

# A Multivariate Study of Job Enrichment and Managerial Efficiency in Selected Organizations

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## Abstract

The purpose of the study was to examine job enrichment on managerial efficiency in Cross River State, Civil service commission. The specific objectives were to; examine the effect of skill variety on managerial efficiency in Cross River State, Civil service commission; determine the effect of autonomous team work on managerial efficiency in Cross River State, Civil service commission; investigate the effect of feedback on managerial efficiency in Cross River State, Civil service commission. The research design adopted for the study was cross sectional survey. The researcher gathered data from primary sources. Multiple regression technique was used to determine the effect of independent variable on dependent variable. Based on the analysis of the results, the major findings of the study were: skill variety had a positive significant effect on managerial efficiency. Team work had a positive significant effect on managerial efficiency. Feedback had a positive significant effect on managerial efficiency in Cross River State, Civil service commission. Based on the findings, the study recommended that organizations should endeavor to solve the problem of excessive job specialization by periodic job rotation to provide variety.

**Keywords:** job enrichment, skill variety, autonomous team work, feedback, managerial efficiency

## 1. Introduction

Organizations are, fundamentally, social groups attempting to adapt and survive in their particular circumstances. 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 labor 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).

Moreover, the internal force keeps the employee going even when the challenges are successfully overcome. 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' fulfillment. Magaji (2014) noted that managers for decades have been trying to device better means to ensure employees get fulfillment from their current jobs. Enriching an employee's job is one of the various means

managers have device to ensure employees get the desired fulfillment 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. 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 employees dissatisfaction. The job should be planned in a way that it can satisfy the primary needs of employees as much as it is possible, it means that a job should be rich and content and have enough privileges, so that employees can attain creativity in their jobs by their independence and self-control. In job development, job is developed horizontally by adding operational duties to it, but in job enrichment, job is developed vertically by giving more responsibilities and privileges. In the organization, when there is no skill variety, autonomous team work and feedback, it will dampen the efficiency of the organization. The enrichment goal on one side is to increase the employees' internal motivation level and on the other side to provide their job satisfaction and to improve their operation.

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. However, it is said to be inefficient if it generates less than what it is expected to yield. 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). Beyond knowledge and skills, innovativeness requires intrinsic motivation and a certain level of internal force that pushes the individual to persevere in the face of challenges inherent in the creative work.

## **2. Theoretical Framework**

### *2.1 Job Characteristics Theory*

This study is based on the job characteristics theory developed by Hackman and Oldham in 1976. An important view on factors affecting jobs and motivation is provided by Hackman and Oldham in 1976. 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 Job Characteristics Model (JCM) is one of the primary endeavors to configure occupations or jobs with expanded motivational properties.

This theory was built on previous knowledge and research from other theories such as Hierarchy of Need Theory, Expectancy Theory, and Frederick Herzberg Two Factor Theory. 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.

### *2.2 Job Enrichment*

Job enrichment is the redesigning of jobs in a way that increases the opportunities for workers to experience feelings of responsibility, achievement, growth, and recognition. It is an improvement of job context /content in order to make it challenging, autonomy, significant, have more skill variety, better control, feedback from work done, self-respect of the employee, more opportunity for growth, and more chance to contribute his or her ideas. It seeks to add depth to a job by giving workers more control, responsibility, and discretion over how their job is performed. This is because excessive job specialization introduced by scientific management and advancing modern technology has been dehumanizing the work by making the workers' job meaningless, routine, repetitive, removing all challenges from it and making the worker a part of the machine culture. As human capabilities are not being fully utilized under such conditions, it is creating frustration among the workers and alienating them from their jobs.

### *2.3 Managerial Efficiency*

Managerial 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).

### 3. Empirical Literature

A large body of empirical evidences has demonstrated that job enrichment influence job satisfaction that job satisfaction is an overall attitude which can apply to various parts of an individual's job that are believed to be important. Salu et al (2014) point out that when employees' jobs are enriched, job dissatisfaction and lower commitment tends to disappear. Orphan (2019) in his research titled 'the effects of job enrichment on employee satisfaction, motivation, involvement, and performance: a field experiment' investigated the effect of job enrichment on employee responses conducted in a federal agency. The results showed that enrichment caused significant increases in employee job satisfaction, job involvement, and internal motivation.

Kim (2022) in his research that was carried out to examine the relationship between participative management and job satisfaction. Raza and Nawaz (2021) conducted a study on the impact of job enrichment on employee's job satisfaction, motivation and organizational commitment, in which the result showed that job enrichment is strongly correlated with job satisfaction. Job enrichment was found as strong predictor of job satisfaction, motivation and commitment. Mohr and Zoghi (2016) conducted research titled: is job enrichment really enriching? The result of the study showed that several forms of enrichment, specifically suggestion programs, information sharing, team work, quality of circles, feedback from work, autonomy, and training, raise satisfaction. Job enrichment satisfies employees' psychological and social needs and will therefore increase satisfaction.

Shouyik and Hisam (2018) investigated on the impact of job enrichment on work performance of employees: A study of Faculty Members in Dhofar University. The objectives of this research were to highlight the effects of job enrichment on Faculty members and their performance, to examine the factors associated with the concept of job enrichment in job environment. The study adopted descriptive research, and purposive sampling was applied to select respondents based on their expertise in the subject being researched. Questionnaire instrument was adopted, and correlation and ANOVA were used to find the relationship between the independent and dependent variables. The results revealed that there is a strong and significant connection between the independent variables viz skill variety and performance of the faculty members of Dhofar University.

Agarwal and Adjirackor (2016) investigated on the impact of job enrichment on organizational productivity in some selected basic schools in the Accra Metropolitan Assembly. Non-probability quota sampling was adopted in this study. A total of 242 copies of questionnaire were distributed among the staff members of the schools. Quantitative and descriptive statistics were used in the analysis. Multiple regression analysis was employed to analyze the impact of independent variables on dependent variable. The study showed that there is a significant positive impact of the predictors on the response variable with an adjusted  $R^2$  of 70.5 %. The study recommends that job enrichment activities have to be adopted in order to enhance organizational productivity.

Abuzid & Abbas (2017) investigated on the impact of job enrichment on organizational performance vis-à-vis. A study of Saudi-Arabian government department work teams. Descriptive methods and validity of model was tested through Confirmatory Factor Analysis (CFA). The findings revealed that there is a direct positive significance of the components of job enrichment and their impact on organizational performance, and also a positive relationship with feedback and organizational performance.

### 4. Methodology

The research design adopted for the study is survey. The study is focused on job enrichment on managerial efficiency in Cross River State, Civil service commission. The total population of the study is two hundred and fifty (250) employees. In selecting the sample size, the researcher adopted simple random sampling method. A total of five (5) Ministries are selected based on purposive reasons. The selected ministries are Cross River State Ministry of Local Government, Cross River State Ministry of Agriculture, Cross River State Ministry of Education, Cross River State Ministry of Environment and Cross River State Ministry of Health. However, to determine the sample size, the researcher used "Taro Yamane" formula which is given by

$$n = \frac{N}{1+N(e)^2}$$

Where;

- n = the sample size required
- N = the total (finite) population
- e = the level of significance (limit of tolerable error 5 percent)
- 1 = unity (a constant)

Recalling the population of the study

$$N = 250, e = 5 \text{ percent } (0.05)$$

Thus,

$$n = \frac{250}{1+250(0.05)^2}$$

$$n = \frac{250}{1+250(0.0025)}$$

$$n = \frac{250}{1+0.625}$$

$$n = \frac{250}{1.625}$$

$$n = 153.8, n \approx 154.$$

Therefore, the sample size is 154 and this figure signifies 61.6 percent of the population.

The researcher gathered data from both the primary and secondary sources. Multiple regression technique was used to determine the effect of independent variable on dependent variable. The objective of the study is to establish job enrichment on managerial efficiency. Based on this, the model below has been developed for the study.

$$Y = f(X)$$

Where:

Y= Dependent variable

X= Independent variable

Therefore, the functional relationship is linearized as shown below:

$$ME = \alpha_0 + \alpha_1SV + \alpha_1ATW + \alpha_1FB + e \quad (1)$$

Where:

ME = Managerial efficiency

SV = Skill variety

ATW = Autonomous Team work

FB = Feedback

Regression Constant =  $\alpha_0$

Regression intercepts =  $\alpha_1 - \alpha_3$

Stochastic error term = e

#### 4.1 Analysis of Data

H<sub>01</sub>: There is no significant effect of skill variety on managerial efficiency in Cross River State, Civil service commission.

H<sub>02</sub>: There is no significant effect of autonomous team work on managerial efficiency in Cross River State, Civil service commission.

H<sub>03</sub>: There is no significant effect of feedback on managerial efficiency in Cross River State, Civil service commission.

Table 1. Model Summary showing the effect of skill variety, team work, feedback on managerial efficiency  
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	.587 <sup>a</sup>	.344	.322	1.41535	.344	15.231	3	124	.000	1.862

a. Predictors: (Constant), skill variety, team work, feedback.

b. Dependent Variable: Efficiency.

Table 2. ANOVA<sup>a</sup> showing the effect of skill variety, team work, feedback on managerial efficiency

Model	Sum of Squares	Df	Mean Square	F	Sig.
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1	Regression	152.555	3	30.511	15.231	.000 <sup>b</sup>
	Residual	290.465	124	2.003		
	Total	443.020	127			

a. Dependent Variable: Efficiency.

b. Predictors: (Constant), skill variety, team work, feedback.

Table 3. Coefficients<sup>a</sup> showing the effect of Skill variety, Team work, Feedback and managerial efficiency

Model	Unstandardized Coefficients		Standardized Coefficients	T	Sig.	Correlations			Collinearity Statistics	
	B	Std. Error	Beta			Zero-order	Partial	Part	Tolerance	VIF
(Constant)	-4.297	2.578		-1.667	.098					
Skv	.213	.055	.265	3.865	.000	.318	.306	.260	.963	1.038
Twk	.127	.068	.128	1.868	.064	.214	.153	.126	.968	1.033
Fback	.246	.068	.253	3.611	.000	.365	.287	.243	.918	1.090
Efficiency	.267	.074	.245	3.616	.000	.297	.288	.243	.984	1.016

a. Dependent Variable: Efficiency.

#### Collinearity Diagnostics<sup>a</sup>

Model	Dimension	Eigenvalue	Condition Index	Variance Proportions				
				(Constant)	Skv	Twk	Fback	Efficiency
1		5.970	1.000	.00	.00	.00	.00	.00
2		.010	24.139	.00	.84	.00	.03	.05
3		.007	28.927	.00	.03	.42	.44	.02
4		.002	60.335	1.00	.08	.15	.06	.20

a. Dependent Variable: Efficiency.

#### Residuals Statistics<sup>a</sup>

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	14.4950	19.7364	17.4305	1.00848	127
Residual	-3.99756	3.00689	.00000	1.39156	127
Std. Predicted Value	-2.911	2.287	.000	1.000	127
Std. Residual	-2.824	2.124	.000	.983	127

a. Dependent Variable: Efficiency.

The multiple regression analysis conducted above was to examine the effect of job enrichment on managerial efficiency. The findings show that skill variety, Team work, feedback have positive significant effect on managerial efficiency and these remains evident as the overall model summary which produced an R of .527<sup>a</sup>, and an R-square = .344. This implies that the independent variables have influence on the dependent variable. The above influence is further explained as follows: Skill variety (B =.213, P = .098 < 0.05), Team work (B=.127, P

= .000 < 0.05) and feedback ( $B = .246$ ,  $P = .064 < 0.05$ ), proves to have significant influence on managerial efficiency. Based on the above, it is concluded that job enrichment has a positive significant effect on managerial efficiency.

### 5. Summary of Findings

The major findings of the study include:

- 1) Skill variety has a positive significant effect on managerial efficiency in Cross River State, Civil service commission.
- 2) Team work has a positive significant effect on managerial efficiency in Cross River State, Civil service commission.
- 3) Feedback has a positive significant effect on managerial efficiency in Cross River State, Civil service commission.

### 6. Conclusion and Recommendations

The study revealed thus: skill variety has a positive significant effect on managerial efficiency in Cross River State, Civil service commission. Team work has a positive significant effect on managerial efficiency in Cross River State, Civil service commission. Feedback has a positive significant effect on managerial efficiency in Cross River State, Civil service commission. Job enrichment is 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. Based on the findings, the following recommendations were proffered:

- 1) Job enrichment is the redesigning of jobs in a way that increases the opportunities for workers to experience feelings of responsibility, achievement, growth, and recognition. Organizations should endeavor to solve the problem of excessive job specialization by periodic job rotation to provide variety.
- 2) Teamwork has the ability to enable the members of the team to have a higher level of emotional security, self-confidence and the ability to plan and decide with others positively. Therefore, organization should help in creating a healthy work environment with workable agendas, creative activities, positive strategies and values.
- 3) Organizations should rely on business units and also depend on teamwork to achieve their desired ends.

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