

JOB ENRICHMENT AND ORGANIZATIONAL PERFORMANCE IN SMEs IN RIVERS STATE**Nwakaego Chukuigwe****Department of Management, Faculty of Business Studies
Ignatius Ajuru University of Education, Rumuolumeni, Port Harcourt****ABSTRACT**

This work sought to examine the extent to which job enrichment enhance organizational productivity in SMEs in P/H. The study was used was built on the Mc Gregor X and Y Theory and the Herzberg Two factor Theory. The study found that job enrichment can affect organizational productivity. The study finally made some recommendations that: employees should be involved in decision making so as to give them a sense of belonging; employers should embark on motivational activities as to promote commitment to work among employees and that training and re-training programs should be carried out for the benefit of the employee so their self actualization can be achieved.

Keywords. *Job Enrichment, Organisational Performance, Delegation, Productivity*

INTRODUCTION

The need for involving employees in decision making in the organization cannot be overemphasized as the contemporary organization are looking for all possible means to have a place in the competitive environment hence, the ideas and expertise of the employees are needed. Employees' non participation in organization's activities or in decision making particularly may lead to low performance in an organization. Non participation in decision making demoralises employees. Employee participation shows that each employee is a different person, not just a component in a mechanism, and every employee is concerned in serving the business to get together its objective. Each employee contribution is asked for and appreciated by organization. Workers and management recognize that each employee is involved in running the business. Employee participation is a procedure to authorize workers to contribute in decision-making behavior suitable to their rank in the association.

The exploration of 'employee participation encompasses terms as wide-ranging as industrial democracy, cooperatives, employee share schemes, employee involvement, human resource management (HRM), job enrichment, quality circle, delegation, collective bargaining, employee empowerment, team working and partnership to capture the full picture of employee participation. Many researchers have undergone much research on some of these topics but some vital dimensions have been left untreated particularly, dimensions such as **job enrichment, quality circle** and **employee delegation**. However, this research will investigate the effect of employee participation on organisational performance.

Job Enrichment

Frederick Herzberg, an American psychologist, originally developed the concept of 'job enrichment' in 1968, in an article that he published on pioneering studies. The concept stemmed from Herzberg's motivator-hygiene theory, which is based on the premise that job attitude is a construct of two independent factors, namely job satisfaction and job dissatisfaction. Job satisfaction encompasses intrinsic factors which arise from the work itself, including achievement and advancement, whilst job dissatisfaction stems from factors external to the actual work, including company policy and the quality of supervision.

He came up with this term while he was working on his "two factor theory" which states that both satisfaction (e.g. job satisfaction) and dissatisfaction are driven by separate factors that are completely independent of each other. To this effect he implies that just because an individual experiences a decrease in dissatisfaction, does not mean that the result is also an increase in satisfaction.

Job enrichment according to Hackman & Oldham (1976), Raza and Nawaz (2011) 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. Job enrichment is changing job content in order to make tasks challenging and to increase productivity. Job enrichment is an attempt to build into jobs a sense of challenge, achievement and variety, giving workers more freedom in deciding about such things as work methods, sequence and pace of the acceptance or rejection of materials, encouraging participation and interaction between workers, giving feelings of personal responsibility for their task, combination to the finish products, feedback on job performance before their supervisors get it and workers involving workers in any change in the organisation.

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 (Govender and Parumasur, 2010; Hackman & Oldham, 1976). Lawler (2003) finds 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. 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 (Saleem, Shaheen & Saleem, 2012; Chung & Ross, 2013).

Job enrichment according to Latham and Baldes (1975), Latham and Yuki (1975), and Raja (1974), increases the motivational level and performance of the employees in the work place and makes more possible the achievement of the organisational goals. The motivating characteristics of job enrichment include participation, autonomy and responsibility appeal to employees who strive for the satisfaction of higher order needs such as self-control, self-respect and self-actualization (Chung & Ross, 1977). Job enrichment is a job-design strategy for enhancing job content by building into it more motivating potential (Lunenburg 2011). It is an attempt to motivate employees by giving them the opportunity to use their abilities. Mohr and Zoghi,(2006) asserted that their underlying assumption is that Taylorist jobs cannot meet the employees' psychological and social needs that job enrichment meets these needs and increases the motivating potential of work, which simultaneously increases both work satisfaction and effort. Job enrichment is an act or process of involving the workers in managerial functions of the higher ranks (Dost and Khan, 2012). Job enrichment encourages workers to learn, develop and do innovative experiments at work, by that it helps to boost up morale and motivation of workers. Job enrichment also increases the self-actualization, self-control and self-esteem of the workers.

Fredrick Herzberg gave greater emphasis on job enrichment in his two factor theory. He assumed that in order to motivate personnel, the job must be designed to provide opportunities for achievement, recognition, responsibility, advancement and growth. This technique entails enriching the job so that these factors are included.

It simply means, adding a few more motivators to a job to make it more rewarding. A job is enriched when the nature of the job is made more exciting, challenging and creative or gives the job holder more decision making, planning and controlling powers.

Job enrichment is thus, an important practice in meeting "whole man" needs. It represents a new and popular nonmonetary motivational technique. It applies to improvement of job in such a way that it has more motivators than before and at the same time maintaining the degree of maintenance factors.

Characteristics of Job Enrichment:

According to Herzberg, an enriched job has eight characteristics.

These characteristics are as explained below:

1. Direct Feed Back:

There should be a direct feed back of the employees performance. Employees should be able to get immediate knowledge of the results they are achieving. The job evaluation can be inbuilt in the job or provided by a supervisor.

2. Client Relationships:

When an employee serves a client or customer directly, he has an enriched job. The client can be outside the organization or inside.

3. New Learning:

An enriched job allows the employee to learn more. He should feel that he is growing mentally. An employee, who is doing some intellectual work, is having an enriched job.

4. Scheduling Own Work:

Freedom to schedule one's own work contributes to enrichment. Deciding when to tackle which assignment is an example of self scheduling. Employees who perform Creative work have more opportunity to schedule their assignments as compared to employees performing routine jobs.

6. Control over Resources:

One approach to job enrichment is that each employee should have control over his own resources and expenses.

7. Direct Communication Authority:

An employee holding the enriched job will be allowed to communicate directly with people who use his output.

8. Personal Accountability:

An enriched job holds the incumbent responsible for the results. He receives praise for good work and blame for poor work.

Measures to be taken by Management to Enrich Job

- (i) Give sufficient freedom to the employees in deciding about work methods, pace, sequence etc.
- (ii) Increase responsibility.
- (iii) Encourage participation.
- (iv) Provide feedback to the employees.
- (v) Make the personnel understand how tasks contribute to a finished product of the enterprise.
- (vi) Give adequate benefits to the employees. Management should provide extrinsic and intrinsic rewards to the employees depending upon their motivational patterns.
- (vii) Management should provide adequate welfare measures to the employees. People should perceive that management is sincere and caring about them.

Reason for Enriching Jobs

The purpose of job enrichment is to make the position more satisfying to the employee. Overall goals for the company often include increasing employee job satisfaction, reducing turnover, and improving productivity of employees.

Techniques for Enrichment Job

Job enrichment, as a managerial activity, includes a three-step technique:

1. Turn employees' effort into performance:

- 1) Ensuring that objectives are well-defined and understood by everyone. The overall corporate mission statement should be communicated to all. Individuals' goals should also be clear: each employee should know exactly how he/she fits into the overall process and be aware of how important their contribution is to the organization and its customers.

- 2) Providing adequate resources for each employee to perform well. This includes support functions like information technology, communication technology, and personnel training and development.
- 3) Creating a supportive corporate culture. This includes peer support networks, supportive management, and removing elements that foster mistrust and politicking.
- 4) Free flow of information. Eliminate secrecy.
- 5) Provide enough freedom to facilitate job excellence. Encourage and reward employee initiative. Flextime or compressed hours could be offered.

2. Link employees performance directly to reward:

- 1) Clear definition of the reward is a must
- 2) Explanation of the link between performance and reward is important
- 3) Make sure the employee gets the right reward if performs well
- 4) If reward is not given, explanation is needed

3. Make sure the employee wants the reward. How to find out?

- 1) Ask them
- 2) Use surveys (checklist, listing, questions). Once you know what the employees want, give them the tools they need to earn it and follow through on your word.

Advantages of Job Enrichment:

Job enrichment is a very useful technique to motivate employees.

The advantages of job enrichment are as follows:

- (i) In the routine jobs, the employees find their jobs very boring and monotonous. The number of such employees is generally considerable. The frustration of these employees can be removed by making the job interesting with the help of job enrichment.
- (ii) Job enrichment helps in reducing the rates of employee turnover and absenteeism.
- (iii) Job enrichment motivates the employees intrinsically by giving them opportunities for growth advancement and self realization.
- (iv) Task enforcement is made easy with the help of job enrichment and the skills of workers are increased.
- (v) The enriched jobs give more job satisfaction to the employees.
- (vi) Job enrichment is advantageous to the organization as there is qualitative as well as quantitative improvement in output and there is higher satisfaction of the workers,
- (vii) Employees tend to be more creative when they work in an enriching context of complex and challenging jobs.

Learn new skills: By having more responsibilities, the employee will have the chance to work on new tasks and therefore learn new skills. Decision making can lead to the employee to think, decide, and try new things. By having to learn new skills, the employee has the opportunity to become proficient at certain tasks and even become experts.

Reduce boredom: Job enrichment focuses on giving employees more variety and responsibilities. The target of job enrichment is to reduce the chance of boredom from the repetitive, tedious activities.

Creates a better work environment: The net result of job enrichment is an overall more positive environment that promotes maximum productivity. This is simply because employees who are treated better tend to have better attitudes around the work place and tend to spread that positivism around the office.

Job Enrichment and Organizational Productivity

In current era productivity has been into a lot of debates among the industrialist and researchers. productivity within an organization can be defined with a variety of ways including their behavior, attitude and motivation to achieve goals (Ali and Jadoon, 2012). Taylor was one of the initial providers who had recognized the factors that are going to influence the performance of the

employee during the work and in overall development. There are 4 major ways through which the factors of Job Enrichment may affect the productivity in an organisation. These are:

1. Job Autonomy
2. Organizational Support
3. Justice in the Organization

Concept of Organizational Performance

There are a variety of definitions attributed to the concept of performance due to its subjective nature. In the literature there are many articles or studies that define the concept of performance from several perspectives. Didier Noye (2002) believes that performance consists of "achieving the goals that were given to you in convergence of enterprise orientations". In his opinion, performance is not a mere finding of an outcome, but rather it is the result of a comparison between the outcome and the objective. Unlike other authors, Didier Noye considers that this concept is actually a comparison of the outcome and the objective.

In the research of performance in business, the definition of performance has led Folan (2007) to highlight three priorities or objectives of governance of performance: firstly, performance should be analyzed by each entity within the limits of the environment in which they decide to operate. For example, a company's performance needs to be analyzed in the markets in which it operates and not those that are not relevant to its operations. Secondly, performance is always linked to one or several objectives set by the entity whose performance is analyzed. Therefore, a company measures its performance against objectives and targets established and accepted internally rather than on those used by external bodies. Thirdly, performance is reduced to the relevant and recognizable features (Dorenbosch et al., 2005). Thus, Folan theorise, performance is influenced by the environment, the objectives to be achieved and the relevant and recognizable features. Folan uses several definitions for the concept of performance as it should be analyzed and quantified from several points of view (Fleisher, 2003).

Neely, Adams and Kennerley (2002) believe that performance should consider quantifying the efficiency and effectiveness of actions. This quantification can be expressed both qualitatively and quantitatively. The implication of this definition is that performance is closely related to efficiency and effectiveness. Franks and Broyles (2013) argue that the performance is "something that a person leaves behind and which exists outside the said purpose". Griffith and Wellman (2013) points out that "performance should be defined as the sum of the effects of work, because they provide the strongest relationship with the organization's strategic objectives, the customer's satisfaction and the economic contributions".

Thus, performance must take into account both inputs (the effort put in) and outputs (the result of the effort put in). This definition equates performance with the "sum of the effects of work". Performance is achieved when all efforts are focused towards achieving the set objectives and meeting customer's satisfaction. Heckerman (2011) states that: "Performance in the enterprise is what contributes to improving cost-value couple and not just what helps to reduce the cost or increase the value". The first stage of the "translation" of the cost value couple in concrete "pilotable" elements is to describe in global terms how the enterprise creates and will create value. It is, therefore, about defining "value" in the view of future developments. To design the value of tomorrow is to define a strategy. The first stage is therefore to translate the cost-value couple in strategic objectives. The above definition of performance can be translated into another equivalent definition: "Performance in the enterprise represents all that contributes to the achievement of strategic objectives". For the enterprise, performance is only what improves the cost-value couple, which is what contributes to value creation. A company is efficient if it has the ability to create economic value added (Hibon and Evgeniou, 2005).

Bates and Holton (1995) define the concept of performance as "a multidimensional abstract concept whose measurement depends on a variety of factors". Performance may refer to enterprise "organizational performance" and an activity of a department, a manager or a performer. The authors say it is important to determine whether the measurement objective is to

assess the effects of performance or the performing behaviour. Yet others have seen it from how efficient, effective and the extent it can contribute to economic growth (3Es) or how it can result to efficiency, effectiveness, equity and contributing to the economy and the environment (5Es) - Chai, (2009). In the context of this study, the extent to which an organization performs can be assessed or measured from market share and output level.

Two Factor Theory

The two factor theory was advanced by Fredrick Herzberg in 1959 and later constructed extensively by Barbara Snyder and Bernard Mausner. Herzberg (1959) constructed a dual-dimensional model of factors regarding people's philosophy about work. Herzberg and his proponents secluded the two sets of model which he identified as **satisfiers and dissatisfiers**. The dual factor theory postulates that the existence of the motivator factors creates work satisfaction, but their absence does not lead to job dissatisfaction. Examples of motivating factors include recognition, achievement and responsibility. On the other hand, the aspect of hygiene factors which describe the work environment, do not create feelings of satisfaction, but their absence leads to job dissatisfaction and examples include supervision, job security and salary. (Daft, 2003). Furthermore, Herzberg (1959) contends that the lack of hygiene aspects if lacking in the place of work environment, can lead to employees' job dissatisfaction since hygiene aspects prevent employees discontent. In other words, these aspects do not contribute to motivation but, lack of them causes discontent.

Unlike hygiene aspects, motivation aspects can truly encourage workers to work hard as well as enjoy their jobs. These aspects involve what individuals actually do on their occupation and must be engineered into the jobs so as to develop inherent motivation (Herzberg, 2010). Also, Herzberg (1959) argued that hygiene aspects only produced short-term improvements in employee participation and attitudes while motivators were typically directly related to the real tasks given and are connected with long-term constructive effects in work performance.

Importance of the two factor hypothesis to this research is that it places emphasis on job motivational factors that include challenging job, employee involvement and participation, empowerment responsibility, recognition, and opportunities for career development. Therefore, the dual factor theory provides a framework to support the validity of the argument that employee involvement in decision enhances employee participation which in turn brings about high productivity in an organisation.

CONCLUSION

From the analysis conducted, the following conclusions are made:

It was ascertained that job enrichment has an effect on organizational productivity because job is made interesting with the help of job enrichment hence; the frustration of employees can be reduced drastically with the help of job enrichment Job enrichment helps in reducing the rates of employee turnover and absenteeism; job enrichment is advantageous to the organization as there is qualitative as well as quantitative improvement in output; employees tend to be more creative when they work in an enriching context of complex and challenging jobs and the result of job enrichment is an overall more positive environment that promotes maximum productivity.

RECOMMENDATIONS

Considering the results of the study, the following recommendations were made by the researcher:

1. Employees should be involved in decision making so as to give them a sense of belonging
2. Employers should embark on motivational activities as to promote commitment to work among employees
3. Training and re-training programs should be carried out for the benefit of the employee so their self actualization can be achieved
4. Individual personnel in the firm should develop a positive attitude in the use of the physical facilities provided for the schools
5. Managers should put into consideration the three dimensions discussed in this study (job enrichment, quality circle and delegation) as to improve productivity

REFERENCES

- Bates R.A., & Holton E.F. (1995). Computerized performance monitoring. *A Review of Human Resource Issues*, 5(4).
- Chai N., (2009). *Sustainability performance evaluation system in Government. A balanced scorecard approach towards sustainable development*, Springer, London.
- Didier N., (2002). *Managing performance*. Paris.
- Folan P. (2007). *Performance. It's meaning and content for today's business research. Computers in Industry*, 58(7).
- Herzberg, F. (1966). *Work and the nature of man*. World Publishing Company.
- Herzberg, F. (1971). ***Work and the nature of man***. World Pub.
- Hibon M., & Evgeniou, T. (2005). *To combine or not to combine. Selecting among forecasts and their combinations*. Sage.
- Lawler, E.E., Mohrman, S.A., & Ledford, G.E. Jr. (1992). *employee involvement and total quality management, practices and results in fortune Companies*. Jossey-Bass.