in specific jobs. The primary motive of implementing job enlargement is to increase the flexibility of the staff by carrying out this horizontal structuring. This also helps the employees to come over the job boredom and reduces the monotony that they may have developed on the job over some time. Job enlargement may be carried out for a temporary period, in case of absence or unavailability of the employee (Tessarini et al., 2021).

These arguments led to the following hypothesis:

HO₁: There is no significant relationship between job enlargement and organizational efficiency in the Jos Electricity Distribution Company.

METHODOLOGY

The study adopted the cross-sectional survey method in the generation of data. The target population of the study was three hundred and fifty six (356) consisting the entire management and staff of the Jos Electricity Distribution Company, JED, Bauchi offices. The sample size was obtained using the Krejcie and Morgan (1970) table for determining minimum returned sample size for a given population. For our population, the table placed our sample size at one hundred and eighty three (183). The sample size therefore was 183 and was used for the study. The sampling procedure used in this study was the purposive sampling technique which focused on managers and supervisors. Spearman's rank correlation were used for data analysis and hypothesis testing with the aid of the SPSS Package version 23.

Table 1. Reliability statistics for the instruments

S/No	Dimensions/Measures of the study variable	Number of items	Number of cases	Cronbach's Alpha
1	Job Enlargement	5	173	0.978
2	Organizational Efficiency	5	173	0.834

Source: Research Data, 2022

Data Analysis and Results

Bivariate Analysis

The test of hypothesis cover hypotheses Ho₁ which was bivariate and stated in the null form. Authors had relied on the Spearman Rank (*rho*) statistic to undertake the analysis. The 0.05 significance level is adopted as criterion for the probability of either accepting the null hypotheses at ($p>0.05$) or rejecting the null hypotheses at ($p<0.05$).

They commenced by presenting a proof of existing relationships.

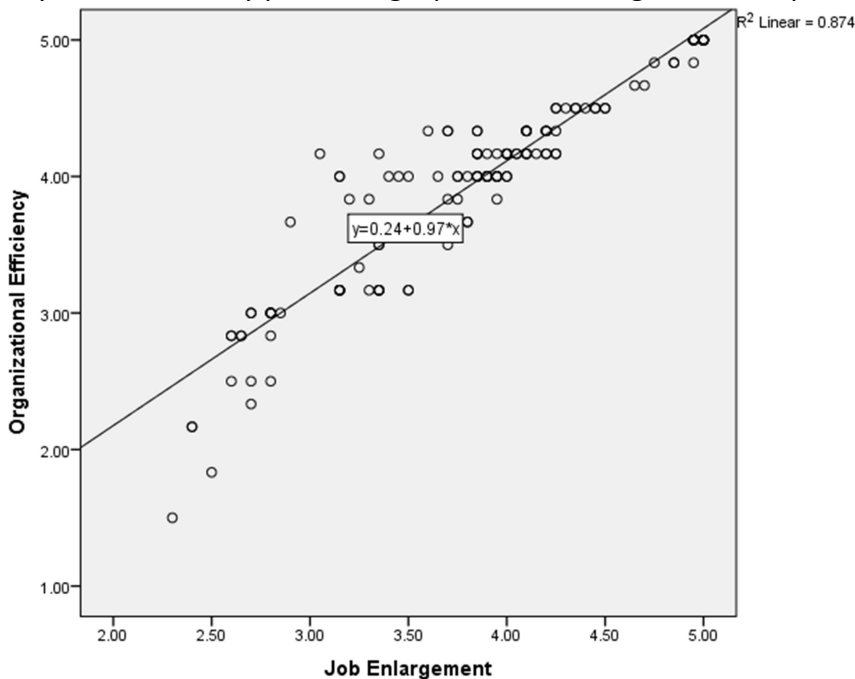


Figure 1: Scatter plot relationship between Job Enlargement and Organizational Efficiency

The scatter plot graph shows at R^2 linear value of (0.874) depicting a very strong viable and positive relationship between the two constructs. The implication is that an increase in job enlargement, simultaneously brings about an increase in the level of efficiency in an organization. The scatter diagram has provided vivid evaluation of the closeness of the relationship among the pairs of variables through the nature of their concentration.

Table 2: Correlation Matrix between Job Enlargement and Organizational Efficiency

			Organization al Efficiency	Job Enlargement
Spearman's rho	Organizational Efficiency	Correlation Coefficient	1.000	.904 **
		Sig. (2-tailed)	.	.000
		N	173	173
	Job Enlargement	Correlation Coefficient	.904 **	1.000
		Sig. (2-tailed)	.000	.
		N	173	173

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

Source: Research Data, 2022 (SPSS output, version 23.0)

The table above illustrates the test for the previously postulated bivariate hypothetical statements.

HO₁: There is no significant relationship between job enlargement and organizational efficiency in the Jos Electricity Distribution Company.

The correlation coefficient coefficient 0.904 shows that there is a strong and positive relationship between job enlargement and organizational efficiency. The p value $0.000 < 0.05$ indicates that the relationship is significant. Therefore, the null hypothesis is hereby rejected and the alternate upheld. Thus, there is a significant relationship between job enlargement and organizational efficiency in the Jos Electricity Distribution Company.

DISCUSSION OF FINDINGS

Concerning job enlargement, the respondents were of the view that it has a significant relationship with efficiency in the organization. These findings are in line with the submission made by Gichuki and Munjuri (2018) who argued that job enlargement enabled the organization to align tasks, employees easily understood processes and procedures and this acted as a strong motivator for them to work harder and realize organizational goals. The respondents also argued that having a set of various skills did not necessarily contribute to efficiency.

On the contrary, allocation of work based on knowledge and skills improved efficiency in the execution of tasks. These findings are supported by Msofe, (2019) who observes that hiring the right employees for the right job increases employee productivity as opposed to possessing multiple skills. On the contrary, Garg and Rastogi (2018) concluded that the manner in which the job was arranged in an organization did not affect the performance of the employees. The study found that job enlargement contributed towards organizational efficiency as the enable employees to recognize their tasks, understand processes, motivate and achieve work-life balance, this boosts employees' efficiency, motivation and commitment to work and achieve their set targets.

CONCLUSION AND RECOMMENDATIONS

Based on the findings, the study concluded that employees that are clear about their tasks at all the organizational levels are the most effective ingredient for job enlargement in the study area. The study concludes that Job enlargement leads to employee performance and motivation and by extension organizational efficiency.

The study thus recommended that managers of JED should sponsor continuous training and development programmes to the top management of all their outlets on matters of job enlargement and how it can be aligned to enhance organizational efficiency. Thus, top management will gain knowledge and skills on employee job allocation, monitoring and

supervision and thus contribute towards better planning and decision making on job enlargement.

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